

# TOWN OF FOUNTAIN HILLS, ARIZONA



FISCAL YEAR 2013-2014  
ADOPTED BUDGET



The Government Finance Officers Association of the United States and Canada (GFOA) presented the award of Distinguished Budget Presentation to the Town of Fountain Hills, 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: 1) Policy Document, 2) Financial Plan, 3) Operations Guide, and 4) 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 will submit it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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PRESENTED TO

**Town of Fountain Hills**

**Arizona**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morill*

President

*Affrey R. Egan*

Executive Director

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### INTRODUCTION

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This section will give the reader a brief overview of the budget process. The budget message from the Town Manager will summarize the goals of the Town Council and how the budget will aid in the accomplishment of those goals. Also provided here is a brief overview of the Town as well as information about the Town Councilmembers.

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## BUDGET MESSAGE

June 20, 2013

### **Honorable Mayor and Town Council:**

I am pleased to submit the Operating Budgets for the Town of Fountain Hills for the fiscal year beginning July 1, 2013, and ending June 30, 2014 (FY13-14). This budget is balanced and designed to convey to the public a budget message that articulates priorities and issues for the upcoming fiscal year. The budget also highlights any issues facing the staff in developing the budget, as well as short-term financial and operational policies that were instrumental in guiding the development of the annual budget. Although each fund should be viewed individually, the Town's proposed total budget, including all funds, is estimated at \$41.7 million in expenditures, with projected revenues of \$34.1 million. It is important to note that the budget includes the use of one-time resources such as reserves and grant funds (see page 78). These funds cannot be relied upon for ongoing operations of the Town.

The budget process involves participation of members of the Executive Budget Committee consisting of Department Directors, Finance staff, and the Town Manager. The Committee was assigned the task of prioritizing expenditure requests to meet the Council goals and providing a sustainable level of service with the resources available. This budget is the product of that process and accomplishes that goal. The primary focus of the proposed budget is usually the operating fund, specifically the General Fund, which supports basic services. Because of the economic downturn, revenues declined. Developing the proposed budget, therefore, required making choices to achieve a budget that balances the available resources with the Council goals, while maintaining a level of service to support a high quality of life in Fountain Hills.

### **Long-Term Concerns and Issues**

The primary long-term issues that the Town of Fountain Hills is facing are:

- Aging infrastructure
- Decreased proportionate share of State Shared revenues due to increased population of surrounding communities
- Lack of sustainable or diversified revenue base
- Dependence upon State Shared revenues
- Business attraction and retention
- Implementation of a Downtown Vision Master Plan



## **Strategic Goals and Priorities**

Fountain Hills developed its first Strategic Plan in 2005 through a citizen-driven planning process. *Strategic Plan 2006-2010* outlined strategic priorities for implementation through 2010. *Strategic Plan 2006-2010* also established the Strategic Planning Advisory Commission (SPAC), a Council-appointed body intended to foster implementation of the Strategic Plan.

At the beginning of 2009, SPAC recognized the need to update the Strategic Plan. Subsequently, *Strategic Plan 2010* was built upon the foundation of a clearly defined vision statement and eight key values, with specific indicators to evaluate Council and staff priorities. Based on citizen input, the Strategic Plan is designed to guide our future decisions grounded on these common values:

- Civility
- Civic Responsibility
- Environmental Stewardship
- Education, Learning and Culture
- Economic Vitality
- Maintain and Improve Community Infrastructure
- Recreational Opportunities and Amenities
- Public Safety, Health and Welfare

*Strategic Plan 2010* honors and continues the Fountain Hills tradition of citizen-driven planning. Some of the goals will span decades, so it is essential that the updated Plan provides both long-range direction to achieve our vision yet have the flexibility to implement the latest and best technologies and strategies as opportunities arise.



## FY13-14 Strategic Plan Goals





# Quick Guide to Strategic Plan 2010



## What is a Strategic Plan and how will it be used?

A successful strategic plan is one that is integrated into the daily operations of an organization. In a municipal setting, staff and partner organizations use the strategic plan to develop proposals and initiatives that implement elements of the strategic plan; Council uses the strategic plan to evaluate all proposals.

While a full update of a Strategic Plan is recommended periodically (every five years), the Strategic Plan should be reviewed annually and adjustments made as necessary. The cycle (right) outlines the annual use of the Strategic Plan.

### Our Vision

Fountain Hills is a distinctive community designed to invigorate the body, mind and spirit, and strives to:

- Be stewards of this unique enclave, dedicated to preserving the environment and visual aesthetic and to living in balance with the Sonoran Desert;
- Champion the diversity of experiences our residents bring to our community and rely on this depth of experience to innovatively address our challenges;
- Be economically sustainable and anchor our vitality in an active, vibrant town core that serves us culturally, socially and economically; and,
- Be civic-minded and friendly, taking responsibility for our Town's success by building partnerships and investing our talent and resources.

### Civility

**Our Pledge** Build a community in which all can feel valued, welcome and as though they belong.

#### Strategic Directions

- C 1 Practice the art of civility in all public settings and encourage those around you to do the same.
- C 2 Support community events and activities that create opportunities to build community and friendship.
- C 3 Genuinely solicit and consider public and stakeholder feedback as part of the decision-making process.
- C 4 Be the friendliest place in the Valley.

### Environmental Stewardship

**Our Pledge** Preserve the natural beauty that surrounds us and protect it so future generations can enjoy it.

#### Strategic Directions

- ES 1 Educate residents about our environment to increase awareness and promote stewardship.
- ES 2 Protect and enhance natural infrastructure, including native vegetation, terrain and open space.
- ES 3 Explore and implement new technologies and opportunities that will minimize noise, air and light pollution and reduce energy consumption.
- ES 4 Promote water conservation and identify ways to use of this precious desert resource wisely.
- ES 5 Protect selected view sheds from development and other manmade obstructions.
- ES 6 Improve access to the Sonoran Desert experience.

### Civic Responsibility

**Our Pledge** Take responsibility for our community's future and foster opportunities for all residents to participate fully in our community through accessible, responsive leadership.

#### Strategic Directions

- CR 1 Foster an environment of accessible, responsive governance.
- CR 2 Discover, recognize and utilize the talents of our citizens and use these assets to address community needs.
- CR 3 Foster a culture of public service and volunteerism.
- CR 4 Implement a comprehensive communications plan to encourage informed citizen participation in civic life.
- CR 5 Support and develop programs that educate and involve our youth in community governance.
- CR 6 Evaluate customer satisfaction with Town services on a regular basis and implement appropriate service improvements.
- CR 7 Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.
- CR 8 Foster a dialogue with residents and businesses regarding the importance of investing in the community's infrastructure maintenance to protect property values and enhance the business climate.

### Education, Learning and Culture

**Our Pledge** Support quality, lifelong learning opportunities and cultural assets that enrich our lives.

#### Strategic Directions

- ELC 1 Partner with Fountain Hills' schools and other institutions to develop quality educational programming and opportunities.
- ELC 2 Support partners in providing arts and cultural opportunities and amenities.
- ELC 3 Promote and celebrate cultural diversity.
- ELC 4 Position the community's arts and cultural businesses, venues and amenities as economic drivers integrated into the Town's comprehensive economic strategy.
- ELC 5 Encourage access to higher learning opportunities or the establishment of an educational or training campus within our community.



### Economic Vitality

**Our Pledge** Maintain a strong commitment to financial stability and local control, and will promote economic growth that leverages Fountain Hills' assets by building a dynamic, diverse economy that supports our community's needs and promotes successful businesses.

#### Strategic Directions

- EV 1 Develop a comprehensive economic development strategy for the Town's future and work with our partners to forward economic growth and awareness.
- EV 2 Develop and maintain a balanced, equitable, sustainable and local financing structure to support the Town's core government services at desired service levels.
- EV 3 Promote a mixed use core where residents can live, work, learn and play in an urban village setting, as depicted in the Downtown Area Specific Plan (Downtown Vision Master Plan).
- EV 4 Promote retention, expansion and relocation of quality businesses.
- EV 5 Promote Fountain Hills as a visitor destination.
- EV 6 Identify a slate of economic development tools and strategies (including tax incentives, fee abatements, etc.) to stimulate economic growth.
- EV 7 Identify areas for redevelopment, revitalization or reuse.
- EV 8 Promote unique and vibrant neighborhood and business districts.
- EV 9 Promote the maintenance of an age-balanced population that will support the long-term sustainability of our community.
- EV 10 Define Fountain Hills' market niche and actively pursue opportunities that attract and retain high quality employment opportunities.

### Maintain and Improve Community Infrastructure

**Our Pledge** Maintain and improve our infrastructure to ensure a high quality living experience, enhance economic opportunities, and support and protect property values and community investments.

#### Strategic Directions

- I 1 Maintain a 5-year capital improvements plan that includes programmed maintenance projects.
- I 2 Lower the reliance on state revenues by developing a locally controlled, reliable funding source for infrastructure maintenance.
- I 3 Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction.
- I 4 Partner with local civic and social organizations to assist in amenity upkeep and maintenance.
- I 5 Explore ways to reduce wear and tear on the transportation system including transit options and limiting of truck traffic.
- I 6 Coordinate closely with downtown development efforts to ensure adequate infrastructure is planned and amenities identified and programmed.
- I 7 Maintain an up-to-date impact fee structure and equitable development agreements to ensure new growth is not a burden on existing residents and businesses.
- I 8 Periodically meet with other community service providers to do joint planning and ensure that service providers can accommodate new customers resulting from growth without compromising service levels to existing residents and businesses.
- I 9 Build a protected fund to finance the major periodic maintenance of community facilities.

### Recreational Opportunities and Amenities

**Our Pledge** Make Fountain Hills a pedestrian- and bicycle-friendly community by contributing to healthy lifestyles, providing recreational and physical exercise opportunities to citizens, and taking advantage of Fountain Hills' closeness to the Sonoran Desert.

#### Strategic Directions

- R 1 Offer a wide range of cost-effective and accessible programs and services for all ages to promote a healthy and active community.
- R 2 Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciation of our parks and natural resources.
- R 3 Support local organizations in providing affordable quality programs to promote recreational, sports, fitness and wellness programs for all ages.
- R 4 Support community events and activities that create opportunities to build community and neighborhood identity.

### Public Safety, Health and Welfare

**Our Pledge** Protect the health and safety of our community and promote a high quality life.

#### Strategic Directions

- P 1 Promote and enhance community-based partnerships in crime prevention, fire and emergency preparedness.
- P 2 Reduce risk and increase safety through "community policing" and community-based fire prevention programs.
- P 3 Ensure appropriate service levels for public safety.
- P 4 Explore health and welfare opportunities, including the creation of a small hospital or a niche health-related service cluster.
- P 5 Support health and wellness instruction throughout the community.

### Idea Box

While the Strategic Plan itself is intended to provide broad strategic guidance, each year Council will provide more specific direction on its annual course which will be used by staff to develop an action plan. The Idea Box section of the plan is a collection of specific ideas offered by residents and stakeholders. The ideas are presented neither with endorsement nor evaluation by the Town. The Idea Box is intended to serve as a repository of tools and activities that can be considered to build the Town's annual action plan. If you have some ideas you'd like included in the Idea Box, please provide them by visiting the Strategic Plan's Web site at: [www.fh.az.gov/strategic-plan.aspx](http://www.fh.az.gov/strategic-plan.aspx)



## **Core Services**

Funding levels for the core services have been affected in FY13-14 with lower budget levels, except in Public Safety, due to the transfer of the Vehicle License Tax (VLT \$750,000) from the General Fund to the HURF Fund for the Pavement Management Program. The core services of Administration, Development Services and Community Services were reduced a total of five (5) employee positions as well as program and operational budget cuts made to back fill the loss of the VLT revenue. Details of the reduction are a result of the adopted Resolution 2013-02 in FY12-13:

• Outsource street sweeping program (1 FTE)	\$50,000
• Eliminate vacant street maintenance position	50,000
• Reduce HURF operations budget (programs)	75,000
• Current Pavement Management funding in HURF	50,000
• Drawdown of HURF Reserves (maximum six years)	<u>25,000</u>
<b>TOTAL HURF REDUCTIONS</b>	<b>\$250,000</b>
• Reduce one staff position in Parks Division	\$43,300
• Reduce Program Budgets to:	
• Ballet Arizona	7,000
• Homecoming Parade	3,600
• Homecoming Tailgate Party	1,500
• Sock Hop	2,150
• New Teen Programs	<u>2,450</u>
<b>TOTAL COMMUNITY SERVICES REDUCTIONS</b>	<b>\$60,000</b>
• Reduce outside contract for inspections	\$30,000
• Reduce expenditures for code abatement	5,000
• Eliminate household hazardous waste event	45,000
• Eliminate purchase of GIS equipment	<u>25,000</u>
<b>TOTAL DEVELOPMENT SERVICES REDUCTIONS</b>	<b>\$105,000</b>
• Reduce one part-time position in Finance	\$17,000
• Reduce one full-time position in Municipal Court	50,000
• Reduce one full-time position to part-time in Administration	40,000
• Reduction to Economic Development-General Fund budget	90,000
• Reduce General Fund Contingency to previous years	285,000
• Transfer Tourism expenditure to Economic Development Fund	<u>103,000</u>
<b>TOTAL ADMINISTRATION REDUCTIONS</b>	<b>\$585,000</b>

## **Employee Positions Eliminated**

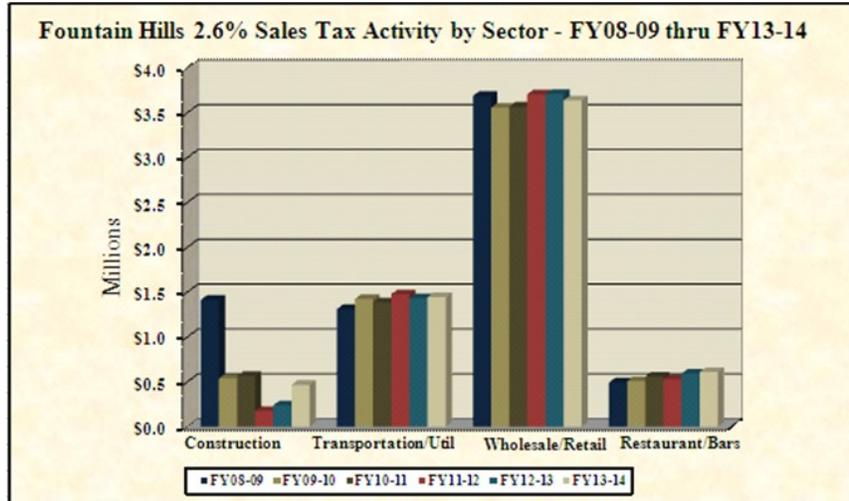
1. Court Clerk – full-time
2. Financial Services Technician – part-time
3. Parks Groundskeeper – full-time
4. Street Maintenance Technician, Sweeper – full-time (outsource contract)
5. Street Maintenance Technician – full-time – currently vacant
6. Human Resources Administrator from full-time status (40 hrs/wk) to part-time status (30 hrs/wk)



### **Short Term Goals and Initiatives**

During the prolonged recession, staff had taken a very conservative outlook when projecting revenues for fiscal years 2009 through 2013 and made deep cuts in expenditures while trying to accomplish the Council’s goals. Under the proposed budget, operating revenues for FY13-14 are projected to increase compared to the past three years primarily due to a cautiously optimistic economic forecast in sales tax revenues. The Town relies primarily on two main sources of revenue for operations – State Shared revenues (sales, income and vehicle license taxes from the State) and the local sales tax; combined, these two sources contribute 90% of the General Fund operating budget (34% and 56% respectively). State Shared revenues are shared among cities and towns based on population and based on sales, corporate and personal income tax and are subject to State appropriation. The State has projected that this category of revenues will exceed the prior year by 11% which is reflected in the local revenues. Each year, there is pressure on the State legislature from outside sources to change the allocation formula which threatens to reduce the Town’s proportionate share.

Local revenues from construction related permits are projected to continue to remain flat during FY13-14; residential permits are beginning to show signs of a moderate recovery. The local economy also shows some signs of recovery although not in all categories – the chart below summarizes the local sales activity both in the past and the future.



By addressing our problems early, and by observing prudent fiscal practices, the Town has minimized our financial exposure going forward. Nevertheless, the General Fund budget process has been challenging for the staff and Executive Budget Committee to accommodate the decrease in available resources. In order to balance the budget, not only for the upcoming fiscal year, but for the foreseeable future, the Executive Budget Committee and staff worked together with a plan that maintains as much of the service level as possible with minimized impact on citizens.



## **Priorities and Issues for FY13-14**

To frame the many decisions that have laid the foundation for projections contained in the FY13-14 budget, it is necessary to reflect briefly on the past fiscal year. For Fountain Hills, FY10-11 began with no expectation of an economic recovery but rather a further decline in revenues; however, the local economy is showing signs of a sustained recovery. The local retail sales tax receipts are remaining flat over the prior year but restaurant/bar sales tax receipts are at a record high level.

In developing the proposed budget, Town staff follows a zero-based approach, leading to a focused review of services delivered by the Town, increased scrutiny of expenditures, and prioritization of programs to be funded using limited resources. This analysis is made more effective with the introduction in FY08-09 of new computer software to implement program budgeting. Additionally, the Town remains committed to funding one-time capital projects with one-time revenue sources, such as construction related revenues and surplus General Fund revenues. Ongoing operating costs should be funded with stable and reliable revenue sources.

## **Action Plans**

In order to achieve the broad set of strategic goals, the Town Council held a planning retreat in August, 2012 to determine the most important priorities facing the Town of Fountain Hills. Seven (7) Operational Priorities were established as the most important issues that are in need of being addressed by the organization. The twelve (12) Strategic Goals were ratified as a guide to further address community-wide priorities. Another retreat was held in January, 2013 to further discuss priorities focusing on the upcoming FY13-14 annual budget. The budget retreat culminated with many of the priorities and goals established earlier and also contained in the *2010 Strategic Plan*. The Operational Priorities and Strategic Goals addressed in FY13-14 are listed below.

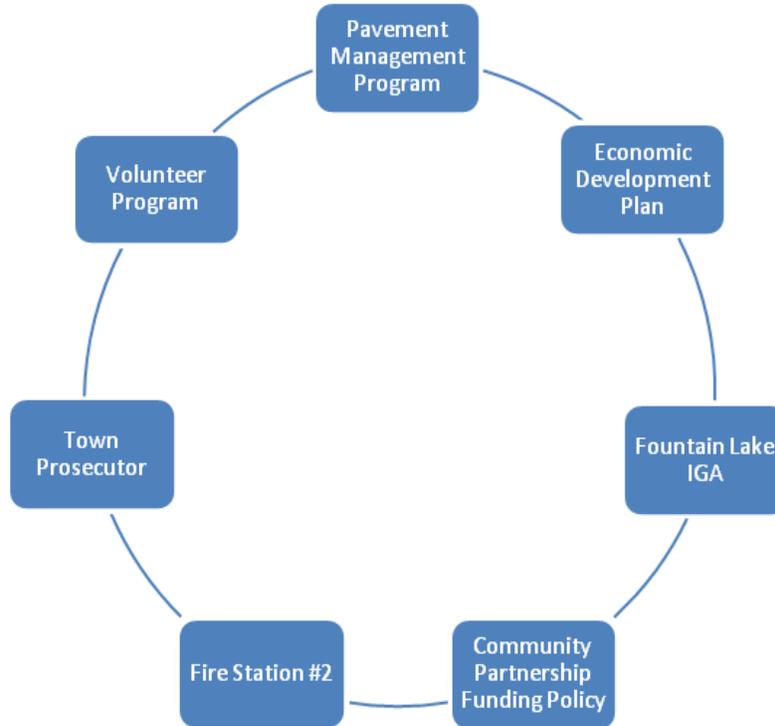
### **Operational Priorities:**

- Pavement Management Program
- Economic Development Plan
- Fountain Lake IGA with Sanitary District
- Town Prosecutor
- Community Partnership Funding Policy
- Fire Station #2 Relocation (site undetermined)
- Volunteer Program Continuation

### **Timeframe**

Adopted  
Adopted  
Discussions Underway  
Model Determined/Funded  
March, 2014  
CIP 2015  
June, 2013





**Strategic Goals:**

- EV1 – Develop Economic Development Plan
- EV2 – Sustainable local revenue stream
- EV4 – Promote BRE Program
- I2 – Develop reliable source of funding for infrastructure maintenance
- I3 – Pavement Management Program
- R2 – Interconnected Multi-Use Trails/Bike Paths including the FIT Urban Trails
- C2 – Support Community Events/Activities to build Community & Friendship
- C3 - Solicit Public/Stakeholder Feedback
- CR1 - Foster responsive government
- CR2, CR3 - Expand Volunteerism Program
- CR6 - Evaluate customer satisfaction
- CR7 - Communicate role of government

**Timeframe**

- Implement in 2014
- June, 2014
- Implement in 2014
- January, 2013
- Implemented March, 2013
- Kickoff April, 2013
- Ongoing
- November, 2013
- Ongoing
- June, 2013
- December, 2013
- February, 2014

The FY13-14 annual budget is proposed at \$41,655,378, which is approximately \$10 million more than the previous FY12-13 annual budget of \$31,513,009. The main reason for the increase is the recently approved Resolution 2013-05 asking the voters to approve a Road Bond Election in the amount of \$8,200,000 for a major road reconstruction project.



The principal issues facing the Town Council in developing the FY13-14 budget are:

- Identifying pavement management as a priority on par with public safety
- Allocating resources to maintain the Town's aging infrastructure (roads)
- Threats to the Town's revenue by legislative actions
- Human resource capital to maintain current level of service
- Managing water quality at Fountain Lake
- Local business failures

Steps that the Town is taking to deal with the fiscal issues are:

- Establish pavement management as a high priority along with public safety
- Allocate resources from the General Fund to the HURF/Streets Fund for annual maintenance of Town roads
- Present to the voters the question of whether to sell bonds in the amount of \$8.2M to reconstruct a major Town road
- Develop an Economic Development Plan
- Work with the Fountain Hills Sanitary District on a joint proposal to manage the water quality at Fountain Lake
- Write proposal for citizen survey for desired level of service for the community

### **Budget Assumptions:**

- The local economy appears to have stabilized to a "New Normal" with razor-thin available funds for the foreseeable future
- Revenue projections are determined using both a trend analysis formula, as well as a flat percentage increase (2%), but are estimates
- Little or no change in the distribution of State Shared revenues
- Maintaining existing level of service (no new programs/no new employees)

### **Long Term**

The Town's General Fund, as the main operating fund, is projected to remain level over the next five years with no plans for new revenue sources. An annexed parcel of 1,300 acres was previously projected to begin development in FY14-15, however, there have been no indications that the project is moving forward in the near future. The Town has not included any revenue from any new major development within the next five years; new expenditure proposals must consider where the resources to pay for the program will come from. The future projections are based on the following assumptions:

- The annexed Ellman property is not included in the five-year future revenue estimates.



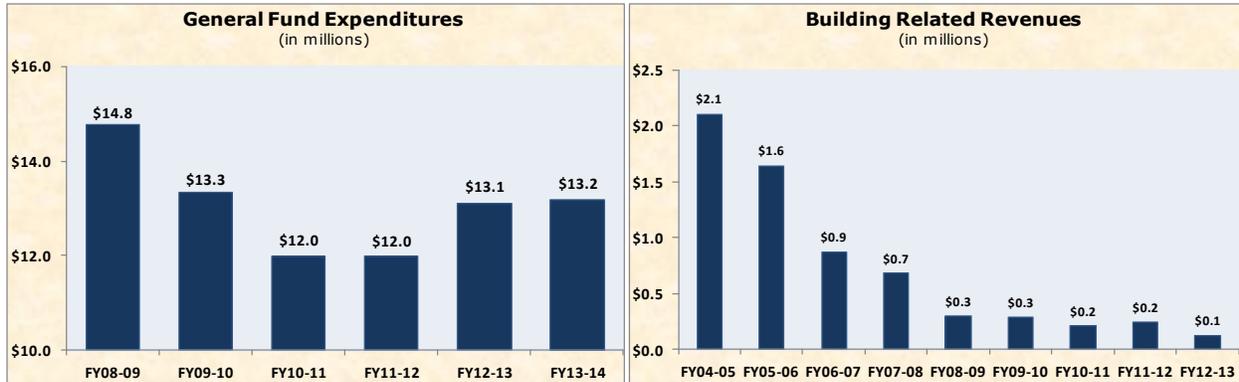
- An inflation factor of 2% for Administration, Development Services and Community Services Departments has been added to the existing budgets; public safety contracts for Maricopa County Sheriff’s Office has been projected at a 6% increase and the Fire & Emergency Medical Services contract with Rural Metro Corporation is projected at a 3% increase for FY13-14.
- No increase in staffing levels is projected in the future budget estimates.
- Annual debt service payment for Community Center bonds is eliminated in FY15-16.
- Building revenue assumes there is no change in the distribution of construction sales tax (considered a one-time revenue; therefore, 50% of this resource is allocated to the Capital Projects Fund and 50% to the General Fund). If the current proposal in the State legislature is passed, the construction sales tax will be eliminated; this change may have a significant impact on the level of service with further service reductions.

General Fund projections through FY17-18:

	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>
	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
<b>REVENUES</b>					
Intergovernmental	\$ 4,555,668	\$ 4,794,586	\$ 4,738,576	\$ 4,806,195	\$ 4,938,170
Permits, Licenses, Fees	1,011,147	1,030,986	1,055,667	1,081,319	1,109,203
Building Revenue	299,020	299,020	435,700	534,700	534,600
Local Taxes	<u>7,317,222</u>	<u>7,416,859</u>	<u>7,492,301</u>	<u>7,758,018</u>	<u>7,885,108</u>
<b>Total Revenues</b>	<u>13,183,057</u>	<u>13,541,451</u>	<u>13,722,244</u>	<u>14,180,232</u>	<u>14,467,081</u>
<b>EXPENDITURES</b>					
Mayor & Town Council	79,702	81,695	83,737	85,830	87,976
Administration	2,120,075	1,999,297	2,092,347	2,098,031	2,193,857
Municipal Court	362,401	371,461	380,748	390,266	400,023
Development Services	1,849,106	1,895,334	1,942,717	1,991,285	2,041,067
Community Services	2,232,230	2,288,036	2,152,237	2,206,043	2,261,194
Public Safety (Police & Fire)	<u>6,539,543</u>	<u>6,782,549</u>	<u>7,034,952</u>	<u>7,297,129</u>	<u>7,516,043</u>
<b>Total Expenditures</b>	<u>13,183,057</u>	<u>13,418,372</u>	<u>13,686,738</u>	<u>14,068,584</u>	<u>14,500,160</u>
<b>Surplus/(Deficit)</b>	<u>\$ -</u>	<u>\$ 123,079</u>	<u>\$ 35,506</u>	<u>\$ 111,648</u>	<u>\$ (33,079)</u>

During the slowdown, the Town used the opportunity to restructure the organization for more efficiency, evaluate core services and better connect with our neighborhoods and citizens by concentrating on our core missions as defined by the Mayor and Town Council. The charts on the following page show a historical look at past years’ General Fund revenues, especially those related to building. Even though the future forecast is cautiously optimistic, the Town remains a long way from returning to building related revenues of eight years ago.





## Change in Priorities

The challenges of prior years were related to the national economy; however, the economy appears to be experiencing a modest recovery. The loss of population created an unanticipated decrease in operating revenue in FY11-12 that will not be recovered without an increase in population with the next census.

New priorities for FY13-14 developed by the Town Council during their annual retreat are:

- Creating a comprehensive economic development strategy for forward economic growth and awareness
- Developing a balanced, equitable, sustainable, local financing structure to support the Town's core government services at desired service levels
- Promote retention, expansion and relocation of quality businesses
- Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciation of our parks and natural resources
- Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction
- Support community events and activities that create opportunities to build community and friendship

The five-year Capital Improvement Program totals \$24.1 million, a 60% decrease from last year's program, which reflects the deferral of major projects associated with development in the annexed state trust land until there are indications of this development moving forward. This Program represents an investment in public fa-



cilities and infrastructure over the next five years.

### **Economic Factors**

There are indications that the decline in the local economy has leveled off and the economy has seen a slight increase over the current fiscal year. Other local activity such as restaurants and telecommunications have seen significant and sustained increases which provide signs of optimism. However, construction activity remains fairly flat and is not anticipated to recover until the annexed state trust land begins to be developed.

The Town's goals are long-term and address the entire organization, such as the long-term impacts of revenue shortfalls related to the decline of construction related activity revenue due to build-out and the continued threat of legislative policies that impact State Shared revenues. The long and short-term forecasts show that the Town's operating costs over the next five years can be sustained provided that there are no increased demands on level of service. However, beyond five years will depend on the development of the Town's last undeveloped land. Given the cyclical nature of the economy, it is difficult to project revenues two or more years into the future with any degree of certainty. However, the long-range forecasts serve as an early warning that the Town must continue to exercise restraint in its long-term fiscal planning. The Town is past its highest historic period of expansion, with an economy that is maturing and moving to a slower – and more sustainable – level of growth.

### **Maintenance of the Reserve Fund**

During FY11-12, the Town amended the existing financial policy on the classification of fund balance in the annual financial reports; the Resolution created five new classifications of governmental fund balances as required by the Governmental Accounting Standards Board (GASB) Statement 54. GASB had found that the usefulness and value of fund balance information that was provided was significantly reduced by misunderstandings regarding the message that it conveyed, and the inconsistent treatment and financial reporting practices of governments. In order to improve how fund balance information was reported and enhance its decision-usefulness, GASB issued Statement 54, Fund Balance Reporting and Governmental Fund Type Definitions.

The overall principal and goal of GASB Statement 54 is to report governmental fund balances based on a hierarchy that shows, from the highest to the lowest, the level or form of constraints on fund balance, and accordingly, the extent to which governments are bound to honor them:

- Nonspendable – The initial distinction that is made in reporting fund balance information is identifying amounts that are considered non-spendable, such as fund balance associated with inventories or fixed assets. In Fountain Hills, this classification would apply to our fuel inventory, fixed assets, and

- prepaid items.
- **Restricted** – The restricted fund balance category includes amounts that can be spent only for the specific purposes stipulated by constitution, external reporting providers, or through enabling legislation. In Fountain Hills, this classification would apply to Highway User Revenue Fund (HURF), Development Fees, the Grant/Special Revenue Fund, and the Debt Service Funds.
  - **Committed** – The committed fund balance classification includes amounts that can be used only for the specific purposes determined by a formal action of the government’s highest level of decision-making authority. In Fountain Hills, this classification would apply to the Rainy Day Fund, Downtown Strategy Fund, Economic Development Fund, and any General Fund surplus.
  - **Assigned** – Amounts in the assigned fund balance classification are intended to be used by the government for specific purposes but do not meet the criteria to be classified as restricted or committed. In Fountain Hills, this classification would apply to the Public Art Fund and the Vehicle Replacement Fund.
  - **Unassigned** – The unassigned fund balance is the residual classification for the government’s General Fund and includes all spendable amounts not contained in the other classifications. In other funds, the unassigned classification should be used only to report a deficit balance resulting from overspending for specific purposes for which amounts had been restricted, committed, or assigned. In Fountain Hills, this classification would be any residual balance of monies not contained in any of the other classifications.

The requirements in GASB Statement 54 are intended to improve financial reporting by providing fund balance categories and classifications that will be more easily understood. Elimination of the reserved component of fund balance in favor of a restricted classification will enhance the consistency between information reported in the government-wide statements and information in the governmental fund financial statements and avoid confusion about the relationship between reserved fund balance and restricted net assets.

The fund balance classification approach now requires governments to classify amounts consistently, regardless of the fund type or column in which they are presented. As a result, an amount cannot be classified as restricted in one fund but unrestricted in another. The fund balance disclosure will give users information necessary to understand the processes under which constraints are imposed upon the use of resources and how those constraints may be modified or eliminated. The clarifications of the governmental fund type definitions will reduce uncertainty about which resources can or should be reported in the respective fund types.

### **Award Program**

For the past twelve years, the Town of Fountain Hills has been awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award. This award is presented to government entities that meet certain criteria in the presentation of their budget. This Budget Message section is designed to pro-



vide the lay person with a broad view of the contents included in the FY13-14 Fountain Hills budget, its processes, issues and anticipated outcomes. Document sections are cited in order to guide the reader to more in-depth information and explanation of the drivers of the Fountain Hills operating budget and Capital Improvement Program.

### **A Debt of Gratitude**

I would like to offer my special thanks to the Fountain Hills Mayor, Town Council members, the numerous Commission Members, and Town Volunteers for their many hours of volunteer service without which the Town could not function in the fine manner that it has over the years. This Volunteer core of more than 800 citizens offers Town staff a vast bank of knowledge about subjects that contribute not only to planning for the present, but also for the future of Fountain Hills. I would also like to thank the Town of Fountain Hills Department Directors and supervisors for their diligence and great effort in preparing their departmental budgets. The Directors and their staff attended several sessions with the Executive Budget Committee to justify their programs, develop cost estimates, and answer many questions. The team's efforts have resulted in a balanced budget, which achieves the Council's current goals and assists in future planning towards the vision of Fountain Hills.

**Respectfully submitted,**



Ken Buchanan  
Town Manager



# Community Profile



## COMMUNITY PROFILE

The Town of Fountain Hills is a master planned community established in 1970 by McCulloch Properties (now MCO Properties, Inc.). Prior to 1970, the area was a cattle ranch and was part of one of the largest land and cattle holdings in Arizona. The land was purchased by Robert McCulloch in the late 1960s and the community designed by Charles Wood, Jr. (designer of Disneyland in southern California).

One of the community's most valuable assets is its natural beauty. Incredible views and natural desert terrain provide for a wide range of outdoor activities including hiking, biking, and golf. In fact, Fountain Hills contains some of the more challenging and picturesque golf courses in the State of Arizona.

The centerpiece of Fountain Hills is our beautiful fountain; one of the world's tallest man-made fountains. It serves



as a focal point for the community and attracts thousands of visitors each year.

The fountain, driven by three 600 horsepower (450kW) turbine pumps, sprays water at a rate of 7,000 gallons per minute through an 18-inch nozzle. With all three pumps and under ideal conditions, the fountain reaches 560 feet (171m) in height, though in normal operation only two of the pumps are used, with a fountain height of around 330 feet (101m). When built, it was the world's tallest fountain and held that record for over a decade.



Fountain Hills is home to over 100 pieces of publicly displayed artwork throughout its downtown and at public buildings. Art is a significant part of the Town's heritage. The many fountains along the Avenue of the Fountains were the beginning of the public art collection.

Bronze sculptures and fountains with community profile themes, ranging from the whimsical to the serious, dot the streets and adorn the public buildings, plazas and parks. The collection also contains a wide variety of other art types and media, including paintings, stone, photography and metals. Residents and visitors are invited to wander the streets or take the "Art Walk" guided tour.



Located on 13,006 acres of land, Fountain Hills is surrounded by the 3,500-foot McDowell Mountains and Scottsdale on the west, the Fort McDowell Yavapai Nation on the east, the Salt River Pima-Maricopa Indian Community on the south and the McDowell Mountain Regional Park on the north. The elevation is 1,520 feet at the fountain, 3,000 feet on Golden Eagle Boulevard, and is 500 feet above Phoenix.

The Town offers a wide range of living accommodations, from small condominium complexes to large custom homes. Fountain Hills also offers recreational, cultural and retirement programs that address the needs and lifestyles of active families as well as older adults. The community consists of a total of 13,006 acres of property, primarily residential and open space (9,659 acres or 74%). Of the remaining land, 2,644 acres are developable, with 86 acres being zoned commercial (approximately .7%) and 1,521 acres are right of way/streets (12%); there is no industrial zoning available.

Over the past twenty years, Fountain Hills has grown from 10,190 residents to a town of 22,489 in 2010. Although the rate of growth has slowed due to the lack of available land on which to build, the Town continues to attract residents who are building large custom homes to take advantage of the scenic vistas surrounding our mountain community.

In 2006, Fountain Hills was named by Phoenix Magazine as the best place to live and was cited as "a welcome oasis on the outskirts of a metropolis." The magazine measured the quality of life in 22 Valley communities, including a statistical analysis of each community's population, income, home price, crime rate, miles to Sky Harbor Airport, and square feet of retail. The criteria used by the magazine in this ranking are similar to the priorities established in the Town's Strategic Plan. The volunteer spirit and high level of involvement of the citizens and business representatives were highlighted.



Fountain Hills has also earned a top accolade from Business Week magazine.

In its February, 2009 online edition, Fountain Hills was named the "Best Affordable Suburb" in all of Arizona. The magazine evaluated suburbs on a variety of factors but weighted affordability most heavily. They also considered lifestyle (short commutes, clean air, low crime, good weather, and green space), the quality of schools, and the strength of the local economy.

None of the places evaluated had populations of more than 60,000 or less than 5,000. Only one suburb per state was selected.

Fountain Hills' low population density is a major reason it is such a desirable place to live. Unlike other regions of the Valley one can dine, play, and commute, without congestion.

Fountain Hills' land is currently developed at an average density of 1.4 dwelling units per acre for single family homes and 6.9 units per acre for multi-family housing.

At the end of the year, there were 1,045 vacant single family lots and 60 vacant multi-family lots.

Based upon 2010 population, Fountain Hills' has an average of 1,106.7 people per square mile, or 1.73 people per acre.



## Demographics

2010		2000		Percent Change 2000-2010		2010	
Population	Housing Units	Population	Housing Units	Population	Housing Units	Occupied	Vacant
22,489	13,167	20,235	10,491	11.1%	25.5%	10,339	2,828

Population 2010	Population Age 0-17 Years	Population Age 18 Years & Over	Percent of Population	
			Population Age 0-17 Years	Population Age 18 Years & Over
22,489	3,230	19,259	14.4%	85.6%

Population Trends	
Year	Fountain Hills Population
1980	2,772*
1985	5,200**
1990	10,030*
1995	13,745**
2000	20,235*
2005	24,492*
2010	22,489*
2020	31,145***
Estimated Buildout ~2030	34,324****

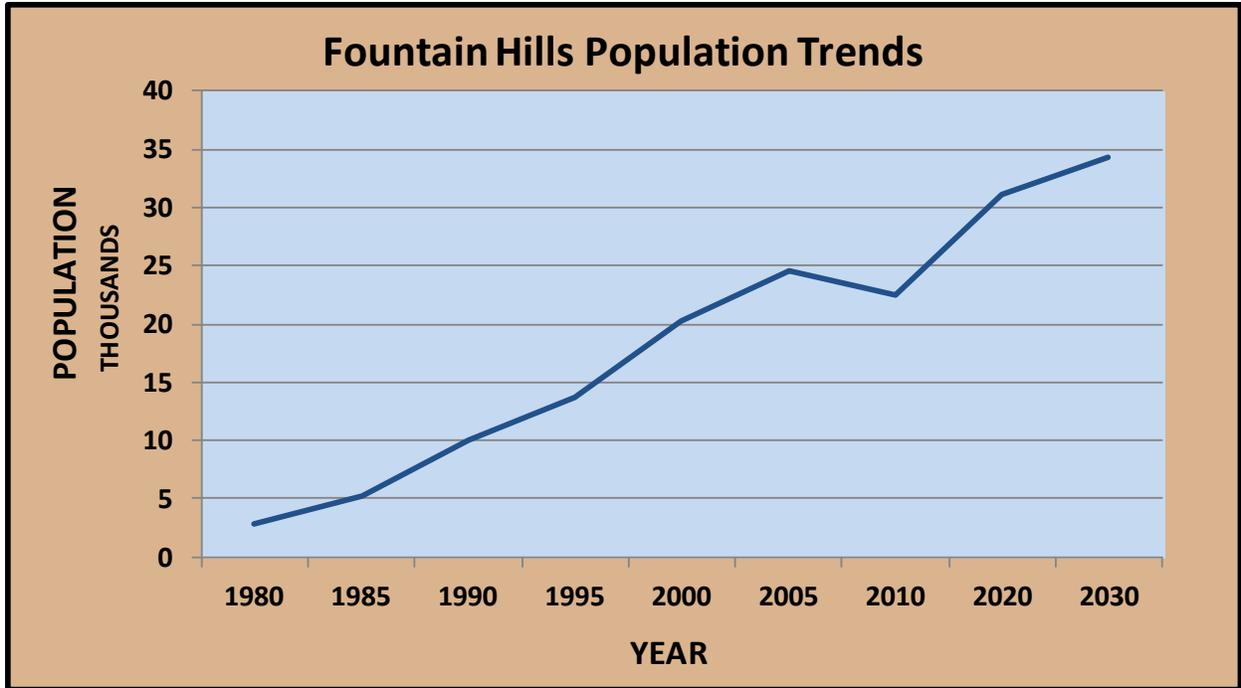
\* U.S. CENSUS

\*\* MAG

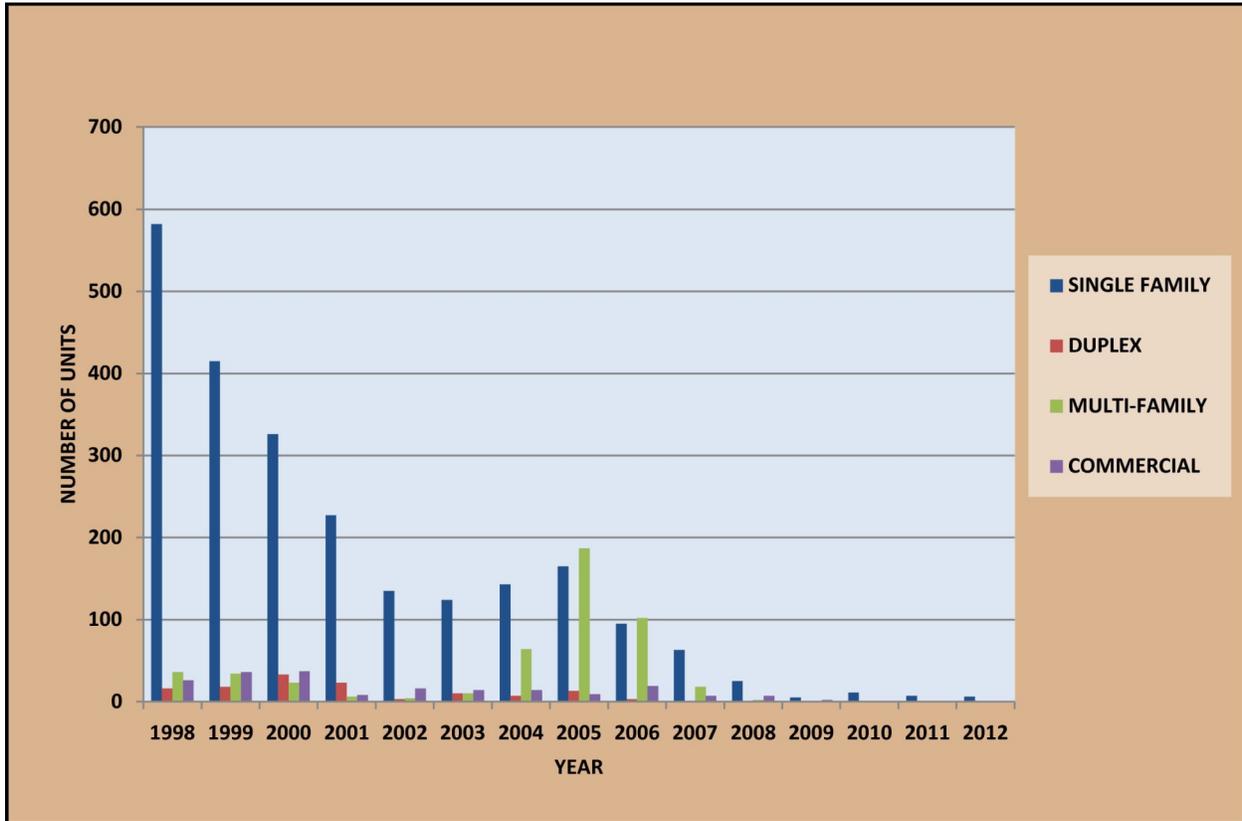
\*\*\* CLARITAS INC

\*\*\*\* DEVELOPMENT SERVICES DEPARTMENT,  
TOWN OF FOUNTAIN HILLS





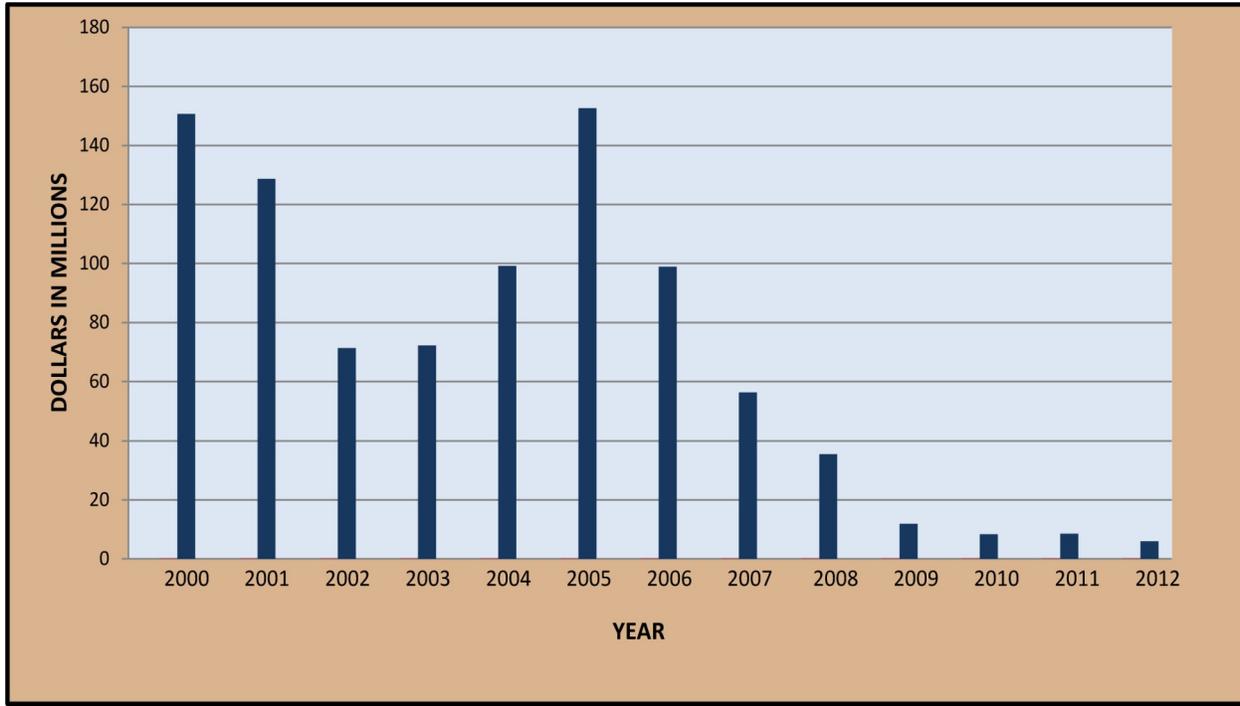
## TOWN-WIDE BUILDING PERMITS ISSUED



YEAR	Single Family	Duplex		Multi-Family		Total Dwelling Units	Commercial
		Bldg.	Total Units	Bldg.	Total Units		
1998	582	16	32	36	170	784	26
1999	415	18	36	34	229	680	36
2000	326	33	66	23	97	489	37
2001	227	23	46	6	28	301	8
2002	135	3	6	4	33	174	16
2003	124	10	20	10	28	172	14
2004	143	7	14	64	154	311	14
2005	165	13	26	187	287	478	9
2006	95	3	6	102	137	238	19
2007	63	0	0	9	18	81	7
2008	25	1	2	2	2	29	7
2009	5	1	2	0	0	7	2
2010	11	0	0	0	0	11	0
2011	7	0	0	0	0	7	0
2012	6	0	0	0	0	6	0
<b>15 Year Total</b>	<b>2329</b>	<b>128</b>	<b>256</b>	<b>477</b>	<b>1183</b>	<b>3768</b>	<b>195</b>
<b>15 Year Average</b>	<b>155.3</b>	<b>8.5</b>	<b>17.1</b>	<b>31.8</b>	<b>78.9</b>	<b>251.2</b>	<b>13.0</b>



## TOWN-WIDE BUILDING PERMITS ISSUED VALUATION IN DOLLARS



## COMMERCIAL BUILDING PERMITS ISSUED AND VALUATION

Year	Permits Issued	Valuation (\$ in Millions)
2000	45	25.869
2001	36	15.625
2002	30	16.698
2003	20	9.554
2004	55	23.021
2005	35	27.782
2006	44	15.792
2007	58	5.966
2008	62	10.701
2009	21	1.279
2010	18	0.719
2011	12	1.412
2012	21	1.296

\*2000-2012 Valuation includes commercial building permits as well as tenant improvements.



## shopping centers (and other non-residential developments)

1. **Northside Business District** (36,900 sf) Along the east side of Fountain Hills Blvd in the north part of town
2. **Palisades Plaza** (91,445 sf) Located at Fountain Hills and Palisades Blvds (Anchored by Safeway)
3. **Town Center I** (44,010 sf) Includes all businesses bordered by Palisades Blvd, Fountain Hills Blvd, Keith McMahan Dr, and Avenue of the Fountains
4. **Fountain Hills Plaza** (140,421 sf) Located at Palisades Blvd and La Montana Drive (Anchored by Bashas)
5. **La Montana & Palisades Plaza** (42,585 sf) Located at the northeast corner of La Montana and Palisades Blvd
6. **Red Mountain Plaza** (132,192 sf) Corner of Palisades Blvd and Saguaro Blvd
7. **Downtown** (673,267 sf) Includes all businesses bordered by Saguaro Blvd, Palisades Blvd, La Montana Dr, and Avenue of the Fountains
8. **Plaza Fountainside** (87,656 sf) On the southwest side of Fountain Park
9. **Enterprise Colony District** (523,193 sf) Along Saguaro Blvd, Colony Drive, and Enterprise Drive between Rand and Colony Drives
10. **Plat 202** (53,299 sf) Located along Saguaro Blvd between Kingtree Blvd and Malta Dr
11. **Circle K Center** (11,400 sf) Located at the northeast corner of Saguaro and Shea Blvds
12. **Red Rock Business Center** (52,282 sf) Located at the southeast corner of Saguaro and Shea Blvds
13. **Crossroads Center** (19,452 sf) NW of the Beeline Highway on Shea Blvd
14. **Kern Plaza** (9,496 sf) Located between N. Firebrick Dr and E. Shea Blvd
15. **Firebrick Plaza** (18,768 sf) Located between N. Firebrick Dr and E. Shea Blvd
16. **Plat 704** (41,855 sf) Located at the southeast corner of Saguaro and Shea Blvds
17. **Four Peaks Plaza** (306,307 sf) Located on Shea Blvd just west of Saguaro Blvd (Anchored by Target)
18. **Industrial Park** Located on the northwest side of Technology Dr and Saguaro Blvd
19. **Eagle Mountain Village Plaza** (82,712 sf) On Shea Blvd at the southwest edge of Fountain Hills (Anchored by Fry's)
20. **Fountain View Plaza** (12,544 sf) Located along N. Fountain Hills Blvd between Palisades and Keith McMahan Dr



# Shopping Center Location Map



## Fountain Hills Schools

The Fountain Hills Unified School District has earned a reputation for excellent academic programs, noteworthy student achievement, and high levels of parent and community involvement. Over the past several years, the district has earned respect throughout the state as a small, friendly, and high achieving system with well-trained and motivated staff ([www.fhusd.org](http://www.fhusd.org)).

### Public Schools

- |  |                               |
|--|-------------------------------|
| 1. Fountain Hills High School                            | 16100 E. Palisades Blvd       |
| 2. Fountain Hills Middle School                          | 15414 N. McDowell Mountain Rd |
| 3. <i>Four Peaks Elementary School</i> - <b>(CLOSED)</b> | 17300 E. Calaveras Ave        |
| 4. McDowell Mountain Elementary School                   | 14825 N. Fayette Drive        |

### Address

### Preschools

- |                                    |                              |
|------------------------------------|------------------------------|
| 5. Creative Child Care Preschool   | 17150 E. Amhurst Drive       |
| 6. Here We Grow Learning Center    | 16901 E. Palisades Blvd      |
| 7. Maxwell Preschool Academy       | 15249 N. Fountain Hills Blvd |
| 8. Maria Montessori Preschool      | 16751 E. Glenbrook Blvd      |
| 9. Promiseland Christian Preschool | 15555 E. Bainbridge Ave      |
| 10. Sunflower Preschool            | 15055 N. Fountain Hills Blvd |

### Address

### Charter School

- |                                   |                         |
|-----------------------------------|-------------------------|
| 11. Fountain Hills Charter School | 16751 E. Glenbrook Blvd |
|-----------------------------------|-------------------------|

### Address



Fountain Hills High School



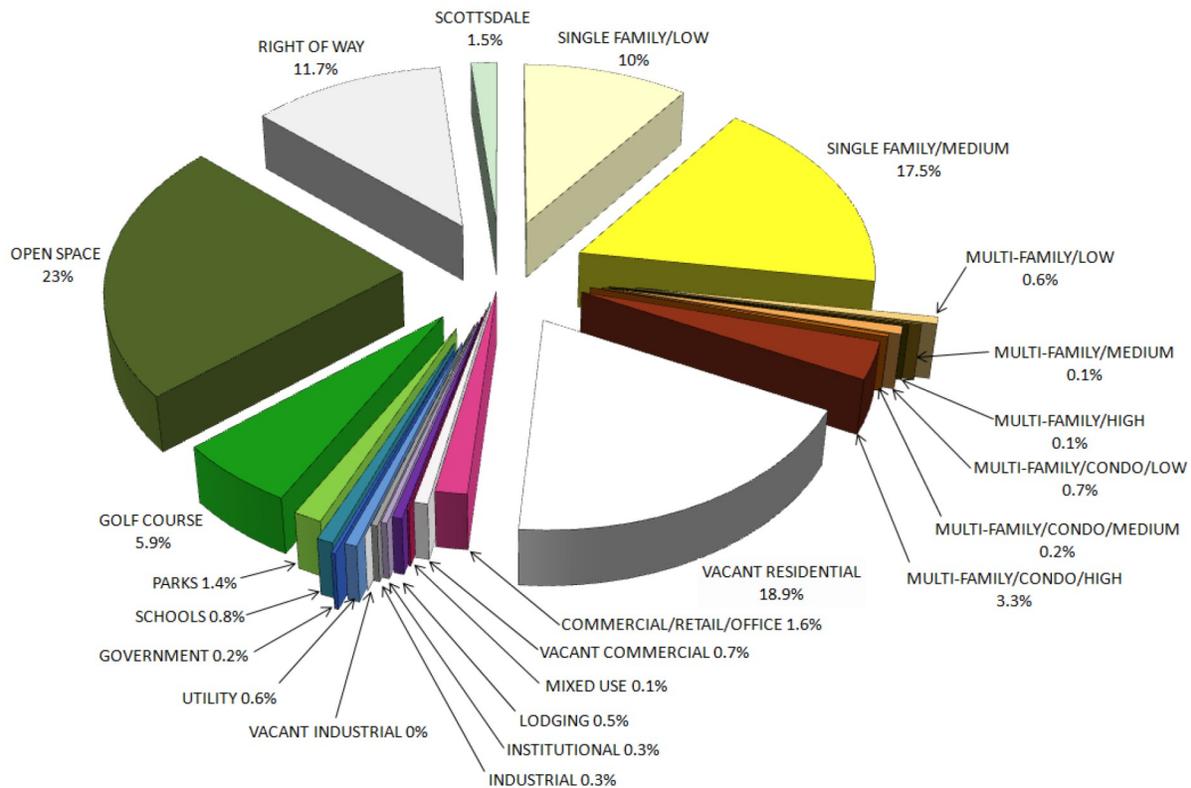
Fountain Hills Middle School



McDowell Mountain Elementary School



### TOWN-WIDE LAND USE



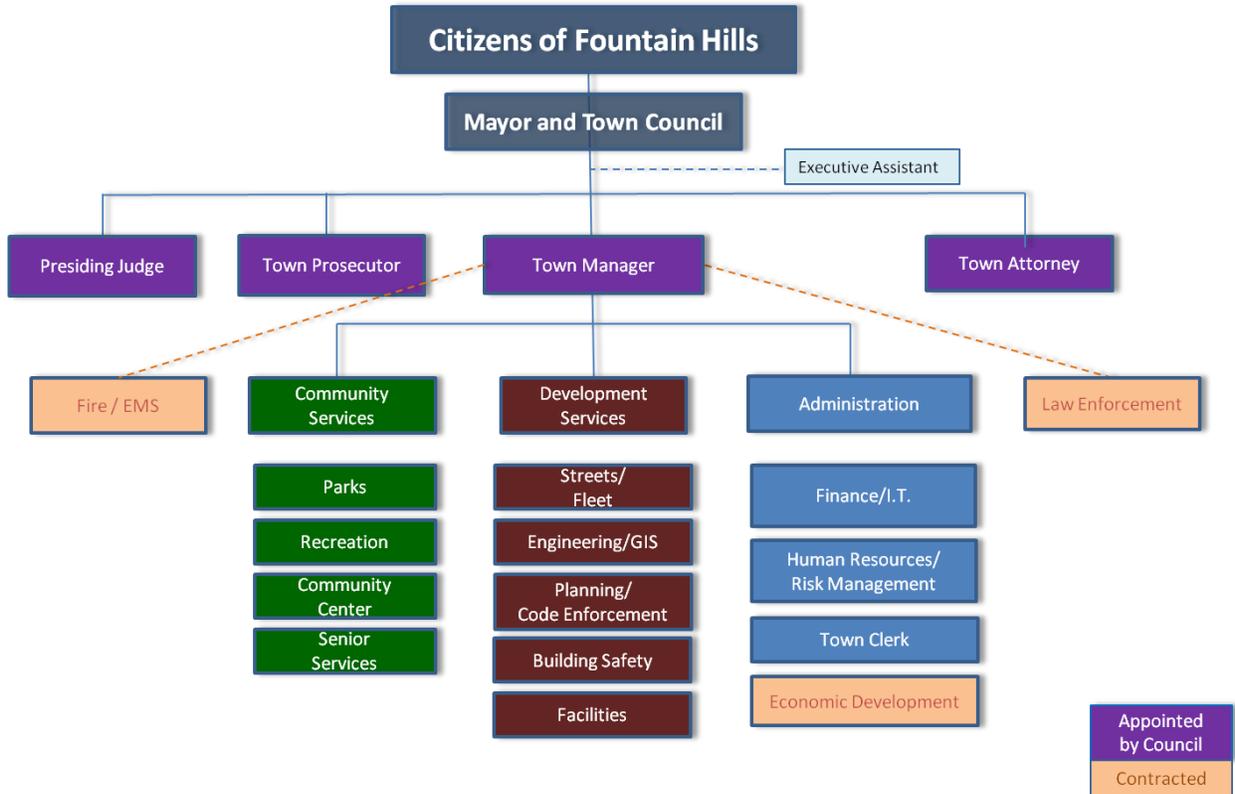
Land Use	Residential Units	Developed Acres	Undeveloped Developable Acres	Undeveloped Undevelopable Acres	Total Acres
Residential					
Single Family – L	976	1,295.4	1,502.2		
Single Family – M	7,268	2,274.6	920.7		
Multi-Family – L	440	82.9			
Multi-Family – M	30	1.2			
Multi-Family – H	150	9.1			
Multi-Family/Condo – L	557	89.2			
Multi-Family/Condo – M	207	19.8			
Multi-Family/Condo – H	3,090	435.2			
Commercial/Retail		212.0	85.5		297.5
Mixed Use	259	17.2			17.2
Lodging		18.7	44.2		62.9
Institutional		44.5			44.5
Industrial		34.3			34.3
Utility		81.8			81.8
Government/Town Owned		27.4			27.4
Schools		110.5			110.5
Parks		127.0	51.2		178.2
Golf Course		771.3			771.3
Open Space				2,990.9	2,990.9
Scottsdale Owned Land				199.9	199.9
Right of Way/Streets		1,521.2			1,521.2
<b>Total</b>	<b>12,977</b>	<b>7,173.3</b>	<b>2,641.6</b>	<b>3,190.8</b>	<b>13,005.7</b>



# Town Council



Town of Fountain Hills Organization



FRONT ROW: Councilmember Cassie Hansen, Mayor Linda M. Kavanagh, Councilmember Ginny Dickey  
 BACK ROW: Vice Mayor Tait D. Elkie, Councilmember Cecil A. Yates, Councilmember Henry Leger, Councilmember Dennis Brown





**Linda M. Kavanagh** moved to Fountain Hills in 1993 with her husband of 30 plus years, John, and their two children, Jonathan and Nicholas.

Mayor Kavanagh is a published author, A+ certified computer repair technician, graphic designer and unpaid Director of Constituent Services for her husband, State Representative John Kavanagh. Prior to her marriage, she helped run a book import company and managed a salon in New York City. She also earned a BA in English and Education from Queens College of the City of New York.

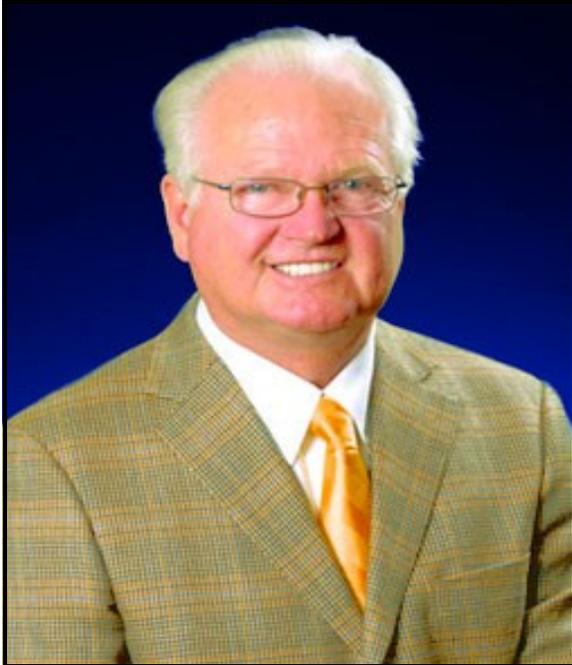
Mayor Kavanagh was inducted into the Lower Verde River Valley Hall of Fame in 2009, as a tribute to her many years of active involvement with the Town's civic, cultural, service, religious and business communities.

Mayor Kavanagh was made a Special Deputy with the Maricopa County

Sheriffs' Department, was named Business Advocate of the Year by the Chamber of Commerce and also served as its Board of Directors Chair. She was also named Parks & Recreation Outstanding Volunteer of the Year, Community Center Volunteer of the Year and received the River of Time Hero Award.

Mayor Kavanagh is a member of many civic organizations including the American Legion Auxiliary, Cultural & Civic Association, ADOG, Fountain Hills Republican Club, Falcon Boosters, Sister Cities Foundation, Arizona Latino Republican Association, Library Association, Friend of the Chamber (past chair), McDowell Park Association and Chamber Ambassadors (past chair). She served on the Public Art Committee and created the Fountain Hills Docent-Guided Art Walk. She is also active with the Visitor's Bureau and Business Vitality Committee.

Mayor Kavanagh has helped raise money for many local organizations including the Maricopa County Sheriff's Posse, Falcon Athletics, Team Rychard, and the L. Alan Cruikshank River of Time Museum.



munity Theater, Movies in the Park, and numerous other local organizations. They have two sons and one daughter who have given them five – count them five – granddaughters.

Councilmember **Dennis Brown** and his wife, Judy, moved to Fountain Hills in 1996. In 1999, they opened their construction company, Echelon Company, building both commercial and residential products in Fountain Hills.

Councilmember Brown was the President of the Fountain Hills Licensed Contractors Association for five years from 2002 through 2007.

In 2002, a Planning and Zoning Commission seat became available. He was appointed to serve on the Commission and served for more than seven years, four of which were as Chair of the Commission. During his seven year tenure on the Planning and Zoning Commission, the Commission rewrote the Town's sign ordinance, passed the Saguaro protection ordinance, and wrote the Commercial Architectural Guidelines.

Councilmember Brown and his wife have supported Little League baseball and football, the Fountain Hills Com-





A resident of Fountain Hills since 1983, Councilmember **Ginny Dickey** has been very involved in the community and was inducted into the Lower Verde River Valley Hall of Fame in 2010. She served on the Fountain Hills Unified School District Board from 1994 to 2002, twice as President, and was elected to the Town Council during the 2006 March Election and to her second term in the 2010 Primary.

A Charter Member of the Fountain Hills Cultural Council Board for seven years, Councilmember Dickey also served nine years on the Fountain Hills Theater Board, earning their Founders Award in 2009. She is a member of Metropolitan Business and Professional Women (2007 Woman of the Year), the American Association of University Women, the League of Conservation Voters and the Sierra Club. She participated in all of the Fountain Hills Town Hall planning sessions, starting in 1984.

Retired, Councilmember Dickey was Assistant Director of Legislative Affairs for the Arizona Department of Environmental Quality and previously employed at the Arizona State Senate and the U.S. Attorney's Office.

Born and raised in New York, she lived in Vermont and New Hampshire before following her parents and family members to Fountain Hills. She has a Bachelor of Science degree in Mathematics from Tufts University.

Councilmember Dickey's family includes husband Jim, sons, Mike, Brian and Frank Chin, daughter-in-law Jessie and grandchildren Amelia, Colin and Jack.



tain Hills Chamber of Commerce. Prior to becoming an attorney, Vice Mayor Elkie served in the United States Marine Corps for four years, attained the rank of Sergeant, and was honorably discharged in 1993. While in the Marines, Vice Mayor Elkie served during the first Gulf War in 1991, and also participated in Operation Restore Hope in Somalia in 1993.

Vice Mayor Elkie and his wife, Michele, have been married since 2008, and are very happy to call Fountain Hills their home.

Vice Mayor **Tait D. Elkie** has lived in Arizona for over 25 years, and moved to Fountain Hills in 2006. His volunteer activities include serving as Judge Advocate and Color Guard member for the Veterans of Foreign Wars (Post #7507), member of the American Legion (Post #58), President of Sunset Kiwanis, Mentor for the Fountain Hills Teen Court, Treasurer for the Fountain Hills Republican Club, and as a Director for the Fountain Hills Community Foundation. Vice Mayor Elkie is also a supporter of the Golden Eagle Foundation, Fountain Hills High School (Falcon Fiesta), and the Fountain Hills Theater.

Vice Mayor Elkie earned his Bachelor of Science in Justice Studies at Arizona State University, and his Juris Doctor at California Western School of Law in 2002. Vice Mayor Elkie has been a licensed and practicing attorney in Arizona since 2002. In 2008, Vice Mayor Elkie opened his own practice in Fountain Hills, and became an active member of the Foun-





Cassie has been an ongoing participant in the community since 1989, having actively supported and/or participated in the Civic Association, the Community Chorus, the Arts Council and Public Art Committee, the Fountain Hills Theater, the Chamber Players, Sunridge Foundation, Fountain Hills Chamber of Commerce (1998 Business Person of the Year), Fountain Lake Republican Women's Club, the Fountain Hills Republican Club, the Library Association, Lower Verde River Valley Hall of Fame in 2004, Boys & Girls Club, Cattleguard, PTO, and mentor/director of various third grade musical programs.

Councilmember **Cassie Hansen** moved to Arizona from Aurora, Illinois, in 1977, and spent the summer living in a spec home built by her parents in Fountain Hills.

In 1980, she met husband Bruce in Phoenix where they began their telecommunications business in 1983. Moving to Fountain Hills in 1989, they worked on the successful incorporation effort. Appointed by the interim Council to serve as Town Clerk, Hansen became the first Town employee.

Serving as Town Clerk and Director of Administration for thirteen years, her areas of responsibility included human resources, facilities, finance, information technology, and administrative support. She was the liaison with many community groups including the design and construction of the library/museum and community center, and the re-location of Senior Services to Building C of the old Town Hall complex.





sociation's Committee of Architecture.

Henry served as President and Vice President of the Church Council at Shepherd of the Hills Lutheran Church in Fountain Hills and has been involved in his children's education as a teacher's aide and parent volunteer. Henry served as a member of the Technical Advisory Committee, Co-chair of the Youth Visioning Institute, and member of the survey team for the town's citizen-driven strategic planning initiative.

Originally from Massachusetts, Councilmember **Henry Leger** moved to Arizona in 1970 to attend the University of Arizona. Henry and his wife, Janet, were attracted to Fountain Hills because of its natural beauty, small town character and because it is a safe place to live and raise a family. Henry holds a Master's Degree in Educational Psychology from the University of Arizona and has worked as a professional in the field of leadership and organizational development for the past 25 years. Throughout his career, he has held a number of leadership positions in education and government and has worked as an internal consultant for several Fortune 500 companies.

As a long time resident, Henry immersed himself into Fountain Hills society by volunteering much of his time on community activities and initiatives. He has been very active in his neighborhood property owners' association, serving as a board member, treasurer and member of the as-





**Cecil A. Yates** was born in New York City, but grew up in Bay Village, Ohio (a suburb of Cleveland). He graduated from Bay High School in 1985 and went on to earn two degrees; one in Marketing and the other in Management from the University of Cincinnati in 1990. He and his family moved to Fountain Hills in 2005.

Councilmember Yates has served on the Planning and Zoning committee for five years and two years as its' Vice Chairman. He has chaired the General Plan update committee, the economic and development committee with BVAC, co-chaired the sign committee, and was treasurer of Sunridge Canyon HOA. In his spare time, Councilmember Yates coaches soccer and is active on his church council.

Councilmember Yates is an award winning Commercial Real Estate Developer. He is presently the Director

of Commercial Property for Tiempo, Inc. and operates over 400,000 square feet of office and retail space throughout Arizona. He has owned and operated several restaurants including Panini's Bar & Grill (as seen on "Man vs. Food") and Zeppes Pizzeria.

Councilmember Yates and his wife, Nancy Yates, have been married since 1995 and are the proud parents of two children, Sophia and Mason (not to mention their black lab, Wizard, German Shepherd, Gracie, their cat, Simba, and whatever other crawling creatures their kids adopt!).

## Elected Officials' Terms of Office

### Mayor:

#### **Linda M. Kavanagh**

Term of Office: First term: June, 2012 - November, 2014

### Vice Mayor:

#### **Tait D. Elkie**

Term of Office: First term: June, 2010 - November, 2014

### Councilmembers:

#### **Dennis Brown**

Term of Office: Partial term: May, 2009 - May, 2012  
Second term: June, 2012 - November, 2016

#### **Ginny Dickey**

Term of Office: Partial term: April, 2006 - May, 2006  
First term: June, 2006 - May, 2010  
Second term: June, 2010 - November, 2014

#### **Cassie Hansen**

Term of Office: First term: June, 2008 - May, 2012  
Second term: June, 2012 - November, 2016

#### **Henry Leger**

Term of Office: First term: June, 2006 - May, 2010  
Second term: June, 2010 - November, 2014

#### **Cecil A. Yates**

Term of Office: First term: June, 2012 - November, 2016

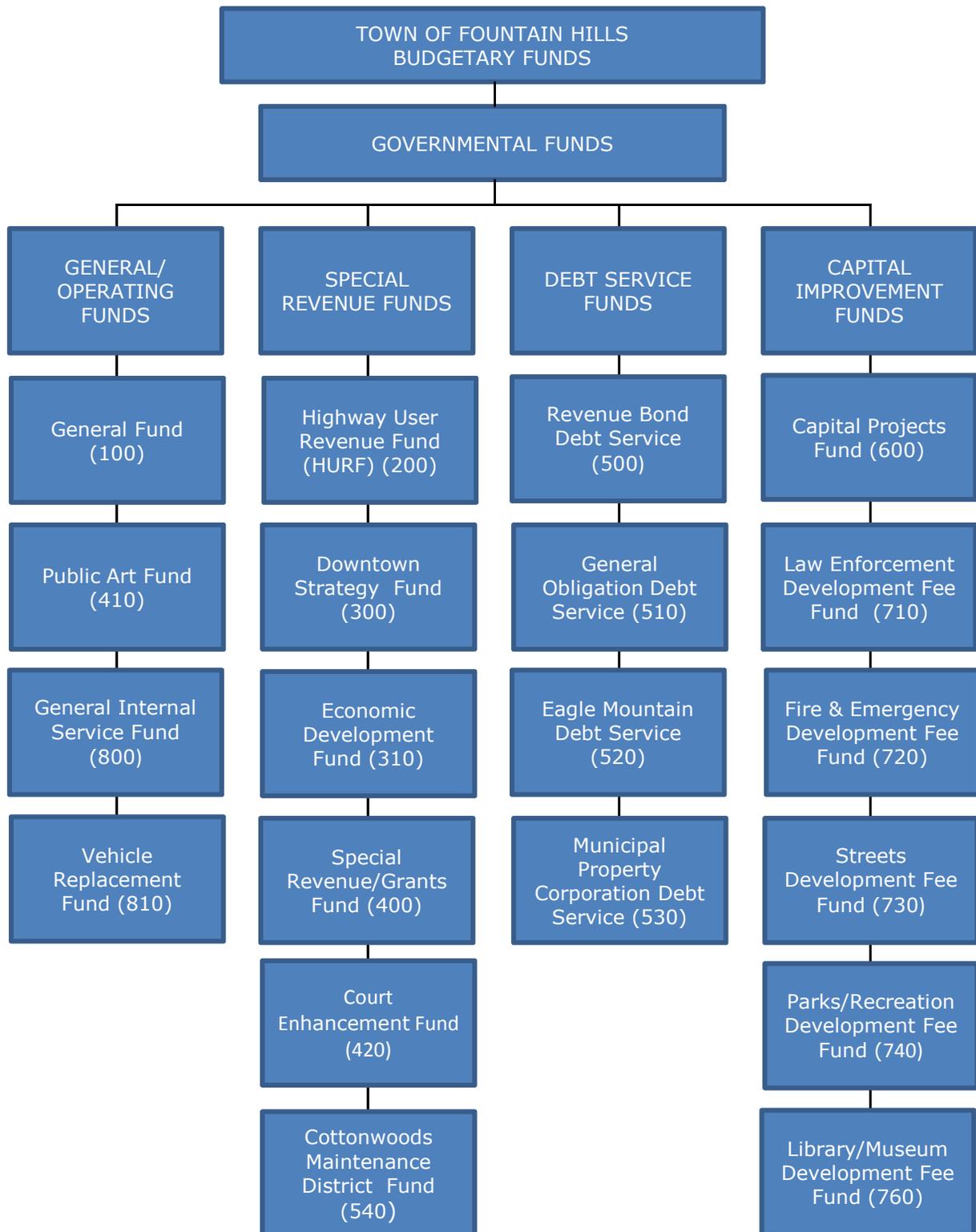




# Financial Overview & Policies



### FUND STRUCTURE



**FUND/DEPARTMENT STRUCTURE**  
**Governmental Funds**

			Fund Statement	Department Summary	Total Proposed Budget
Fund Type	Fund	Department	Page Number		Amount
<b>Operating Funds</b>		<b>Total</b>			<b>\$ 13,856,267</b>
General		Mayor & Town Council	104-105	121-127	79,702
General		Municipal Court	104-105	128-134	362,401
General		Administration	104-105	135-173	2,120,074
General		Community Services	104-105	210-241	2,232,230
General		Development Services	104-105	174-209	1,849,107
General		Law Enforcement	104-105	242-246	3,121,325
General		Fire & Emergency Medical	104-105	247-252	3,418,218
Public Art Fund		Community Services	106	N/A	15,000
Internal Service		Administration	107	N/A	71,010
Vehicle Replacement Fund		Administration	107	346-347	587,200
<b>Special Revenue</b>		<b>Total</b>			<b>\$ 5,998,546</b>
Highway User Revenue Fund		Development Services	105	254-261	2,322,318
Downtown Strategy Fund		Administration	105	264-267	1,954,079
Economic Development Fund		Administration	105	268-271	171,119
Special Revenue Fund		Administration	106	N/A	1,498,655
Court Enhancement Fund		Municipal Court	106	N/A	48,875
Cottonwoods Maintenance District		Administration	106	272-274	3,500
<b>Debt Service</b>		<b>Total</b>			<b>\$ 2,552,485</b>
General Obligation Bond		Administration	106	276	1,015,850
Eagle Mountain CFD		Development Services	106	277	425,235
Municipal Property Corporation		Administration	106	277-278	1,111,400
<b>Capital Projects</b>		<b>Total</b>			<b>\$ 19,248,080</b>
Capital Projects Fund		Administration, Community Services, Development Services, Fire & Emergency Medical	106	289-296	19,198,080
Development Fees		Community Services, Development Services, Fire & Emergency Medical, Law Enforcement	107	N/A	50,000
<b>GRAND TOTAL ALL FUNDS</b>					<b>\$ 41,655,378</b>

The preceding page depicts the budgetary funds of the town. The table above represents the departments of the Town and the funds that are used by those departments.



## Fund Structure

The accounts of the Town are organized on the basis of funds, each of which is considered a separate accounting entity. Operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Town resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The Town of Fountain Hills appropriates all funds in its budget process.

The **General Fund (Fund 100)** is the primary operating fund of the Town and accounts for the resources and uses of various Fountain Hills departments. It exists to account for the financing of services traditionally associated with local government. These services include police and fire protection, development services (public works/planning), community services (parks and recreation/community center), general administration, and any other activity for which a special fund has not been created. Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund and have designations of non-spendable, restricted, committed, assigned or unassigned.

«The **Public Art Fund (Fund 410)** is funded by developer in-lieu contributions. These funds may only be used for the purchase of art and for the installation of this art throughout the community. Maintenance of the art is provided through the General Fund. This fund has an assigned fund balance.

«**Internal Service Funds (Fund 800-810)** are used to account for the Town's business-type activities. These funds are considered self-supporting in that the services rendered are financed through user charges or are on a cost reimbursement basis. These funds are classified as having assigned fund balances.

Internal Service Funds include:

**General Internal Service Fund (Fund 800)**  
**Vehicle Replacement Fund (Fund 810)**

**Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes, designated as committed or restricted. The Town maintains the following Special Revenue Funds:

«The **Highway User Revenue Fund (HURF) (Fund 200)** is funded by State Shared revenues. The State of Arizona taxes motor fuels and collects a variety of fees and charges relating to the registration and operation of motor vehicles. These revenues are deposited in the Arizona Highway User Revenue Fund (HURF) and are then distributed to the cities, towns and counties and to the State Highway Fund. This fund may only be used for street and highway purposes and is a restricted fund.

«The **Downtown Strategy Fund (Fund 300)** is a committed fund which may only be used for development of the downtown. Revenue for this fund comes from 40% of the .1% of local sales tax collections that have been dedicated for this purpose.

«The **Economic Development Fund (Fund 310)** is a committed fund which may only be used for economic development. Revenue for this fund comes from 60% of the .1% of local sales tax collections that have been dedicated for this purpose.

«The **Special Revenue/Grants Fund (Fund 400)** is restricted by the terms of the individual grants or program funds received. An example of this would be ARRA Funds. These funds are to be used only for the specific program or programs for which the funds have been awarded and in accordance with all the grant conditions.

«The **Court Enhancement Fund (Fund 420)** is a restricted fund which may only be used to enhance the technological, operational and security capabilities of the Fountain Hills Municipal Court and to support the operation of the Court collection program. Revenues are derived from court fees and bond forfeitures.

«The **Cottonwoods Maintenance District Fund (Fund 540)** is a restricted fund which may only be used for maintenance of the Cottonwoods Maintenance District. Revenues are derived from a secondary property tax.

**Debt Service Funds** are established for the payment of principal and interest on bonded indebtedness. Revenues are derived from a secondary property tax levy, pledged excise taxes, municipal property lease payments and State Shared revenues. Revenues are received in amounts sufficient to pay the annual debt service payment; therefore, the fund balance will be no less than the annual debt service payment due on July 1 of the new fiscal year and no more than 2% greater than the annual delinquency factor based on the past five years delinquency rates, categorized as restricted.

Debt Service funds include:

- Revenue Bond Debt Service (Fund 500)**
- General Obligation Debt Service (Fund 510)**
- Eagle Mountain CFD Debt Service (Fund 520)**
- Municipal Property Corporation Debt Service (Fund 530)**

**Capital Improvement Funds** are used for the acquisition and or construction of major capital items including facilities, heavy equipment, technology, open space, park improvements and major road improvements.

«The **Capital Projects Fund (Fund 600)** revenues are assigned revenues derived from excess General Fund revenues and 50% of the construction related



local sales tax. The Capital Projects Fund is the primary source of capital improvements funding for the Town.

The **Development Fee Funds (Funds 710-760)** are restricted funds which may only be used for the planning, design and construction of public facilities serving the needs of the new development from which it was collected and designated as restricted. The Town is required to develop an Infrastructure Improvement Plan (IIP) that identifies each public improvement that is proposed to be the subject of a development fee. This IIP is incorporated as part of the Town's Capital Improvement Program (CIP).

Development Fee funds include:

**Law Enforcement (Fund 710)**  
**Fire & Emergency (Fund 720)**  
**Streets (Fund 730)**  
**Parks/Recreation (Fund 740)**  
**Library/Museum (Fund 760)**

### **Budgetary and Accounting Basis**

The budget is prepared on a budgetary basis of accounting for all fund types. Expenditures are recorded when the related fund liability is incurred, and revenues are recognized only when they are measurable and available. In all cases, when goods and services are not received by year-end, the encumbrances lapse. This basis means certain transactions are recognized in the budget on a basis other than Generally Accepted Accounting Principles (GAAP), which is the basis used to prepare the Town's Comprehensive Annual Financial Report (CAFR). The major differences between the budgetary and GAAP basis are:

- Certain revenues, expenditures and transfers are not included on a budgetary basis, but are accrued and reported on a GAAP basis. For example, increases or decreases in compensated absences are not reported for budgetary purposes, but are presented as revenues or expenditures on a GAAP basis.
- Depreciation is not budgeted as an expense in budgetary accounting.
- Capital outlays are an expenditure in budgetary accounting and an asset in GAAP.
- Certain debt service principal and interest payments are accounted for as expenditures in the General Fund on a budgetary basis, but are reported as expenses in the Debt Service Fund on the GAAP basis.

All actual amounts in the budget document are shown on the budgetary basis to facilitate meaningful comparisons.

### **Operating and Capital Budget Relationship**

Included within the annual budget is a Capital Improvement Program presented on a budgetary basis. Capital Project budget funding sources are matched with budgeted expenditures. Governmental accounting procedures do not require adequate budget to pay for an entire contract to be available and appropriated in the period in which a contract is entered. Therefore, expenditures are presented on a budgetary basis which is a cash flow model.

For example, a 180 day construction contract entered into in May of fiscal year one would have cash expenditures from May of fiscal year one through October of fiscal year two; however, the entire budget for this project would not be appropriated in fiscal year one, the year in which the contract was entered. Any unspent funds at fiscal year-end are carried forward and budgeted again in year two.



## Town of Fountain Hills Financial Policies

### Introduction

The principles of sound financial management establish the framework for overall fiscal planning and management. The principles set forth guidelines for both current activities and long range planning. Following these principles will enhance the Town's financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies and investors. The policies will be reviewed annually to assure the highest standards of fiscal management. Policy changes will be needed as the Town continues to grow and becomes more diverse and complex in the services it provides, as well as the organization under which it operates, to provide these services to its citizens. The Town Manager and staff have the primary role of reviewing and providing guidance in the financial area to the Town Council.

### Overall Goals

The overall financial goals underlying these principles are:

- 1) Fiscal Conservatism: to ensure that the Town is at all times in a solid financial condition, defined as:
  - Cash solvency – the ability to pay bills
  - Budgetary solvency – the ability to balance the budget
  - Long run solvency – the ability to pay future costs
  - Service level solvency – the ability to provide needed and desired services
  - Adhering to the highest accounting and management practices for financial reporting and budgeting as set forth by the Government Finance Officers' Association, the Governmental Accounting Standards Board (GASB) and other professional organizations.
- 2) To maintain an Aa3 or better bond rating in the financial community to assure the Town taxpayers that the Town government is well managed and financially sound.
- 3) To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the Town's residents.
- 4) To deliver quality services in an affordable, efficient and cost-effective basis providing full value for each tax dollar.

### Fund Balance

Fund balance is defined as the cumulative difference of all revenues and expenditures, also considered the difference between fund assets and fund liabilities, known as fund equity. The purpose of this policy is to establish a key element of the financial stability of the Town by setting guidelines for fund balance. It is es-

essential that the Town maintain adequate levels of fund balance to mitigate financial risk that can occur from unforeseen revenue fluctuations, unanticipated expenditures and similar circumstances. The fund balance also provides cash flow liquidity for the Town's general operations. Fund balance is an important indicator of the Town's financial position and adequate reserves must be maintained to allow the Town to continue providing services to the community during periods of economic downturns and/or unexpected emergencies or requirements.

The level of fund balance is related to the degree of uncertainty that the Town faces. A prudent level of financial resources is necessary to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures. With the Town dependency upon State Shared Income and State Shared Sales Tax revenues for one third of the General Fund budget, there is increased opportunity for fluctuation. Additionally, a significant portion of Town revenue is received from sales taxes – both State Shared and local - which are sensitive to fluctuations in the economy. Therefore, the level of reserves needs to be sufficient to ensure stability in on-going government operations during a slowdown in the economy or legislative changes to the revenue sharing formula.

Fund balance is one of the most widely used elements of state and local government financial statements by (1) municipal bond analysts through credit reviews and ratings, (2) taxpayer associations, (3) research organizations and oversight bodies, (4) state, county and local legislators and officials, (5) financial statement users, and (6) reporters.

Other objectives that influence the size of the fund balance are:

1. Undergoing credit reviews performed by municipal bond analysts.
2. Preserving or improving the Aa3 bond rating.
3. Maintaining a positive trend to historical fund balances.
4. Maintaining a rating equal to or better than surrounding communities.
5. Maintaining ratios consistent with desired outcomes of ten key ratios of financial condition (Government Finance Review, Dec. 1993).

The Governmental Accounting Standards Board (GASB) has found that the usefulness and value of fund balance information provided is significantly reduced by misunderstandings regarding the message that it conveys, and the inconsistent treatment and financial reporting practices of governments. GASB has issued a pronouncement, GASB Statement 54 (GASB 54), that applies to all financial reports of all state and local governmental entities; GASB 54 intended to improve financial reporting by providing fund balance categories and classifications that will be more easily understood.

**Definitions:**

Fund Equity – a fund's equity is generally the difference between its assets and its liabilities



Fund Balance – an accounting distinction is made between portions of fund equity that are spendable and nonspendable. These portions are broken into five categories:

- *Nonspendable fund balance*—Includes amounts either not in spendable form or legally or contractually required to be maintained intact, such as the principal balance of an endowment or permanent fund. This amount would include inventory, prepaids, and non-current receivables such as long-term loan and notes receivable and property held for resale (unless the proceeds are restricted, committed or assigned).
- *Restricted fund balance*—Reflects the same definition as restricted net assets on the government-wide Statement of Net Assets; constraints placed on the use of amounts are either (1) externally imposed by creditors (such as through debt covenants), grantors, contributors, or laws or regulations of other governments or (2) imposed by law through constitutional provisions or enabling legislation.
- *Committed fund balance*—Includes amounts that are committed for specific purposes by formal action of the Town Council. Amounts classified as “committed” are not subject to legal enforceability like restricted fund balance; however, those committed amounts cannot be used for any other purpose unless the Town Council removes or changes the limitation by taking the same form of action it employed to previously impose the limitation. The action to commit fund balances must occur prior to year end; however, actual amounts can be determined in the subsequent period.
- *Assigned fund balance*—Amounts that are intended by the Town to be used for specific purposes, but are neither restricted nor committed, should be reported as assigned fund balance. Intent should be expressed by the Town Council itself or a subordinate high-level body or official possessing the authority to assign amounts to be used for specific purposes in accordance with policy established by the Town Council. This assignment would include any activity reported in a fund other than the General Fund that is not otherwise restricted more narrowly by the above definitions. The Town is not allowed to assign balances that result in a residual deficit.
- *Unassigned fund balance*—Includes any remaining amounts after applying the above definitions (amounts not classified as nonspendable, restricted, committed or assigned). Planned spending in the subsequent year’s budget would be included in the unassigned fund balance category. The General Fund is the only fund that will report a positive unassigned balance.

### **General Fund**

The Town’s fund balance may consist of up to five (5) components, as described above. In order to satisfy the objective of maintaining a bond rating equal to or better than surrounding peer communities, a combined General Fund operating fund balance of at least 30% of revenues is recommended.

Committed Fund Balance. The Town will maintain a committed fund balance in the General Fund of 20% of the average actual General Fund revenues for the preceding five fiscal years, indicating stable fiscal policies. The maintenance of this fund balance is a particularly important factor considered by credit rating agencies in their evaluation of the credit worthiness of the Town. It is of primary importance that the Town’s credit rating be protected.

1. Rainy Day Fund to be Maintained. As a component of the committed fund balance, the Town will maintain a Rainy Day Fund, separate and apart from the Unassigned General Fund, which shall be designated for use in the event of an unanticipated expenditure or loss of revenue. The Rainy Day Fund balance at the end of any fiscal year will be equal to no less than 30 days of operating expenditures for the upcoming fiscal year. This contingency will provide for the temporary financing of an unforeseen nature for that year. Expenditures for these emergency or unforeseen appropriations can only be undertaken with Town Manager approval and only if funds are not available in the department requesting the contingency funding.

2. Guidelines for Rainy Day Fund. In order to achieve the objectives of this policy, and to maintain sufficient working capital and a comfortable margin of safety to address emergencies and unexpected declines in revenue without borrowing, the following guidelines shall be adhered to by the Town Manager, Town staff and Town Council:

A. Deposit Rules.

1. The initial Rainy Day Fund deposit shall be made by transferring the total amount of the “undesignated unreserved fund balance” from the General Fund to the Rainy Day Fund.
2. At the end of each fiscal year, the Town Council shall transfer 5% of any surplus revenues (before transfers to the Capital Projects Fund) to the Rainy Day Fund. Deposits shall be made as set forth herein until the Rainy Day Fund balance is equal to 10% of the average of the General Fund revenues for the immediately preceding five years.

B. Use Rules. Rainy Day Funds may only be expended for any one of the following purposes or under the following circumstances:

1. To replace the loss of more than 25% of the Town’s local share of State Shared revenues received pursuant to ARS §43-206.
2. For any event that threatens the health, safety or welfare of the Town’s citizens.
3. For any event that threatens the fiscal stability of the Town.
4. To address any matter declared as an emergency by the Governor or the Mayor.



C. Withdrawal Rules. All withdrawals from the Rainy Day Fund shall be subject to the following rules:

1. Any appropriation shall require the approval by at least 2/3 of the entire Town Council.
2. The maximum amount of Rainy Day withdrawals in any fiscal year shall not exceed one-half of the total balance in the fund.

D. Replenishment Rules. Any amounts withdrawn from the Rainy Day Fund shall be replenished as follows (and such repayment shall be in addition to the annual deposits set forth above):

1. All amounts shall be repaid in not more than five years, in equal annual installments of not less than 1% of the previous fiscal year's General Fund balance.
2. Repayments shall be appropriated as part of the annual budget adoption.

Assigned Fund Balance. The Town will maintain an assigned fund balance in the General Fund of a minimum 10% of the average actual General Fund revenues for the preceding five fiscal years. This fund balance will be assigned for (1) "pay-as-you-go" capital replacement expenditures, (2) equipment replacement, (3) capital projects, (4) prepaying existing Town debt, or (5) any other expenditure that is non-recurring in nature. The 10% is the minimum and is based on the Property and Equipment Replacement Schedule which may be increased to accelerate accumulation of funds for a large capital expenditure. To the extent these balances are expended, additional funds necessary to restore this additional 10% amount will be provided in at least approximately equal contributions during the five fiscal years following the fiscal year in which the event occurred. The assigned General Fund balance can only be authorized for expenditure upon recommendation of the Town Manager and vote of the Town Council.

Unassigned Fund Balance. Funds in excess of the balances described in the paragraphs above will be unassigned General Fund balance, unless otherwise assigned in accordance with GASB 54. By resolution, the Town Council has allocated General Fund surplus funds to be (1) transferred to the Rainy Day Fund, (2) used to supplement "pay as you go" capital outlay expenditures in the Capital Projects Fund, or (3) used to prepay existing Town debt. These funds may not be used to establish or support costs that are recurring in nature. During the annual budget process, the Town Manager will estimate the surplus or deficit for the current year and prepare a projection of the year-end unassigned General Fund balance. Such projection will include an analysis of trends in fund balance levels on a historical and future projection basis.

The Deputy Town Manager/Finance Director is authorized to assign available fund balance for specific purposes in accordance with GASB 54. It is the policy of the Town, expenditures for which more than one category of fund balance could be used, that the order of use is: nonspendable fund balance, restricted fund balance, committed fund balance, assigned fund balance, and unassigned fund balance. These guidelines will be reviewed by the Town Manager every three years following adoption (or sooner at the direction of the Town Council).

### **Special Revenue Funds**

1. HURF. The Highway User Revenue Fund ("HURF") is required to be used solely for street and highway purposes. The fund depends upon State Shared revenues for over 90% of annual revenues. The restricted fund balance will be based on the minimum requirement as specified in the schedule for projects funded with special revenue or grant funds. The schedule will be reviewed on an annual basis to determine the required revenue bond amount to be set aside as unassigned fund balance.

2. Downtown Strategy Fund. The Downtown Strategy Fund is a committed fund which may only be used for development of the downtown. Revenue for this fund comes from 40% of the .1% of local sales tax collections that have been dedicated for this purpose.

3. Economic Development Fund. The Economic Development Fund is a committed fund which may only be used for economic development. Revenue for this fund comes from 60% of the .1% of local sales tax collections that have been dedicated for this purpose.

### **Debt Service Funds**

The Debt Service Fund is established for the payment of principal and interest on bonded indebtedness and as such is a restricted fund. Revenues are derived from a property tax levy, pledged excise taxes, municipal property lease payments and shared revenues. Revenues are received in amounts sufficient to pay the annual debt service payment; therefore, the fund balance will be no less than the annual debt service payment due on July 1 of the new fiscal year and no more than 2% greater than the annual delinquency factor based on the past five years delinquency rates.

### **Capital Projects Funds**

A Capital Projects Fund has been established as an assigned fund to allow the Town to accumulate monies for: (1) purchase of land or buildings, (2) improvements to Town-owned properties, (3) grant matches associated with capital improvements, (4) public safety projects and equipment purchases, (5) economic development projects, and (6) such other capital projects as determined by the Town Council. The Capital Projects Fund will be funded by: (a) sales of real and personal property belonging to the Town, (b) general fund transfer of any excess revenues collected over budgeted and unexpended appropriations not needed to meet fund balance requirements or re-appropriation, and (c) interest earnings on the balance of the fund invested per the Town's investment policy. Accounted for separately,



but considered part of the Capital Projects Fund, are accumulated development fees collected pursuant to ARS §9-463.05 that are assessed on new construction for the purpose of funding growth. These funds are restricted to growth-related capital expenditures as designated in the Town's adopted Infrastructure Improvement Plan. The Fund Balance will be established each fiscal year during the budget process depending on planned expenditures but cannot exceed accumulated revenues. The Town shall first be entitled to recoup the cost of any capital improvements, infrastructure, marketing or sales-related costs associated with the disposition of property before crediting the Capital Projects Fund (for funds other than development fees). The Town Council has approved the uses of the Capital Projects Fund as a part of its annual budget or by motion and affirmative vote at a time the expenditures are approved.

## **FINANCIAL PLANNING**

Fiscal planning refers to the process of identifying resources and allocating those resources among competing purposes. The primary vehicle for this planning is the preparation, monitoring and analyses of the Town's budget. It is increasingly important to monitor the performance of the programs competing to receive funding.

1. The Town Manager shall submit to the Town Council a proposed annual budget, which shall be submitted to the Town Council and the public for review in accordance with ARS §42-17001, *et seq.* The Town will budget revenues and expenditures on the basis of a fiscal year which begins July 1 and ends on the following June 30. The Town Council will adopt the budget no later than June 30, and the Town Manager shall execute the Town Council policies as set forth in the finally adopted budget.

2. The Town Manager or authorized designee will prepare a budget in accordance with the guidelines established by the Government Finance Officers Association in its Distinguished Budget Award Program. The proposed budget will contain the following:

- A. Revenue estimates by major category, by major fund.
- B. Expenditure estimates by department levels and major expenditure category, by major fund.
- C. Estimated fund balance by major fund.
- D. Debt service, by issue, detailing principal and interest amounts by fund.
- E. Proposed personnel staffing levels.
- F. A detailed schedule of capital projects, including a Capital Improvement Program.
- G. Any additional information, data, or analysis requested of management by the Town Council.

3. The operating budget will be based on the principle that current operating expenditures, including debt service, will be funded with current revenues creating a balanced budget. The Town will not balance the current budget at the expense of meeting future years' expenditures; for example, accruing future

years' revenues or rolling over short-term debt to avoid planned debt retirement.

4. Ongoing operating costs should be supported by ongoing, stable revenue sources. This policy protects the Town from fluctuating service levels, and avoids crises when one-time revenues are reduced or removed. Revenues from growth or development should be targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient.

5. The Town Manager will provide an estimate of the Town's revenues annually for each fiscal year. The estimates of special revenues (grant, excise tax, etc.) and interfund transfers will also be provided by the Town Manager.

6. The budget will fully appropriate the resources needed for authorized regular staffing. At no time shall the number of regular full-time employees on the payroll exceed the total number of full-time positions authorized by the Town Council. All personnel actions shall be in conformance with applicable Federal and State law and all Town ordinances and policies.

7. The Town Manager shall provide, annually, a budget preparation schedule outlining the preparation timelines for the proposed budget. Budget packages for the preparation of the budget, including forms and instructions, shall be distributed to Town departments in a timely manner for the department's completion. Department Directors shall prepare and return their budget proposals to the Administration Department, as required in the budget preparation schedule.

8. Performance measurement indicators will be integrated into the budget process as appropriate.

9. Alternatives for improving the efficiency and effectiveness of the Town's programs and the productivity of its employees will be considered during the budget process. Duplication of services and inefficiency in service delivery should be eliminated wherever they are identified.

10. Department Directors are required to monitor revenues and control expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these Department Directors to immediately notify the Town Manager of any exceptional circumstances that could result in a departmental expenditure budget to be exceeded.

11. A quarterly report on the status of the General Fund budget and trends will be prepared within 60 days of the end of each quarter by the Town Manager or authorized designee. In addition, the quarterly report shall include revenue and expenditure projections through the end of the fiscal year.

12. If a deficit is projected during any fiscal year, the Town will take steps to reduce expenditures, increase revenues or, if a deficit is caused by an emer-



gency, consider using the Rainy Day Fund, to the extent necessary, to ensure a balanced budget at the close of the fiscal year. The Town Manager may institute a cessation during the fiscal year on hirings, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without knowledge and support of the Town Council.

## **EXPENDITURE CONTROL**

The Town Manager shall ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with all applicable legal requirements.

1. Expenditures will be controlled by an annual budget at the departmental level. The Town Council shall adopt appropriations through the budget process. Written procedures will be maintained for administrative approval and processing of certain budget transfers within funds.
2. The Town will maintain a purchasing system that provides needed materials in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the Town's purchasing policies, guidelines and procedures and applicable State and Federal laws. The Town will endeavor to obtain supplies, equipment and services as economically as possible.
3. Expenditures will be controlled through appropriate internal controls and procedures in processing invoices for payment.
4. The State of Arizona sets a limit on the expenditures of local jurisdictions. The Town will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements and audited reconciliation report as defined by the Uniform Expenditure Reporting System (ARS §41-1279.07) to the State Auditor General each year.
5. Assets will be capitalized at \$10,000 and will be recorded in the Town of Fountain Hills' Summary of General Fixed Assets.

## **REVENUES AND COLLECTIONS**

All government employees are considered stewards of public funds. In order to provide funding for service delivery, the Town must have reliable revenue sources. These diverse revenues must be collected equitably, timely and efficiently.

1. The Town's goal is a General Fund revenue base that is equally balanced between sales taxes, State Shared revenues, property tax, service fees and other revenue sources.
2. The Town will strive for a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations and in any one revenue source by doing the following:

- A. Establishing new charges and fees as needed and as permitted by law at reasonable levels.
  - B. Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees.
  - C. Aggressively collecting all revenues, late penalties, outstanding taxes owed and related interest as authorized by law.
3. The Town Manager or authorized designee will monitor all taxes to ensure they are equitably administered and collections are timely and accurate. Fees and charges should be based on benefits and/or privileges granted by the Town, or based on costs of a particular service.
4. The Town Manager or authorized designee should pursue intergovernmental aid for those programs and activities that address a recognized need and are consistent with the Town's long-range objectives. Any decision to pursue intergovernmental aid should include the consideration of the following:
- A. Present and future funding requirements.
  - B. Cost of administering the funds.
  - C. Costs associated with special conditions or regulations attached to the grant award.
5. The Town will attempt to recover all allowable costs (both direct and indirect) associated with the administration and implementation of programs funded through intergovernmental aid. In the case of the Fountain Hills Unified School District, the Town may determine to recover less than full cost of services provided. In the case of State and Federally mandated programs, the Town will attempt to obtain full funding for the service from the governmental entity requiring the service be provided. Allowable costs will be determined based upon a "Cost Allocation Study" prepared periodically.
6. Local sales tax revenues are derived from several sources with a significant portion from construction related activity. To ensure that the revenues from growth or development are targeted to costs related to development, or invested in improvements that will benefit future residents or make future service provision efficient, the Town will designate 85% of those one-time revenues to the Capital Projects Fund. At the end of each fiscal year, these revenues will be transferred from the General Fund to the Capital Projects Fund for future appropriation.



## USER FEE COST RECOVERY

User fees and charges are payments for voluntarily purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services.

1. The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.
2. User fees and charges will be established to recover, as much as possible, the direct and indirect costs of the program or service, unless the percentage of full cost recovery has been mandated by specific action of the Town Council. It is recognized that occasionally competing policy objectives may result in reduced user fees and charges that recover a smaller portion of service costs.
3. Periodically, the Town will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other attendant costs.

## DEBT POLICY

The purpose of this debt policy is to provide for the preservation and enhancement of the Town's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions and required disclosures to investors, underwriters and rating agencies. The Town's overall debt management policy is to ensure that financial resources are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.

These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State Statutes, Federal tax laws and the Town's current bond resolutions and covenants. The Arizona Constitution limits a city or town's bonded debt capacity (outstanding principal) to certain percentages of the Town's secondary assessed valuation by the type of project to be constructed. There is a limit of 20% of secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, public safety, law enforcement, fire and emergency facilities, street and transportation facilities, and recreational facility improvements. There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

### 1. General.

A. The Town will (a) use current revenues to pay for short-term capital projects, repair and maintenance items and (b) reserve long-term debt for capital improvements with useful lives of ten years or more. The Town will not use long-term debt to fund current governmental operations and will manage its cash flow in a fashion that will prevent any borrowing to meet working capital needs. However, exclusive reliance upon

pay-as-you-go funds for capital improvements requires existing residents to pay for improvements that will benefit new residents who relocate to the area after the expenditure is made. Financing capital projects with debt provides for an “inter-generational equity”, as the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset. Where there is a benefit to all future residents, debt financing should be given consideration.

B. To increase its reliance on current revenue to finance its capital improvements, and promote a pay-as-you-go philosophy, the Town will appropriate each year a percentage of current revenues to maintain a minimum 10% of average actual General Fund revenues for the preceding five fiscal years in the assigned fund balance.

## 2. Capital Improvement Program.

A. As part of the budget process each year, the Town Manager or authorized designee will prepare a capital spending plan that provides a detailed summary of specific capital projects for the five fiscal years subsequent to the fiscal year presented. The plan will include the name of the project, project schedule, capital cost by fiscal year and a recommended specific funding source. The five-year Capital Improvement Program will be developed within the constraints of the Town’s ability to finance the program.

B. The Town Manager and Department Directors will develop formal ranking criteria that will be used in the evaluation of all capital projects. The program ranking criteria will give greatest weight to those projects which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority and projects with a useful life of less than ten years shall not be eligible for inclusion in bond issues.

C. Lease purchase financing shall only be undertaken when the project is considered essential to the efficient operation of the Town or to remove expenditures that would exceed the State-imposed expenditure limitation. The Town Manager or authorized designee shall be responsible for ensuring that pay-as-you-go expenditures do not cause the State-imposed expenditure limitation to be exceeded in any fiscal year.

D. All capital project requests will be accompanied by a description of the sources of funding to cover project costs. Where borrowing is recommended, a dedicated source of funds to cover debt service requirements must be identified. All capital project requests will be required to identify any impact the project may have on future operating costs of the Town. The Town will seek grants to finance capital improvements and will favor those projects which are likely to receive grant money.



E. All capital project appropriations and amendments to the Capital Improvement Program must be approved by the Town Council.

F. The Capital Improvement Program will include all equipment and facilities with a useful life of greater than ten years and a cost greater than \$50,000. Debt financing shall not exceed the useful life of the infrastructure improvement or asset.

G. Six steps in preparation of Capital Improvement Program:

- (1) Establish capital improvement policies.
  - (a) Time period the CIP will cover.
  - (b) Facilities/equipment that will be included in the CIP.
  - (c) How acquisition of multiple items (e.g. computers) will be treated.
  - (d) Identification of projects that are expected to be undertaken, but fall outside the time horizon of the plan.
- (2) Adopt standards to rank project requests.
  - (a) Projects that address a public health or safety concern are given top priority.
  - (b) Projects mandated by a court of competent jurisdiction or a government with authority over the Town are equal with public health or safety.
  - (c) Major maintenance (preservation of assets).
  - (d) Replacement of obsolete equipment (improving efficiency).
  - (e) Expansion to meet demand caused by growth.
  - (f) Coordination of projects to achieve cost savings.
  - (g) Availability of cash to finance improvements from current revenues.
  - (h) Acquisition of open space.
- (3) Perform and maintain a capital inventory and identify useful life.
- (4) Identify projects.
  - (a) Status review of previously approved projects.
  - (b) Identification of new projects.
  - (c) Assess capital project alternatives.
  - (d) Complete project request forms.
- (5) Assess funding sources.
  - (a) Available grants.
  - (b) Development fees shall be utilized to fund capital projects before pay-as-you-go and bond issuance financing.
  - (c) Developer contributions.
  - (d) Public/Private partnerships.
  - (e) Issuance of securities.
  - (f) Capital leases.

- (6) Approve the CIP and budget.
  - (a) Legislative review.
  - (b) Public hearing.
  - (c) Adoption of the CIP and capital budget.

The Town of Fountain Hills Capital Improvement Program ranking criteria will give greatest weight to those projects which protect the health and safety of its citizens. Pay-as-you-go project financing shall be given the highest priority. Capital improvements that must rely upon debt financing shall be accorded a lower priority. All capital project requests will be accompanied by a description of the sources of funding to cover project costs. Where borrowing is recommended, the source of funds to cover debt service requirements must be identified. All capital project requests will be required to identify any impact the project may have on future operating costs of the Town. Department Directors will submit a detailed description of the useful life of capital projects submitted in conjunction with the preparation of the Town’s CIP. Projects with a useful life of less than ten years shall not be eligible for inclusion in bond issues except in extraordinary circumstances. The Town Manager shall incorporate an estimate of the useful life of proposal capital improvements in developing an amortization schedule for each bond issue. If a short-lived asset or project (less than ten years) is included in a bond issue, then the bond amortization schedule shall be adjusted to reflect the asset’s rapid depreciation. At no time shall the amortization exceed the life of the asset.

3. Financing Alternatives.

A. Financing alternatives include, but are not limited to:

- (1) Grants.
- (2) Developer contributions.
- (3) General Obligation (GO) Bonds – requires voter approval, supported by an ad valorem (property) tax.
- (4) Revenue Bonds – repaid with dedicated revenue stream (HURF, revenue generated by project).
- (5) Municipal Property Corporation (MPC) Bonds – repaid with a dedicated revenue source.
- (6) CFD or Special District Bonds – supported by an ad valorem property tax.
- (7) Capital leases – repaid within operating budget.
- (8) Commercial paper (CP) or Bond Anticipation Notes (BAN) with terms less than two years.

B. Town debt service costs (GO, Revenue Bonds, MPC, Leases) shall not exceed 20% of the Town’s operating revenue in order to control fixed costs and ensure expenditure flexibility. Improvement District (ID), Community Facility District (CFD) and Special District debt service is not in-



cluded in this calculation because it is paid by district property owners and is not an obligation of the general citizenry. Separate criteria have been established and included within the Town's CFD policy.

C. In accordance with requirements of the State of Arizona Constitution, total bonded indebtedness shall not exceed 20% of the Town's total secondary assessed valuation of taxable property in the Town for water, sewer, artificial lighting, parks, open space, public safety, transportation, streets and recreational facility improvements and 6% of the total secondary assessed valuation of taxable property in the Town for all other general purposes.

D. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

E. Where applicable, the Town will structure General Obligation Bond issues to create level debt service payments over the life of the issue. The goal will be to strive for a debt repayment schedule to be no more than 15 years; at no time will the debt exceed 25 years.

F. Refunding bonds will be measured against a standard of the net present value debt service savings exceeding 3% of the principal amount of the bonds being refunded, or if savings exceed \$750,000, or for the purposes of modifying restrictive covenants or to modify the existing debt structure to the benefit of the Town. Refinancings undertaken for other reasons should proceed only when the advantages have been clearly shown in a cost/benefit analysis of the transaction.

G. The Town will seek to maintain and, if possible, improve the current bond rating in order to minimize borrowing costs and preserve access to credit.

H. An analysis showing how a new issue combined with current debt impacts the Town's debt capacity and conformance with Town debt policies will accompany every future bond issue proposal. The debt capacity analysis should reflect a positive trend and include:

- (1) Percent of debt outstanding as a percent of the legal debt limit.
- (2) Measures of the tax and revenue base.
- (3) Evaluation of trends relating to expenditures and fund balance.
- (4) Debt service as a percentage of assessed valuation.
- (5) Measures of debt burden on the community.
- (6) Tax-exempt market factors affecting interest costs.
- (7) Debt ratios.

I. Municipal Property Corporation and contractual debt, which is non-voter approved, will be utilized only when a dedicated revenue source (e.g. excise taxes) can be identified to pay debt service expenses. The project to be financed will generate net positive revenues (i.e., the addi-

tional revenues generated by the project will be greater than the debt service requirements).

J. The Town's privilege/excise tax to debt service goal will be a ratio of at least 3.5:1 to ensure the Town's ability to pay for long-term debt from this elastic revenue source.

#### 4. Issuance of Obligations.

A. The Town shall select the underwriter and the paying agent/registrar for each debt issuance based on competitive bid. The underwriter must be a firm domiciled in Arizona with an office in the Phoenix area and a record of prior working relationships.

B. The request for proposals process will be designed to select the service providers that offer the Town the best combination of expertise and price. The Town is not required to select the firm offering the lowest price, but a report must be prepared by the Town Manager providing justification to the Town Council for a recommendation when other than the lowest bidder is chosen. The review of all proposals submitted shall be the responsibility of the Town Manager.

C. The Town of Fountain Hills will use competitive sales as the primary means of selling new General Obligation or Revenue bonds that are repaid through ad valorem (property) taxes. Negotiated sales will be permitted for all other debt issues when it is expected to result in a lower true interest cost than would a competitive sale of that same date and structure or there is evidence of volatile market conditions, complex security features, or another overriding factor.

D. The Town Manager or designee and Town Attorney will coordinate their activities to ensure that all securities are issued in the most efficient and cost-effective manner and in compliance with the governing statutes and regulations. The Town Manager and the Town Attorney shall consult and jointly select the bond counsel for a bond issue. The Town Attorney will review all documents related to the issuance of securities by the jurisdiction.

E. The Town Manager or authorized designee will seek a rating on all new issues which are being sold in the public market if economically feasible.

F. The Town will report, on an annual basis, all financial information and/or notices of material events to the rating agencies and Electronic Municipal Market Access (EMMA). The annual report will include, but not be limited to, the Town's Comprehensive Annual Financial Report (CAFR).



G. Any institution or individual investing monies as an agent for the Town shall do so in a manner consistent and in compliance with the Town's adopted Investment Policy.

H. The Town Manager or authorized designee will provide detailed draw schedules for any project to be funded with borrowed monies. The Town will invest the proceeds or direct a trustee to invest the proceeds of all borrowings in a manner that will ensure the availability of funds as described in the draw schedules.

I. The Town acknowledges the responsibilities of the underwriting community and pledges to make all reasonable efforts to assist underwriters in their efforts to comply with SEC Rule 15c2-12 and MSRB Rule G-36.



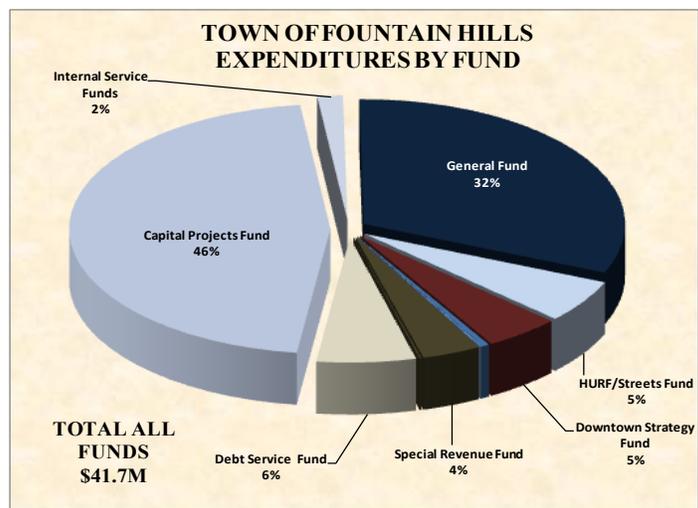
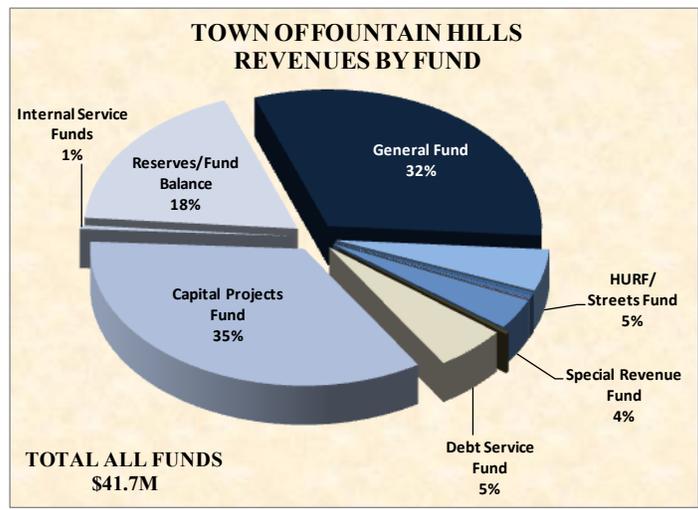
# Budget Highlights



**Budget Introduction**

In FY09-10, the Town introduced program budgeting. Program budgeting is a method of budgeting expenditures to meet programmatic objectives rather than budgeting on a line-item basis. In program budgeting, specific performance objectives or outcomes are defined and the costs to produce those outcomes are enumerated in the budget. With each year’s budget, we have moved closer to producing a true Program Budget. In FY13-14, the budget document includes Department level, Division level and Program level budgets. We believe program budgeting will provide the citizens with a much better picture of the true cost of providing Town services. For a summary of all Town programs, please see pages 104-107.

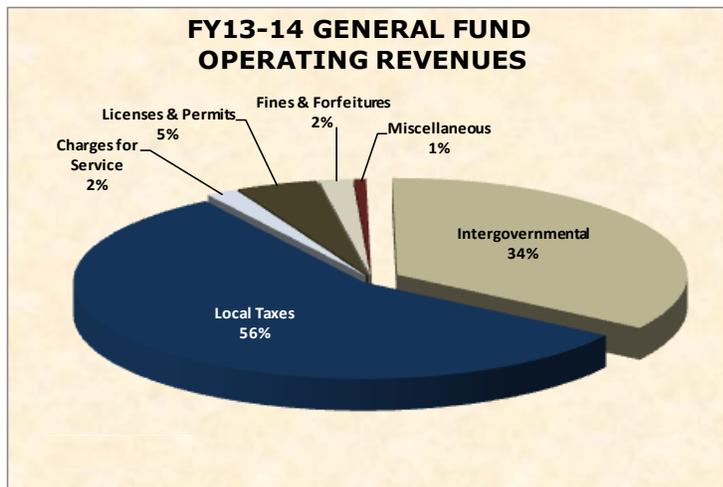
The proposed budget is based on revenue projections that are conservative and based on the expectation that the local and national economy will continue at its existing pace and that there will not be any significant drop in revenues in the next fiscal year. Revenues for all funds are \$34.1M (excluding reserves) with expenditures of \$41.7M with some funds utilizing reserves for projects.



It should be noted that sources of State Shared revenue are very sensitive to the fluctuations of the economy as well as to annual legislative appropriations. Additionally, these revenues are distributed to cities and towns based on each municipality's population compared to that of the entire State. Some municipalities have abundant, available land for expansion and will continue to grow in population, while others, like Fountain Hills, have fixed borders and limited population growth. Over time, Fountain Hills will, therefore, represent a smaller and smaller percentage of the total and will be allocated a smaller percentage of State Shared revenues. Past efforts to diversify the Town's revenue sources by asking the voters to approve a primary property tax have been unsuccessful which has necessitated reductions in force while maintaining the existing level of service.

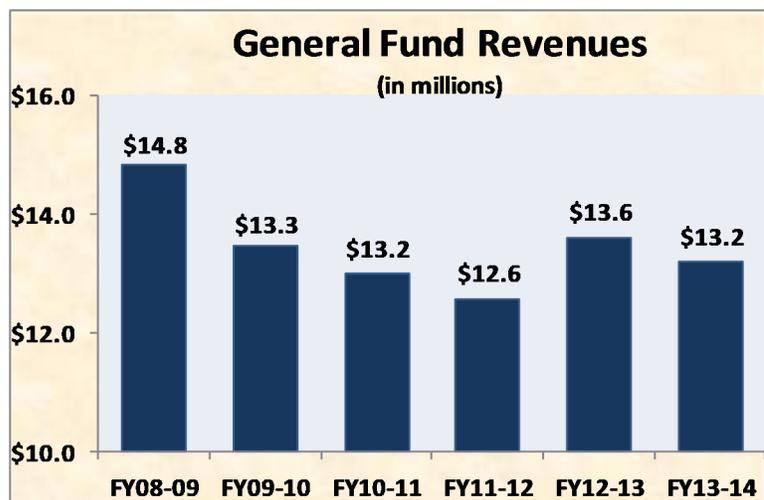
**General Fund Overview**

The General Fund supports core services and is the largest fund with the greatest potential for revenue fluctuations. Revenues from taxes, State Shared revenues, license and permit fees, and charges for services provide the major resources to fund programs and services delivered by the Town.



90% of the Town's General Fund resources are derived from the local sales tax and State Shared revenues.

In FY08-09, the town received \$14,828,010 in General Fund revenues. By FY11-12, budgeted General Fund revenues had decreased by 15% to \$12,578,311. In FY13-14, revenues are anticipated to decrease from FY12-13 by 3% reflecting the reallocation of the Vehicle License Tax revenue (historically available for General Fund expenditures) to the Highway User Revenue Fund (HURF) for pavement management.

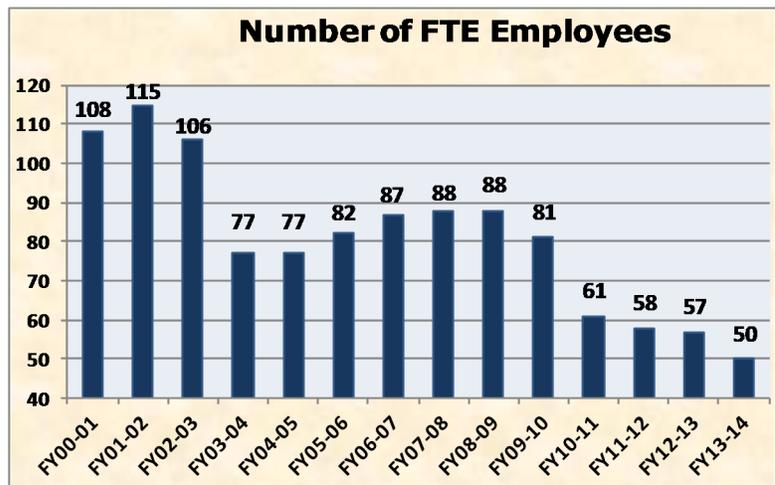


Following is a brief summary of what is included in the proposed General Fund Budget for FY13-14:

**Salaries and Benefits** - After the staff reductions made between FY09-10 and FY12-13, there remains a total of 50 full time equivalent employees (FTE) proposed for FY13-14, compared to 115 FTE in FY01-02, and 81 FTE in FY09-10. Most Town employees' salaries and benefits are funded through the General Fund (except Streets staff who are funded with restricted revenues). Salaries normally include overtime, sick leave, vacation and an amount set aside for merit increases. The Town Council has historically preferred merit increases based on performance and market analysis as opposed to across the board cost of living increases. However, due to the recession, the Council has only awarded two cost of living allowances for the staff over the past four years. Staff is proposing to return to a merit based compensation adjustment with an updated market analysis and 2.5% allowance being proposed for FY13-14. The market analysis may result in adjustments to pay ranges (see pay plan on page 383). Because local governments are primarily a service industry, salaries and benefits comprise a major portion of expenditures. For Fountain Hills, salaries & benefits represent 24% of the proposed General Fund budget in FY13-14.

Employee benefits include health, vision and dental insurance, employer taxes, disability, workers compensation insurance, and employer match retirement contributions. The Town does not provide a defined benefit pension plan for employees but rather matches employee contributions into a 401(a) account maintained by the International City/County Management Association (ICMA).

The chart on the right shows that the number of Town employees is at the lowest level in over fifteen years while the level of service to the citizens has remained constant.



**Contractual Services** - The Town contracts with outside professionals for a number of services and represents 20% of the total budget (57% of the General Fund). Two major contracts included in this category are:

1. Fire protection and emergency medical services (\$3,144,080), currently under contract with Rural Metro Corporation; and
2. Police protection (\$2,946,840), currently provided through the Maricopa County Sheriff's Office.



These two contracts alone represent 46% of the General Fund budget in FY13-14. Contractual services also includes annual landscape maintenance contracts, equipment and vehicle repairs, and facilities maintenance (janitorial, building maintenance, etc.). Maintenance of the Town's 116 acres of parks, Town medians, dams, and washes are provided by independent contractors. These contracts are solicited through a bid process to obtain the most competitive price for the Town. With pavement management a high priority, the Town is placing a priority on infrastructure maintenance that has been deferred.

**Repairs and Maintenance** - In FY13-14, Repairs and Maintenance represents 5% of the total General Fund budget. The Town owns eight buildings that require maintenance on HVAC equipment, interior and exterior surfaces, electric and plumbing, fire systems, irrigation, etc. Town staff has been unable to dedicate the resources necessary to maintain the buildings in an optimum condition; consequently, future budgets will require increasing amounts of maintenance funding to bringing the buildings up to standards.

**Supplies and Services** - Supplies and services include operational costs such as utilities, insurance, office supplies, etc. for Town Hall and other Town-owned buildings and accounts for 7% of the operating budget. The Town owns the Library/Museum, the Community Center, two fire stations, a vehicle maintenance facility, the Kiwanis building, and the Fountain Hills Theater building. Other items in this category are gas and oil, postage, travel, and communications.

**Capital Outlays** - Capital outlays include the purchase of furniture and equipment, and the improvement of Town facilities with a cost of at least \$10,000 but less than \$50,000. Expenditures of \$50,000 or more are included in the Capital Improvement Program.

### **HURF/Streets Fund Overview**

The HURF/Streets Fund is a fund restricted to streets and transportation related purposes. With an operational priority for pavement management, the General Fund revenue from Vehicle License Taxes (VLT) will be appropriated within the HURF Fund to be used for pavement maintenance (not reconstruction). The available resources in HURF are anticipated to increase to \$2.3M in FY13-14 which includes the \$750,000 from VLT. Road maintenance has not been adequately funded for several years which has resulted in serious degradation of the Town's 390 lane miles of arterial and collector streets. The FY13-14 program of work will focus on resolving the long-term fiscal needs for road maintenance.



The HURF/Streets Fund provides funding for the following Town programs:

- Streets Department—Administration
- Adopt-A-Street
- Legal
- Open Space
- Pavement Management
- Street Signage
- Street Sweeping
- Traffic Signals
- Vehicle Maintenance

### **Economic Development Funds Overview**

The Downtown Strategy Fund (formerly called the Excise Tax/Downtown Fund) was created in FY00-01 designating a portion of the Town's local sales tax to downtown development. Economic development for the downtown area has been funded through these proceeds, which now has a fund balance of approximately \$2.1M. The proposed budget includes an expenditure of \$1.7M for improvements to the downtown medians that will be transferred to the Capital Projects Fund.

During FY12-13, a new fund was created with a portion of the excise tax dedicated to economic development, including a proposal to fund Tourism in the amount of \$103,000 as well as implementation of the Economic Development Plan adopted by the Council in March, 2013.

### **Special Revenue Fund Overview**

All special revenues (grants, etc) are received in the Special Revenue Fund. Operating expenses are also recorded in the Special Revenue Fund unless the projects supported are in the Capital Improvement Program or the funds are in support of ongoing Town services. In these cases, funds are transferred from the Special Revenue Fund to either the Capital Projects Fund or the General Fund.

Due to the potential for a \$63,000 grant from the State lottery funds (LTAF II) and no matching General Fund resources, the Town contracted with Valley Metro for a study on possible transportation programs in Fountain Hills that will bring visitors and workers into Town. The study was conducted throughout the community to get a wide response as to the transportation needs; depending on the results, grant funds will be used for that program as long as they are available.

Included in the FY13-14 budget is an appropriation of \$1.5M in the event that un-anticipated grants becomes available. Other revenues in the Special Revenue Fund are the Cottonwoods Maintenance District and Court Enhancement Fund – these funds will be restricted for specific purpose and not available for general operations.

### **Debt Service Funds Overview**

Total debt service revenues for FY13-14 are budgeted at \$2.5 million, including secondary property taxes for voter approved bonds, transfers from the General Fund for the Community Center and excise taxes to pay for Municipal Property Corporation (MPC) debt (mountain preserve bonds). The following is a summary of the debt payments for FY13-14:

- General Obligation Bonds (property taxes) \$1.0 million
- Municipal Property Corporation (excise taxes) \$1.1 million
- Eagle Mountain Community Facilities District (property taxes) \$0.4 million

### **Development Fees Fund Overview**

With limited funds from development anticipated, there are no capital projects budgeted to be funded from development fees in the next fiscal year. However, new legislation requires that the Town update the Infrastructure Improvement Plan (IIP) and conduct a revised development fee study prior to August 1, 2014. This study was initiated in FY12-13 and will be continued in FY13-14 - \$50,000 is allocated to complete the study.

### **Capital Projects Fund Overview**

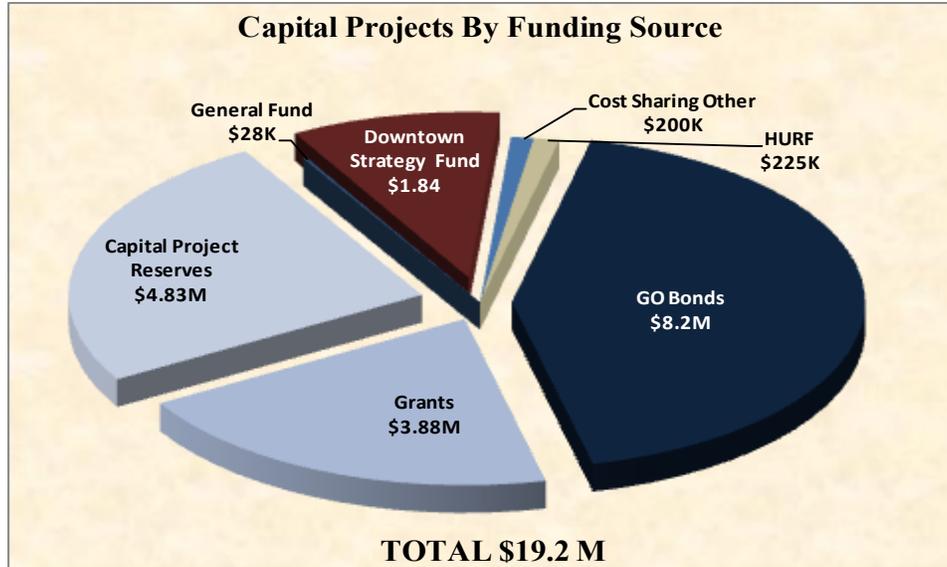
The Capital Projects Fund resources are derived from one time construction sales tax (50% of revenues – the other 50% funds operations in the General Fund) as well as bond proceeds or other revenue sources. During the building boom prior to 2008, the Town accumulated approximately \$10M in the Capital Projects Fund and has been cautious about moving forward with projects during the recession. The following project areas and funding source are programmed for FY13-14:

<b>Project Category</b>	<b>FY13-14 Budget</b>	<b>Capital Projects Fund</b>	<b>Downtown Strategy Fund</b>	<b>General Fund</b>	<b>HURF Fund</b>	<b>Non-Town Funds</b>
Downtown						
Improvements	\$ 1,900,000	\$ -	\$ 1,800,000	\$ -	\$ -	\$ 100,000
Street/Sidewalk						
Improvements	14,512,000	2,584,000	40,000	-	-	11,888,000
Traffic Signals	400,000	400,000	-	-	-	-
Park Improvements	1,145,000	1,145,000	-	-	-	-
General Government						
Projects	225,000	-	-	-	225,000	-
Fire & EMS Projects	700,000	420,000	-	28,000	-	252,000
Drainage	126,000	88,000	-	-	-	38,000
Contingency	190,080	190,080	-	-	-	-
<b>TOTAL</b>	<b><u>\$ 19,198,080</u></b>	<b><u>\$ 4,827,080</u></b>	<b><u>\$ 1,840,000</u></b>	<b><u>\$ 28,000</u></b>	<b><u>\$ 225,000</u></b>	<b><u>\$ 12,278,000</u></b>



The complete list of projects begins on page 289.

The annual impact on the operating budget as a result of budgeted capital improvement projects is estimated at \$5,000 in additional operating expenses in FY13-14. No ongoing personnel related costs are anticipated from the completion of these projects.



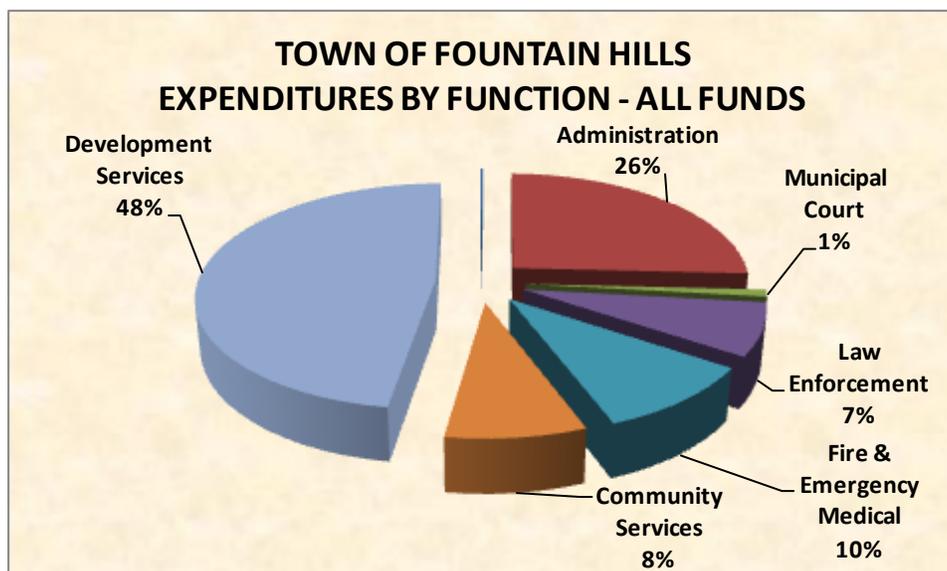
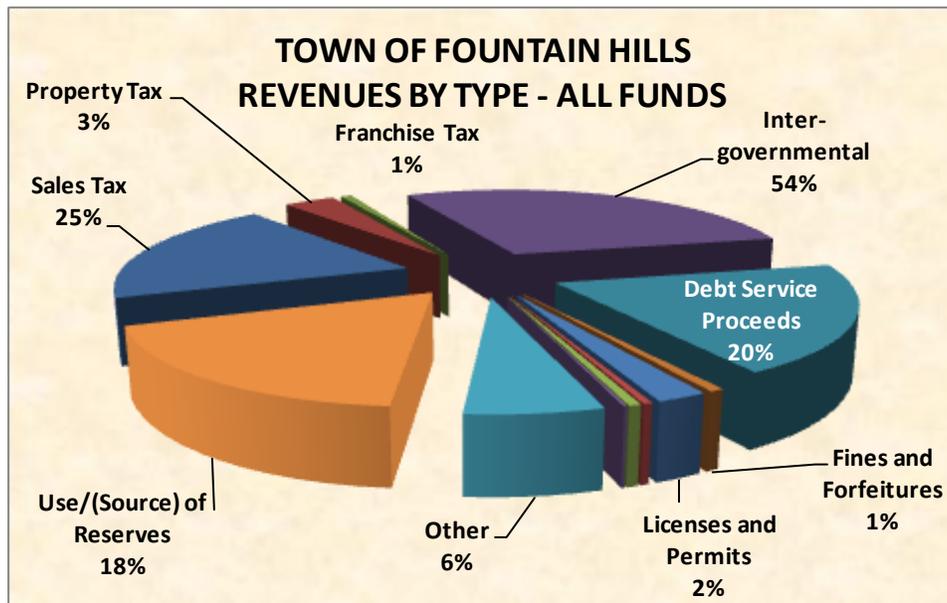


**FY13-14 Summary of Proposed Budget Revenues and Expenditures - All Funds**

	Operating Funds	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total
<b>Revenues:</b>					
Sales Tax	\$ 7,016,880	\$ 594,000	\$ 120,000	\$ 285,203	\$ 8,016,083
Property Tax	-	1,443,288	-	4,823	1,448,111
Franchise Tax	303,000	-	-	-	303,000
Intergovernmental	4,555,649	-	3,878,000	3,516,995	11,950,644
Debt Service Proceeds	-	-	8,200,000	-	8,200,000
Fines and Forfeitures	246,420	-	-	14,250	260,670
Licenses and Permits	602,780	-	330,632	-	933,412
Charges for Services	142,048	-	-	25,240	167,288
Rents and Royalties	224,544	-	-	-	224,544
Investment Earnings	61,200	1,310	100	1,500	64,110
Other	229,647	193,500	2,093,000	6,060	2,522,207
Use/(Source) of Reserves	474,099	320,387	4,626,348	2,144,475	7,565,309
<b>Total Revenues</b>	<b>\$ 13,856,267</b>	<b>\$ 2,552,485</b>	<b>\$ 19,248,080</b>	<b>\$ 5,998,546</b>	<b>\$ 41,655,378</b>
<b>Expenditures:</b>					
Current:					
General Government:					
Mayor and Council	\$ 79,702	\$ -	\$ -	\$ -	\$ 79,702
Administration	2,778,284	2,127,250	2,130,080	3,627,353	10,662,967
Municipal Court	362,401	-	-	48,875	411,276
<b>Total General Government</b>	<b>3,220,387</b>	<b>2,127,250</b>	<b>2,130,080</b>	<b>3,676,228</b>	<b>11,153,945</b>
Public Safety:					
Law Enforcement	3,121,325	-	5,000	-	3,126,325
Fire & Emergency Medical	3,418,218	-	705,000	-	4,123,218
<b>Total Public Service</b>	<b>6,539,543</b>	<b>-</b>	<b>710,000</b>	<b>-</b>	<b>7,249,543</b>
Community Services	2,247,230	-	1,165,000	-	3,412,230
Development Services	1,849,107	425,235	15,243,000	2,322,318	19,839,660
<b>Total Expenditures</b>	<b>\$ 13,856,267</b>	<b>\$ 2,552,485</b>	<b>\$ 19,248,080</b>	<b>\$ 5,998,546</b>	<b>\$ 41,655,378</b>

Note: See page 46 for a listing of the funds included in each column.

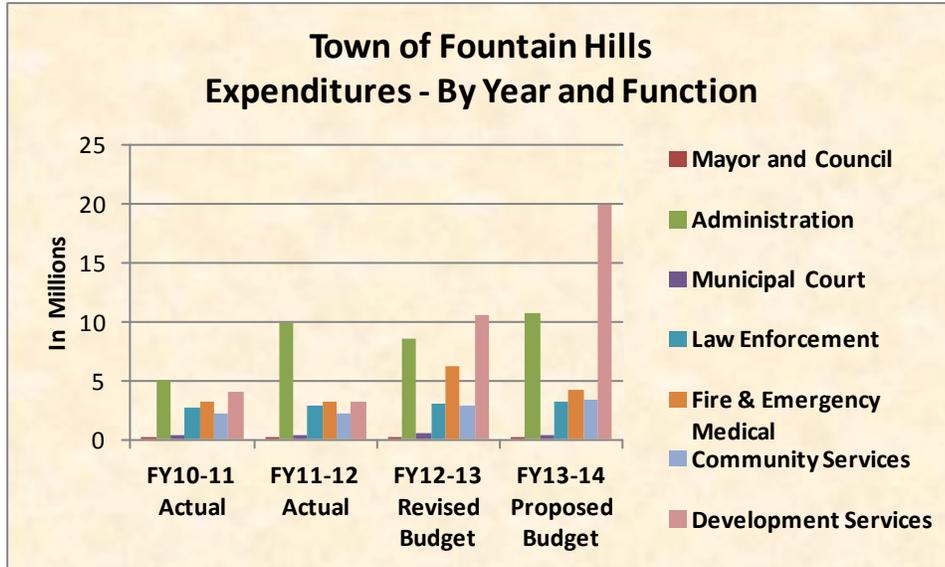
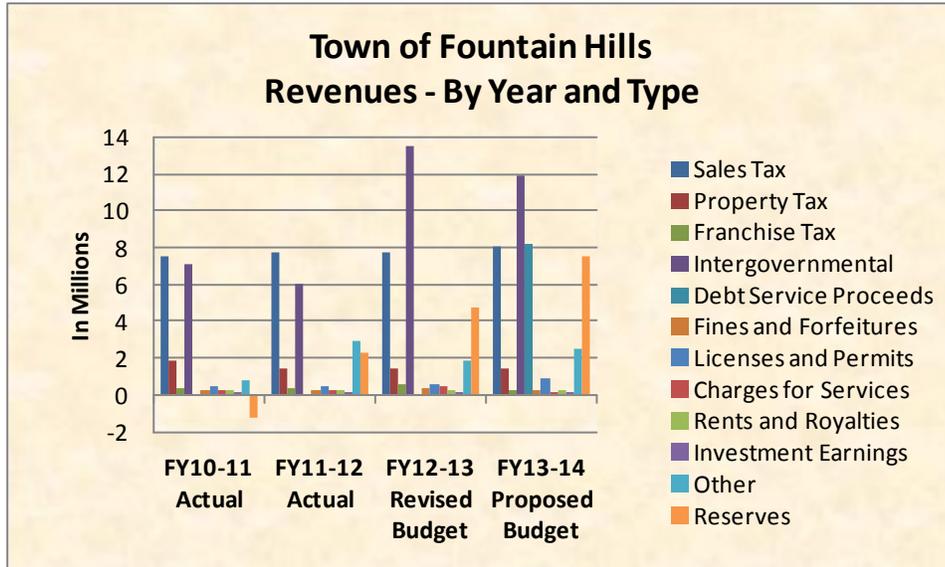




**Historical Summary of Revenues and Expenditures - All Funds**

	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Revenues:</b>				
Taxes:				
Sales Tax	\$ 7,527,582	\$ 7,779,219	\$ 7,721,760	\$ 8,016,083
Property Tax	1,853,813	1,457,702	1,426,215	1,448,111
Franchise Tax	322,659	332,130	603,000	303,000
Intergovernmental	7,072,725	5,995,694	13,539,056	11,950,644
Debt Service Proceeds	-	-	-	8,200,000
Fines and Forfeitures	236,221	223,673	304,050	260,670
Licenses and Permits	459,979	427,862	569,411	933,412
Charges for Services	253,180	258,999	466,854	167,288
Rents and Royalties	227,195	206,018	222,090	224,544
Investment Earnings	28,069	88,881	63,900	64,110
Other	772,358	2,894,147	1,841,375	2,522,207
Use/(Source) of Reserves	(1,270,249)	2,232,341	4,755,298	7,565,309
Total Revenues	<u>\$ 17,483,532</u>	<u>\$ 21,896,666</u>	<u>\$ 31,513,009</u>	<u>\$ 41,655,378</u>
<b>Expenditures:</b>				
Current:				
General Government:				
Mayor and Council	\$ 66,759	\$ 68,444	\$ 82,811	\$ 79,702
Administration	4,958,877	9,943,023	8,496,922	10,662,967
Municipal Court	423,346	391,029	450,183	411,276
Total General Government	<u>5,448,982</u>	<u>10,402,496</u>	<u>9,029,916</u>	<u>11,153,945</u>
Public Safety:				
Law Enforcement	2,712,283	2,829,196	2,951,102	3,126,325
Fire & Emergency Medical	3,123,906	3,186,970	6,220,335	4,123,218
Total Public Service	<u>5,836,189</u>	<u>6,016,166</u>	<u>9,171,437</u>	<u>7,249,543</u>
Community Services	2,230,050	2,235,516	2,854,088	3,412,230
Development Services	3,968,311	3,242,488	10,457,568	19,839,660
Total Expenditures	<u>\$ 17,483,532</u>	<u>\$ 21,896,666</u>	<u>\$ 31,513,009</u>	<u>\$ 41,655,378</u>





**FY13-14 Projected Changes in Fund Balances**

	Operating Funds	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total
<b>Revenues:</b>					
Sales Tax	\$ 7,016,880	\$ 594,000	\$ 120,000	\$ 285,203	\$ 8,016,083
Property Tax	-	1,443,288	-	4,823	1,448,111
Franchise Tax	303,000	-	-	-	303,000
Intergovernmental	4,555,649	-	3,878,000	3,516,995	11,950,644
Debt Service Proceeds	-	-	8,200,000	-	8,200,000
Fines and Forfeitures	246,420	-	-	14,250	260,670
Licenses and Permits	602,780	-	330,632	-	933,412
Charges for Services	142,048	-	-	25,240	167,288
Rents and Royalties	224,544	-	-	-	224,544
Investment Earnings	61,200	1,310	100	1,500	64,110
Other	229,647	193,500	2,093,000	6,060	2,522,207
<b>Total Revenues</b>	<b>13,382,168</b>	<b>2,232,098</b>	<b>14,621,732</b>	<b>3,854,071</b>	<b>34,090,069</b>
<b>Expenditures:</b>					
Current:					
General Government:					
Mayor and Council Administration	79,702	-	-	-	79,702
Municipal Court	2,778,284	2,127,250	2,130,080	3,627,353	10,662,967
	362,401	-	-	48,875	411,276
<b>Total General Government</b>	<b>3,220,387</b>	<b>2,127,250</b>	<b>2,130,080</b>	<b>3,676,228</b>	<b>11,153,945</b>
Public Safety:					
Law Enforcement	3,121,325	-	5,000	-	3,126,325
Fire & Emergency Medical	3,418,218	-	705,000	-	4,123,218
<b>Total Public Service</b>	<b>6,539,543</b>	<b>-</b>	<b>710,000</b>	<b>-</b>	<b>7,249,543</b>
Community Services	2,247,230	-	1,165,000	-	3,412,230
Development Services	1,849,107	425,235	15,243,000	2,322,318	19,839,660
<b>Total Expenditures</b>	<b>13,856,267</b>	<b>2,552,485</b>	<b>19,248,080</b>	<b>5,998,546</b>	<b>41,655,378</b>
<b>Net Change in Fund Balance</b>	<b>(474,099)</b>	<b>(320,387)</b>	<b>(4,626,348)</b>	<b>(2,144,475)</b>	<b>(7,565,309)</b>
<b>Fund Balance</b>					
Beginning of Year - estimated	7,473,789	90,474	7,382,762	2,185,070	17,132,095
End of Year	<u>\$ 6,999,690</u>	<u>\$ (229,913)</u>	<u>\$ 2,756,414</u>	<u>\$ 40,595</u>	<u>\$ 9,566,786</u>
<b>Fund Balance Percentage Change</b>	<b>(6.34%)</b>	<b>(354.12%)</b>	<b>(62.66%)</b>	<b>(98.14%)</b>	<b>(44.16%)</b>

Note: See page 46 for a listing of the funds included in each column.

Operating funds included in this table are the General Fund, Public Art and Internal Service Funds. The decrease in fund balance is related to the use of reserves in the Internal Service Fund (Vehicle Replacement) to replace vehicles according to the Vehicle Replacement Policy. Debt Service Funds include the repayment of bonds through the local sales tax which has accumulated reserves to pay the FY13-14 payment. The Capital Projects and Non-Major funds will be utilizing accumulated reserves for one time capital expenditures.



**FY13-14 Proposed Budget  
Summary of Expenditures**

Fund/Department	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Mayor & Council	\$ 66,759	\$ 68,444	\$ 82,811	\$ 79,702
Administration	1,966,600	3,813,990	2,194,672	2,120,074
Municipal Court	410,903	385,931	402,933	362,401
Development Services	1,565,364	1,429,798	2,007,578	1,849,107
Community Services	2,207,718	1,992,532	2,226,088	2,232,230
Fire & Emergency Medical	3,060,292	3,156,440	3,255,335	3,418,218
Law Enforcement	2,712,283	2,828,129	2,946,102	3,121,325
<b>Total General Fund</b>	<b>\$ 11,989,919</b>	<b>\$ 13,675,264</b>	<b>\$ 13,115,519</b>	<b>\$ 13,183,057</b>
<b>Special Revenue Funds</b>				
Development Services	\$ 1,123,229	\$ 1,049,128	\$ 2,348,880	\$ 2,322,318
Highway User Revenue Fund	1,123,229	1,049,128	2,348,880	2,322,318
Administration	131,631	119,121	183,968	1,954,079
Downtown Strategy Fund	131,631	119,121	183,968	1,954,079
Administration	-	-	-	171,119
Economic Development Fund	-	-	-	171,119
Administration	229,802	168,305	1,280,000	1,498,655
Special Revenue Fund	229,802	168,305	1,280,000	1,498,655
Community Services	14,175	8,440	210,000	15,000
Public Art Fund	14,175	8,440	210,000	15,000
Municipal Court	12,443	5,098	47,250	48,875
Court Enhancement Fund	12,443	5,098	47,250	48,875
Administration	-	-	18,315	3,500
Cottonwoods Maint District	-	-	18,315	3,500
<b>Total Special Revenue Funds</b>	<b>\$ 1,511,280</b>	<b>\$ 1,350,092</b>	<b>\$ 4,088,413</b>	<b>\$ 6,013,546</b>
<b>Debt Service Funds</b>				
Development Services	\$ (388)	\$ -	\$ -	\$ -
Revenue Bond Debt Service	(388)	-	-	-
Administration	1,029,852	1,017,562	1,002,912	1,015,850
Gen Oblig Debt Service	1,029,852	1,017,562	1,002,912	1,015,850
Development Services	410,710	421,610	421,110	425,235
Eagle Mtn CFD Debt Service	410,710	421,610	421,110	425,235
Administration	1,418,767	3,844,609	1,076,700	1,111,400
Munic Prop Corp Debt Service	1,418,767	3,844,609	1,076,700	1,111,400
<b>Total Debt Service Funds</b>	<b>\$ 2,858,941</b>	<b>\$ 5,283,781</b>	<b>\$ 2,500,722</b>	<b>\$ 2,552,485</b>

**FY13-14 Proposed Budget  
Summary of Expenditures**

Fund/Department	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Capital Projects Fund</b>				
Administration	\$ 49,313	\$ 277,207	\$ 2,235,281	\$ 2,130,080
Development Services	859,896	338,330	5,660,000	15,223,000
Community Services	8,157	217,819	398,000	1,145,000
Fire & Emergency Medical	63,614	30,063	2,960,000	700,000
<b>Total Capital Projects Fund</b>	<b>\$ 980,980</b>	<b>\$ 863,419</b>	<b>\$ 11,253,281</b>	<b>\$ 19,198,080</b>
<b>Development Fees</b>				
Law Enforcement	\$ -	\$ 1,067	\$ 5,000	\$ 5,000
Law Enforcement Dev Fee	-	1,067	5,000	5,000
Fire & Emergency Medical	-	467	5,000	5,000
Fire/Emergency Dev Fee	-	467	5,000	5,000
Development Services	-	3,622	20,000	20,000
Streets Dev Fee	-	3,622	20,000	20,000
Community Services	-	3,495	15,000	15,000
Park/Rec Dev Fee	-	3,495	15,000	15,000
Community Services	-	12,677	-	-
Open Space Dev Fee	-	12,677	-	-
Community Services	-	553	5,000	5,000
Library/Museum Dev Fee	-	553	5,000	5,000
Administration	-	527,487	-	-
General Govt Dev Fee	-	527,487	-	-
<b>Total Development Fees</b>	<b>\$ -</b>	<b>\$ 549,368</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>
<b>Internal Service</b>				
Administration	\$ 67,608	\$ 68,658	\$ 102,370	\$ 71,010
Internal Service Fund	67,608	68,658	102,370	71,010
Administration	74,804	106,084	402,704	587,200
Vehicle/Equip Repl Fund	74,804	106,084	402,704	587,200
<b>Total Internal Service</b>	<b>\$ 142,412</b>	<b>\$ 174,742</b>	<b>\$ 505,074</b>	<b>\$ 658,210</b>
<b>Grand Total of All Funds</b>	<b>\$ 17,483,532</b>	<b>\$ 21,896,666</b>	<b>\$ 31,513,009</b>	<b>\$ 41,655,378</b>

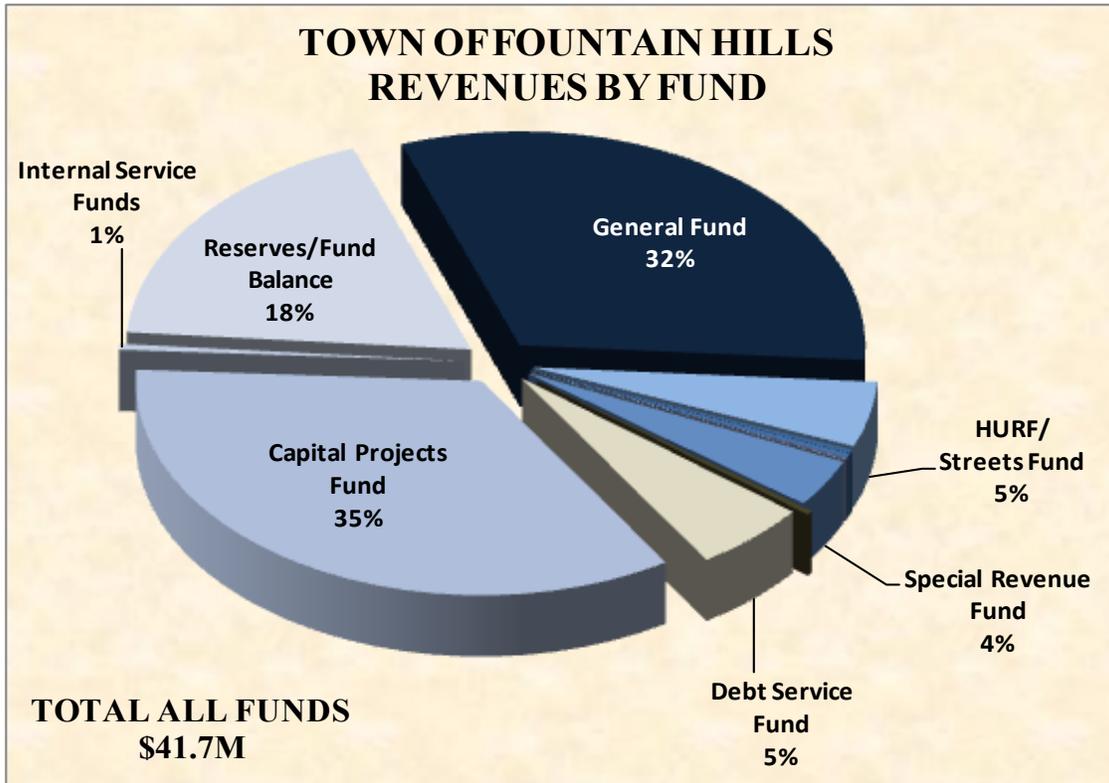


# Revenue Summary



### Revenue

This section provides a broad overview of the revenues included in the FY13-14 budget. Information is presented for each fund.



Total revenues for all funds are estimated at \$41,655,378. The General Fund portion represents approximately 32% of the total. HURF/Streets funds represent 5% while the Internal Service Fund represents 1% of the total. Special Revenue funds represent another 4% of the budget. Debt Service represents 5%, Capital Projects represent 35% and Reserves/Fund Balance represents the remaining 18% of the total revenues.



**FY13-14 Proposed Budget  
Summary of Revenues**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Sales Tax-Local	\$ 6,556,254	\$ 6,571,198	\$ 6,715,080	\$ 7,016,880
Liquor License Fees	50	1,725	1,500	1,500
Business License	102,795	103,648	114,679	108,960
Animal License	48,842	46,496	47,365	47,365
Building Permit	66,158	58,897	84,650	299,020
Sign Permits	1,405	5,735	3,350	3,350
Planning & Zoning Fees	24,917	7,916	10,000	10,000
Landscape Permits	1,260	2,689	1,260	1,260
Encroachment Permits	28,385	33,262	35,000	35,000
Variances	6,925	4,700	4,000	4,000
Subdivision Fees	9,600	11,600	21,000	21,000
Special Event Permit	1,300	3,425	1,825	1,825
Engineering Fees	1,430	2,800	2,500	2,500
Plan Review	100,988	89,508	94,650	50,000
Inspection Fees	12,006	15,340	17,000	17,000
Franchise Fees	322,659	332,130	603,000	303,000
Cell Tower Lease	102,103	105,677	135,456	135,456
Sales Tax-State	1,860,421	1,757,297	1,880,400	1,936,920
Income Tax-State	2,383,874	1,898,088	2,259,840	2,508,960
Vehicle License Tax	799,551	722,126	758,400	-
Fire Insurance Prem Tax	122,008	119,141	116,776	109,769
Program Fees	187,524	180,223	204,414	124,848
Rental Fees	118,999	94,898	76,454	82,588
Taxable Sales	10,801	8,270	15,000	15,000
Non-Taxable Rental	6,093	5,443	10,180	6,500
Non-Taxable Fees	2,400	1,510	2,200	2,200
Sponsorships	8,720	7,641	12,400	10,200
Donations	3,399	940	-	300
Reimbursements/Refunds	16,152	527	-	-
Auction/Recycle Proceeds	524	1,127	1,150	1,150
Restitution/Ins Proceeds	40	7,021	-	-
Miscellaneous Revenue	20,122	135,470	18,886	18,886
Court Fines/Fees	214,999	203,350	289,800	246,420
Abatements	-	-	-	-
Interest Income	11,608	38,493	60,000	61,200
<b>Total General Fund</b>	<b>\$ 13,154,312</b>	<b>\$ 12,578,311</b>	<b>\$ 13,598,215</b>	<b>\$ 13,183,057</b>



**FY13-14 Proposed Budget  
Summary of Revenues**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Special Revenue Funds</b>				
Vehicle License Tax	\$ -	\$ -	\$ -	\$ 749,700
Highway User Tax	1,396,075	1,126,762	1,265,640	1,268,640
In-Lieu Fees	63,016	69,116	50,000	25,000
Adopt-A-Street Fee	240	180	240	240
Reimbursements/Refunds	-	-	-	-
Auction/Recycle Proceeds	-	3,154	-	-
Restitution/Ins Proceeds	16,270	11,825	-	-
Miscellaneous Revenue	5,428	1,220	4,800	6,060
Interest Income	247	448	1,200	1,200
Total Highway User Revenue Fund	<u>1,481,276</u>	<u>1,212,705</u>	<u>1,321,880</u>	<u>2,050,840</u>
Sales-Excise Tax	293,415	302,606	295,560	114,084
Interest Income	1,177	8,883	-	-
Total Downtown Strategy Fund	<u>294,592</u>	<u>311,489</u>	<u>295,560</u>	<u>114,084</u>
Sales-Excise Tax	-	-	-	171,119
Total Economic Development Fund	<u>-</u>	<u>-</u>	<u>-</u>	<u>171,119</u>
Grants	36,995	30,019	1,500,000	1,498,655
LTAI II	20,962	-	-	-
Prop 202/Gaming Rev	152,332	138,000	-	-
Donations	4,000	-	-	-
Transfer In	15,513	286	40,000	-
Total Special Revenue Fund	<u>229,802</u>	<u>168,305</u>	<u>1,540,000</u>	<u>1,498,655</u>
In-Lieu Fees	-	7,970	210,000	15,000
Transfer In	14,175	-	-	-
Total Public Art Fund	<u>14,175</u>	<u>7,970</u>	<u>210,000</u>	<u>15,000</u>
CCEF Revenue	18,461	17,696	14,250	14,250
JCEF Revenue	2,761	2,627	-	-
Interest Income	463	300	300	300
Total Court Enhancement Fund	<u>21,685</u>	<u>20,623</u>	<u>14,550</u>	<u>14,550</u>
Property Tax-Cy	3,293	3,335	3,315	4,823
Interest Income	2	12	-	-
Total Cottonwoods Maint District	<u>3,295</u>	<u>3,347</u>	<u>3,315</u>	<u>4,823</u>
<b>Total Special Revenue Funds</b>	<b>\$ 2,044,825</b>	<b>\$ 1,724,439</b>	<b>\$ 3,385,305</b>	<b>\$ 3,869,071</b>



<b>FY13-14 Proposed Budget Summary of Revenues</b>				
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Debt Service Funds</b>				
Interest Income	\$ -	\$ -	\$ -	\$ -
Transfer In	-	-	-	-
Total Revenue Bond Debt Serv	-	-	-	-
Property Tax-Cy	970,276	1,029,242	1,000,800	1,013,040
Interest Income	79	305	1,200	210
Total Gen Oblig Bd Debt Serv	970,355	1,029,547	1,002,000	1,013,250
Property Tax-Cy	394,346	425,125	422,100	430,248
Interest Income	27	98	600	600
Total Eagle Mtn CFD Debt Serv	394,373	425,223	422,700	430,848
Sales-Excise Tax	880,244	605,213	591,120	594,000
Interest Income	1,474	588	500	500
Transfer In	387,000	2,463,118	193,500	193,500
Total Munic Prop Corp Debt Serv	1,268,718	3,068,919	785,120	788,000
<b>Total Debt Service Funds</b>	<b>\$ 2,633,446</b>	<b>\$ 4,523,689</b>	<b>\$ 2,209,820</b>	<b>\$ 2,232,098</b>
<b>Capital Projects Fund</b>				
Sales Tax-Local	\$ 283,567	\$ 300,202	\$ 120,000	\$ 120,000
Development Fees	-	-	-	200,000
Debt Serv/Bond Proceeds	-	-	-	8,200,000
Grants	300,507	204,261	5,758,000	3,878,000
Miscellaneous Revenue	-	-	15,000	-
Interest Income	10,357	30,713	-	-
Transfer In	-	6,623	1,299,000	2,093,000
<b>Total Capital Projects Fund</b>	<b>\$ 594,431</b>	<b>\$ 541,799</b>	<b>\$ 7,192,000</b>	<b>\$ 14,491,000</b>



## Revenue Summary

<b>FY13-14 Proposed Budget Summary of Revenues</b>				
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Development Fees</b>				
Development Fees	\$ 5,190	\$ 1,245	\$ 15,760	\$ 15,760
Interest Income	<u>207</u>	<u>166</u>	<u>100</u>	<u>100</u>
Total Law Enforcement Dev Fee	<u>5,397</u>	<u>1,411</u>	<u>15,860</u>	<u>15,860</u>
Development Fees	1,180	1,045	3,540	3,540
Interest Income	<u>40</u>	<u>33</u>	<u>-</u>	<u>-</u>
Total Fire/Emergency Dev Fee	<u>1,220</u>	<u>1,078</u>	<u>3,540</u>	<u>3,540</u>
Development Fees	14,153	25,905	94,802	94,802
Interest Income	<u>4</u>	<u>29</u>	<u>-</u>	<u>-</u>
Total Streets Dev Fee	<u>14,157</u>	<u>25,934</u>	<u>94,802</u>	<u>94,802</u>
Development Fees	14,203	9,312	14,790	14,790
Interest Income	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Park/Rec Dev Fee	<u>14,203</u>	<u>9,312</u>	<u>14,790</u>	<u>14,790</u>
Development Fees	7,135	867	-	-
Interest Income	<u>1,792</u>	<u>8,635</u>	<u>-</u>	<u>-</u>
Total Open Space Dev Fee	<u>8,927</u>	<u>9,502</u>	<u>-</u>	<u>-</u>
Development Fees	1,936	585	1,740	1,740
Interest Income	<u>41</u>	<u>35</u>	<u>-</u>	<u>-</u>
Total Library/Museum Dev Fee	<u>1,977</u>	<u>620</u>	<u>1,740</u>	<u>1,740</u>
Development Fees	10,121	1,161	-	-
Interest Income	<u>551</u>	<u>143</u>	<u>-</u>	<u>-</u>
Total General Govt Dev Fee	<u>10,672</u>	<u>1,304</u>	<u>-</u>	<u>-</u>
<b>Total Development Fees</b>	<b>\$ 56,553</b>	<b>\$ 49,161</b>	<b>\$ 130,732</b>	<b>\$ 130,732</b>
<b>Internal Service</b>				
Miscellaneous Revenue	\$ 260	\$ 494	\$ -	\$ -
Internal Service Charges	<u>66,843</u>	<u>63,738</u>	<u>73,065</u>	<u>61,330</u>
Total Internal Service	<u>67,103</u>	<u>64,232</u>	<u>73,065</u>	<u>61,330</u>
Auction/Recycle Proceeds	13,188	15,706	-	-
Internal Service Charges	5,142	3,978	5,730	1,200
Vehicle Repl Charges	155,414	163,010	161,140	121,581
Transfer In	<u>29,367</u>	<u>-</u>	<u>1,704</u>	<u>-</u>
Total Vehicle/Equip Repl Fund	<u>203,111</u>	<u>182,694</u>	<u>168,574</u>	<u>122,781</u>
<b>Total Internal Service</b>	<b>\$ 270,214</b>	<b>\$ 246,926</b>	<b>\$ 241,639</b>	<b>\$ 184,111</b>
<b>Grand Total of All Funds</b>	<b><u>\$ 18,753,781</u></b>	<b><u>\$ 19,664,325</u></b>	<b><u>\$ 26,757,711</u></b>	<b><u>\$ 34,090,069</u></b>



## FY13-14 Revenues by Type

	Operating Funds	Debt Service Funds	Capital Projects Funds	Non-Major Funds	Total	% of Total
<b>Revenues:</b>						
Sales Tax	\$ 7,016,880	\$ 594,000	\$ 120,000	\$ 285,203	\$ 8,016,083	19%
Property Tax	-	1,443,288	-	4,823	1,448,111	3%
Franchise Tax	303,000	-	-	-	303,000	1%
Intergovernmental	4,555,649	-	3,878,000	3,516,995	11,950,644	29%
Debt Service Proceeds	-	-	8,200,000	-	8,200,000	20%
Fines and Forfeitures	246,420	-	-	14,250	260,670	1%
Licenses and Permits	602,780	-	330,632	-	933,412	2%
Charges for Services	142,048	-	-	25,240	167,288	0%
Rents and Royalties	224,544	-	-	-	224,544	1%
Investment Earnings	61,200	1,310	100	1,500	64,110	0%
Other	229,647	193,500	2,093,000	6,060	2,522,207	6%
Use/(Source) of Reserves	474,099	320,387	4,626,348	2,144,475	7,565,309	18%
Total Revenues	<u>\$ 13,856,267</u>	<u>\$ 2,552,485</u>	<u>\$ 19,248,080</u>	<u>\$ 5,998,546</u>	<u>\$ 41,655,378</u>	<u>100%</u>

Note: See page 46 for a listing of the funds included in each column.

See the following pages for a discussion of the major revenue types, restrictions on use, and major influences for each type. The graphs on the following pages do not match the figures above because the graphs do not represent all of the accounts combined into the above categories.

The use of reserves is intended to be used for funding capital projects.



Revenue Summary  
 State Shared Sales Tax Revenue  
 General Fund

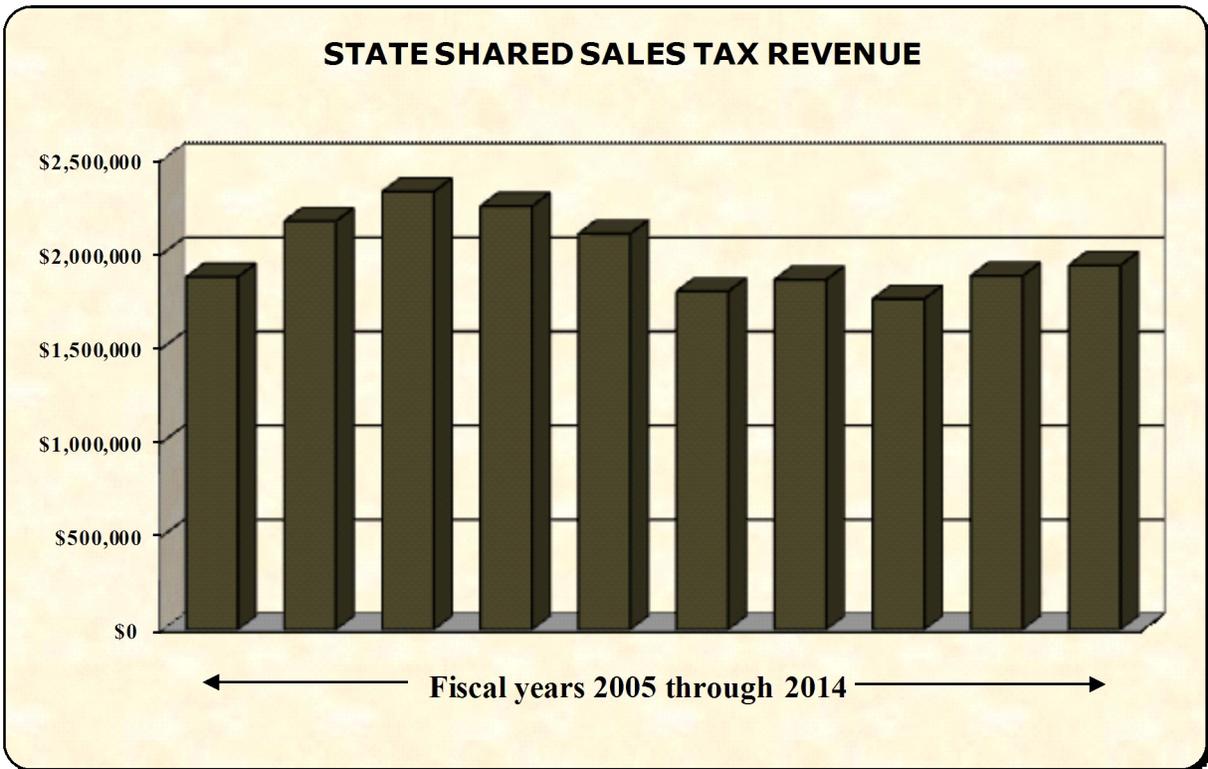
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	2004-05	\$1,874,577	10.1%
	2005-06	2,170,940	15.8%
	2006-07	2,327,899	7.2% <sup>1</sup>
	2007-08	2,250,912	-3.3%
	2008-09	2,104,480	-6.5%
	2009-10	1,797,356	-14.6%
	2010-11	1,860,421	3.5%
	2011-12	1,757,297	-5.5% <sup>1</sup>
	2012-13 (est.)	1,880,500	7.0%
	2013-14 (est.)	1,936,915	3.0%

<sup>1</sup> Change due to census population

Assumptions

The State assesses a 6.3% sales tax, of which cities and towns share in the collections based on the relation of its population to the total population of all incorporated cities and towns using the 2010 census figures (Fountain Hills represents .4% of the State total). The FY13-14 revenue projection is based on the League of Arizona Cities and Towns bulletin and by the Arizona Department of Revenue forecast for Sales and Use Tax.

Major Influences: Construction Activity, Retail Sales, Population and Economy



Restrictions	Fiscal Year	Amount	Percent Change
Revenues from the 2.6% local sales tax are allocated to the Capital Projects Fund, Municipal Property Corporation, downtown development and the General Fund. General Fund proceeds are not restricted but must be expended for public purpose.	2004-05	\$8,217,773	6.3%
	2005-06	10,338,014	25.8%
	2006-07	10,547,205	2.0%
	2007-08	10,470,882	-0.7%
	2008-09	8,740,324	-16.5%
	2009-10	7,796,029	-10.8%
	2010-11	7,824,390	0.4%
	2011-12	6,571,198	-16.0%
	2012-13 (est.)	7,754,378	18.0%
	2013-14 (est.)	8,075,237	5.6%

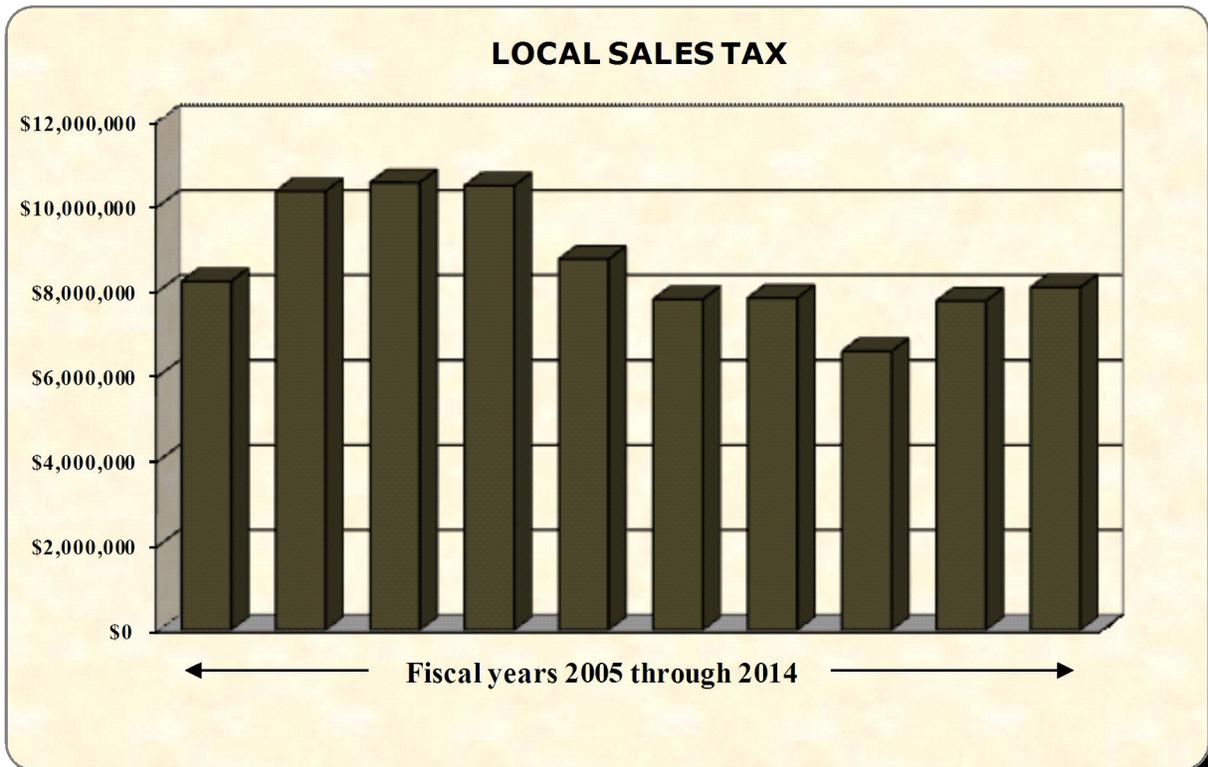
**Assumptions**

The local sales tax rate in Fountain Hills is 2.6% - total receipts for FY13-14 are estimated to be \$8,075,237. The construction related sales tax is derived from one-time activities and has been dedicated for one-time expenditures. Another portion of the local sales tax is dedicated for Municipal Property Corporation bond payments and downtown development; the following is a breakdown of the dedicated and non-dedicated (General Fund) projections:

**Dedications:**

Downtown Strategy Fund	\$ 138,806
Economic Development Fund	208,210
Mountain Preserve Bonds	594,000
Capital Projects	120,000
General Fund	<u>7,014,221</u>
<b>Total Projections</b>	<b>\$8,075,237</b>

Major Influences: Economy, Construction Activity, Retail Sales, Public Policy



Revenue Summary  
 State Shared Income Tax Revenue  
 General Fund

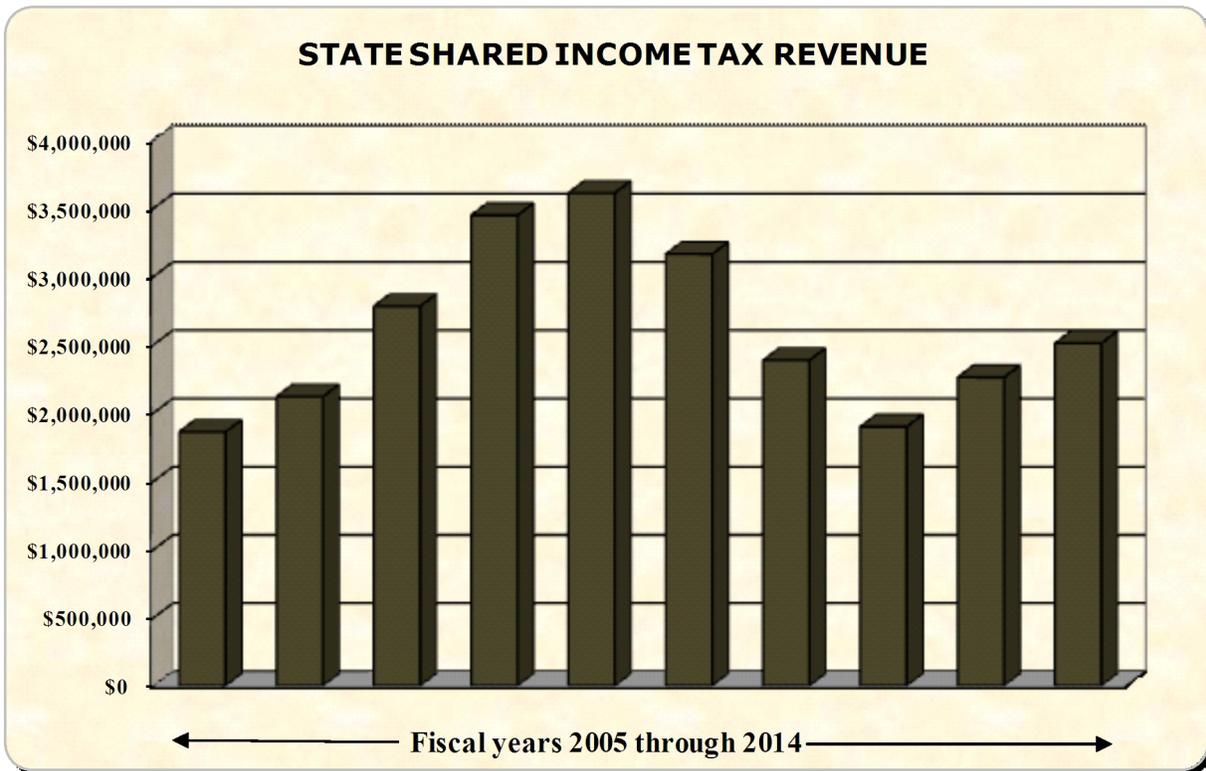
Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purposes.	2004-05	\$1,860,154	1.9%
	2005-06	2,118,592	13.9%
	2006-07	2,780,715	31.3% <sup>1</sup>
	2007-08	3,446,760	24.0%
	2008-09	3,610,480	4.7%
	2009-10	3,162,174	-12.4%
	2010-11	2,384,218	-24.6%
	2011-12	1,898,088	-20.4% <sup>1</sup>
	2012-13 (est.)	2,259,840	19.1%
	2013-14 (est.)	2,508,984	11.0%

<sup>1</sup> Change as a result of census population

**Assumptions**

A 1972 citizen's initiative gave the cities and towns a percentage share of the State income tax, officially called urban revenue sharing; Arizona cities and towns receive 15% of the State's income tax collections. This State Shared revenue is distributed to cities and towns based on the relation of their population to the total population of all incorporated cities and towns in the State according to the latest census. Amounts distributed are based on actual income tax collections from two years prior to the fiscal year in which the Town receives the funds. The projection for FY13-14 is provided by the League of Arizona Cities and Towns and the State's Joint Legislative Budget Committee (JLBC).

Major Influences: Personal Income, Corporate Net Profits, Population and State Policy

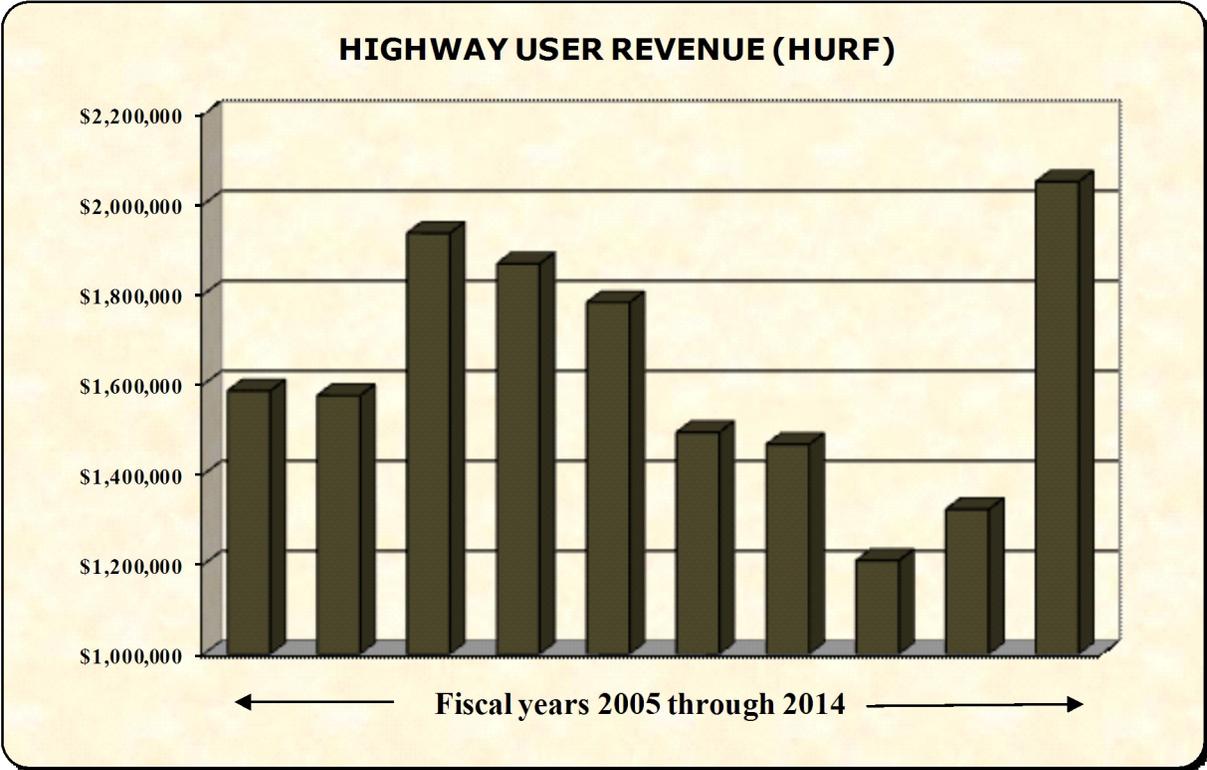


Restrictions	Fiscal Year	Amount	Percent Change
There is a State constitutional restriction on the use of these funds which requires that these funds be used solely for street and highway purposes. Payment of principal and interest on highway and street bonds are an approved use.	2004-05	\$1,584,706	4.5%
	2005-06	1,574,453	-0.6%
	2006-07	1,935,340	22.9%
	2007-08	1,867,348	-3.5%
	2008-09	1,780,982	-4.6%
	2009-10	1,492,525	-16.2%
	2010-11	1,465,834	-1.8%
	2011-12	1,207,905	-17.6%
	2012-13 (est.)	1,321,640	9.4%
	2013-14 (est.)	2,049,340	55.1%

**Assumptions**

Cities and towns receive 27.5% of fuel tax and transportation related fees collected by the State based on population and county of origin of gasoline sales. The increase in HURF allocations in FY06-07 was the result of the 2005 census population estimates. The revenue estimate for FY13-14 is based on estimates of revenue sharing by Arizona Department of Transportation (ADOT) in their distribution forecast for FY13-14 and also includes the transfer from the General Fund of the Vehicle License Tax to be used for pavement management.

Major Influences: Gasoline sales, Population, Economy and State Policy

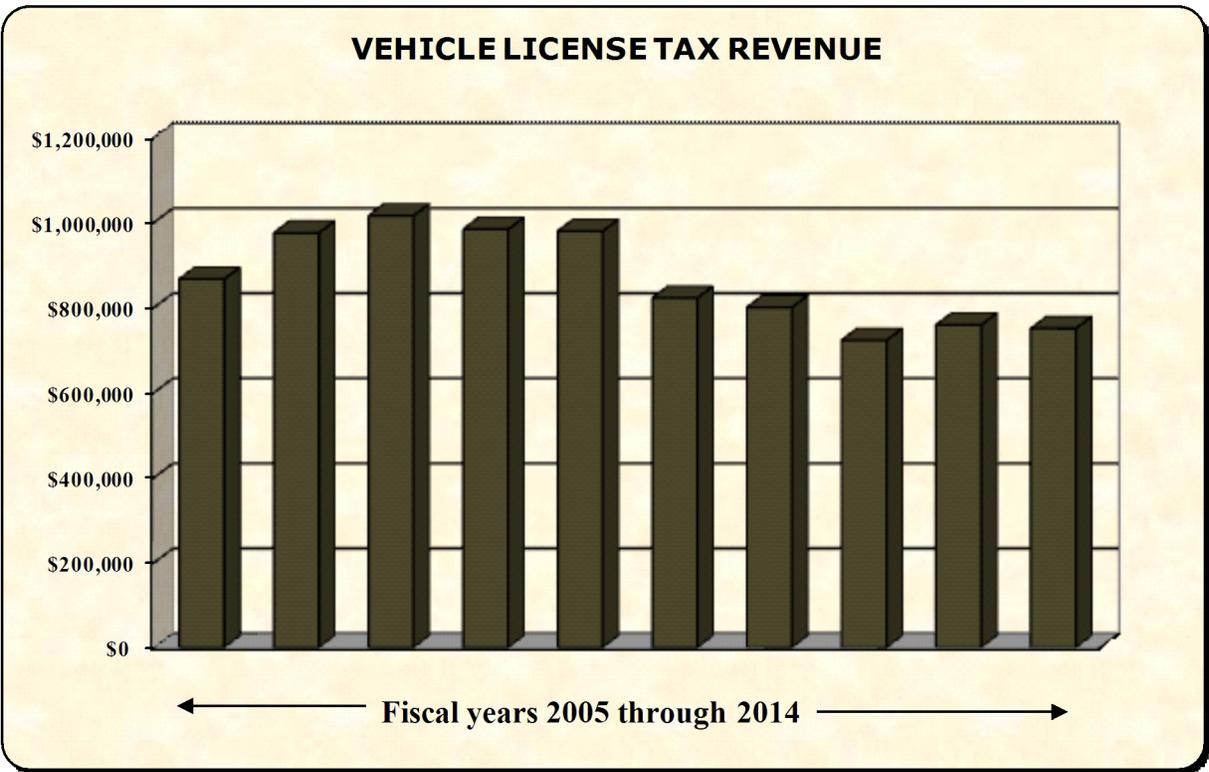


Restrictions	Fiscal Year	Amount	Percent Change
Restricted for the Pavement Management Program.	2004-05	\$865,823	5.7%
	2005-06	974,452	12.5%
	2006-07	1,014,853	4.1%
	2007-08	982,943	-3.1%
	2008-09	978,600	-0.4%
	2009-10	821,321	-16.1%
	2010-11	799,551	-2.7%
	2011-12	722,126	-9.7%
	2012-13 (est.)	758,400	5.0%
	2013-14 (est.)	749,700	-1.1%

**Assumptions**

Approximately 20% of the revenues collected for the licensing of motor vehicles is distributed to incorporated cities and towns. The Town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county (0.6%). The remainder of the revenues collected are shared by schools, counties, and the State. The Town Council of Fountain Hills passed Resolution 2013-02 designating proceeds from the VLT to be used strictly for maintenance of Town's street (transferred to HURF fund).

Major Influences: Automobile sales, Population, and State Policy

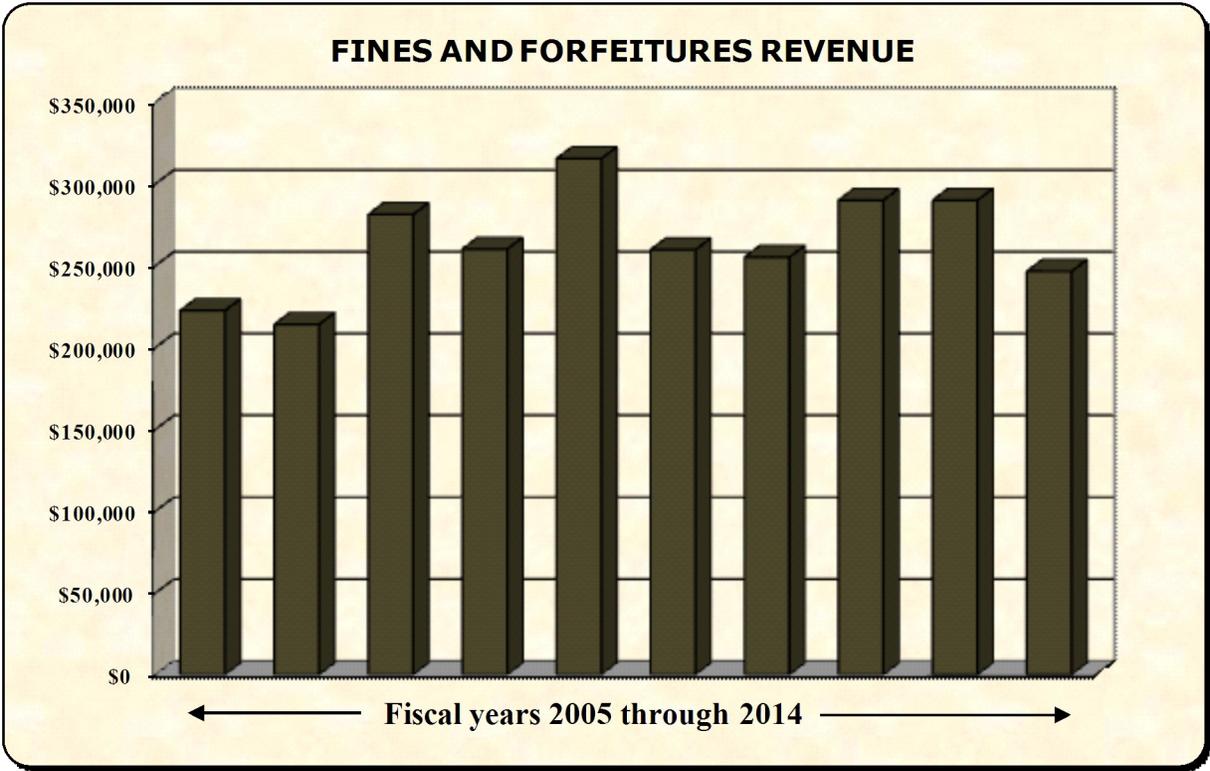


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2004-05	\$222,451	15.8%
	2005-06	214,008	-3.8%
	2006-07	281,173	31.4%
	2007-08	260,044	-7.5%
	2008-09	315,274	21.2%
	2009-10	259,571	-17.7%
	2010-11	255,078	-1.7%
	2011-12	289,900	13.7%
	2012-13 (est.)	289,900	0.0%
	2013-14 (est.)	246,420	-15.0%

**Assumptions**

Municipal Court fines come from traffic violations and other fines paid for the violation of municipal ordinances. The Town contracts with the Maricopa County Sheriff's Office for traffic enforcement and has seen a reduction in the number of citations.

Major Influences: Population, Enforcement, Public Policy

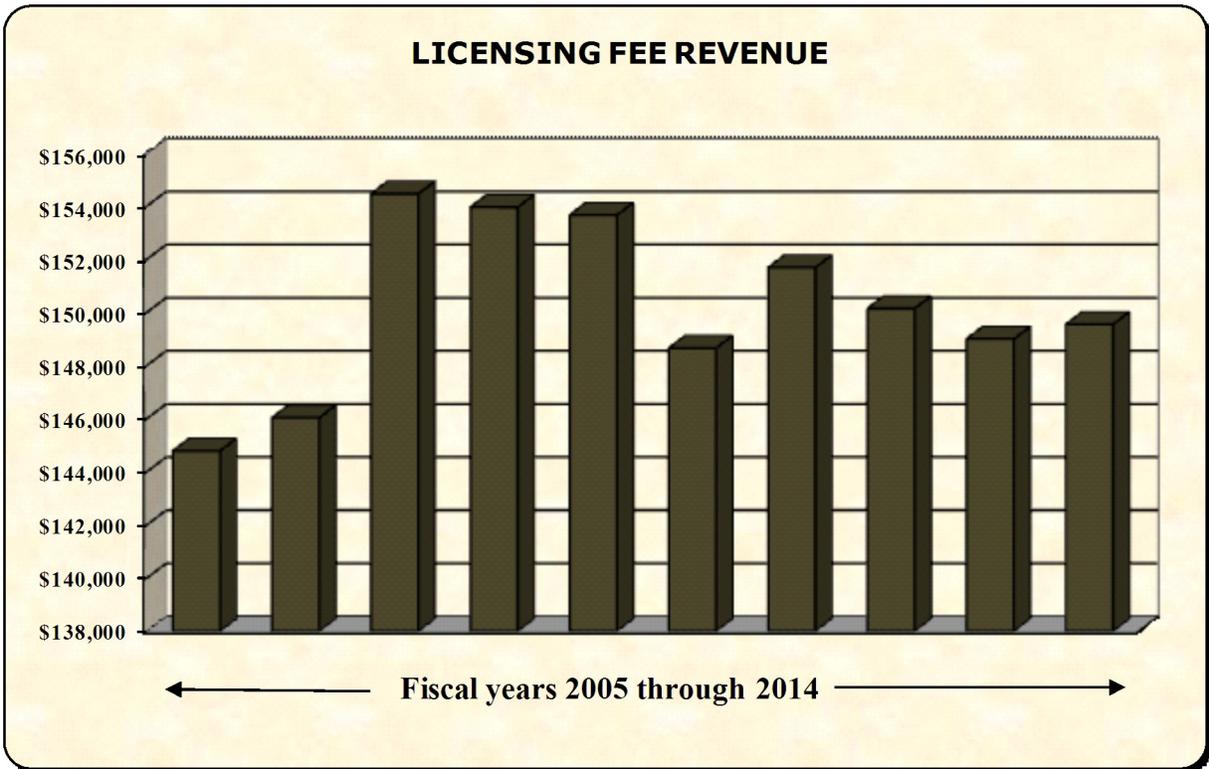


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2004-05	\$144,785	6.5%
	2005-06	146,033	0.9%
	2006-07	154,464	5.8%
	2007-08	153,958	-0.3%
	2008-09	153,663	-0.2%
	2009-10	148,657	-3.3%
	2010-11	151,687	2.0%
	2011-12	150,144	-1.0%
	2012-13 (est.)	149,000	-0.8%
	2013-14 (est.)	149,549	0.4%

**Assumptions**

License fees are derived from a license tax on professions, occupations, businesses (\$107,215) and animals (\$42,334) within the Town. The license fee is used primarily as a means of regulating businesses and animal control within the community. The estimate for FY13-14 is based on 2,474 active business licenses and 3,052 animal licenses.

Major Influences: Economy, Enforcement

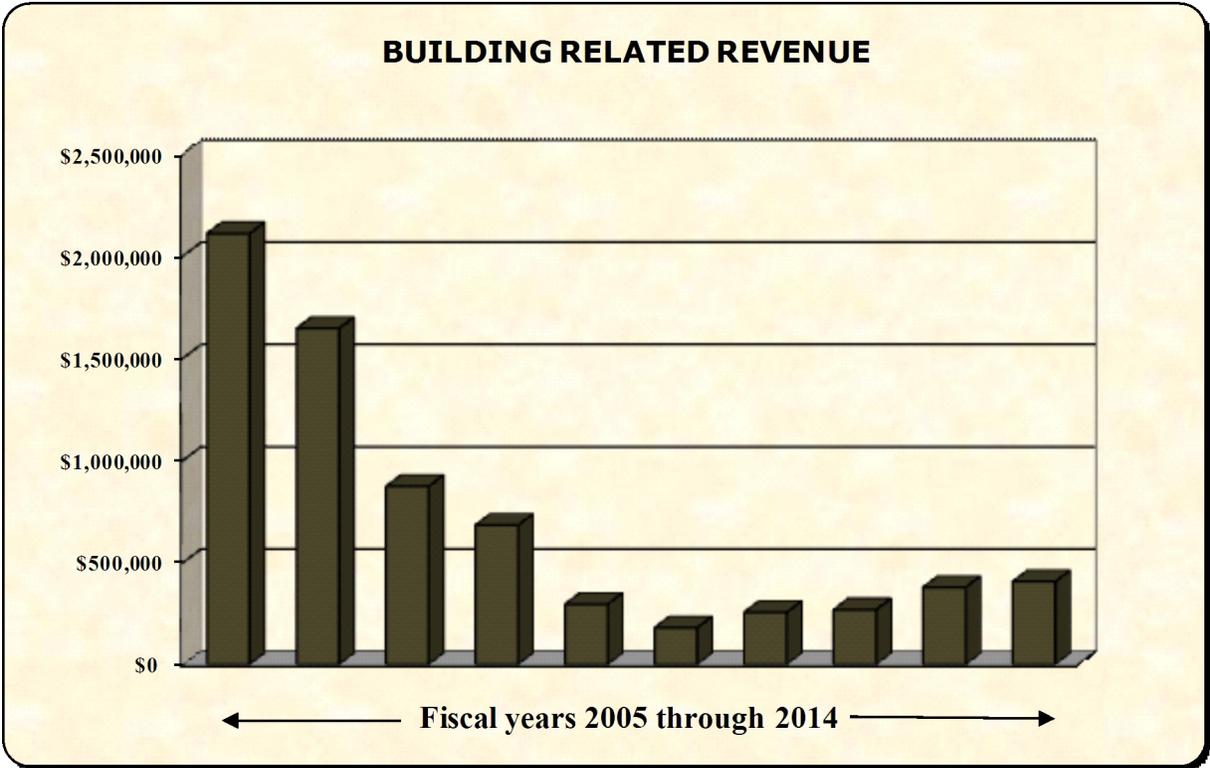


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2004-05	\$2,107,617	44.3%
	2005-06	1,643,454	-22.0%
	2006-07	870,386	-47.0%
	2007-08	681,445	-21.7%
	2008-09	294,356	-56.8%
	2009-10	178,945	-39.2%
	2010-11	254,375	42.2%
	2011-12	267,816	5.3%
	2012-13 (est.)	377,130	40.8%
	2013-14 (est.)	405,020	7.4%

**Assumptions**

Revenues from this source include the fees collected from building permits, rezoning, improvement plans, encroachment and subdivision plans. The increase in FY04-05 is due to a large number of multi-family units that were constructed that year. The estimates for FY13-14 are based on construction activity provided by the local developer and planning staff and reflect the general economic slowdown in new home construction. The projected number of permits for next fiscal year is 20 single family, 1 multi-family units, and 5 commercial projects.

Major Influences: Population, Economy, Development, Public Policy



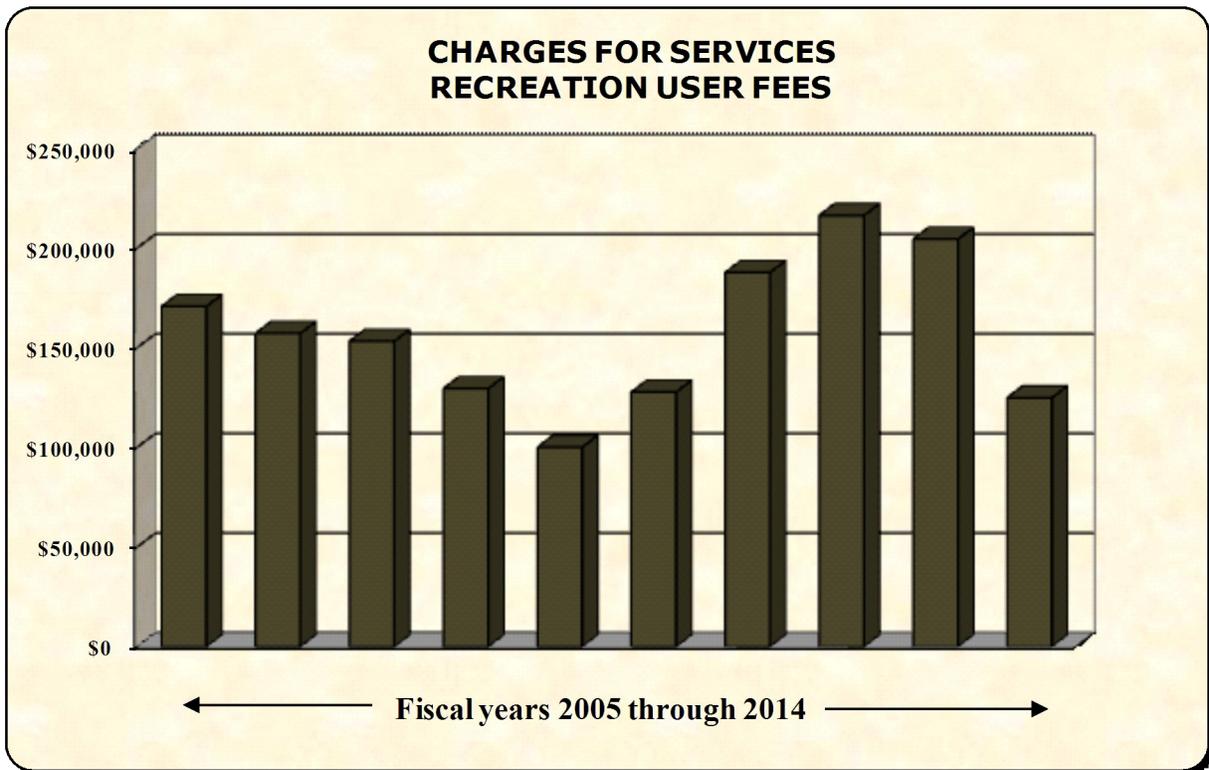
Revenue Summary  
 Charges For Services-Recreation User Fees  
 General Fund

Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2004-05	\$170,709	16.7%
	2005-06	157,193	-7.9%
	2006-07	153,219	-2.5%
	2007-08	129,482	-15.5%
	2008-09	100,000	-22.8%
	2009-10	127,687	27.7%
	2010-11	187,724	47.0%
	2011-12	216,341	15.2%
	2012-13 (est.)	204,414	-5.5%
	2013-14 (est.)	124,848	-39.0%

Assumptions

Charges for services are collected from users of Town facilities (parks) and recreation programs for youths to seniors. Senior Services offers programs for senior citizens including home delivered meals, fitness programs, special interest classes and trips, as well as social events. The decrease for FY13-14 reflects a general decline in the number of participants in recreation programs as well as a reduction in fees.

Major Influences: Population, Internal Policy on Rates

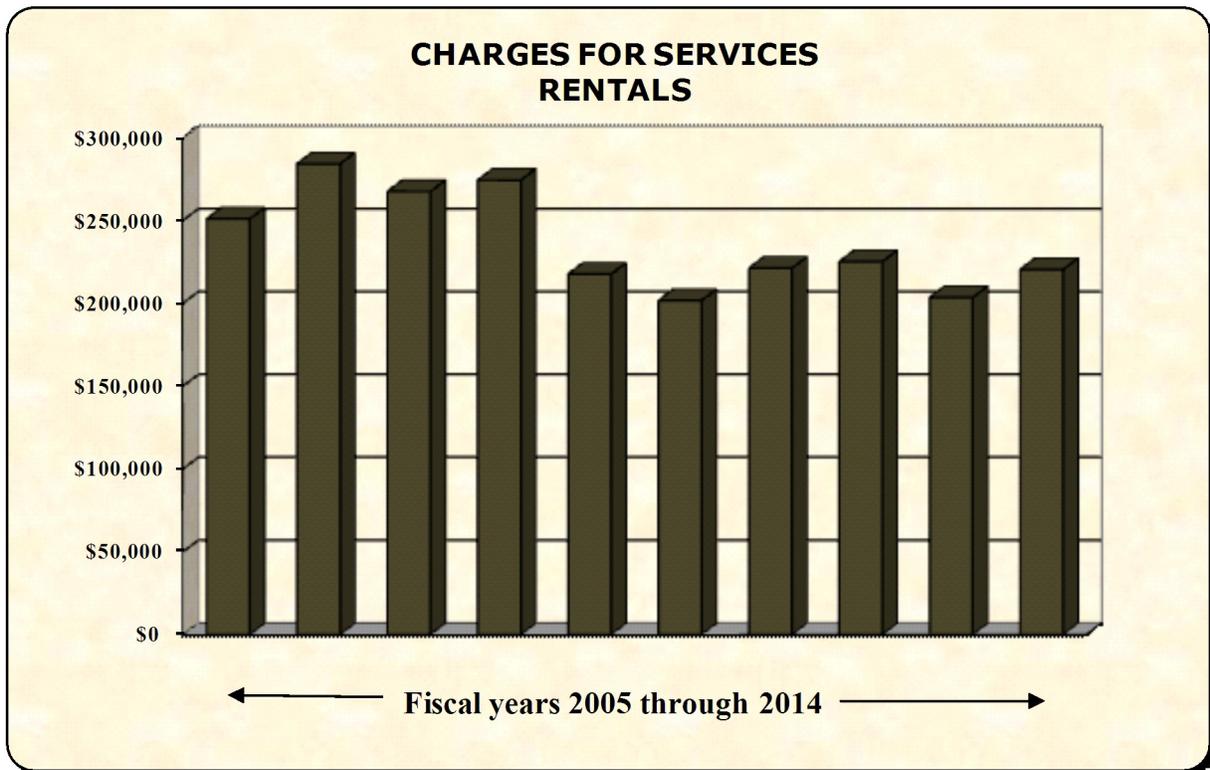


Restrictions	Fiscal Year	Amount	Percent Change
No restrictions on usage. Must be expended for public purpose.	2004-05	\$250,837	-11.0%
	2005-06	284,075	13.3%
	2006-07	267,350	-5.9%
	2007-08	274,244	2.6%
	2008-09	217,539	-20.7%
	2009-10	201,618	-7.3%
	2010-11	221,103	9.7%
	2011-12	225,048	1.8%
	2012-13 (est.)	203,392	-3.1%
	2013-14 (est.)	220,252	5.0%

**Assumptions**

In September 2001, a new Community Center opened providing a venue for weddings, banquets, civic meetings, etc. The Center also provides meeting space for the Senior Services Division, local organizations such as the Chamber of Commerce, Fountain Hills Realtors and various homeowners associations. Additional rental charges are collected from cellular providers for use of town property for their towers.

Major Influences: Population, Internal Policy on Rates



# Expenditure Summary



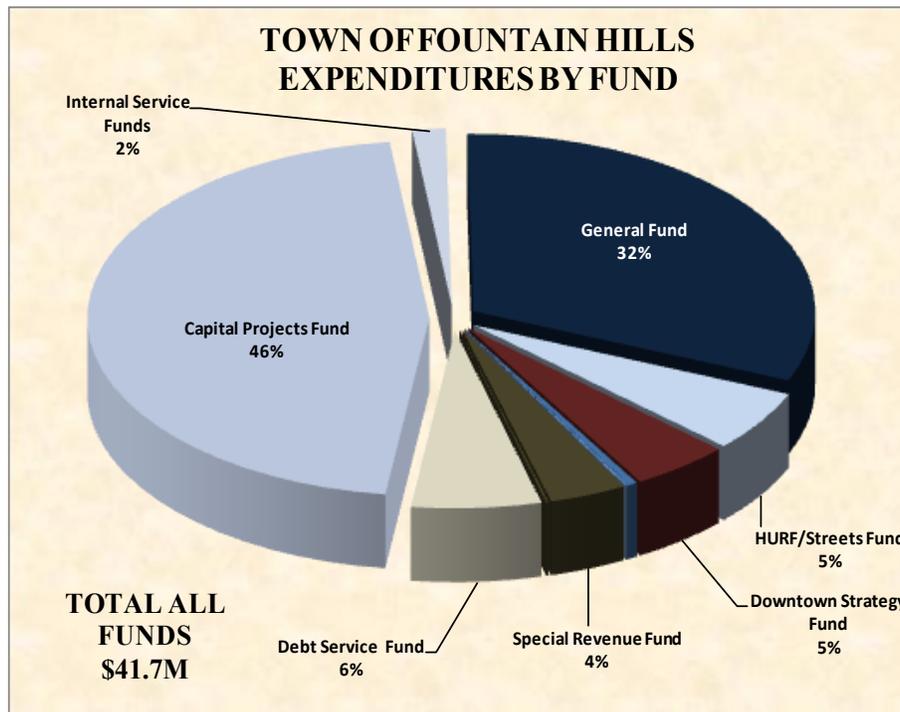
## Expenditures

This section provides a broad overview of the expenditures included in the FY13-14 budget. Information is presented for each fund.

### All Funds Expenditure Summary

Total expenditures for all funds are \$41,655,378 including transfers. The General Fund represents 32% of the total. HURF/Streets Fund represents 5% of the total Town budget. The Downtown Strategy fund represents 5% of the total. Other Special Revenue funds represent 4% of the budget, with Debt Service representing 6%, Capital Projects representing 46%, and Internal Service Fund representing 2%.

With the introduction of program budgeting, all expenditures are categorized by line item or program. A summary of all programs and proposed costs are shown on the next pages.



**FY13-14 Proposed Budget  
Summary of Expenditures by Fund and Program**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Accounting	\$ 37,236	\$ 50,894	\$ 51,799	\$ 40,021
Administration	1,870,896	3,222,709	1,658,502	1,822,550
Amenities	192,397	174,517	241,710	185,055
Animal Control	38,630	36,675	65,324	67,399
Art Acquisition/Maint	-	6,328	9,807	45,688
Attorney Services	184,716	234,427	197,400	198,840
Audit Services	74,438	65,836	65,232	68,723
Boards & Commissions	33,221	41,059	58,272	58,600
Budget	47,759	42,273	41,389	46,067
Building Inspection	229,818	179,693	243,067	228,237
Building Maintenance	613,828	554,740	955,920	921,192
Capital Improvement Prog	89,174	85,486	87,581	90,157
Civil Cases	41,761	41,862	44,266	40,080
Code Compliance	116,371	126,190	102,586	101,215
Community Events	102,820	98,436	108,492	95,026
Criminal Cases	86,209	83,948	87,746	62,954
Current Planning	120,985	92,696	100,833	101,860
Customer Service	22,073	26,817	31,425	31,816
Elections	20,619	142,014	88,595	85,950
Emergency Medical	19,905	1,358,688	1,379,243	1,420,016
Engineering	88,385	127,088	172,345	153,021
Environmental Service	51,275	65,606	32,191	31,996
Event Planning	52,845	50,785	54,991	57,156
Field Prep/Maint	149,035	172,747	186,956	183,387
Financial Collections	1,415	-	-	-
Fire Projects	2,762,479	1,510,388	1,551,476	1,659,908
Fountain	175,010	189,489	200,900	198,083
Home Delivered Meals	91,564	94,727	117,431	69,640
Incarceration/Transport	78,309	54,106	96,000	84,000
Juvenile	20,381	17,758	18,659	11,608
Landscape Maintenance	170,505	185,482	211,506	206,318
Legislation	40,573	39,179	45,017	46,668
Licensing	24,931	39,355	35,475	38,365
Long Range Planning	35,588	25,573	27,330	28,249
Mapping & Graphics	81,147	71,867	96,363	76,112
Network Administration	113,846	151,979	205,476	159,640
Open Space	139,891	36,673	40,677	40,790
Operational Support	(99,418)	-	-	-
Patrol	2,582,036	2,729,379	2,762,382	2,946,840
Payroll	14,917	14,515	15,111	16,696
Permitting	169,227	92,960	111,057	113,234
Public Defender	2,750	1,500	9,960	4,800
Prosecutor	110,000	110,000	110,000	110,001
Purchasing	34,392	16,844	17,142	25,452
Records Management	20,350	14,953	16,488	15,979
Recruitment	3,553	27,865	8,417	20,413
Risk Management	268,573	200,464	255,912	280,811
Senior Memberships	68,055	55,985	85,686	93,131
Senior Programs	513	-	-	-
Social/Community Services	429,952	377,015	397,415	140,326
Support	59,443	45,173	45,742	59,338
Special Events	13,666	26,889	27,728	28,245
Special Interest Programs	38,414	27,979	34,884	36,315



**FY13-14 Proposed Budget  
Summary of Expenditures by Fund and Program**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund - continued</b>				
Sports Activities	\$ 66,279	\$ 58,715	\$ 67,610	\$ 71,588
Stormwater Management	48,181	190,547	215,669	210,401
Strategic Planning	18,908	14,736	21,257	21,751
Training & Development	865	486	5,000	3,000
Treasury	27,124	38,564	46,693	44,293
Video Services	9,130	36,189	19,771	16,833
Volunteers	34,697	53,639	57,111	43,310
Web Site	8,314	11,096	33,372	26,466
Youth & Teen Programs	<u>39,963</u>	<u>31,681</u>	<u>39,130</u>	<u>97,447</u>
<b>Total General Fund</b>	<b>\$ 11,989,919</b>	<b>\$ 13,675,264</b>	<b>\$ 13,115,519</b>	<b>\$ 13,183,057</b>
<b>Highway User Revenue Fund</b>				
Administration	\$ 133,110	\$ 119,299	\$ 190,991	\$ 392,727
Adopt A Street	19,262	3,481	3,193	3,796
Legal Services	22,591	26,247	21,600	21,600
Open Space	310,621	262,956	302,698	272,548
Pavement Management	70,081	139,125	1,366,266	1,224,994
Street Signs	89,951	55,452	86,472	83,042
Street Sweeping	141,605	128,883	126,805	81,769
Traffic Mgmt	93,494	93,761	-	-
Traffic Signals	153,697	144,367	170,336	157,572
Vehicle Maintenance	<u>88,817</u>	<u>75,557</u>	<u>80,519</u>	<u>84,270</u>
<b>Total Highway User Revenue Fund</b>	<b>\$ 1,123,229</b>	<b>\$ 1,049,128</b>	<b>\$ 2,348,880</b>	<b>\$ 2,322,318</b>
<b>Downtown Strategy Fund</b>				
Administration	<u>\$ 131,631</u>	<u>\$ 119,121</u>	<u>\$ 183,968</u>	<u>\$ 1,954,079</u>
<b>Total Downtown Strategy Fund</b>	<b>\$ 131,631</b>	<b>\$ 119,121</b>	<b>\$ 183,968</b>	<b>\$ 1,954,079</b>
<b>Economic Development Fund</b>				
Administration	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 171,119</u>
<b>Total Economic Development Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 171,119</b>



**FY13-14 Proposed Budget  
Summary of Expenditures by Fund and Program**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Special Revenue Funds</b>				
Environmental Service	\$ 9,500	\$ -	\$ -	\$ -
Grants Admin	183,827	168,305	1,280,000	1,498,655
Transportation	36,475	-	-	-
<b>Total Special Revenue Fund</b>	<u>229,802</u>	<u>168,305</u>	<u>1,280,000</u>	<u>1,498,655</u>
Art & Culture	14,175	8,440	210,000	15,000
<b>Total Public Art Fund</b>	<u>14,175</u>	<u>8,440</u>	<u>210,000</u>	<u>15,000</u>
Equipment Replacement	12,443	5,098	47,250	48,875
<b>Total Court Enhancement Fund</b>	<u>12,443</u>	<u>5,098</u>	<u>47,250</u>	<u>48,875</u>
Cottonwoods Maintenance District	-	-	18,315	3,500
<b>Total Cottonwoods Maint District</b>	<u>-</u>	<u>-</u>	<u>18,315</u>	<u>3,500</u>
<b>Total Special Revenue Funds</b>	<u>\$ 256,420</u>	<u>\$ 181,843</u>	<u>\$ 1,555,565</u>	<u>\$ 1,566,030</u>
<b>Debt Service Funds</b>				
Revenue Bond Debt Service	\$ (388)	\$ -	\$ -	\$ -
Gen Oblig Bd Debt Service	1,029,852	1,017,562	1,002,912	1,015,850
Eagle Mtn CFD Debt Service	410,710	421,610	421,110	425,235
Munic Prop Corp Debt Service	1,418,767	3,844,609	1,076,700	1,111,400
<b>Total Debt Service Funds</b>	<u>\$ 2,858,941</u>	<u>\$ 5,283,781</u>	<u>\$ 2,500,722</u>	<u>\$ 2,552,485</u>
<b>Capital Projects Fund</b>				
Administration	\$ 29,367	\$ 35,306	\$ 33,281	\$ 190,080
Downtown Development	19,946	13,247	2,142,000	1,940,000
Fire Projects	63,614	30,063	2,960,000	700,000
General Govt Projects	-	228,655	60,000	225,000
Library/Museum Project	8,157	109,128	48,000	-
Open Space	-	-	50,000	20,000
Park Development	-	108,690	300,000	1,125,000
Pavement Management	713,197	257,966	5,451,000	14,472,000
Stormwater Management	-	20,351	65,000	126,000
Traffic Signals	146,699	60,013	144,000	400,000
<b>Total Capital Projects Fund</b>	<u>\$ 980,980</u>	<u>\$ 863,419</u>	<u>\$ 11,253,281</u>	<u>\$ 19,198,080</u>



**FY13-14 Proposed Budget  
Summary of Expenditures by Fund and Program**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Development Fees</b>				
Law Enforcement Dev Fee	\$ -	\$ 1,067	\$ 5,000	\$ 5,000
Fire/Emergency Dev Fee	-	467	5,000	5,000
Streets Dev Fee	-	3,622	20,000	20,000
Park/Rec Dev Fee	-	3,495	15,000	15,000
Open Space Dev Fee	-	12,677	-	-
Library/Museum Dev Fee	-	553	5,000	5,000
General Govt Dev Fee	-	527,487	-	-
<b>Total Development Fees</b>	<u>\$ -</u>	<u>\$ 549,368</u>	<u>\$ 50,000</u>	<u>\$ 50,000</u>
<b>Internal Service</b>				
Operational Support	\$ 67,608	\$ 68,658	\$ 102,370	\$ 71,010
Equipment Replacement	44,652	-	-	-
Vehicle Replacement	<u>30,152</u>	<u>106,084</u>	<u>402,704</u>	<u>587,200</u>
<b>Total Internal Service</b>	<u>\$ 142,412</u>	<u>\$ 174,742</u>	<u>\$ 505,074</u>	<u>\$ 658,210</u>
<b>Grand Total of All Funds</b>	<u><b>\$ 17,483,532</b></u>	<u><b>\$ 21,896,666</b></u>	<u><b>\$ 31,513,009</b></u>	<u><b>\$ 41,655,378</b></u>



**FY13-14 Operating Expenditures by Division**

<b>Department</b>	<b>Division/Fund</b>	<b>Proposed Budget</b>
<b><i>General Fund Operations</i></b>		
<b>Mayor &amp; Council</b>	Mayor & Council	<b>\$ 79,702</b>
<b>Municipal Court</b>	Municipal Court	<b>362,401</b>
<b>Administration</b>	Town Manager	562,576
	Town Clerk	179,210
	Human Resources/Risk Management	360,754
	Finance	336,849
	Information Technology	276,804
	Legal Services	313,641
	Economic Development	90,240
	<b>Total Administration</b>	<b>2,120,074</b>
<b>Development Services</b>	Engineering	515,111
	Facilities	805,973
	Planning	162,106
	Code Compliance	101,215
	Mapping & Graphics	76,112
	Building Safety	188,590
	<b>Total Development Services</b>	<b>1,849,107</b>
<b>Community Services</b>	Recreation	573,730
	Community Center	443,795
	Senior Services	227,943
	Parks-Fountain Park	397,156
	Parks-Golden Eagle Park	314,853
	Parks-Desert Vista Park	103,780
	Parks-Four Peaks Park	130,183
	Parks-Open Space/Trails	40,790
	<b>Total Community Services</b>	<b>2,232,230</b>
<b>Law Enforcement</b>	Law Enforcement	<b>3,121,325</b>
<b>Fire &amp; Emergency Medical</b>	Fire & Emergency Medical	<b>3,418,218</b>
<b><i>Total General Fund Operations</i></b>		<b><u>13,183,057</u></b>
<b><i>Special Revenue Fund Operations</i></b>		
<b>Development Services</b>	Streets/HURF	<b>2,322,318</b>
<b>Administration</b>	Downtown Strategy Fund	<b>1,954,079</b>
<b>Administration</b>	Economic Development Fund	<b>171,119</b>
<b><i>Total Special Revenue Fund Operations</i></b>		<b><u>4,447,516</u></b>
<b><i>All Operating Fund Expenditures</i></b>		<b><u>\$ 17,630,573</u></b>



## Expenditure Limitation

Each year, the Economic Estimates Commission of the State of Arizona develops expenditure limits for local governments in Arizona based on a formula using 1979-80 expenses adjusted for inflation and population growth. Cities and towns are required to stay within the limits or incur a penalty (reduction in State Shared revenues).

The preliminary FY13-14 expenditure limitation for the Town of Fountain Hills is \$26,097,167 which is 3% higher than the previous year. The limit applies to FY13-14 expenditures of the Town (all funds) but allows for certain exemptions and deductions. For example, debt service payments, HURF, bond proceeds, ARRA funds, and grant expenditures are not included when determining compliance with the expenditure limitation. However, development fee and capital project expenditures are subject to the limitation. The table below is an estimate of the Town's expenditure limitation, deductions and exclusions and final spending authority.

### EXPENDITURE LIMITATION ANALYSIS

Total Expenditures	\$ 41,655,378
Exclusions from Revenues:	
Bond Proceeds	8,200,000
Debt Service Payments	2,552,485
Dividends, Interest, Gains	64,110
Grants	5,378,000
Highway User Revenues excess 1979-80	1,268,640
Prior Years Carryforward	<u>2,694,279</u>
Total Exclusions	<u>20,157,514</u>
Expenditures subject to limitation	21,497,864
Expenditure Limitation (estimated)	<u>26,097,167</u>
Under/(Over) Limitation	<u>\$ 4,599,303</u>



# Budget Process & Schedule



## Planning Process

A number of planning processes are in place to guide the Town’s decision making. Many of these processes allow for direct citizen input through public hearings, community meetings or participation in Council-appointed committee. The Town’s planning processes include:

Planning Process	Description
Town Vision, Mission, Goals and Values	Sets the overall tone of the organization and guides employees in managing the daily operations of the Town.
General Plan	A guide designed to encourage the most appropriate use of land and resources within the Town consistent with the interest of the citizens. The General Plan sets forth goals, objectives, policies and implementation techniques that will guide the development activity within the Town and promote, preserve and protect the health, safety, and general welfare of its citizens.
Capital Improvement Plan	A five year guide to assist in long range planning for the Town’s capital needs. Details of the adopted Capital Improvement Plan are found beginning on page 283.
Fiscal Policy Guidelines	Policies guiding the financial management of the Town of Fountain Hills are approved by the Town Council to ensure a fiscally sound government. The adoption of and compliance with these policies is an important factor in Rating Agency reviews. A summary of the Town’s policies can be found beginning on page 45.
Annual Budget Process	Town staff develops a recommended budget. Many of the decisions included in that recommendation are driven by processes noted above. A summary of the Town’s budget process can be found on the following pages.
Five Year Financial Plan	A five year financial forecast is developed annually as a tool to anticipate potential budget imbalances. The current plan can be found on pages 16-17.



## **Mission of the Budget Process**

Communication and involvement with citizens and other stakeholders is stressed. The broad nature of the budget mission allows issues to be addressed that have limited the success of budgeting in the past. Apathy is a serious illness of government; it is in the best interests of government to have involved stakeholders.

The term stakeholder refers to anyone affected by or who has a stake in government. This term stakeholder includes, but is not limited to: citizens, customers, elected officials, management, employees and their representatives, businesses, vendors, other governments, and the media. It is vital that the budget processes include diverse stakeholders.

Each year the Town of Fountain Hills budget is developed from the Town Council's priorities by the Finance Division with the individual Departments and the Town Manager. Meetings with each Department, the Town Manager and the Finance Division are held during the month of March. After these meetings are completed, a proposed Town-wide balanced budget is prepared for submittal to the full Town Council and public in May.

## **Recommended Budget Practices**

The Town of Fountain Hills budget process is designed to meet citizens' needs for information and input; decision makers' needs for information and advice from citizens on their desired blend of services; and the time line set by the State of Arizona through the Arizona Budget Law.

The Town of Fountain Hills budget process incorporates the recommended practices promulgated by the National Advisory Council on State and Local Budgeting (NACSLB) and the Government Finance Officers Association (GFOA). Concurrently, Town staff apply diligent effort into improving the processes, decisions and outcomes with each new budget year. The NACSLB's practices encourage governments to consider the long-term consequences of actions to ensure that impacts of budget decisions are understood over a multi-year planning horizon and to assess whether program and service levels can be sustained.

## **Budget Definition**

All cities and towns in Arizona are required to adopt an annual budget. State law dictates that fiscal years begin on July 1 and end on June 30. Certain parts of the budget document, such as summaries of revenues and expenditures showing two years of spending history, are required by State law.

A good budget process is characterized by several essential features:

- Incorporates a long-term perspective
- Establishes linkages to broad goals
- Focuses budget decisions on results and outcomes

- Involves and promotes effective communication with stakeholders
- Provides incentives to government management and employees

These key characteristics of good budgeting make clear that the budget process is not simply an exercise in balancing revenues and expenditures one year at a time, but is strategic in nature, encompassing a multi-year financial and operating plan that allocates resources on the basis of identified goals. A good budget process moves beyond the traditional concept of line-item expenditure control, providing incentives and flexibility to managers that can lead to improved program efficiency and effectiveness.

### **Principles and Elements of the Budget Process**

The budget process consists of four broad principles that stem from the definition and mission previously described. These principles are as follows:

1. A government should have broad goals that provide overall direction for the government and serve as a basis for decision making.
2. A government should have specific policies, plans, programs and management strategies to define how it will achieve its long-term goals.
3. A financial plan and budget that moves toward town achievement of goals, within the constraints of available resources, should be prepared and adopted.
4. Program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals.

These principles encompass many functions that spread across a governmental organization. They reflect the fact that development of a balanced budget is a political and managerial process that also has financial and technical dimensions. Each of the principles of the budget process incorporates components or elements that represent achievable results. These elements help translate the guiding principles into action components. Individual budgetary practices are derived from these elements. The principles and elements provide a structure to categorize budgetary practices.

The Town of Fountain Hills has broad goals that provide overall direction for the government and serves as a basis for decision-making.

- Assess community needs, priorities, challenges and opportunities
- Identify opportunities and challenges for governmental services, capital assets, and management
- Develop and disseminate broad goals
- Develop approaches to achieve goals – a government should have specific policies, plans, programs, and management strategies to define how it will achieve its long-term goals
- Adopt financial policies
- Develop programmatic, operating, and capital policies and plans
- Develop programs and services that are consistent with policies and plans



- Develop management strategies
- Develop a budget consistent with approaches to achieve goals – a financial plan and budget that moves toward achievement of goals, within the constraints of available resources, should be prepared and adopted
- Develop a process for preparing and adopting a budget
- Develop and evaluate financial options
- Make choices necessary to adopt a budget
- Evaluate performance and make adjustments – program and financial performance should be continually evaluated, and adjustments made, to encourage progress toward achieving goals
- Monitor, measure, and evaluate performance
- Make adjustments as needed

### **When does the “budget season” start?**

The budget process typically begins in January when the Finance Division begins to review current levels of service, Council goals and objectives as identified at the annual Council retreat, proposed capital improvements, and financial forecasts.

In reality, the budget process for the Town is actually an ongoing process. Throughout the fiscal year, citizens and staff submit suggestions for new services, regulations, funding sources, and improved service delivery, as well as concerns to the Town Council and Commissions for discussion, study, and/or implementation. Advisory Boards and Commissions develop plans for new or enhanced programs to be included in the following year’s budget proposal.

### **Implementing, Monitoring, and Amending the Budget**

A budget is an annual planning tool - it identifies the Town’s work plan and matches the financial, material, and human resources available with the requirements to complete the work plan. The budget includes information about the organization and identifies the Council policy that directed the budget preparation. Although a budget is often discussed as a financial document, the financial portion means very little without the policy and administrative information that explains what the organization intends to do with the financial resources.

In July, the Town staff begins the process of implementing the newly adopted budget and is accountable for budgetary control throughout the fiscal year. Revenue and expenditure patterns are examined, compared to budget plans, and corrective action, if necessary, is taken during the fiscal year. Town management is provided with a monthly budget and activity report; the Town Council is provided a summary budget report at the end of each quarter disclosing actual revenue, expenditure, and fund balance performance as compared to the budget.

The Town of Fountain Hills budget is adopted at a Department level and the Capital Improvement Program is adopted at a project level. Control of each legally adopted annual budget is at the Department level; the Town Manager may, at any time, transfer any unencumbered appropriation balance or portion thereof be-

tween general classifications of expenditure (line items) within a Department. The items are reduced by a like amount. At the request of the Town Manager, the Council may transfer any unencumbered appropriation balance or portion thereof between one Department to another.

Pursuant to Arizona Revised Statutes, "No expenditure shall be made for a purpose not included in such budget...". Thus a contingency line item is included within the General Fund to accommodate most unplanned expenditures. The other option in amending the budget, according to State law, is for the Council to declare an emergency and then transfer the monies from one line item or Department to another. In essence, any approved Council transfers do amend the budget although the budget is never reprinted. All transfers are reflected on the following year's legal schedules as required by the Auditor General's Office.

### **What funds are included in this budget?**

The accounts of the Town are organized on the basis of funds, each of which is considered a separate accounting entity. Government resources are allocated to and accounted for in individual funds based on the purposes for which they are to be spent and the means by which spending activities are controlled. The Town of Fountain Hills appropriates all funds in its budget process:

- General Fund – revenues and expenditures to carry out basic governmental activities such as police and fire, recreation, planning, legal services, administrative services, etc. (unrestricted).
- Special Revenue Funds – revenues derived from specific taxes or other earmarked revenue sources, usually required by statute or ordinance to finance particular activities. Highway User Revenue Fund (HURF), grants, and the Economic Development Funds are examples of special revenue funds .
- Debt Service Funds – established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Municipal Property Corporation (MPC) and Community Facilities District (CFD) funds are included within the debt service funds.
- Capital Projects Funds – to account for the purchase or construction of major capital facilities, heavy equipment, park improvements and major road improvements. The Capital Projects Fund revenues are derived from excess General Fund revenues and 50% of the construction related local sales tax.



**When can a citizen have input into the budget process?**

Town staff welcomes comments and suggestions throughout the year. The first opportunity for the Town Council to contribute to the budget is during the annual goal setting retreat which is typically held around the beginning of the calendar year. The proposed budget is presented to the public and Town Council in May at which time a public hearing is held to receive input. This hearing is the opportunity to increase the budget for the next fiscal year before the maximum spending amount is established. Once the maximum spending amount is adopted as the tentative budget, line items can only be exchanged or decreased prior to the budget’s final adoption.



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**Budget Schedule FY13-14**

August 15, 2012	Budget meetings begin (every other Wednesday 4pm-5pm)
October 1, 2012	5 yr Revenue forecast due to staff
December 31, 2012	Preliminary operating budgets posted in MUNIS Staffing requirements due to Finance
January 2, 2013	Publish fee and tax levy notice in local newspaper and website
January 24, 2013	Council Goal Setting Session
February 12, 2013	Work Study- CIP
February 21, 2013	Council Meeting-Approve CIP
February 28, 2013	Final operating budgets posted in MUNIS Department/division templates due to Finance
March 1, 2013	EMCFD and CMD notice on website for tax levy
March 4, 2013	Final revenue projections posted in MUNIS
March 4-7, 2013	Department presentations due to Town Manager
April 4, 2013	Council Meeting-Approve fee schedule
April 22, 2013	Council receives proposed budget Proposed budget posted online
May 1, 2013	Cottonwoods Maintenance District mailing
May 1, 2013	Budget Open House/Special Meeting
May 6, 2013	Special Meeting-Department Presentations
May 7, 2013	Special Meeting -Department Presentations (if necessary)
May 8, 2013	Special Meeting -Department Presentations (if necessary)
May 16, 2013	Adoption of Tentative Budget Maximum
May 22 & 29, 2013	Publish Tentative Budget in newspaper
June 6, 2013	Council Meeting-Adoption of Final Budget
June 20, 2013	Council Meeting-Adoption of Tax Levy





# OPERATING BUDGETS

**MAYOR & TOWN COUNCIL**

**MUNICIPAL COURT**

**ADMINISTRATION**

**DEVELOPMENT SERVICES**

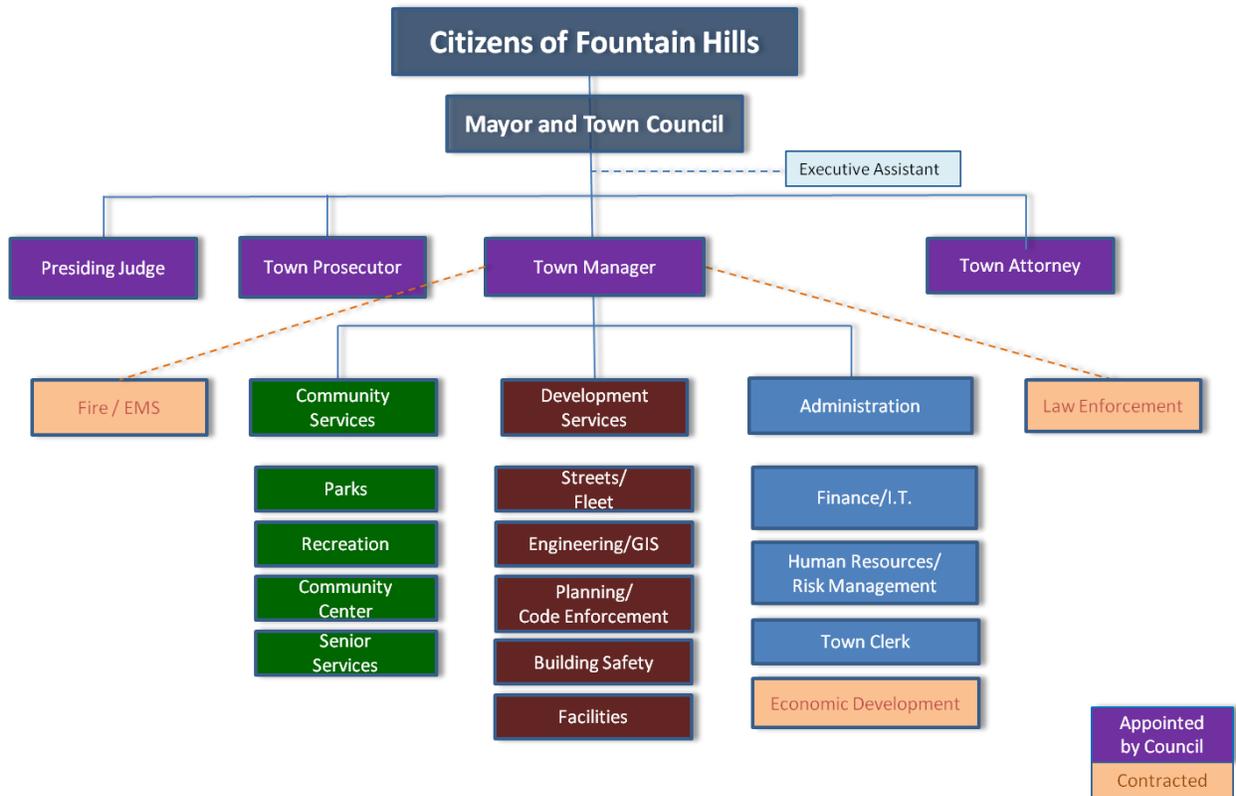
**COMMUNITY SERVICES**

**LAW ENFORCEMENT**

**FIRE & EMERGENCY MEDICAL**



Town of Fountain Hills Organization



**Department Directors**

Town Manager	Ken Buchanan
Deputy Town Manager/ Finance Director	Julie A. Ghetti
Presiding Judge	Mitchell S. Eisenberg
Community Services Director	Mark Mayer
Development Services Director	Paul Mood
Interim Fire Chief	Randy Roberts, Rural Metro Corporation
District Commander	Captain Joe Rodriguez, Maricopa County Sheriff's Office
Town Prosecutor	Iacovino & Kayler
Town Attorney	Andrew McGuire, Gust Rosenfeld, P.L.C.



# Mayor & Town Council



**MAYOR & TOWN COUNCIL**

**Mission Statement**

The Mayor & Town Council are charged with serving the best interests of the community by providing for its safety and well-being; respecting its special, small-town character and quality of life; providing superior public services; sustaining the public trust through open and responsive government; and maintaining the stewardship and preservation of its financial and natural resources.



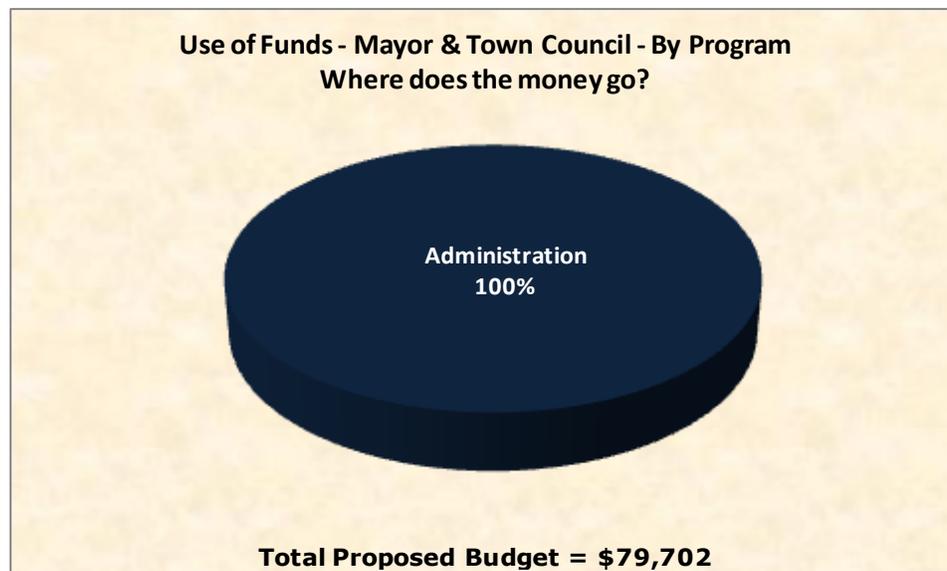
FRONT ROW: Councilmember Cassie Hansen, Mayor Linda M. Kavanagh, Councilmember Ginny Dickey  
BACK ROW: Vice Mayor Tait D. Elkie, Councilmember Cecil A. Yates, Councilmember Henry Leger, Councilmember Dennis Brown



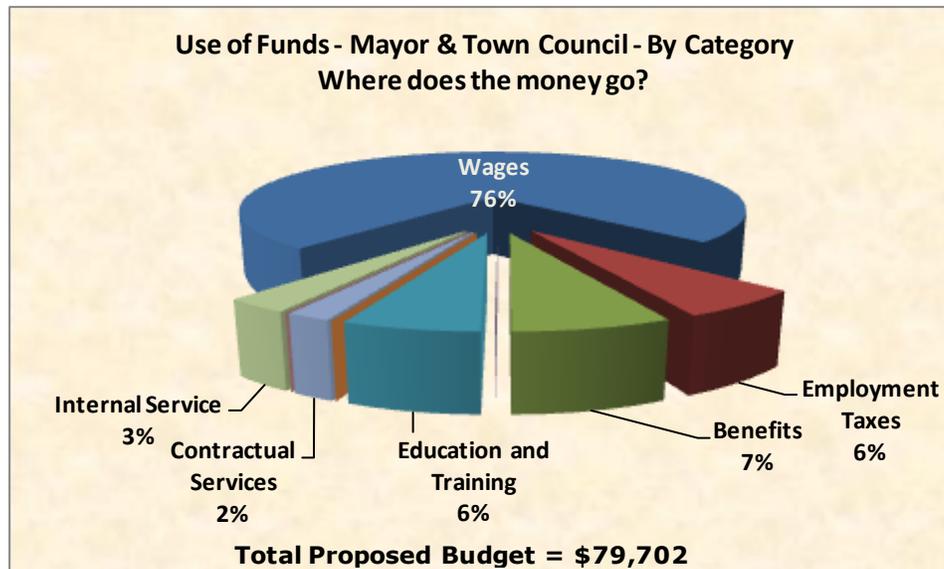
## Department Overview

The Town Council is comprised of the Mayor and six Councilmembers, all of whom are elected at large to serve the citizens of the Town of Fountain Hills. The term of office for the Mayor is two years, and Councilmembers serve overlapping terms of four years. The corporate powers of the Town are vested in the Council and are exercised only as directed or authorized by law via ordinance, resolution, order or motion. The Council appropriates funds and provides policy direction to Town staff. The Council appoints a Town Manager, who is responsible for the day-to-day administration of the Town. The Council also appoints the Presiding Judge, Town Attorney, and Town Prosecutor.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 66,759	\$ 68,444	\$ 82,811	\$ 79,702
<b>Total</b>	<b>\$ 66,759</b>	<b>\$ 68,444</b>	<b>\$ 82,811</b>	<b>\$ 79,702</b>



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 53,015	\$ 52,518	\$ 59,704	\$ 59,704
Employment Taxes	3,986	4,771	5,575	4,927
Benefits	3,841	3,849	5,511	5,711
Dues and Memberships	360	360	360	360
Education and Training	2,558	3,153	8,510	4,575
Maintenance and Repair	115	74	-	-
Contractual Services	450	148	2,250	1,900
Supplies	1,918	2,544	350	350
Internal Service	516	1,027	551	2,175
<b>Total</b>	<b>\$ 66,759</b>	<b>\$ 68,444</b>	<b>\$ 82,811</b>	<b>\$ 79,702</b>



### Operational Priorities for FY13-14

- Pavement Management Program
- Economic Development Plan
- Fountain Lake IGA with Sanitary District
- Community Partnership Funding Policy
- Fire Station #2 Relocation
- Town Prosecutor
- Volunteer Program Continuation

## **STRATEGIC PLAN GOALS FOR FY13-14**

From the Values listed in the *Strategic Plan 2010*, Council identified the following Strategic Directions as Goals for FY13-14.

### **Civility**

- C 2** Support community events and activities that create opportunities to build community.
- C 3** Genuinely solicit and consider public and stakeholder feedback as part of the decision-making process.

### **Maintain and Improve Community Infrastructure**

- I 2** Lower the reliance on State revenues by developing a locally controlled, reliable funding source for infrastructure maintenance.
- I 3** Maintain a current condition assessment of all roadways and sidewalks and prioritize and implement maintenance efforts to minimize costly reconstruction.

### **Economic Vitality**

- EV 1** Develop a comprehensive economic development strategy for the Town's future and work with our partners to forward economic growth and awareness.
- EV 2** Develop and maintain a balanced, equitable, sustainable and local financing structure to support the Town's core government services at desired service levels.
- EV 4** Promote retention, expansion and relocation of quality businesses.

### **Civic Responsibility**

- CR 1** Foster an environment of accessible, responsive governance.
- CR 2** Discover, recognize and utilize the talents of our citizens and use these assets to address community needs.
- CR 3** Foster a culture of public service and volunteerism.
- CR 6** Evaluate customer satisfaction with Town services on a regular basis and implement appropriate service improvements.



- CR 7** Communicate the role of local government and clearly define the trade-offs between service levels and amenities and the associated costs so residents can make informed choices.

### **Recreational Opportunities and Amenities**

- R 2** Provide an interconnected, multi-use trail and bicycle system that promotes active living, physical activity, education and appreciation of our parks and natural resources.



**FY13-14 Proposed Budget  
Summary of Expenditures  
Mayor & Council**

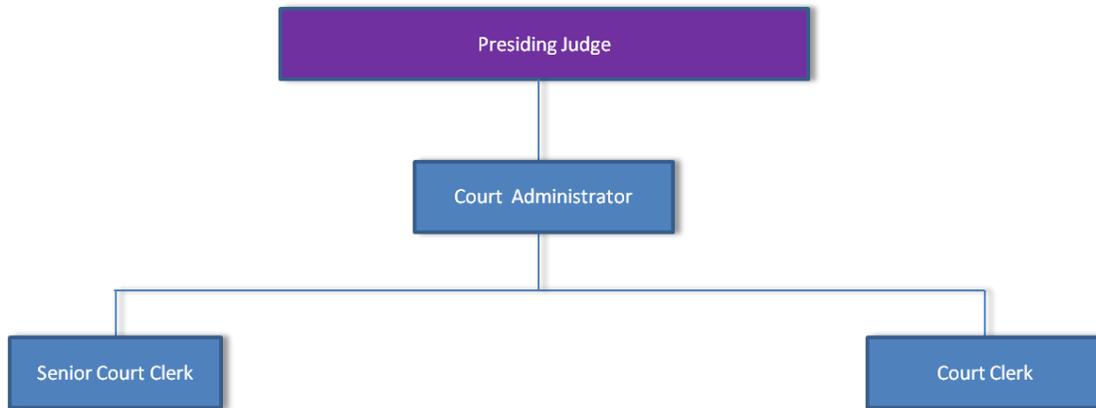
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 53,015	\$ 52,517	\$ 23,704	\$ 23,704
Salaries-Part Time	-	-	36,000	36,000
FICA	2,232	2,232	2,232	2,232
Medicare	759	753	866	866
Workers Compensation	579	631	707	727
Unemployment Insurance	416	1,155	1,770	1,102
Group Health Insurance	1,742	1,805	2,569	2,766
Group Dental Insurance	96	101	154	161
Group Vision Insurance	16	16	24	23
Disability Insurance	70	62	88	83
Retirement	1,868	1,817	2,608	2,608
Life Insurance	49	48	68	70
Dues, Subscript & Publicat	360	360	360	360
Training/Cont Ed	-	495	-	-
Meetings & Conferences	2,557	2,658	8,510	4,575
Sign Repair & Replacement	115	74	-	-
Professional Fees	450	-	-	-
Printing Expense	-	149	750	400
Community Contracts/Events	-	-	1,500	1,500
Office Supplies	188	1,611	350	350
Food & Beverage Supplies	1,647	933	-	-
Miscellaneous Expense	84	-	-	-
ISF-Copier Charges	40	41	50	100
ISF-Mail Service Charges	29	13	25	25
ISF-Telecom Charges	447	973	476	2,050
<b>Total Mayor &amp; Council</b>	<b>\$ 66,759</b>	<b>\$ 68,444</b>	<b>\$ 82,811</b>	<b>\$ 79,702</b>



# Municipal Court



# MUNICIPAL COURT



Appointed  
by Council  
Full Time



**MUNICIPAL COURT**

**Mission Statement**

The Fountain Hills Municipal Court is committed to professionally serving the citizens of Fountain Hills by administering justice in a fair, efficient and respectful manner, so as to enhance public trust and community confidence in our court system.

**Department Overview**

The Fountain Hills Municipal Court is the judicial branch of the Fountain Hills government. Pursuant to State law and the Town Code, decisions regarding the overall function of the Court are the sole responsibility of the Presiding Judge, who also has exclusive supervisory authority over all court personnel. The Court has jurisdiction over civil traffic, criminal traffic and criminal misdemeanor offenses and violations of our Town Code and ordinances. The Court also has authority over specified juvenile offenses. In addition, the Presiding Judge has authority to issue arrest/search warrants, civil orders of protection and injunctions against harassment. As part of the Arizona State Court System, the Fountain Hills Municipal Court is subject to the authority and administrative supervision of the Arizona Supreme Court. The Fountain Hills Municipal Court has legal obligations and reporting responsibilities to the State as well as to the Town of Fountain Hills. The Court must comply with constantly changing federal, state and local laws and administrative rules, including those relating to crimes and criminal procedure, victims' rights, record keeping, ADA, minimum accounting standards and judicial ethics.

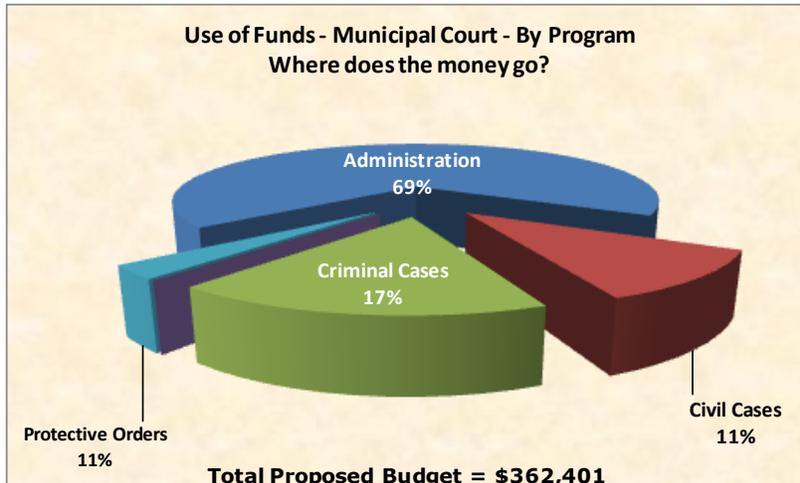
Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 261,138	\$ 242,363	\$ 252,262	\$ 247,759
Civil Cases	41,761	41,862	44,266	40,080
Criminal Cases	86,208	83,948	87,746	62,954
Financial Collections	1,415	-	-	-
Juvenile	20,381	17,758	18,659	11,608
<b>Total</b>	<b>\$ 410,903</b>	<b>\$ 385,931</b>	<b>\$ 402,933</b>	<b>\$ 362,401</b>

**Variance Explanations:**

*All programs:*

The main reason that all programs decreased was due to the elimination of one full-time position.





Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 297,822	\$ 287,222	\$ 299,119	\$ 265,834
Employment Taxes	5,237	5,891	6,129	5,063
Benefits	82,712	71,942	74,169	64,596
Dues and Memberships	4,242	4,987	4,025	4,341
Education and Training	250	754	800	700
Maintenance and Repair	476	553	800	800
Contractual Services	13,890	7,603	10,680	13,590
Supplies	2,270	1,505	3,600	3,600
Equipment	77	-	-	-
Internal Service	3,927	5,474	3,611	3,877
<b>Total</b>	<b>\$ 410,903</b>	<b>\$ 385,931</b>	<b>\$ 402,933</b>	<b>\$ 362,401</b>

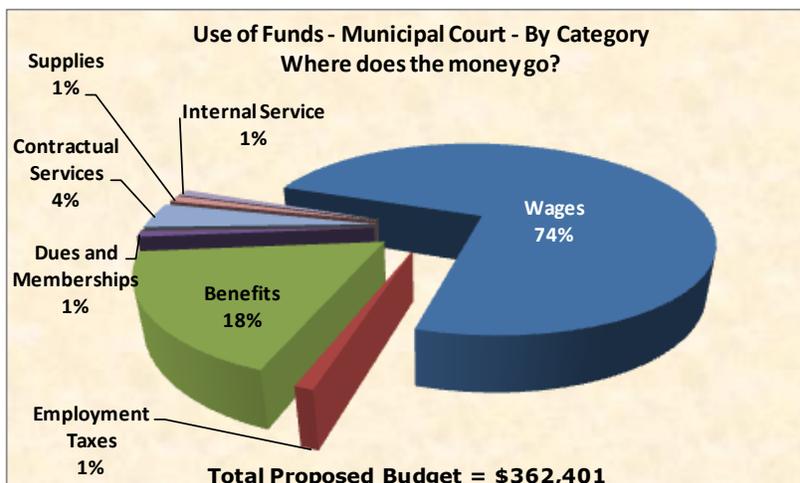
**Variance Explanations:**

*Wages:*

The decrease is due to the loss of one full-time position.

*Contractual Services:*

This line item includes \$2,500 for a triennial court audit.



**FY12-13 Department Accomplishments**

Initiative	Strategic Value
Complied with recognized Supreme Court/AOC guidelines for timely case processing, management and finances	Civic Responsibility-CR1
Continued the Fountain Hills Community Teen Court which includes students from Fountain Hills and the surrounding communities through a partnership with Fountain Hills High School and Juvenile Court of Maricopa County	Civic Responsibility-CR5 & Education, Learning and Culture-ELC1
Successfully completed a Core Review conducted by the Administrative Office of the Courts	Civic Responsibility-CR1
Court staff completed all training required by the Supreme Court	Civic Responsibility-CR1
Expanded use of home detention as provided by statute	Civic Responsibility-CR1

**FY13-14 Objectives**

Initiative	Strategic Value	Estimated Cost/Funding Source
Provide all court and judicial services as mandated by the Constitution, statutes and ordinances as fairly, effectively and efficiently as possible	Civic Responsibility-CR1	\$0/General Fund
Effectively and efficiently monitor and enforce timely compliance with Court ordered sentencing and diversion programs while holding defendants accountable for their actions and obligations	Civic Responsibility-CR1	\$0/General Fund
Participate in Regional Homeless Court with other courts to provide a means to resolve cases	Civic Responsibility-CR1	\$0/General Fund
Enhance the court's video conferencing capabilities to accommodate more hearings for in-custody defendants	Civic Responsibility-CR1	\$5,000/Court Enhancement Fund
Transition to the new case management system provided by the Arizona Supreme Court	Civic Responsibility-CR1	\$0/General Fund



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Cases Filed	2,584	2,173	1,740	1,800
Cases Terminated	2,858	2,497	2,065	1,950
Hearings/Trials Held	738	731	765	770



**FY13-14 Proposed Budget  
Summary of Expenditures  
Municipal Court**

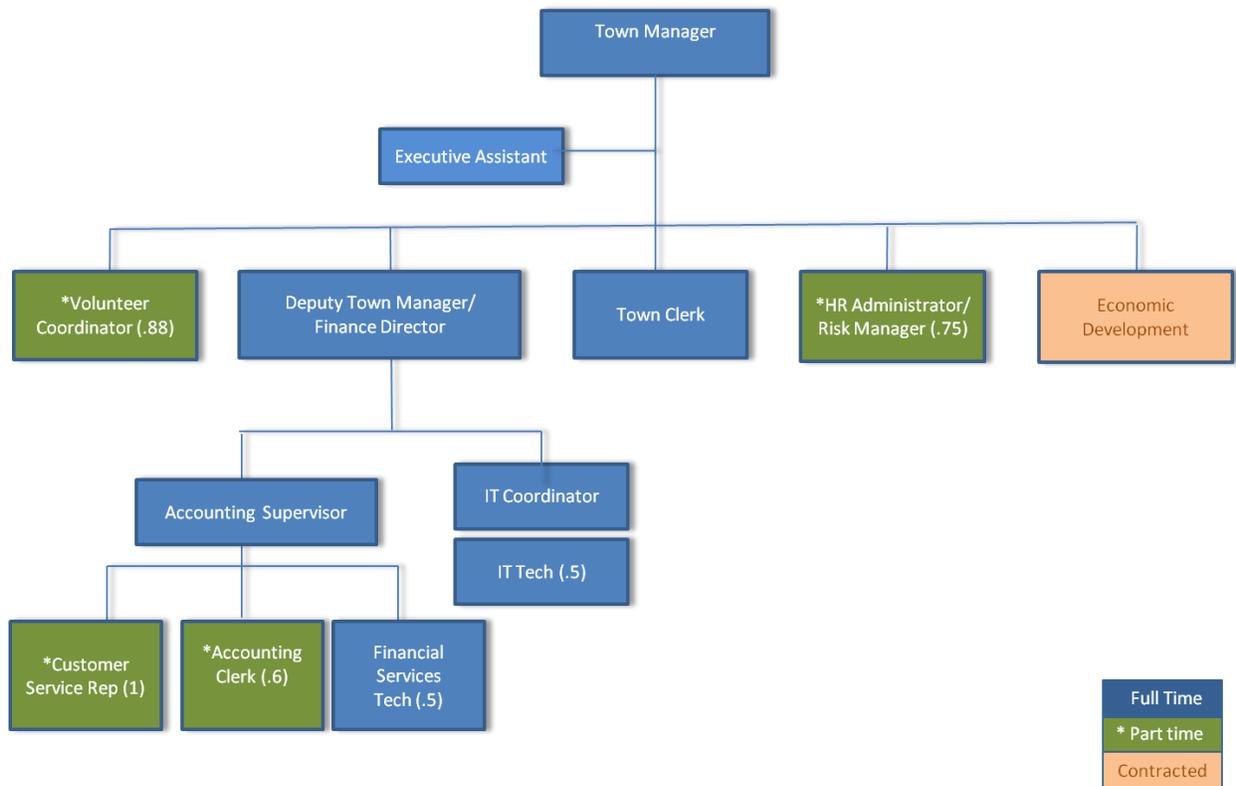
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 297,805	\$ 287,221	\$ 299,119	\$ 265,834
Overtime	16	-	-	-
Medicare	4,164	4,054	4,340	3,844
Workers Compensation	468	510	582	618
Unemployment Insurance	605	1,327	1,207	601
Group Health Insurance	44,891	36,096	36,698	31,608
Group Dental Insurance	2,703	2,129	2,309	1,924
Group Vision Insurance	380	283	291	220
Disability Insurance	1,235	1,078	1,106	930
Retirement	32,761	31,594	32,905	29,145
Life Insurance	742	761	860	769
Dues, Subscript & Publicat	4,243	4,987	4,025	4,341
Training/Cont Ed	100	632	300	300
Meetings & Conferences	150	123	500	400
Office Equip Maint/ Repair	446	553	800	800
Sign Repair & Replacement	30	-	-	-
Auditing Expense	2,500	-	-	2,500
Professional Fees	61	15	130	150
Legal Fees	2,780	140	2,000	2,000
Printing Expense	1,967	1,183	2,000	2,000
Advertising/Signage	-	-	-	150
Intergovt Agreements	4,500	4,519	4,600	4,600
Bank/Merc Acct Fees	2,082	1,747	1,950	1,950
ActiveNet Fees	-	-	-	240
Office Supplies	1,940	1,165	3,300	3,300
Safety Supplies	-	10	-	-
Food & Beverage Supplies	330	330	300	300
Peripherals	77	-	-	-
ISF-Copier Charges	54	12	32	32
ISF-Mail Service Charges	1,052	1,188	1,200	1,200
ISF-Motor Pool Charges	172	335	-	250
ISF-Telecom Charges	2,649	3,939	2,379	2,395
<b>Total Municipal Court</b>	<b><u>\$ 410,903</u></b>	<b><u>\$ 385,931</u></b>	<b><u>\$ 402,933</u></b>	<b><u>\$ 362,401</u></b>



# Administration



## ADMINISTRATION DEPARTMENT



Note: Numbers in parentheses represent full-time equivalents (FTE).

**ADMINISTRATION**

**Mission Statement**

The Administration Department is dedicated to serving the citizens of Fountain Hills by providing administrative direction and support to the Town's Departments. Administration provides accurate and current information on Council legislation and administrative actions; provides for the delivery of comprehensive financial services to internal and external customers; provides support to Town staff; reaches out to political leaders and geographical neighbors to continue to grow relationships in the best interests of the Town; and enhances the Town's economic base through business attraction, retention and business vitality activities.

**Department Overview**

The Administration Department is made up of six (6) Divisions: Town Manager, Town Clerk, Human Resources/Risk Management, Finance, Information Technology, and Economic Development. The Town Manager provides direct supervision over the Town Clerk, Human Resources/Risk Management, and Economic Development. The Town Manager also administers the budget for Legal Services. The Deputy Town Manager is responsible for Finance and Information Technology.

Division	Expenditures by Division			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Town Manager	\$ 570,016	\$ 482,023	\$ 625,919	\$ 562,576
Information Technology	211,686	275,015	317,449	276,804
Town Clerk	113,872	223,468	179,526	179,210
Human Resources/Risk Mgmt.	401,597	356,085	415,624	360,754
Finance	307,303	2,062,653	324,318	336,849
Economic Development	64,660	68,819	14,476	90,240
Legal Services	297,466	345,927	317,360	313,641
<b>Total</b>	<b>\$ 1,966,600</b>	<b>\$ 3,813,990</b>	<b>\$ 2,194,672</b>	<b>\$ 2,120,074</b>

***Variance Explanations:***

*Town Manager:*

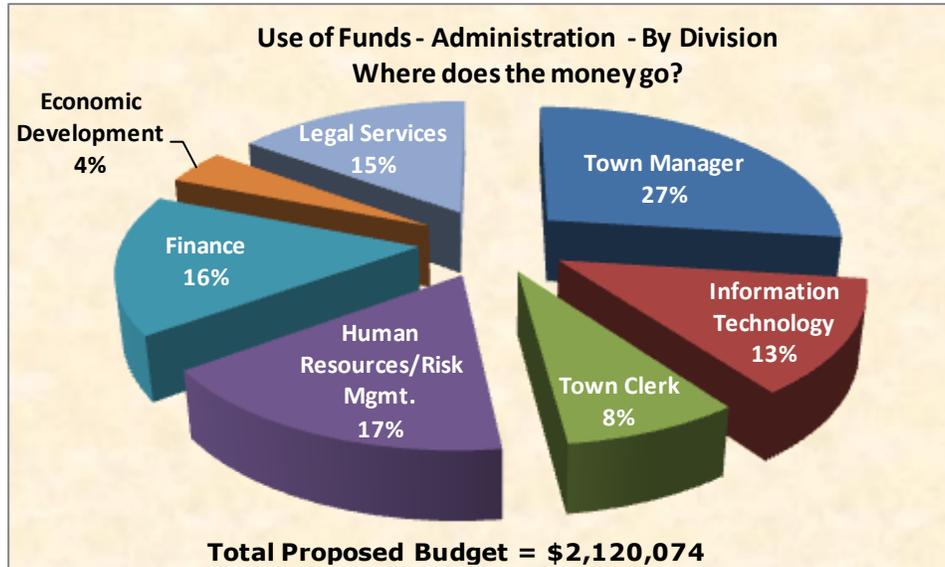
The Volunteer Program, previously housed in the Human Resources/Risk Management Division, now resides in the Town Manager Division and resulted in an increase totaling \$43,310. There was also a change in Community Partnership contracts. The Extended Hands Food Bank remains in the Town Manager Division but is 20% lower than last year's amount, while the Boys & Girls Club has been moved to the Community Services Department/Recreation Division also at a 20% reduction, totaling \$64,000 for FY13-14. The Fountain Hills Theatre contract remains at the same amount as last year, \$70,240, with 50% being moved to the Community Services Department/Recreation Division and 50% being moved to the newly formed Economic Development Fund. Tourism has been moved from the General Fund, in the Town Manager Division, to the Economic Development Fund.



**Variance Explanations (cont):**

*Economic Development:*

FY12-13 funds were transferred to the pavement management program.



Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Accounting	\$ 37,236	\$ 50,894	\$ 51,799	\$ 40,021
Administration	519,421	2,143,314	479,239	684,522
Attorney Services	184,716	234,427	197,400	198,840
Audit Services	74,438	65,836	65,232	68,723
Boards & Commissions	4,552	4	260	-
Budget	47,759	42,273	41,389	46,067
Customer Service	22,073	26,817	31,425	31,816
Elections	20,620	142,014	88,595	85,950
Legislation	40,572	39,179	45,017	46,668
Licensing	24,931	39,355	35,475	38,365
Network Administration	113,845	151,979	205,476	159,640
Operational Support	(99,418)	-	-	-
Payroll	14,917	14,515	15,111	16,696
Public Defender	2,750	1,500	9,960	4,800
Prosecutor	110,000	110,000	110,000	110,001
Purchasing	34,392	16,844	17,142	25,452
Records Management	20,350	14,953	16,488	15,979
Recruitment	3,553	27,865	8,417	20,414
Risk Management	268,573	200,464	255,912	280,811
Social/Community Services	362,839	291,875	291,389	30,318
Support	59,443	45,172	45,742	59,338
Strategic Planning	18,908	14,736	21,257	21,751
Training & Development	865	486	5,000	3,000
Treasury	27,124	38,564	46,693	44,293
Video Services	9,130	36,189	19,771	16,833
Volunteers	34,697	53,639	57,111	43,310
Web Site	8,314	11,096	33,372	26,466
<b>Total</b>	<b>\$ 1,966,600</b>	<b>\$ 3,813,990</b>	<b>\$ 2,194,672</b>	<b>\$ 2,120,074</b>



***Variance Explanations:***

*Accounting:*

This program decreased due to the reduction of .50 FTE in the Finance Division.

*Administration:*

The increase is mainly due to the restoration of Contingency funds that were utilized for pavement management. There is also \$5,000 included in the Finance Division to comply with the Open Books requirement, Arizona's official Transparency Web Site in accordance with ARS §41-725.

*Network Administration:*

Software maintenance fees are being billed differently with the change from Class to ActiveNet. MUNIS maintenance is at a stable level which is less than the previous year. Dues and subscriptions decreased due to the decision not to implement online storage for disaster recovery. Hardware costs have decreased due to the number of items in the rotation for replacement in FY13-14.

*Public Defender:*

The number of cases needing a public defender has decreased resulting in a lower cost.

*Recruitment:*

The increase is due to a reallocation in the FTEs for Human Resources.

*Social/Community Services:*

The Extended Hands Food Bank is 20% lower than last year's amount, while the Boys & Girls Club has been moved to the Community Services Department/Recreation Division also at a 20% reduction totaling \$64,000 for FY13-14. The Fountain Hills Theatre contract remains at the same amount as last year, \$70,240, with 50% being moved to the Community Services Department/Recreation Division and 50% being moved to the newly formed Economic Development Fund. Tourism has been moved from the General Fund, in the Town Manager Division, to the Economic Development Fund.

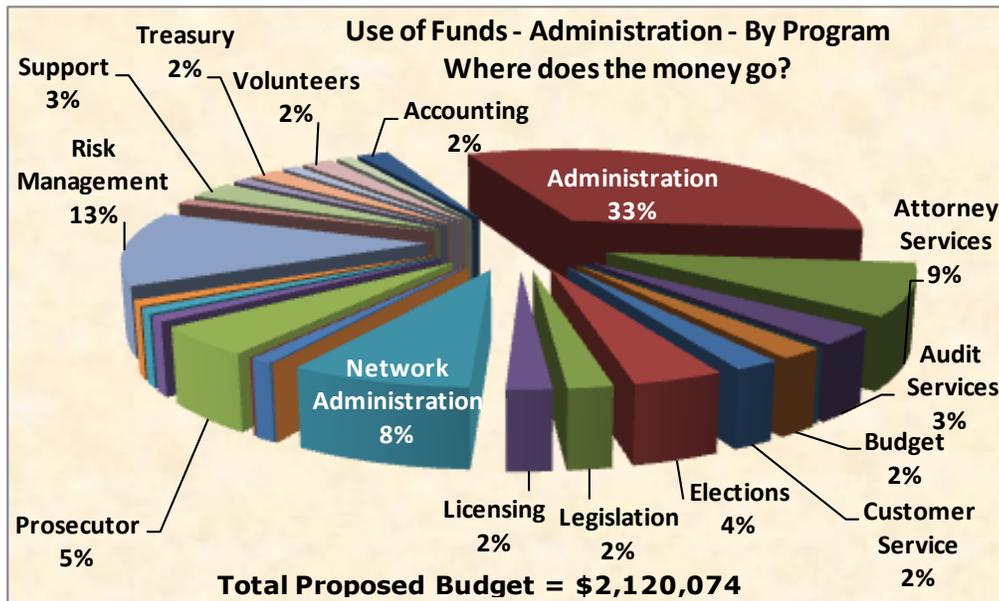
*Purchasing, Support and Web Site:*

A reallocation of FTEs between the Information Technology Division and Finance Division resulted in an increase in Support and Purchasing as well as a decrease in Web Site.

*Volunteers:*

This program has been transferred from the Human Resources/Risk Management Division to the Town Manager Division, eliminating the Human Resources/Risk Management Administrator's FTE portion.





Note: Programs that account for 1% of the total are not shown on the chart.

Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 609,729	\$ 646,682	\$ 687,033	\$ 658,529
Employment Taxes	16,847	19,135	18,930	20,956
Benefits	147,080	130,820	139,277	125,157
Dues & Memberships	124,254	153,055	157,666	130,304
Education and Training	13,107	9,647	15,026	13,908
Maintenance and Repair	1,053	1,479	10,120	11,620
Utilities	4,591	2,847	1,633	3,086
Contractual Services	985,166	1,027,682	1,025,990	876,984
Supplies	19,717	25,413	30,361	28,531
Equipment	9,904	31,549	58,100	44,700
Internal Service	19,639	22,007	15,108	17,245
Transfers	15,513	1,743,674	-	-
Contingency	-	-	35,428	189,054
<b>Total</b>	<b>\$ 1,966,600</b>	<b>\$ 3,813,990</b>	<b>\$ 2,194,672</b>	<b>\$ 2,120,074</b>



**Variance Explanations:**

*Wages:*

The Human Resources Administrator was reclassified from a full-time position to a part-time position resulting in a wage decrease.

*Dues and Memberships:*

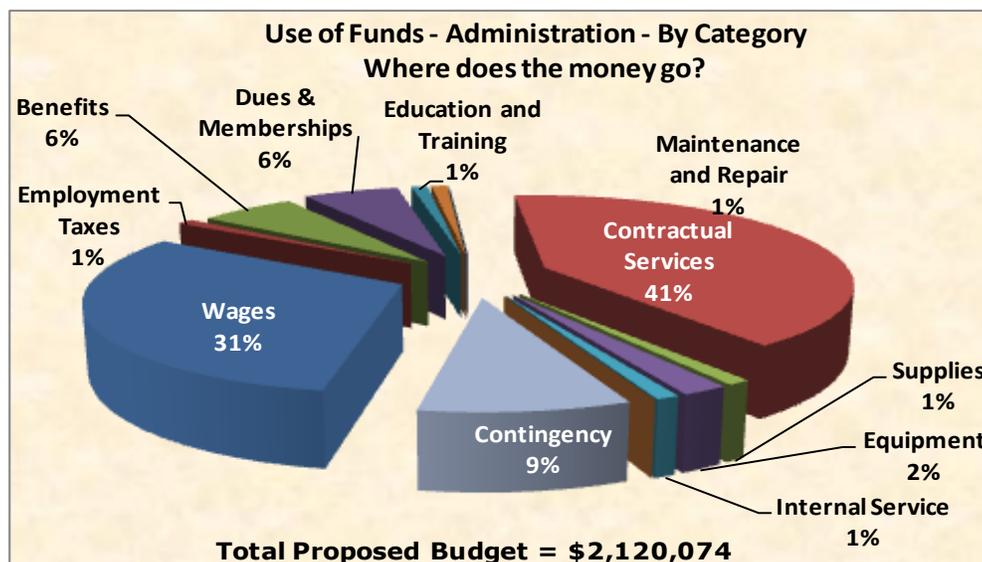
Dues and Memberships decreased mainly due to the items in the Network Administration as discussed in the variance explanations for programs.

*Contractual Services:*

This category includes the citizens survey mentioned in Division variances as well as the relocation of the Boys & Girls Club and half of the Fountain Hills Theatre to the Community Services Department/Recreation Division, and the proposed funds for Tourism and the other half of the funds for the Fountain Hills Theatre being relocated to the Economic Development Fund. This area reflects the reduction of the one-time expense in FY12-13 for the legal review of the Human Resources manual mentioned in the variances by program. Liability insurance increased as well as the miscellaneous claims against the town. Since the Economic Development Administrator position is currently vacant, associated expenses of \$90,000 were coded in this category rather than breaking them out like previous years. The \$5,000 to participate in Open Books, Arizona’s official Transparency Web Site in accordance with ARS §41-725, mentioned in the program variance is part of this category.

*Equipment:*

Hardware costs have decreased due to the number of items in the rotation for replacement in FY13-14.



**FY12-13 Department Accomplishments**

<b>Initiative</b>	<b>Strategic Value</b>
Pavement Management Program initiated including funding	Develop reliable funding source for infrastructure maintenance-I2
Economic Development Plan adopted	Develop Economic Development Plan-EV1
Facilitated new community event - Cyclovia	Support Community Events/Activities to build Community & Friendship-C2
Facilitated Council focus on core services	Develop balanced, equitable, sustainable, local Financing Structure for Core Services-EV2
Dedication of Cutillo Plaza	Foster accessible, responsive Governance-CR1
Fire Station Location Master Plan adopted	Develop reliable funding source for infrastructure maintenance-I2

**FY13-14 Objectives**

<b>Initiative</b>	<b>Strategic Value</b>	<b>Estimated Cost/Funding Source</b>
Conduct citizen satisfaction survey	Evaluate customer satisfaction on a regular basis-CR6	\$30,000/General Fund
Ask voter approval for road reconstruction	Pavement Management Program-I3	\$49,000/General Fund
Conduct citizens academy	Communicate the role of local government-CR7	\$0/General Fund
Enhance Town website to promote Economic Development	Promote retention, expansion and relocation of quality businesses-EV4	\$0/General Fund





**FY13-14 Proposed Budget  
Summary of Expenditures  
Administration**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 547,043	\$ 571,314	\$ 603,346	\$ 520,974
Salaries-Part Time	62,688	75,365	83,687	137,554
FICA	4,042	4,708	4,928	8,422
Medicare	9,994	9,124	9,875	9,438
Workers Compensation	1,406	2,049	1,699	1,706
Unemployment Insurance	1,404	3,254	2,428	1,391
Group Health Insurance	66,812	60,315	64,165	59,921
Group Dental Insurance	4,279	3,872	4,320	4,647
Group Vision Insurance	668	570	628	544
Disability Insurance	2,643	1,989	2,237	2,243
Retirement	70,844	62,524	66,188	56,222
Life Insurance	1,834	1,550	1,739	1,580
Licenses/Filing Fees	84,635	113,391	116,263	92,459
Dues, Subscript & Publicat	39,619	39,665	41,403	37,845
Training/Cont Ed	3,609	1,900	6,008	4,830
Meetings & Conferences	9,497	7,747	9,018	9,078
Equipment Maint/Repair	71	1,178	10,000	10,000
Office Equip Maint/ Repair	803	-	-	1,500
Sign Repair & Replacement	179	301	120	120
Telecommunications	3,570	2,736	1,633	3,086
Gas & Oil	1,021	111	-	-
Auditing Expense	58,554	50,700	51,375	55,000
Professional Fees	27,985	53,036	56,401	50,031
Legal Fees	294,454	342,181	324,860	309,701
Management Fees	-	10,625	18,500	18,950
Insurance Expense	228,675	161,396	215,840	256,840
Printing Expense	1,659	4,930	11,370	10,490
Advertising/Signage	5,078	5,621	10,915	9,360
Intergovt Agreements	-	104,458	41,559	42,032
Contractual Services	-	-	-	90,000
Bank/Merc Acct Fees	10,757	9,046	9,480	10,020
Community Contracts/Events	358,003	182,490	182,490	24,200
Tourism	-	103,200	103,200	-
ActiveNet Fees	-	-	-	360
Office Supplies	6,649	4,488	4,555	5,460
Cleaning/Janitorial Supplies	-	-	35	15
Operating Supplies	2,151	4,749	6,970	6,910
Food & Beverage Supplies	4,888	5,614	7,543	6,615
Program Materials	5,703	7,293	7,429	5,181
Postage & Delivery	327	2,499	3,829	4,350
Miscellaneous Expense	-	770	-	-
Small Tools	66	67	-	-
Software	3,891	563	-	8,100
Hardware	4,146	27,627	58,100	35,600
Peripherals	1,900	2,667	-	1,000
Furniture/Appliances	-	625	-	-
Equipment	(99)	-	-	-



**FY13-14 Proposed Budget  
Summary of Expenditures  
Administration**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
ISF-Copier Charges	\$ 4,234	\$ 4,809	\$ 3,557	\$ 5,566
ISF-Mail Service Charges	3,913	4,280	4,236	4,028
ISF-Vehicle Replacement Charge	2,984	-	-	-
ISF-Motor Pool Charges	1,158	698	90	50
ISF-Telecom Charges	7,350	12,221	7,225	7,601
Transfer Out	15,513	1,743,674	-	-
Contingency	-	-	35,428	189,054
<b>Total Administration</b>	<b>\$ 1,966,600</b>	<b>\$ 3,813,990</b>	<b>\$ 2,194,672</b>	<b>\$ 2,120,074</b>



**Town Manager Division**

**Service Delivery Plan**

Provide leadership to ensure a high quality of life for the citizens of Fountain Hills by utilizing Town resources to the greatest extent possible and offering superior service. Work in conjunction with the Town Council and the Strategic Planning Advisory Commission (SPAC) for successful implementation of Operational Priorities and Strategic Plan Goals. Per direction and approval of the Town Council, administer fees for service contracts.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 287,687	\$ 175,412	\$ 313,273	\$ 467,197
Operational Support	(99,418)	-	-	-
Social/Community Services	362,839	291,875	291,389	30,318
Strategic Planning	18,908	14,736	21,257	21,751
Volunteers	-	-	-	43,310
<b>Total</b>	<b>\$ 570,016</b>	<b>\$ 482,023</b>	<b>\$ 625,919</b>	<b>\$ 562,576</b>

**Variance Explanations:**

*Administration:*

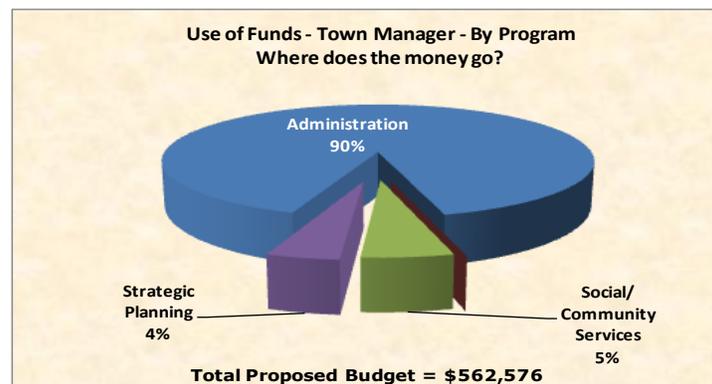
The increase in this program is mainly due to the restoration of contingency funds that were utilized for pavement management.

*Social/Community Support:*

This decrease is related to the transfer of two of the Community Partnership contracts, Boys and Girls Club to the Community Services Department/Recreation Division and Fountain Hills Theatre which was split between the Community Services Department/Recreation Division and the Economic Development Fund. Tourism was also moved to the Economic Development Fund. The remaining contract in this Division was reduced by 20%.

*Volunteers:*

This program was moved from the Human Resources/Risk Management Division to the Town Manager Division.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 129,099	\$ 134,555	\$ 202,334	\$ 234,492
Employment Taxes	3,928	3,330	3,780	6,200
Benefits	47,098	25,143	41,534	43,003
Dues & Memberships	18,518	19,615	19,965	19,090
Education and Training	3,349	3,996	4,761	5,435
Maintenance and Repair	982	277	-	1,500
Utilities	2,142	882	-	-
Contractual Services	357,190	289,682	315,690	49,610
Supplies	3,401	2,221	1,000	10,935
Equipment	96	400	-	-
Internal Service	4,213	1,922	1,427	3,257
Transfers	-	-	-	-
Contingency	-	-	35,428	189,054
Capital	-	-	-	-
<b>Total</b>	<b>\$ 570,016</b>	<b>\$ 482,023</b>	<b>\$ 625,919</b>	<b>\$ 562,576</b>

**Variance Explanations:**

*Wages and Employment Taxes:*

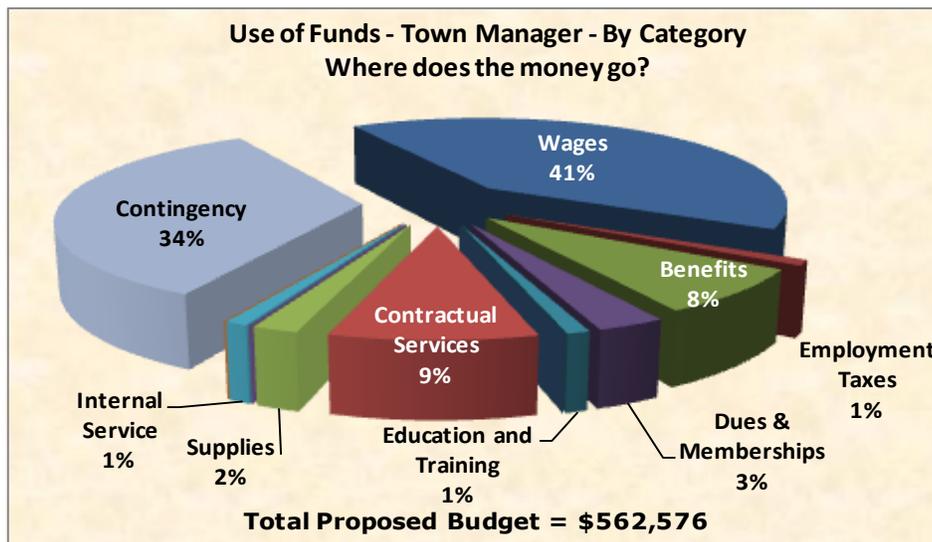
The transfer of the Volunteer program from the Human Resources/Risk Management Division to the Town Manager Division resulted in an increase in these two categories.

*Contractual Services:*

This decrease is related to moving the Community Partnership contracts to other departments/funds. The remaining contract in this Division was reduced by 20%.

*Supplies:*

The increase is related to the Volunteer program.



## Activities/Results

### Performance Measures

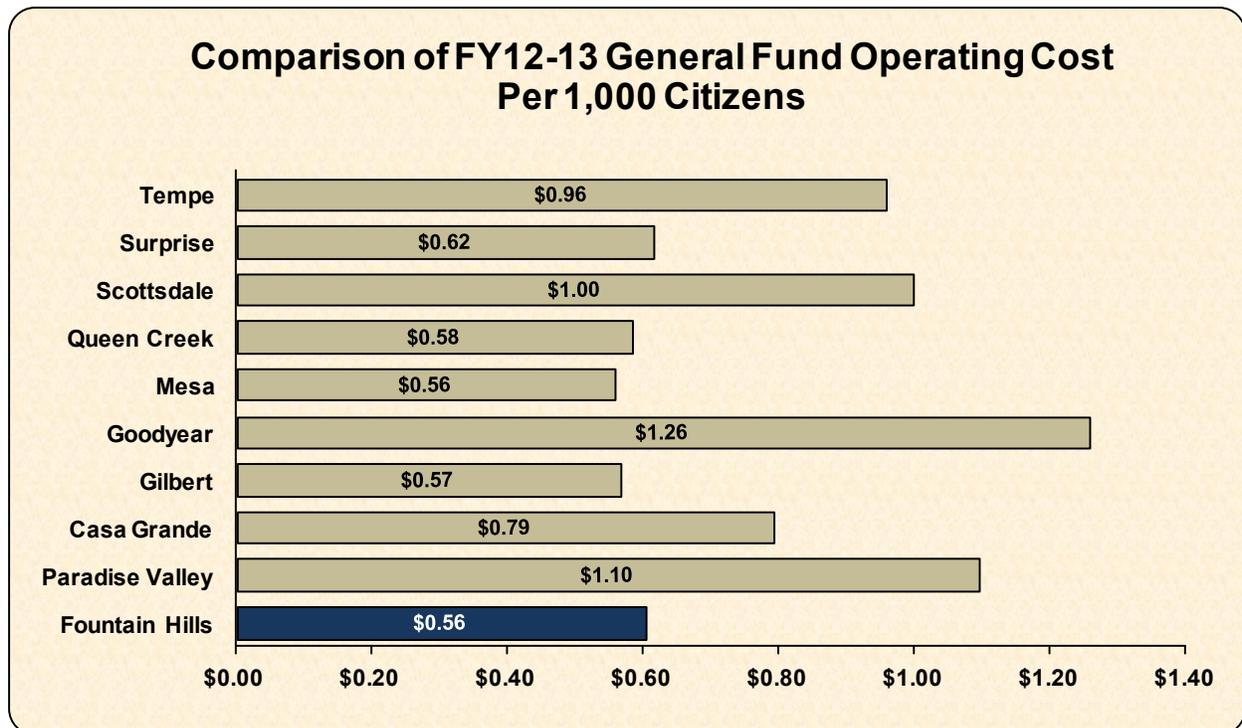
	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Estimate
Town-wide Full-Time Equivalents (FTE's)	61	58	57	50
Town-wide Full-Time Equivalents per 1,000 residents	2.5	2.7	2.5	2.2

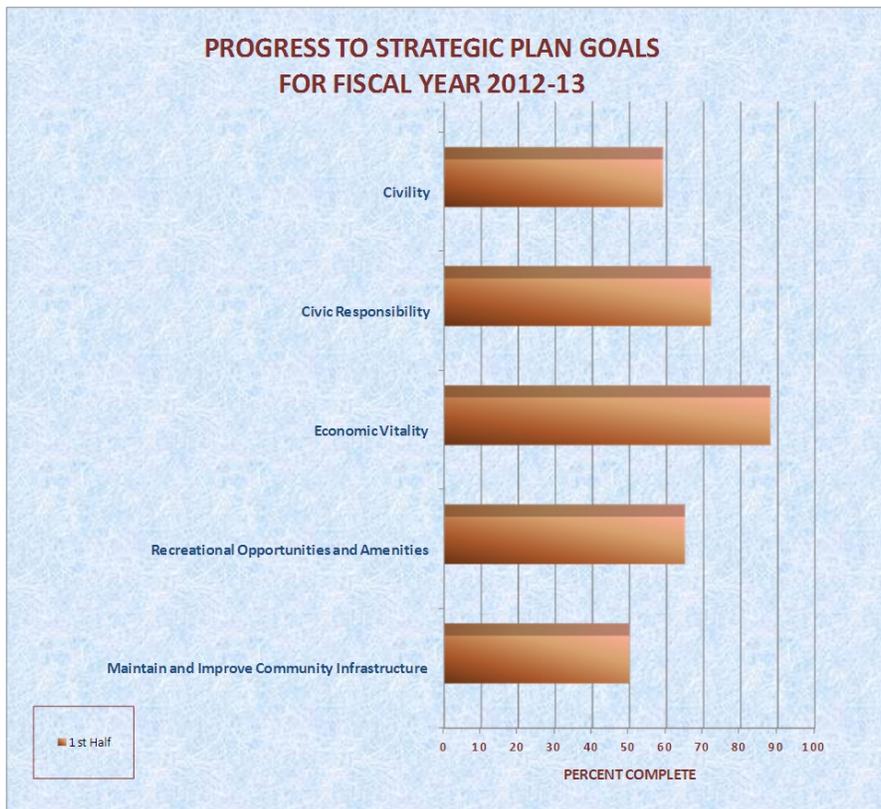
### Quality

	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Estimate
Citizen Survey responses	1,051	N/A	N/A	2,500
Sales Tax per Capita	\$304	\$305	\$322	\$364

### Productivity

	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Estimate
Personnel Costs per Full Time Equivalent	\$68,128	\$62,708	\$67,989	\$70,631
Program Operating Costs (All Funds)	\$11.8M	\$12.1M	\$15.2M	\$15.5M
Program Operating Budget Expense per resident	\$486	\$553	\$661	\$676





**FY13-14 Proposed Budget  
Summary of Expenditures  
Town Manager**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 129,095	\$ 134,553	\$ 202,334	\$ 203,722
Salaries-Part Time	-	-	-	30,770
FICA	-	-	-	1,908
Medicare	3,223	1,919	2,849	3,305
Workers Compensation	462	888	488	580
Unemployment Insurance	244	523	443	407
Group Health Insurance	18,850	9,280	17,468	18,807
Group Dental Insurance	1,314	555	1,007	1,022
Group Vision Insurance	213	88	149	145
Disability Insurance	934	367	738	694
Retirement	25,126	14,554	21,598	21,751
Life Insurance	661	299	574	584
Dues, Subscript & Publicat	18,518	19,616	19,965	19,090
Meetings & Conferences	3,349	3,996	4,761	5,435
Office Equip Maint/ Repair	803	-	-	1,500
Sign Repair & Replacement	179	277	-	-
Telecommunications	1,122	796	-	-
Gas & Oil	1,021	86	-	-
Professional Fees	-	3,750	30,000	25,300
Printing Expense	-	95	-	-
Advertising/Signage	-	148	-	110
Bank/Merc Acct Fees	50	-	-	-
Community Contracts/Events	357,140	182,490	182,490	24,200
Tourism	-	103,200	103,200	-
Office Supplies	3,106	1,868	1,000	2,890
Operating Supplies	52	-	-	2,655
Food & Beverage Supplies	244	331	-	4,415
Program Materials	-	-	-	925
Postage & Delivery	-	21	-	50
Small Tools	-	67	-	-
Peripherals	96	333	-	-
ISF-Copier Charges	275	927	400	2,169
ISF-Mail Service Charges	34	23	75	238
ISF-Vehicle Replacement Charge	2,984	-	-	-
ISF-Motor Pool Charges	26	-	-	-
ISF-Telecom Charges	895	973	952	850
Contingency	-	-	35,428	189,054
<b>Total Town Manager</b>	<b>\$ 570,016</b>	<b>\$ 482,023</b>	<b>\$ 625,919</b>	<b>\$ 562,576</b>



**Town Clerk Division**

**Service Delivery Plan**

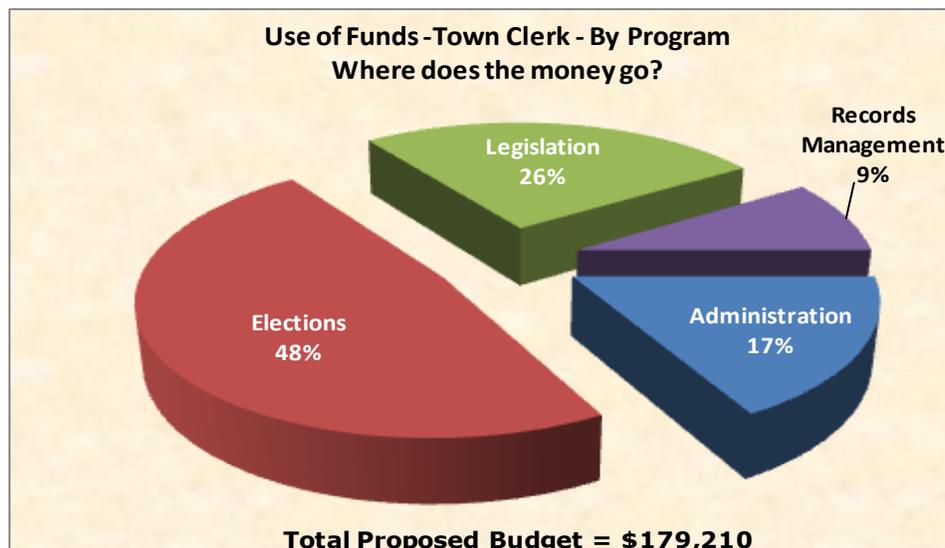
Serve as the Town’s election official and custodian of records; conduct municipal elections and all related activities in the most efficient and effective manner in full compliance with all applicable State statutes and Town Code provisions. Maintain documents necessary for the effective administration and operation of municipal government and preserve the Town’s permanent records.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 32,330	\$ 27,322	\$ 29,426	\$ 30,613
Elections	20,619	142,014	88,595	85,950
Legislation	40,573	39,179	45,017	46,668
Records Management	20,350	14,953	16,488	15,979
<b>Total</b>	<b>\$ 113,872</b>	<b>\$ 223,468</b>	<b>\$ 179,526</b>	<b>\$ 179,210</b>

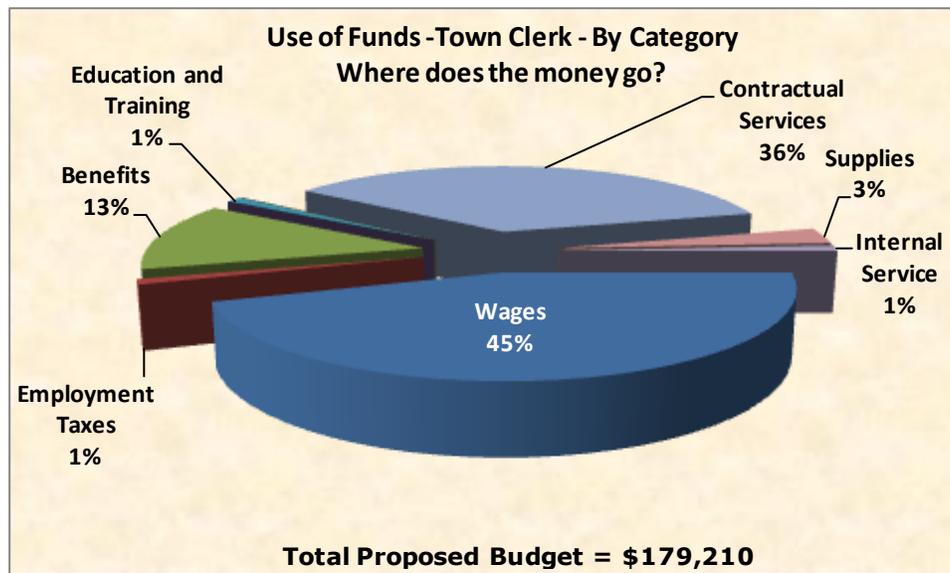
**Variance Explanations:**

*Elections:*

The cost for one election is included in the FY13-14 budget for the purpose of a Special Bond Election to be held November 5, 2013 (bond elections are only held in November). Last year, the Town Council authorized the continuation of mail ballot elections in Fountain Hills and the cost for Maricopa County Elections election services has been budgeted as a municipal standalone mail election. However, it is unknown at this time which governmental entities might have ballot measures/candidates on the November, 2013 General Election ballot, which would reduce the Town’s cost for consolidated services that would be provided by Maricopa County Elections.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 79,525	\$ 77,345	\$ 79,280	\$ 81,264
Employment Taxes	1,329	1,466	1,593	1,538
Benefits	20,758	20,868	21,364	22,446
Dues & Memberships	300	436	495	670
Education and Training	390	465	2,103	2,386
Maintenance and Repair	-	24	120	120
Contractual Services	10,049	119,001	68,032	64,252
Supplies	467	2,461	4,154	4,600
Equipment	-	-	1,000	100
Internal Service	1,054	1,402	1,385	1,834
<b>Total</b>	<b>\$ 113,872</b>	<b>\$ 223,468</b>	<b>\$ 179,526</b>	<b>\$ 179,210</b>



## Activities/Results

### Performance Measures

		<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Registered Voters:	Bond Election	16,419		16,674	
	Primary		16,043	N/A	16,700
	General		16,074	N/A	16,750
Voter Turnout %	Bond Election	41%		40%	
	Primary		39%	N/A	40%
	General		34%	N/A	35%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of contracts processed within 5 business days after approval	100%	100%	100%	100%
Percentage of agenda meeting notices posted in compliance with State Law and Town Policy	100%	100%	100%	100%

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Town Council Agenda /Meeting notices posted	54/23	58/31	40/20	40/20
Ordinances processed	5	6	10	10
Resolutions processed	50	42	40	35
Contract and Agreements processed	36	40	15	15
Requests for Public Information processed	118	170	125	120



**FY13-14 Proposed Budget  
Summary of Expenditures  
Town Clerk**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 79,526	\$ 77,345	\$ 79,280	\$ 81,264
Medicare	1,056	1,025	1,151	1,180
Workers Compensation	159	176	198	207
Unemployment Insurance	113	265	244	151
Group Health Insurance	10,779	11,161	11,378	12,250
Group Dental Insurance	570	593	644	644
Group Vision Insurance	90	90	94	91
Disability Insurance	341	290	294	287
Retirement	8,748	8,508	8,724	8,940
Life Insurance	230	226	230	234
Licenses/Filing Fees	27	21	70	70
Dues, Subscript & Publicat	273	415	425	600
Training/Cont Ed	80	355	618	970
Meetings & Conferences	310	110	1,485	1,416
Sign Repair & Replacement	-	24	120	120
Professional Fees	7,854	8,565	10,948	11,695
Printing Expense	-	3,485	9,075	9,075
Advertising/Signage	2,195	2,493	6,450	6,450
Intergovt Agreements	-	104,458	41,559	37,032
Office Supplies	403	311	470	400
Postage & Delivery	64	2,151	3,684	4,200
Software	-	-	-	100
Hardware	-	-	1,000	-
ISF-Copier Charges	540	927	815	1,500
ISF-Mail Service Charges	51	85	94	94
ISF-Motor Pool Charges	16	-	-	-
ISF-Telecom Charges	447	389	476	240
<b>Total Town Clerk</b>	<b>\$ 113,872</b>	<b>\$ 223,468</b>	<b>\$ 179,526</b>	<b>\$ 179,210</b>



## Human Resources/Risk Management Division

### Service Delivery Plan

Lead the organization in the acquisition, maintenance, development, supervision and measurement of the human assets and the results of their work (quality, productivity and service). Protect the Town's assets from loss and minimize employee injuries on the job.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 79,164	\$ 59,115	\$ 74,073	\$ 39,833
Payroll	14,917	14,515	15,111	16,696
Recruitment	3,553	27,865	8,417	20,414
Risk Management	268,573	200,464	255,912	280,811
Training & Development	693	486	5,000	3,000
Volunteers	34,697	53,640	57,111	-
<b>Total</b>	<b>\$ 401,597</b>	<b>\$ 356,085</b>	<b>\$ 415,624</b>	<b>\$ 360,754</b>

### Variance Explanations:

*Administration:*

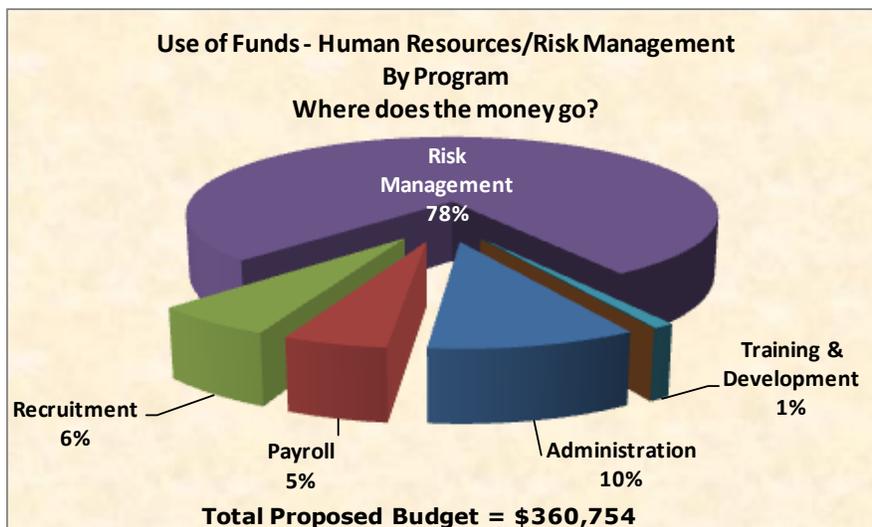
The decrease in this program is due to the Human Resources Administrator changing from full-time to part-time (FTE of 1 to .75) and the transfer of the Volunteer program to the Town Manager Division.

*Recruitment and Risk Management:*

With the transfer of the Volunteer program, there was a reallocation of FTEs resulting in an increase to these programs.

*Volunteers:*

The volunteer program is now housed in the Town Manager Division.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 108,100	\$ 119,796	\$ 123,296	\$ 71,707
Employment Taxes	3,130	4,300	4,403	5,649
Benefits	17,460	18,318	18,731	-
Dues & Memberships	1,690	1,667	1,795	1,740
Education and Training	693	486	5,500	3,500
Utilities	-	25	-	-
Contractual Services	241,084	192,587	240,168	269,676
Supplies	11,507	15,806	19,517	7,561
Equipment	66	874	-	-
Internal Service	2,354	2,226	2,214	921
Transfers	15,513	-	-	-
<b>Total</b>	<b>\$ 401,597</b>	<b>\$ 356,085</b>	<b>\$ 415,624</b>	<b>\$ 360,754</b>

**Variance Explanations:**

*Wages and Benefits:*

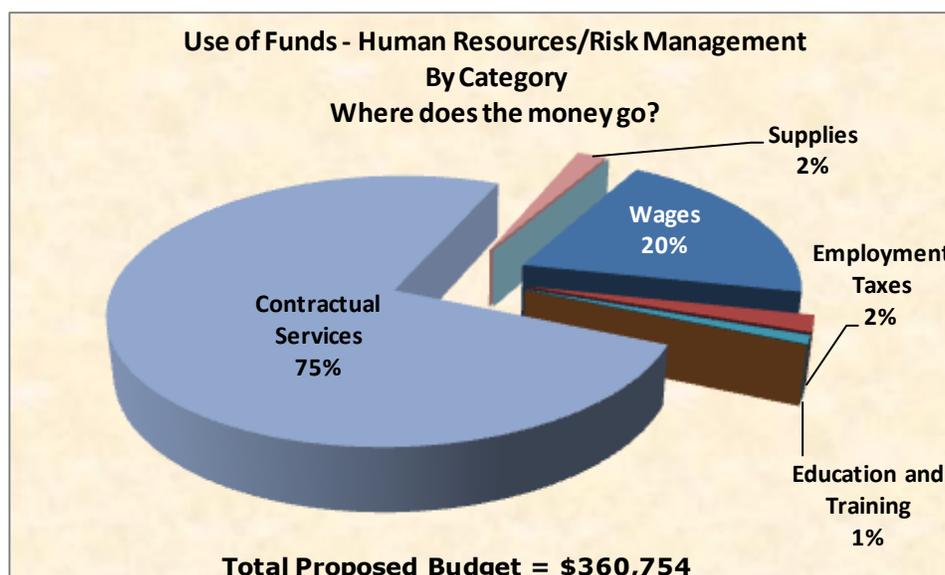
The decrease in these programs is due to the Human Resources Administrator changing from full-time to part-time (FTE of 1 to .75) and the transfer of the Volunteer program to the Town Manager Division.

*Contractual Services:*

The increase in this program is due to the liability insurance increase.

*Supplies:*

The decrease in supplies is related to the relocation of the Volunteer program to the Town Manager Division.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Increase the percentage of employee performance reviews completed on schedule	88%	90%	70%	75%
Increase or maintain the number of applications received per recruitment for non-exempt positions	12	45	22	15
Increase or maintain the number of applications received per recruitment for exempt positions	20	43	20	25

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Decrease the number of days lost to injury per workers' compensation claim	1	2	49	5
Maintain the turnover rate of full-time employees at an acceptable rate	6%	8%	6%	6%

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of full-time employees departed from Town service	4	5	3	3
Number of exit interviews conducted	2	3	3	3
Ensure supervisors receive performance evaluation documentation four weeks in advance	100%	100%	90%	100%
Quarterly track and analyze performance evaluation trends, including number of performance evaluations that were late, type of increases each employee received, etc.	N/A	100%	100%	100%
Number of exempt recruitments conducted	3	1	1	2
Number of full-time non-exempt recruitments conducted	0	1	1	1
Average number of days to fill a vacancy	N/A	35	26	30
Number of workers' compensation claims due to injury	3	1	1	1



**FY13-14 Proposed Budget  
Summary of Expenditures  
Human Resources/Risk Management**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 88,873	\$ 90,999	\$ 93,277	\$ -
Salaries-Part Time	19,229	28,796	30,019	71,707
FICA	1,192	1,785	1,862	4,339
Medicare	1,536	1,702	1,779	1,017
Workers Compensation	218	271	306	179
Unemployment Insurance	184	542	456	114
Group Health Insurance	6,620	7,219	7,340	-
Group Dental Insurance	364	405	440	-
Group Vision Insurance	61	64	69	-
Disability Insurance	380	363	347	-
Retirement	9,778	10,000	10,265	-
Life Insurance	258	267	270	-
Dues, Subscript & Publicat	1,690	1,667	1,795	1,740
Training/Cont Ed	693	486	5,300	3,300
Meetings & Conferences	-	-	200	200
Gas & Oil	-	25	-	-
Professional Fees	10,834	30,340	12,208	11,036
Legal Fees	-	-	10,500	500
Insurance Expense	228,675	161,396	215,840	256,840
Printing Expense	115	-	-	-
Advertising/Signage	596	852	1,620	1,300
Community Contracts/Events	863	-	-	-
Office Supplies	716	889	1,290	590
Cleaning/Janitorial Supplies	-	-	35	15
Operating Supplies	1,130	2,162	3,270	500
Food & Beverage Supplies	3,891	4,838	7,493	2,200
Program Materials	5,573	6,905	7,429	4,256
Postage & Delivery	196	242	-	-
Miscellaneous Expense	-	770	-	-
Small Tools	66	-	-	-
Hardware	-	249	-	-
Furniture/Appliances	-	625	-	-
ISF-Copier Charges	495	106	555	116
ISF-Mail Service Charges	388	450	653	270
ISF-Motor Pool Charges	128	113	50	50
ISF-Telecom Charges	1,342	1,557	956	485
Transfer Out	15,513	-	-	-
<b>Total Human Resources/Risk Management</b>	<b>\$ 401,597</b>	<b>\$ 356,085</b>	<b>\$ 415,624</b>	<b>\$ 360,754</b>



**Finance Division**

**Service Delivery Plan**

Provide efficient and cost effective financial oversight of both the short and long-term components of the Town’s functions. Provide safe, secure and effective cash, banking, merchant service, tax service and debt service administration for the Town.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Accounting	\$ 37,236	\$ 50,894	\$ 51,799	\$ 40,021
Administration	34,798	1,782,067	34,903	42,112
Audit Services	74,438	65,836	65,232	68,723
Boards & Commissions	4,552	4	260	-
Budget	47,759	42,273	41,389	46,067
Customer Service	22,073	26,816	31,425	31,816
Licensing	24,931	39,355	35,475	38,365
Purchasing	34,392	16,844	17,142	25,452
Treasury	27,124	38,564	46,693	44,293
<b>Total</b>	<b>\$ 307,303</b>	<b>\$ 2,062,653</b>	<b>\$ 324,318</b>	<b>\$ 336,849</b>

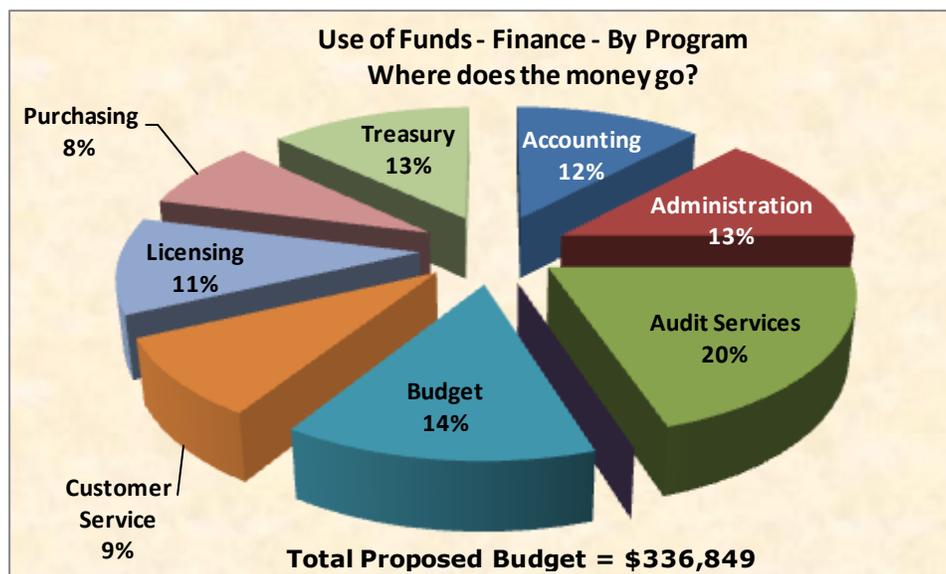
**Variance Explanations:**

*Accounting:*

The decrease in the Accounting program is related to the reduction of .50 FTE.

*Purchasing:*

The increase in this program is a result of a reallocation of FTEs between this Division and the Information Technology Division.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 178,700	\$ 187,078	\$ 183,088	\$ 185,877
Employment Taxes	6,398	7,354	7,041	5,844
Benefits	32,528	31,933	31,612	36,944
Dues & Memberships	1,898	2,187	2,948	2,004
Education and Training	1,814	1,655	2,662	2,587
Utilities	705	878	780	780
Contractual Services	73,221	74,701	83,490	92,245
Supplies	3,058	2,947	3,570	3,315
Equipment	(99)	-	400	-
Internal Service	9,080	10,246	8,727	7,253
Transfers	-	1,743,674	-	-
<b>Total</b>	<b>\$ 307,303</b>	<b>\$ 2,062,653</b>	<b>\$ 324,318</b>	<b>\$ 336,849</b>

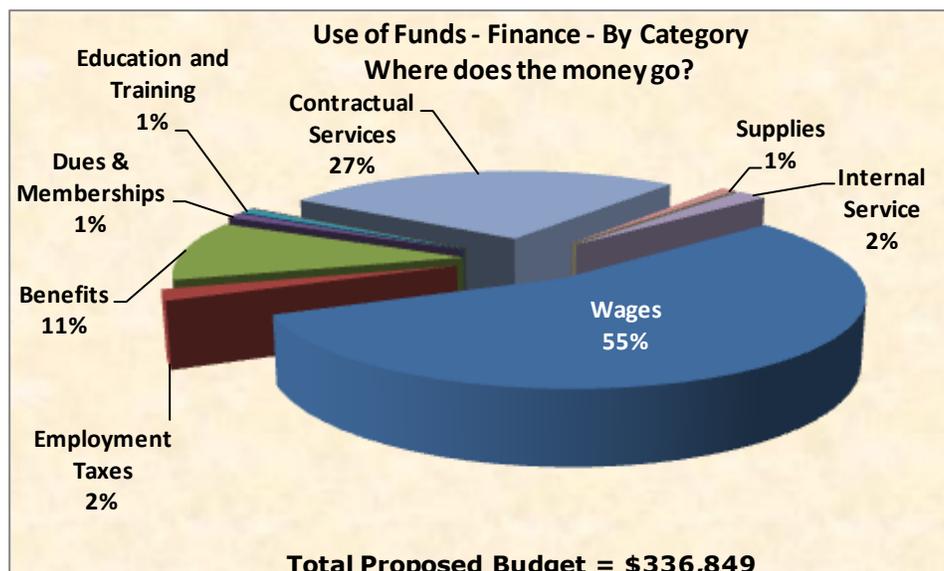
**Variance Explanations:**

*Contractual Services:*

The increase in this category is mainly attributable to the Town’s participation in the State of Arizona’s Open Books program to comply with Arizona’s official Transparency Web Site in accordance with ARS §41-725 in addition to a new contract for the annual financial audit.

*Transfers:*

During FY11-12, the Town used reserves and residual fund balance to retire the debt on outstanding Municipal Property Corporation (MPC) bonds for the Town Hall that was built in 2004.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Consecutive years for GFOA annual Certificate of Achievement for Excellence in Financial Reporting award	16	17	18	19
Consecutive years for GFOA annual Distinguished Budget Presentation award	9	10	11	12

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Actual revenue versus forecast	103%	104%	97%	100%
Unqualified audit opinion	Yes	Yes	Yes	Yes

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Accounts payable checks issued	1,534	1,569	1,538	1,500
Purchase orders processed	1,060	1,163	1,137	1,140
Local tax revenues from audits	\$19,940	\$80,601	\$30,000	\$30,000
Business licenses processed	2,255	2,248	2,230	2,250



**FY13-14 Proposed Budget  
Summary of Expenditures  
Finance**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 135,241	\$ 140,508	\$ 133,657	\$ 150,800
Salaries-Part Time	43,459	46,569	49,431	35,077
FICA	2,850	2,923	3,066	2,175
Medicare	2,562	2,681	2,659	2,699
Workers Compensation	338	421	456	473
Unemployment Insurance	648	1,329	860	497
Group Health Insurance	15,799	14,440	14,680	17,783
Group Dental Insurance	1,078	1,073	1,172	1,402
Group Vision Insurance	165	159	170	191
Disability Insurance	514	487	499	531
Retirement	14,615	15,392	14,705	16,592
Life Insurance	357	382	386	445
Licenses/Filing Fees	1,063	853	1,273	1,139
Dues, Subscript & Publicat	835	1,334	1,675	865
Training/Cont Ed	115	588	90	560
Meetings & Conferences	1,699	1,067	2,572	2,027
Grounds Maint/Repair	-	-	780	780
Telecommunications	705	878	51,375	55,000
Auditing Expense	58,554	50,700	120	-
Professional Fees	541	2,033	18,500	18,950
Management Fees	-	10,625	2,295	1,415
Printing Expense	1,508	1,350	1,720	1,500
Advertising/Signage	1,911	960	-	5,000
Bank/Merc Acct Fees	10,707	9,034	9,480	10,020
ActiveNet Fees	-	-	-	360
Office Supplies	2,103	1,154	1,545	1,330
Operating Supplies	685	1,403	1,930	1,985
Food & Beverage Supplies	91	-	50	-
Program Materials	130	388	-	-
Postage & Delivery	49	2	45	-
Hardware	-	-	400	-
Equipment	(99)	-	-	-
ISF-Copier Charges	2,389	2,346	1,681	1,681
ISF-Mail Service Charges	3,367	3,641	3,390	3,406
ISF-Motor Pool Charges	-	18	-	-
ISF-Telecom Charges	3,324	4,241	3,656	2,166
Transfer Out	-	1,743,674	-	-
<b>Total Finance</b>	<b>\$ 307,303</b>	<b>\$ 2,062,653</b>	<b>\$ 324,318</b>	<b>\$ 336,849</b>



## Information Technology Division

### Service Delivery Plan

The Information Technology Division is dedicated to providing professional support in a timely and responsive manner while focusing on high availability and reliable technology. The Division also endeavors to implement alternative technologies to reduce operating and maintenance costs.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 20,783	\$ 30,579	\$ 13,088	\$ 14,527
Network Administration	113,845	151,979	205,476	159,640
Support	59,443	45,172	45,742	59,338
Training & Development	171	-	-	-
Video Services	9,130	36,189	19,771	16,833
Web Site	8,314	11,096	33,372	26,466
<b>Total</b>	<b>\$ 211,686</b>	<b>\$ 275,015</b>	<b>\$ 317,449</b>	<b>\$ 276,804</b>

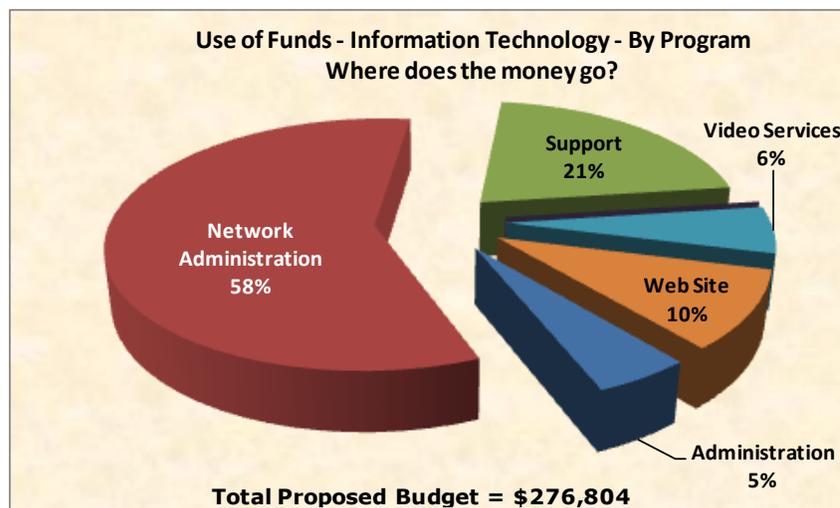
### **Variance Explanations:**

#### *Network Administration:*

This fiscal year, the Town continues the computer/server replacement program and will focus mainly on the Fire Stations. There is \$15,600 budgeted for replacement of 12 computers and 2 servers, which is less than the previous fiscal year. There is also \$15,000 included in this budget (ITNET) to expand the Town's surveillance system to Desert Vista Park which cost is lower than the surveillance equipment the previous fiscal year. FY12-13 budget reflects a transfer of \$8,000 to be used for Pavement Management.

#### *Support and Web Site:*

A reallocation of FTEs in the Information Technology Division resulted in an increase in Support and a decrease in Web Site.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 82,905	\$ 90,034	\$ 93,305	\$ 85,188
Employment Taxes	1,521	1,953	2,015	1,726
Benefits	20,988	24,230	24,903	22,764
Dues & Memberships	92,725	120,522	124,770	102,600
Education and Training	75	81	-	-
Maintenance and Repair	71	1,178	10,000	10,000
Utilities	1,419	654	516	2,306
Contractual Services	1,250	285	2,000	2,000
Supplies	418	1,445	2,120	2,120
Equipment	9,841	30,275	56,700	44,600
Internal Service	473	4,358	1,120	3,500
Transfers	-	-	-	-
<b>Total</b>	<b>\$ 211,686</b>	<b>\$ 275,015</b>	<b>\$ 317,449</b>	<b>\$ 276,804</b>

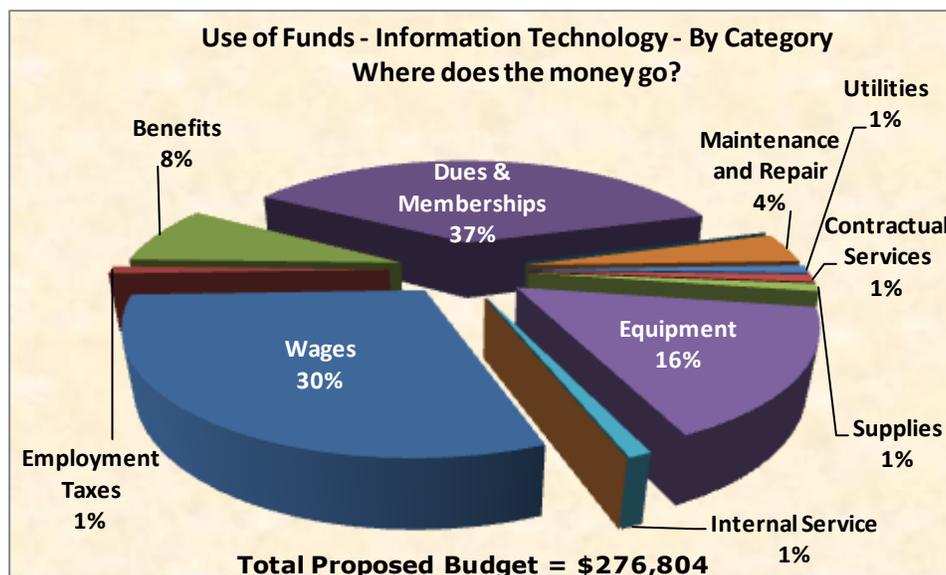
**Variance Explanations:**

*Dues and Memberships:*

Software maintenance fees are being billed differently with the change from Class to ActiveNet. MUNIS maintenance is at a stable level which is less than the previous year. Dues and subscriptions decreased due to the decision not to implement online storage for disaster recovery which had been included in the previous fiscal year.

*Equipment:*

Hardware costs have decreased due to the number of items in the rotation for replacement in FY13-14.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of emergency related helpdesk tickets resolved within two business hours	90%	95%	95%	95%
Percentage of high priority helpdesk tickets resolved within four hours	97%	98%	99%	99%
Percentage of helpdesk tickets resolved within twelve hours	95%	95%	95%	95%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Total number of tickets opened	1,171	1,205	900	850
Total number of tickets closed without resolution	0	0	0	0
Total number of tickets resolved within established timeframe	1,112	1,180	750	850
Number of issues resolved during initial contact	1,053	639	550	750

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Employee cost involved for support	\$42,997	\$43,619	\$44,476	\$45,805
Availability of computer system up-time	N/A	95%	98.5%	99.25%



**FY13-14 Proposed Budget  
Summary of Expenditures  
Information Technology**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 82,905	\$ 90,033	\$ 93,305	\$ 85,188
Medicare	1,185	1,280	1,356	1,237
Workers Compensation	166	207	234	267
Unemployment Insurance	170	466	425	222
Group Health Insurance	10,452	12,634	12,845	11,081
Group Dental Insurance	726	950	1,032	1,579
Group Vision Insurance	113	137	143	117
Disability Insurance	340	341	347	731
Retirement	9,119	9,904	10,266	8,939
Life Insurance	237	265	270	317
Licenses/Filing Fees	83,545	112,517	114,920	91,250
Dues, Subscript & Publicat	9,180	8,005	9,850	11,350
Training/Cont Ed	10	81	-	-
Meetings & Conferences	65	-	-	-
Equipment Maint/Repair	71	1,178	10,000	10,000
Telecommunications	1,419	654	516	2,306
Professional Fees	1,250	285	2,000	2,000
Office Supplies	135	210	250	250
Operating Supplies	284	1,184	1,770	1,770
Postage & Delivery	-	51	100	100
Software	3,891	563	-	8,000
Hardware	4,146	27,378	56,700	35,600
Peripherals	1,804	2,334	-	1,000
ISF-Copier Charges	21	75	100	100
ISF-Mail Service Charges	5	1	20	20
ISF-Telecom Charges	447	4,282	1,000	3,380
<b>Total Information Technology</b>	<b>\$ 211,686</b>	<b>\$ 275,015</b>	<b>\$ 317,449</b>	<b>\$ 276,804</b>



**Economic Development Division –  
(General Fund)**

**Service Delivery Plan**

The Town’s Economic Development Administrator position is currently unfilled; the proposed budget does not recommend refilling that position but will include funding for economic development services on a contractual basis. The Scope of Work for the contract will be based on the recently adopted Economic Development Plan and will be coordinated by the Town Manager.

Economic development in Fountain Hills requires a collaborative effort to ensure success. The Town of Fountain Hills plays a key role along with the business community and residents. The Town works collaboratively with the various stakeholder groups and other agencies in its effort to diversify the local economy.

The Economic Development Plan is based on expanding the local economy and improving the standard of living within the Fountain Hills area. Following is a list of success objectives that will assist in implementation. Many of these objectives are similar to The Ahwahnee Principles for Smart Economic Development created by the Center for Livable Communities in Sacramento, California.

**Coordinated Approach:** All entities involved in economic development must work together to achieve mutually agreed-upon goals to ensure a sustainable effort.

**Community Collaboration:** A comprehensive understanding of the town and region and a commitment to collaborating with entities throughout the region (e.g., federal agencies and incorporated communities) are critical.

**Smart Growth:** The regional environment is a tremendous asset that should be protected for community and economic development reasons. The community must take great strides in addressing resource issues, such as water, to ensure long-term sustainability.

**Long-Term Efforts:** Economic development is not a one-shot activity. Success requires long-term investments (e.g., infrastructure and telecommunications) as well as continued focused effort and evaluation.

**Existing Business Support:** The Town’s focus is on supporting existing enterprises, while looking at diversifying the economic base is important. Existing businesses are Fountain Hills’ most valuable assets because they are already contributing to the local economy and quality of life. They are also the best source of business expansion and local job growth.



**Service Delivery Plan (cont.)**

**Corporate Responsibility:** Fountain Hills encourages enterprises to work as civic partners, contributing to the community, protecting the natural environment, and providing workers with good pay, benefits, and opportunities for upward mobility, within a healthy working environment.

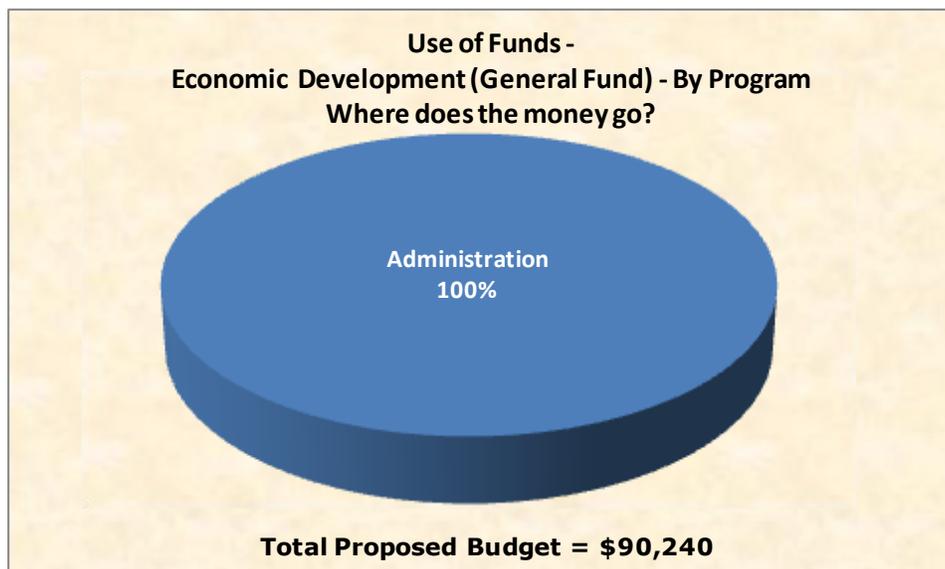
**Human Investment:** Human resources are so valuable in the Information Age. Fountain Hills will strive to provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training that are available to all.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 64,660	\$ 68,819	\$ 14,476	\$ 90,240
<b>Total</b>	<b>\$ 64,660</b>	<b>\$ 68,819</b>	<b>\$ 14,476</b>	<b>\$ 90,240</b>

**Variance Explanations:**

*Administration:*

Some of the FY12-13 budgeted funds were transferred to the Pavement Management Program, therefore resulting in an increase for FY13-14. The Town’s Economic Development Administrator left Fountain Hills for another municipality, and this position remains vacant.

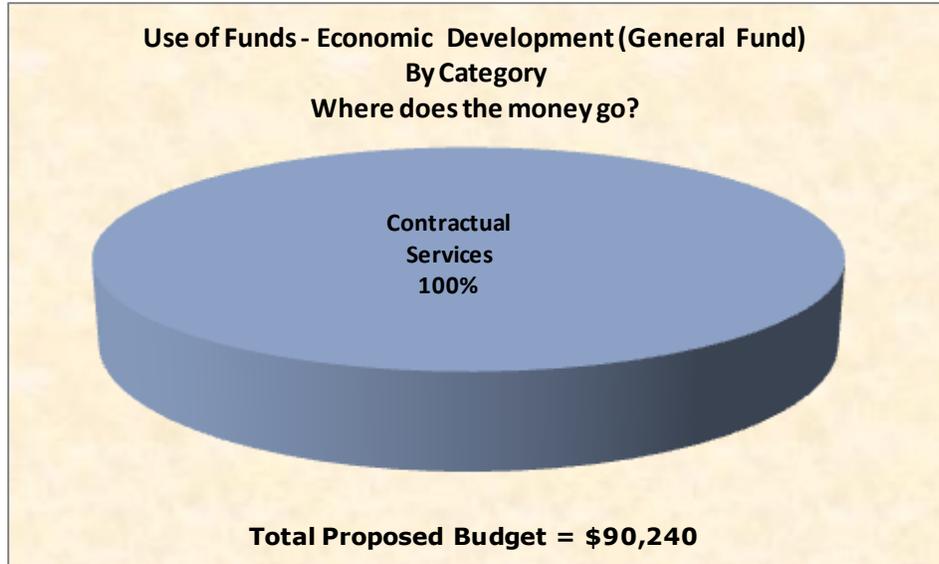


Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 31,401	\$ 37,875	\$ 5,729	\$ -
Employment Taxes	540	733	98	-
Benefits	8,248	10,327	1,133	-
Dues & Memberships	6,121	5,303	4,693	-
Education and Training	6,786	2,963	-	-
Utilities	325	409	337	-
Contractual Services	7,917	9,244	2,250	90,000
Supplies	866	501	-	-
Internal Service	2,456	1,464	236	240
<b>Total</b>	<b>\$ 64,660</b>	<b>\$ 68,819</b>	<b>\$ 14,476</b>	<b>\$ 90,240</b>

**Variance Explanations:**

*All Categories:*

Some of the FY12-13 budgeted funds were transferred to the Pavement Management Program, therefore resulting in an increase for FY13-14. The Town's Economic Development Administrator left Fountain Hills for another municipality and this position remains vacant. As the Economic Development Plan is implemented, the proposed expenditure categories may be adjusted to reflect this planned use of resources.



## Activities/Results

Performance metrics are applied to measure a plan's activities and its overall performance. As there is always an element of uncertainty about the future, regular review to ensure that a plan is still effective and achieving desired outcomes is critical. Performance metrics should support the intended strategic outcome and typically meet six criteria: time, cost, resources, scope, quality, and actions. Performance metrics will be established with each strategic initiative to provide annual assessment of progress.

**Economic Objectives** are the broad desired achievement that Fountain Hills will accomplish through the implementation of the Economic Development Plan. The economic objectives are:

- Grow Our Economy
- Maximize Our Talent
- Enhance Our Community

Our **Focused Approach** is how Fountain Hills is going to achieve its economic objectives. All five objectives are important and would be addressed simultaneously. The focused approach is through the following strategic initiatives:

- Business Attraction
- Business Retention and Expansion
- Entrepreneurial Development
- Foundational Maintenance
- Locational Catalysts

**Targeted Industry Sectors** are the business sectors that offer Fountain Hills the most opportunity and will be pursued through our focused approach. Industry sectors help the community meet the stated economic objectives:

- Professional, Technical, and Scientific Services
- Healthcare, Medical, Biosciences, and Wellness
- Finance and Insurance
- Tourism and Recreation
- Retail
- Education

**FY13-14 Proposed Budget  
Summary of Expenditures  
Economic Development**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 31,398	\$ 37,875	\$ 1,491	\$ -
Salaries-Part Time	-	-	4,237	-
Medicare	432	518	81	-
Workers Compensation	63	86	17	-
Unemployment Insurance	45	129	-	-
Group Health Insurance	4,312	5,581	454	-
Group Dental Insurance	228	296	25	-
Group Vision Insurance	26	32	3	-
Disability Insurance	134	142	12	-
Retirement	3,459	4,166	630	-
Life Insurance	90	110	9	-
Dues, Subscript & Publicat	6,121	5,302	4,693	-
Training/Cont Ed	2,711	390	-	-
Meetings & Conferences	4,075	2,574	-	-
Telecommunications	325	409	337	-
Professional Fees	7,506	8,063	1,125	-
Printing Expense	36	-	-	-
Advertising/Signage	376	1,169	1,125	-
Contractual Services	-	-	-	90,000
Bank/Merc Acct Fees	-	13	-	-
Office Supplies	186	56	-	-
Food & Beverage Supplies	662	445	-	-
Postage & Delivery	18	-	-	-
ISF-Copier Charges	513	428	7	-
ISF-Mail Service Charges	60	79	4	-
ISF-Motor Pool Charges	989	567	41	-
ISF-Telecom Charges	895	389	185	240
<b>Total Economic Development</b>	<b>\$ 64,660</b>	<b>\$ 68,819</b>	<b>\$ 14,476</b>	<b>\$ 90,240</b>



**Legal Services Division**

**Service Delivery Plan**

The Town Attorney and Town Prosecutor are appointed by the Town Council to serve as general counsel for the Town in addition to responsibility for the efficient disposition of criminal cases prosecuted in the Municipal Court.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Attorney Services	\$ 184,716	\$ 234,427	\$ 197,400	\$ 198,840
Public Defender	2,750	1,500	9,960	4,800
Prosecutor	110,000	110,000	110,000	110,001
<b>Total</b>	<b>\$ 297,466</b>	<b>\$ 345,927</b>	<b>\$ 317,360</b>	<b>\$ 313,641</b>

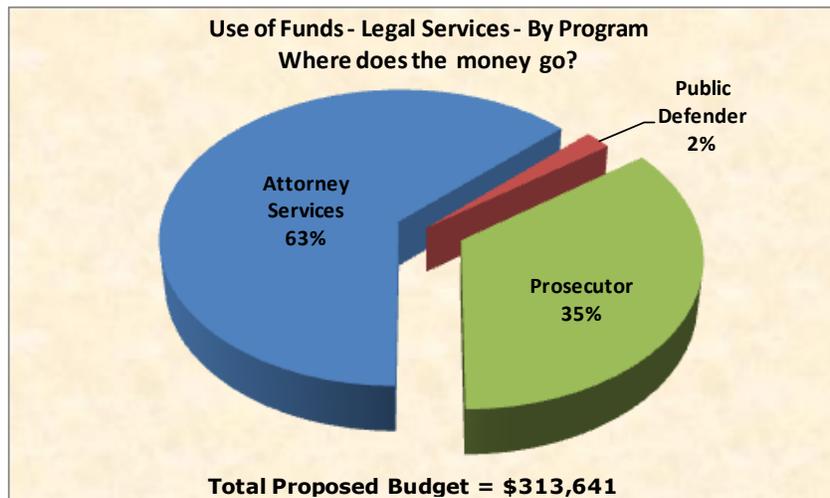
**Variance Explanations:**

*Attorney Services:*

The Town Attorney handles all legal affairs of the Town government including contract reviews, legal advice, lawsuits and general representation. The proposed expenditures presume no major lawsuits will be filed.

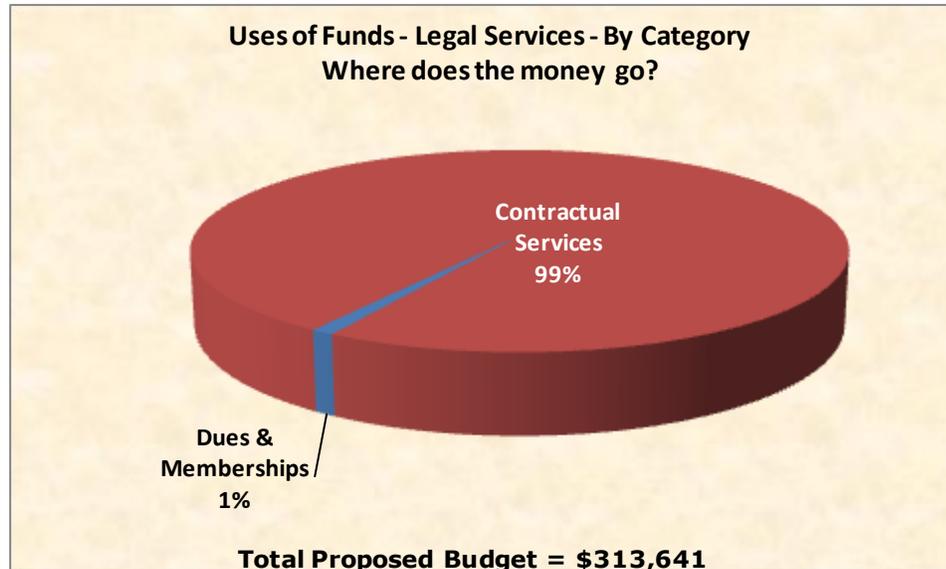
*Public Defender:*

The number of cases needing a public defender has decreased resulting in a lower cost.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Dues & Memberships	\$ 3,003	\$ 3,325	\$ 3,000	\$ 4,200
Contractual Services	294,454	342,181	314,360	309,201
Supplies	-	32	-	-
Internal Service	9	389	-	240
<b>Total</b>	<b>\$ 297,466</b>	<b>\$ 345,927</b>	<b>\$ 317,360</b>	<b>\$ 313,641</b>





## Activities/Results

### Productivity

	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Target
Number of Resolutions prepared	50	42	40	35
Number of Ordinances prepared	5	6	10	10
Number of Contracts prepared	36	40	15	15
Number of Requests for Proposals	2	1	2	1
Number of IGAs prepared	4	4	3	3

**FY13-14 Proposed Budget**  
**Summary of Expenditures**  
**Legal Services**

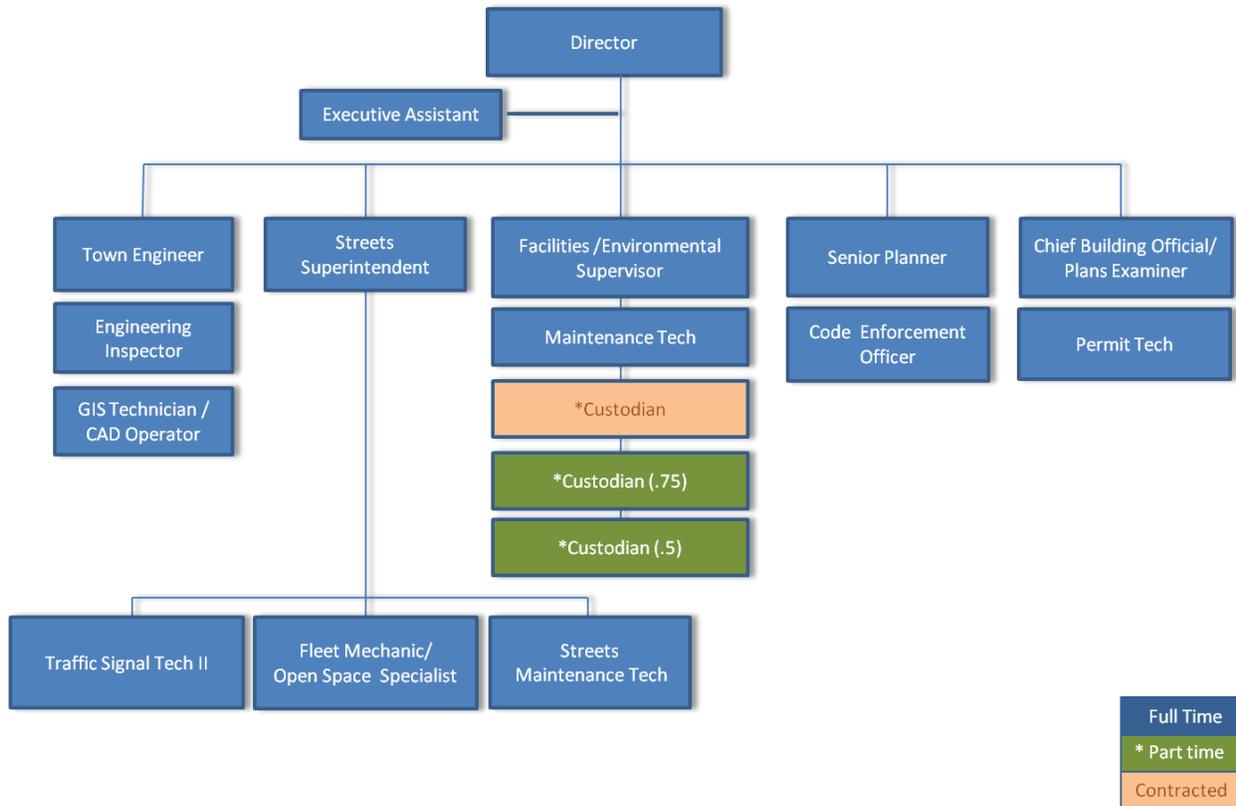
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Dues, Subscript & Publicat	\$ 3,003	\$ 3,325	\$ 3,000	\$ 4,200
Legal Fees	294,454	342,181	314,360	309,201
Postage & Delivery	-	32	-	-
ISF-Copier Charges	-	-	-	-
ISF-Mail Service Charges	9	-	-	-
ISF-Telecom Charges	-	389	-	240
<b>Total Legal Services</b>	<b>\$ 297,466</b>	<b>\$ 345,927</b>	<b>\$ 317,360</b>	<b>\$ 313,641</b>



# Development Services



## DEVELOPMENT SERVICES DEPARTMENT



Note: Numbers in parentheses represent full-time equivalents (FTE).



**DEVELOPMENT SERVICES**

**Mission Statement**

The Development Services Department is dedicated to enhancing the quality of life in Fountain Hills by ensuring the construction of quality infrastructure; maintenance of roadways and traffic control devices; maintenance of Town-owned washes, dams, medians and open space; maintenance of public facilities; plan review, construction permitting, and building inspections; environmental compliance, enforcement of Town codes, improved environmental quality as well as the use of innovative and proven land planning techniques. The Department strives to provide quality customer service in a professional and timely manner.

**Department Overview**

The Development Services Department is made up of seven (7) Divisions: Building Safety, Code Compliance, Engineering, Facilities, Mapping & Graphics and Planning in the General Fund. The Streets Division is funded through the Highway User Revenue Fund (HURF). The Development Services Director provides direct supervision over Division heads and the executive management assistant.

Division	Expenditures by Division			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Engineering	\$ 377,760	\$ 458,132	\$ 577,546	\$ 515,111
Facilities	523,683	459,874	865,778	805,973
Planning	207,667	183,875	160,353	162,106
Building Safety	258,735	129,860	204,952	188,590
Code Compliance	116,372	126,190	102,586	101,215
Mapping & Graphics	81,147	71,867	96,363	76,112
<b>Total</b>	<b>\$ 1,565,364</b>	<b>\$ 1,429,798</b>	<b>\$ 2,007,578</b>	<b>\$ 1,849,107</b>

**Variance Explanations:**

*Engineering:*

The decrease is mainly due to a match for a transportation grant that ended up not being needed and does not need to be included going forward. Contractual services decreased by 75% for inspections and outside plan review.

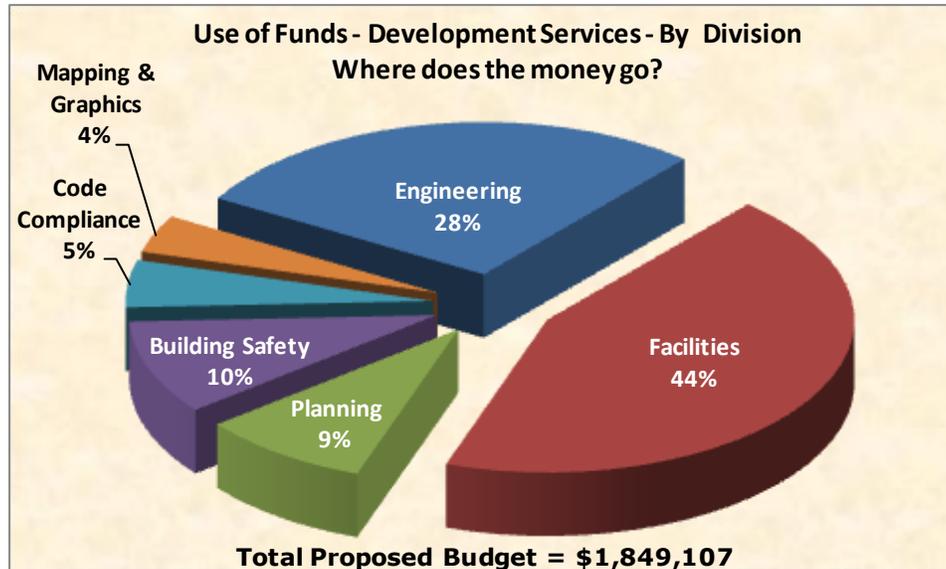
*Planning:*

The decrease is mainly due to the elimination of the household hazardous waste event totaling \$45,000.

*Mapping & Graphics:*

Since new equipment was purchased in FY12-13, none was needed in FY13-14 resulting in a decrease.





Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 59,332	\$ 58,475	\$ 114,783	\$ 71,542
Building Inspection	89,508	36,900	93,895	75,355
Building Maintenance	516,544	456,404	852,946	795,964
Capital Improvement Projects	89,174	85,486	87,581	90,157
Code Compliance	116,371	126,190	102,586	101,215
Current Planning	120,985	92,696	100,833	101,860
Engineering	88,385	127,088	172,345	153,021
Environmental Service	51,276	65,606	32,190	31,997
Long Range Planning	35,588	25,573	27,330	28,249
Mapping & Graphics	81,147	71,867	96,363	76,112
Open Space	99,646	6	-	-
Permitting	169,227	92,960	111,057	113,234
Stormwater Management	48,181	190,547	215,669	210,401
<b>Total</b>	<b>\$ 1,565,364</b>	<b>\$ 1,429,798</b>	<b>\$ 2,007,578</b>	<b>\$ 1,849,107</b>

**Variance Explanations:**

*Administration:*

The decrease is mainly due to a match for a transportation grant that ended up not being needed and does not need to be included going forward.

*Building Inspection:*

Contracted inspection assistance was decreased 58% resulting in a decrease of \$20,000.



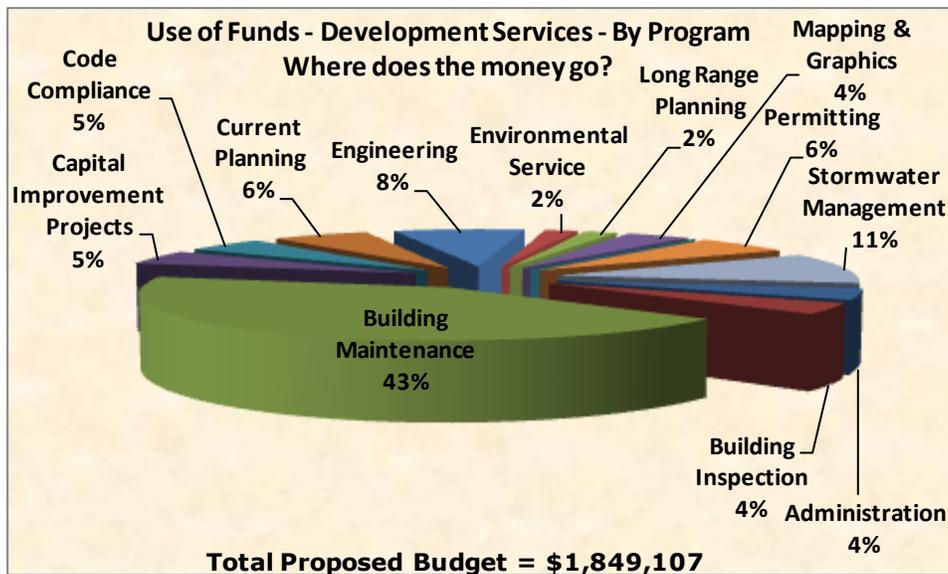
**Variance Explanations (cont.):**

*Building Maintenance:*

FY12-13 included many items that had been previously postponed. There is still ongoing maintenance and repairs included in FY13-14. Sidewalk replacement around the Centennial Circle totaling \$60,000 is included since trip hazards have been identified. Painting totals \$12,100 for the Community Center and \$31,955 for Fire Station #1.

*Mapping & Graphics:*

Since new equipment was purchased in FY12-13, none was needed in FY13-14 resulting in a decrease.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 833,642	\$ 698,381	\$ 698,864	\$ 704,017
Employment Taxes	28,943	27,276	29,115	26,266
Benefits	193,215	166,861	164,769	172,826
Dues & Memberships	7,992	10,760	19,178	14,167
Education and Training	1,263	2,452	12,405	9,550
Maintenance and Repair	221,168	232,112	577,958	494,811
Utilities	194,999	219,593	231,360	233,600
Contractual Services	15,986	21,393	114,015	102,641
Supplies	24,456	21,015	51,855	57,699
Equipment	14,083	5,826	41,560	9,250
Damages/Vandalism	260	1,437	250	250
Internal Service	28,607	22,692	25,499	24,030
Transfers	750	-	40,750	-
<b>Total</b>	<b>\$ 1,565,364</b>	<b>\$ 1,429,798</b>	<b>\$ 2,007,578</b>	<b>\$ 1,849,107</b>



**Variance Explanations:**

*Dues and Memberships:*

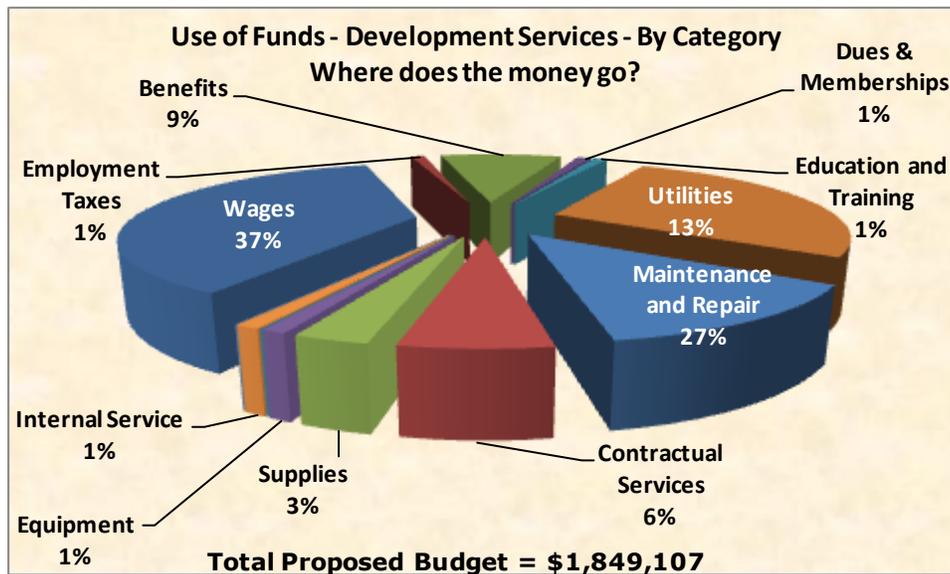
FY12-13 included \$5,000 for an EPA/ADEQ permit that was not budgeted in FY13-14.

*Maintenance and Repair:*

FY12-13 included many items that had been previously postponed. There is still ongoing maintenance and repairs included in FY13-14. Sidewalk replacement around the Centennial Circle totaling \$60,000 is included since trip hazards have been identified. Painting totals \$12,100 for the Community Center and \$31,955 for Fire Station #1.

*Equipment:*

A new plotter/scanner and printer for Mapping & Graphics was purchased in FY12-13 resulting in a decrease in FY13-14.



**FY12-13 Department Accomplishments**

Initiative	Strategic Value
Completed Town-owned wash and ADWR jurisdictional dam maintenance	Maintain and Improve Community Infrastructure
Completed the 2012 edition of the "Land Use Analysis and Statistical Report"	Economic Vitality
Completed Medical Marijuana ordinance	Public Safety, Health and Welfare
Completed Sign Ordinance Update	Economic Vitality
Organized paper shredding and electronics recycling events	Environmental Stewardship
Completed Zone 6 Pavement Management Program	Maintain and Improvement
Foster a culture of public service and volunteerism	Civic Responsibility-CR3
Explore and implement new technologies and opportunities that will minimize noise, air, and light pollution and reduce energy consumption	Environmental Stewardship-ES3

**FY13-14 Objectives**

Initiative	Strategic Value	Estimated Cost/Funding Source
Complete Town-owned wash and ADWR jurisdictional dam maintenance	Maintain and Improve Community Infrastructure	\$150,000/General Fund
Complete the 2013 edition of the "Land Use Analysis and Statistical Report"	Economic Vitality	\$1,000/General Fund
Organize paper shredding and electronic recycling events	Environmental Stewardship	Paper shredding – Paid by Library Association Electronics recycling event – Paid by vendor
Complete Zone 6 Pavement Management Program	Maintain and Improvement	\$867,000/HURF and General Fund
Explore and implement new technologies and opportunities that will minimize noise, air, and light pollution and reduce energy consumption	Environmental Stewardship-ES3	\$0/General Fund
Foster a culture of public service and volunteerism	Civic Responsibility-CR3	\$0/General Fund





**FY13-14 Proposed Budget  
Summary of Expenditures  
Development Services**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 775,556	\$ 657,927	\$ 649,752	\$ 664,439
Salaries-Part Time	55,939	40,037	49,112	39,577
Overtime	2,146	416	-	-
FICA	3,474	2,501	3,668	2,456
Medicare	12,000	10,045	10,283	10,219
Workers Compensation	11,715	11,131	12,267	11,860
Unemployment Insurance	1,754	3,599	2,897	1,731
Group Health Insurance	95,071	82,725	82,538	88,863
Group Dental Insurance	6,361	5,420	5,515	5,678
Group Vision Insurance	1,015	804	959	933
Disability Insurance	3,070	2,402	2,405	2,336
Retirement	85,541	73,587	71,481	73,097
Life Insurance	2,157	1,923	1,871	1,919
Licenses/Filing Fees	3,006	5,855	12,700	7,700
Dues, Subscript & Publicat	4,987	4,906	6,478	6,467
Training/Cont Ed	747	1,652	1,535	1,575
Meetings & Conferences	516	800	10,870	7,975
Building Main/Repair	22,105	16,046	117,563	65,028
HVAC Repair	64,834	45,934	79,952	81,633
Plumbing Repair	8,280	4,921	27,030	25,914
Electrical Repair/Maint	4,383	3,129	11,845	6,080
Fire Protection Systems	8,951	8,420	11,043	9,385
Grounds Maint/Repair	94	2,892	1,110	1,110
Irrigation Repair	-	10	-	-
Backflow Testing & Maintenance	385	511	1,185	1,185
Wash Maintenance	61,517	113,998	150,000	150,000
Dam Inspection And Maint	20,250	17,348	20,400	20,400
Equipment Maint/Repair	4,961	3,903	17,682	13,153
Vehicle Maint/Repair	1,797	2,654	2,512	3,288
Office Equip Maint/ Repair	717	1,815	1,521	1,521
Other Maint/Repair	7,896	1,816	20,855	5,445
Parking Lot Repair	1,278	-	35,450	-
Sidewalk/Pathway Repair	1,319	-	1,785	60,000
Sign Repair & Replacement	737	236	2,975	-
Painting	6,118	535	68,110	44,390
Lighting Repair	5,547	7,943	6,940	6,280
Electricity Expense	158,116	151,006	183,155	183,155
Refuse/Recycling	2,640	2,739	6,350	6,350
Telecommunications	4,004	3,006	3,800	5,240
Water/Sewer	26,675	29,985	31,605	31,605
Gas & Oil	3,563	4,841	6,450	7,250
AZDWR Fees	-	28,017	-	-



**FY13-14 Proposed Budget  
Summary of Expenditures  
Development Services**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
Professional Fees	\$ 10,862	\$ 10,699	\$ 22,105	\$ 19,770
Engineering Fees	3,500	4,200	20,000	15,000
Rentals & Leases	43	661	2,050	2,050
Printing Expense	1,156	463	2,360	2,165
Advertising/Signage	401	997	2,500	2,500
Contractual Services	-	4,348	65,000	25,000
Bank/Merc Acct Fees	25	25	-	-
Landscape Contracts	-	-	-	36,036
ActiveNet Fees	-	-	-	120
Office Supplies	6,334	4,448	9,676	8,676
Cleaning/Janitorial Supplies	12,759	12,257	22,880	22,325
Safety Supplies	868	313	925	1,025
Operating Supplies	-	-	13,665	20,990
Food & Beverage Supplies	2,062	2,430	1,800	1,800
Program Materials	751	815	850	850
Uniforms	1,328	715	1,883	1,883
Postage & Delivery	353	37	176	150
Small Tools	4,037	949	2,315	2,315
Software	-	1,269	5,100	600
Hardware	122	193	-	-
Peripherals	1,069	187	-	-
Furniture/Appliances	6,045	2,579	6,475	2,200
Equipment	2,810	650	27,670	4,135
Damages/Vandalism	260	1,437	250	250
ISF-Copier Charges	2,972	3,962	1,295	3,275
ISF-Mail Service Charges	358	378	380	958
ISF-Vehicle Replacement Charge	10,942	8,014	8,014	12,629
ISF-Motor Pool Charges	3,753	2,647	5,078	900
ISF-Telecom Charges	10,581	7,692	10,732	6,268
Transfer Out	750	-	40,750	-
<b>Total Development Services</b>	<b><u>\$ 1,565,364</u></b>	<b><u>\$ 1,429,798</u></b>	<b><u>\$ 2,007,578</u></b>	<b><u>\$ 1,849,107</u></b>



**Building Safety Division**

**Service Delivery Plan**

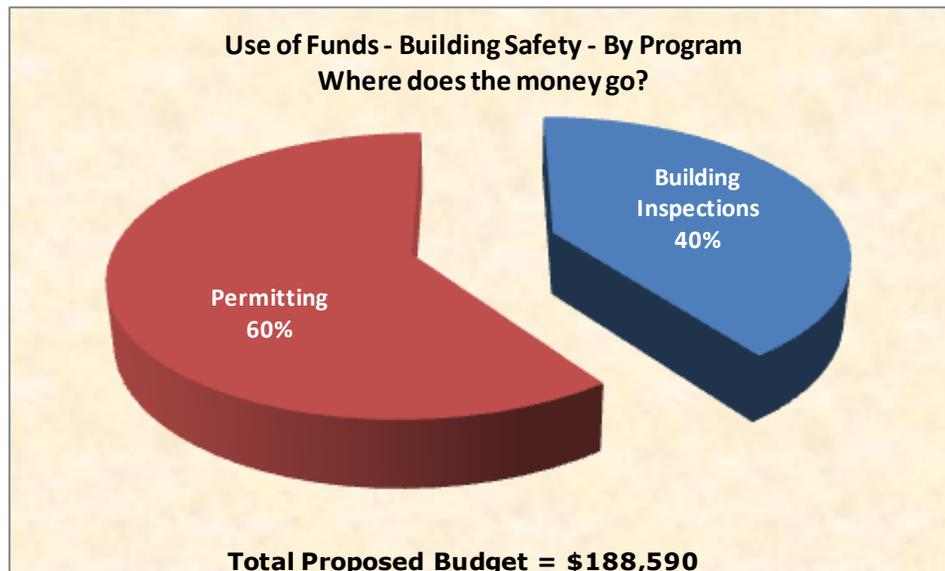
The Building Safety Division is dedicated to processing applications for permits to construct homes, commercial buildings, fences, swimming pools and other structures in a manner that is responsive and customer friendly. The Division coordinates the review of plans for the structures it permits and conducts construction inspections.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Building Inspections	\$ 89,509	\$ 36,900	\$ 93,895	\$ 75,356
Permitting	169,226	92,960	111,057	113,234
<b>Total</b>	<b>\$ 258,735</b>	<b>\$ 129,860</b>	<b>\$ 204,952</b>	<b>\$ 188,590</b>

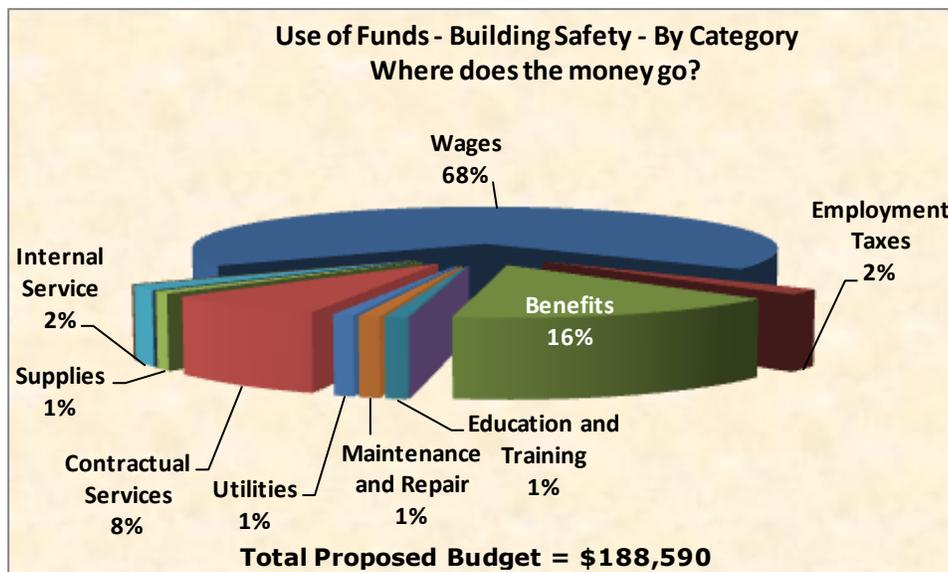
**Variance Explanations:**

*Building Inspections:*

Contracted inspection assistance was decreased \$20,000 in FY13-14.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 194,111	\$ 89,610	\$ 125,163	\$ 128,301
Employment Taxes	5,673	2,678	3,821	3,743
Benefits	51,330	25,546	28,565	29,893
Dues & Memberships	391	278	890	890
Education and Training	648	1,279	3,420	1,700
Maintenance and Repair	11	169	619	1,069
Utilities	1,598	1,013	1,360	1,720
Contractual Services	-	4,378	35,200	15,320
Supplies	565	645	1,350	1,350
Equipment	91	-	150	150
Internal Service	4,317	4,264	4,414	4,454
Transfers	-	-	-	-
<b>Total</b>	<b>\$ 258,735</b>	<b>\$ 129,860</b>	<b>\$ 204,952</b>	<b>\$ 188,590</b>



**Variance Explanations:**

*Contractual Services:*

Contracted inspection assistance was decreased \$20,000 in FY13-14.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of all residential building plan reviews completed within established turn-around times	100%	97%	97%	100%
Percentage of all commercial building plan reviews completed within established turn-around times	100%	97%	97%	100%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of building plan reviews conducted (multiple reviews possible)	329	375	420	420
Number of residential plan reviews conducted (multiple reviews possible)	92	100	125	125
Number of commercial plan reviews conducted (multiple reviews possible)	237	250	250	250
Number of building inspection FTE's	2.5	2	2	2
Total number of permits	354	400	425	450
Total number of inspections (all inspections)	1,546	1,800	2,000	2,000

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Average expenditure per inspection during the reporting period (includes all inspections)	\$57.90	\$69.59	\$46.95	\$37.68
Average cost per permit	\$478.04	\$273.58	\$261.31	\$251.64

**FY13-14 Proposed Budget  
Summary of Expenditures  
Building Safety**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 187,200	\$ 89,610	\$ 125,163	\$ 128,300
Salaries-Part Time	6,910	-	-	-
FICA	428	-	-	-
Medicare	2,684	1,230	1,816	1,861
Workers Compensation	2,192	952	1,474	1,551
Unemployment Insurance	368	496	531	331
Group Health Insurance	27,140	14,017	12,643	13,611
Group Dental Insurance	1,874	866	1,159	1,182
Group Vision Insurance	304	134	171	167
Disability Insurance	852	312	463	450
Retirement	20,583	9,857	13,769	14,114
Life Insurance	576	360	360	369
Licenses/Filing Fees	17	-	-	-
Dues, Subscript & Publicat	375	278	890	890
Training/Cont Ed	648	1,279	-	-
Meetings & Conferences	-	-	3,420	1,700
Equipment Maint/Repair	-	-	287	287
Vehicle Maint/Repair	11	168	332	782
Telecommunications	863	314	360	720
Gas & Oil	735	699	1,000	1,000
Printing Expense	-	6	200	200
Contractual Services	-	4,348	35,000	15,000
Bank/Merc Acct Fees	-	25	-	-
ActiveNet Fees	-	-	-	120
Office Supplies	566	214	800	800
Uniforms	-	431	550	550
Small Tools	91	-	150	150
ISF-Copier Charges	75	73	103	537
ISF-Mail Service Charges	17	5	50	71
ISF-Vehicle Replacement Charge	2,595	2,595	2,595	2,647
ISF-Motor Pool Charges	65	34	-	-
ISF-Telecom Charges	1,566	1,557	1,666	1,200
<b>Total Building Safety</b>	<b>\$ 258,735</b>	<b>\$ 129,860</b>	<b>\$ 204,952</b>	<b>\$ 188,590</b>

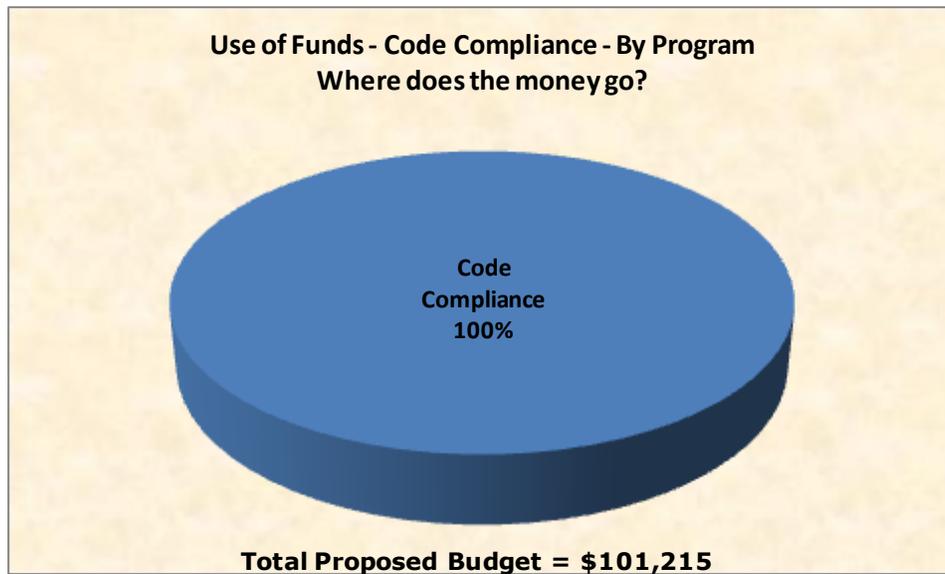


**Code Compliance Division**

**Service Delivery Plan**

The Code Compliance Division is actively involved in maintaining an excellent quality of life by addressing community issues such as abandoned vehicles, property maintenance, improperly maintained pools, illegal signs, improper parking on private property, dumping or other destruction in Town-owned washes. The Code Compliance Division strives to address problems in a confidential, friendly and understanding way which allows for sufficient time to come into compliance voluntarily.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Code Compliance	\$ 116,371	\$ 126,190	\$ 102,586	\$ 101,215
<b>Total</b>	<b>\$ 116,371</b>	<b>\$ 126,190</b>	<b>\$ 102,586</b>	<b>\$ 101,215</b>

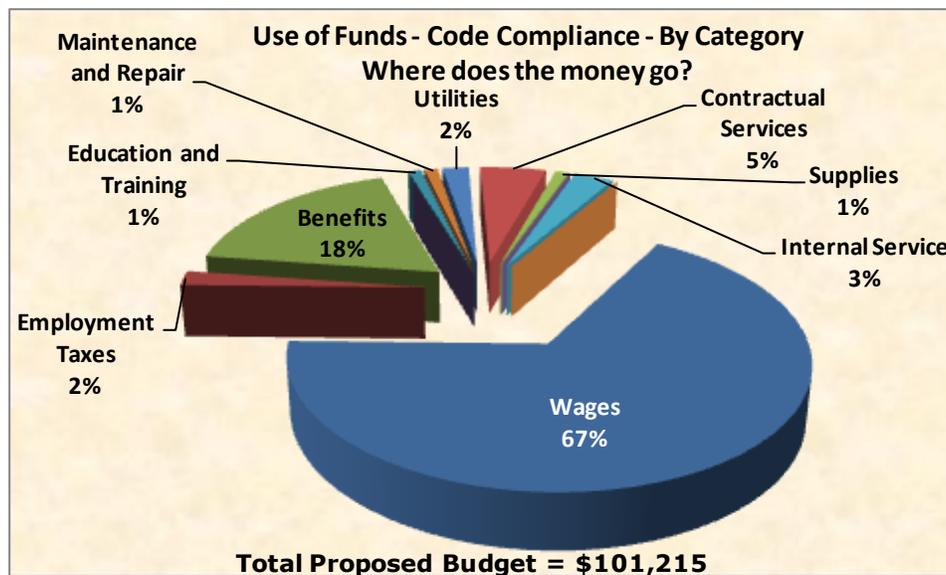


Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 84,143	\$ 97,277	\$ 66,397	\$ 68,060
Employment Taxes	2,219	3,242	2,227	2,189
Benefits	19,337	21,089	17,546	18,452
Dues & Memberships	35	35	135	135
Education and Training	25	50	585	625
Maintenance and Repair	671	20	330	780
Utilities	946	910	1,360	1,720
Contractual Services	362	-	10,265	5,270
Supplies	785	315	580	580
Equipment	626	187	-	-
Internal Service	7,222	3,065	3,161	3,404
Transfers	-	-	-	-
<b>Total</b>	<b>\$ 116,371</b>	<b>\$ 126,190</b>	<b>\$ 102,586</b>	<b>\$ 101,215</b>

**Variance Explanations:**

*Contractual Services:*

Code abatements were decreased by \$5,000.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of code violations brought into voluntary compliance prior to initiation of administrative or judicial action	99%	99%	99%	98%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of Code Enforcement Officers	1	1	1	1
Number of code violation cases	843	840	800	800
Number of code violation cases reviewed in court proceedings (does not include barking dog cases)	2	2	1	10

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Average cost per code violation case	\$138.04	\$149.82	\$128.23	\$126.52



**FY13-14 Proposed Budget  
Summary of Expenditures  
Code Compliance**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 84,144	\$ 97,275	\$ 66,397	\$ 68,060
Medicare	1,203	1,391	963	987
Workers Compensation	840	1,388	963	1,014
Unemployment Insurance	175	464	301	188
Group Health Insurance	9,059	9,037	9,175	9,877
Group Dental Insurance	497	708	548	572
Group Vision Insurance	86	113	83	81
Disability Insurance	253	341	245	239
Retirement	9,254	10,700	7,304	7,487
Life Insurance	188	191	191	196
Licenses/Filing Fees	-	-	100	100
Dues, Subscript & Publicat	35	35	35	35
Training/Cont Ed	-	25	360	400
Meetings & Conferences	25	25	225	225
Vehicle Maint/Repair	671	20	330	780
Telecommunications	406	349	360	720
Gas & Oil	540	561	1,000	1,000
Printing Expense	362	-	265	270
Contractual Services	-	-	10,000	5,000
Office Supplies	194	176	450	450
Program Materials	150	-	-	-
Uniforms	420	139	130	130
Postage & Delivery	20	-	-	-
Small Tools	98	165	-	-
Peripherals	371	22	-	-
Equipment	157	-	-	-
ISF-Copier Charges	88	45	58	200
ISF-Mail Service Charges	25	19	32	72
ISF-Vehicle Replacement Charge	5,522	2,595	2,595	2,647
ISF-Motor Pool Charges	693	17	-	-
ISF-Telecom Charges	895	389	476	485
<b>Total Code Compliance</b>	<b>\$ 116,371</b>	<b>\$ 126,190</b>	<b>\$ 102,586</b>	<b>\$ 101,215</b>



**Engineering Division**

**Service Delivery Plan**

The Engineering Division is responsible for design, contract administration and construction oversight for capital projects. The Division is also responsible for the review of commercial and residential plans, utility plans, encroachment permits as well as the maintenance of Town-owned washes and six ADWR jurisdictional dams.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 52,374	\$ 55,005	\$ 101,951	\$ 61,532
Capital Improvement Program	89,175	85,486	87,581	90,157
Engineering	88,385	127,088	172,345	153,021
Open Space	99,645	6	-	-
Stormwater Management	48,181	190,547	215,669	210,401
<b>Total</b>	<b>\$ 377,760</b>	<b>\$ 458,132</b>	<b>\$ 577,546</b>	<b>\$ 515,111</b>

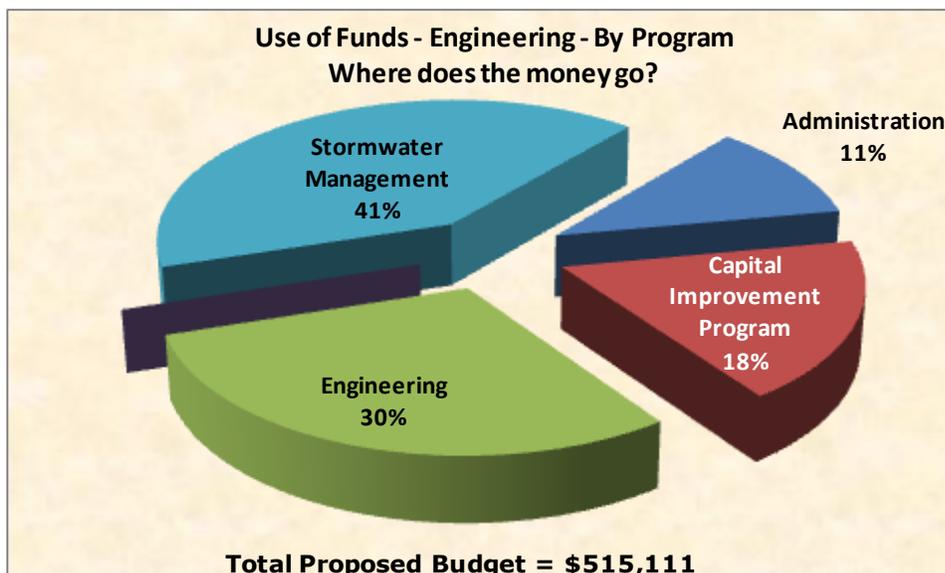
**Variance Explanations:**

*Administration:*

The decrease is mainly due to the transportation grant match that had been included in FY12-13.

*Engineering:*

Inspections and outside plan reviews were decreased by \$15,000.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 212,890	\$ 232,889	\$ 222,324	\$ 227,564
Employment Taxes	6,782	7,439	7,820	7,802
Benefits	54,528	60,296	57,629	60,460
Dues & Memberships	1,862	7,522	13,825	8,940
Education and Training	222	55	5,185	4,285
Maintenance and Repair	81,802	133,482	171,909	171,702
Utilities	2,435	2,399	3,720	4,640
Contractual Services	7,626	4,715	40,950	20,500
Supplies	360	1,014	2,152	2,226
Equipment	769	-	2,850	1,050
Internal Service	8,484	8,321	9,182	5,942
Transfers	-	-	40,000	-
<b>Total</b>	<b>\$ 377,760</b>	<b>\$ 458,132</b>	<b>\$ 577,546</b>	<b>\$ 515,111</b>

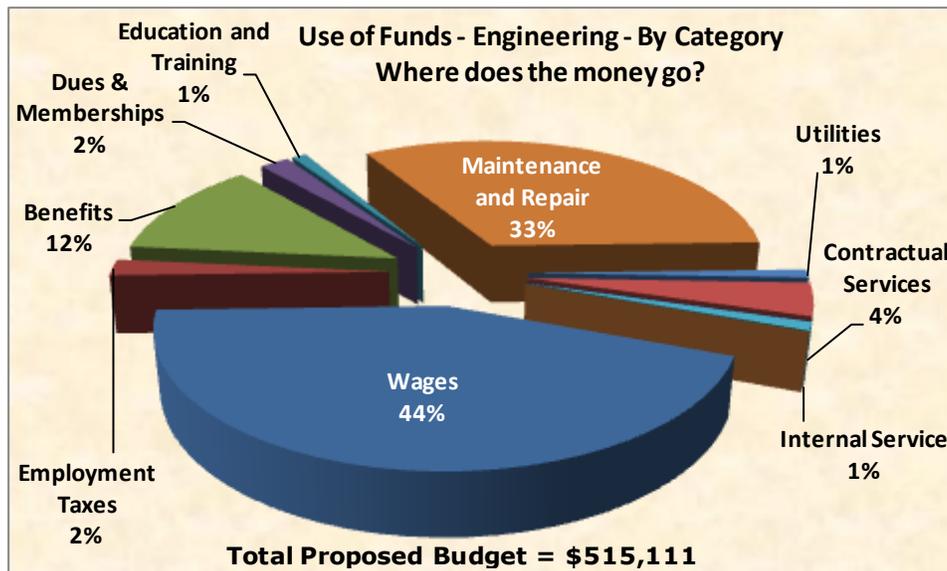
**Variance Explanations:**

*Contractual Services:*

Inspections and outside plan reviews were decreased by \$15,000.

*Transfers:*

The decrease is due to the transportation grant match that had been included in FY12-13.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of reviews of final plats, site plans and commercial plans completed within established turn-around time.	95%	95%	95%	95%
Percentage of inspections completed within 24 hours of notice	95%	95%	95%	100%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Acres of Town-owned washes maintained*	35	70	75	75
Number of right-of-way and encroachment permits issued	354	300	300	300
Number of capital improvement projects (CIP) completed	2	2	2	3
Total number of inspections (includes multiple inspection totals for residential, commercial & CIP projects)	298	250	275	300

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Expenditure per inspection (includes multiple inspection totals for residential, commercial & CIP projects)	\$595.84	\$940.02	\$945.19	\$810.59

\*658 acres of Town-owned washes



**FY13-14 Proposed Budget  
Summary of Expenditures  
Engineering**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 210,894	\$ 232,889	\$ 222,323	\$ 227,564
Overtime	1,993	-	-	-
Medicare	3,149	3,252	3,224	3,303
Workers Compensation	3,291	3,357	3,896	4,062
Unemployment Insurance	342	831	700	437
Group Health Insurance	27,841	31,075	29,452	31,706
Group Dental Insurance	1,585	1,793	1,814	1,840
Group Vision Insurance	257	271	443	427
Disability Insurance	822	863	823	798
Retirement	23,422	25,618	24,458	25,034
Life Insurance	601	676	639	655
Licenses/Filing Fees	295	5,779	11,350	6,350
Dues, Subscript & Publicat	1,568	1,743	2,475	2,590
Training/Cont Ed	99	-	175	175
Meetings & Conferences	124	55	5,010	4,110
Wash Maintenance	61,517	113,998	150,000	150,000
Dam Inspection And Maint	20,250	17,348	20,400	20,400
Vehicle Maint/Repair	35	2,136	550	343
Office Equip Maint/ Repair	-	-	959	959
Telecommunications	1,181	1,279	1,620	2,340
Gas & Oil	1,254	1,120	2,100	2,300
Professional Fees	3,789	-	-	-
Engineering Fees	3,500	4,200	20,000	15,000
Printing Expense	337	386	950	500
Advertising/Signage	-	129	-	-
Contractual Services	-	-	20,000	5,000
Office Supplies	315	968	1,601	1,601
Safety Supplies	-	9	100	200
Food & Beverage Supplies	32	-	-	-
Uniforms	-	-	275	275
Postage & Delivery	14	37	176	150
Small Tools	144	-	450	450
Software	-	-	600	600
Hardware	122	-	-	-
Peripherals	503	-	-	-
Equipment	-	-	1,800	-
ISF-Copier Charges	1,218	2,127	72	1,043
ISF-Mail Service Charges	28	96	45	400
ISF-Vehicle Replacement Charge	2,825	2,825	2,825	2,735
ISF-Motor Pool Charges	1,953	1,910	3,623	741
ISF-Telecom Charges	2,460	1,362	2,618	1,023
Transfer Out	-	-	40,000	-
<b>Total Engineering</b>	<b>\$ 377,760</b>	<b>\$ 458,132</b>	<b>\$ 577,546</b>	<b>\$ 515,111</b>



**Facilities Division**

**Service Delivery Plan**

The Facilities Division is dedicated to maintaining a safe and clean environment in Town-owned buildings for citizens and employees to enjoy. The Facilities Division maintains Town Hall, Community Center, Library/Museum, Fire Stations #1 and #2, Kiwanis Building and the Fountain Hills Theatre.

Location	Expenditures by Location			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Town Hall	\$ 176,010	\$ 146,366	\$ 228,382	\$ 207,816
Community Center	122,125	103,430	230,596	233,098
Library/Museum	96,627	110,319	223,465	223,855
Community Theater	4,205	8,458	18,465	8,755
Kiwanis Building	5,069	3,177	7,115	9,817
Physical Plant	79,931	60,141	69,528	51,694
Fire Station #1	30,374	26,119	74,487	52,034
Fire Station #2	9,342	1,864	13,740	18,904
<b>Total</b>	<b>\$ 523,683</b>	<b>\$ 459,874</b>	<b>\$ 865,778</b>	<b>\$ 805,973</b>

**Variance Explanations:**

Overall, salaries & benefits were reallocated to separate Fire Station #2, Fountain Hills Theater, and Kiwanis from the other locations.

*Community Theatre:*

One-time repairs were included in FY12-13.

*Kiwanis Building:*

The antiquated electrical system requires some repairs in FY13-14.

*Physical Plant:*

The decrease is due to fewer items needing special attention this year.

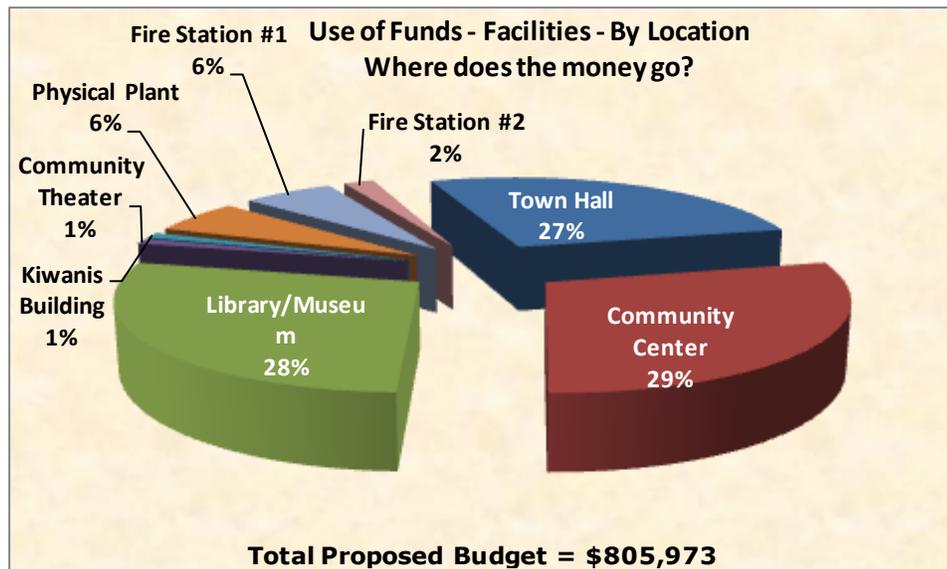
*Fire Station #1:*

FY12-13 included \$31,155 for painting the exterior of the building.

*Fire Station #2:*

This is the first year for the salary and benefit allocation to Fire Station #2 instead of being lumped into Fire Station #1.





Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 132,327	\$ 117,198	\$ 124,861	\$ 117,224
Employment Taxes	8,992	9,731	11,094	8,515
Benefits	19,057	18,026	20,999	22,118
Dues & Memberships	236	146	175	-
Education and Training	-	348	-	-
Maintenance and Repair	137,958	97,216	403,133	317,206
Utilities	189,732	187,115	224,740	224,740
Contractual Services	2,325	4,647	17,685	53,486
Supplies	17,021	15,329	40,273	47,043
Equipment	12,015	5,639	18,660	7,950
Damages/Vandalism	260	1,437	250	250
Internal Service	3,010	3,042	3,158	7,441
Transfers	750	-	750	-
<b>Total</b>	<b>\$ 523,683</b>	<b>\$ 459,874</b>	<b>\$ 865,778</b>	<b>\$ 805,973</b>

**Variance Explanations:**

*Maintenance and Repair:*

The decrease is due to fewer items needing special attention this year.

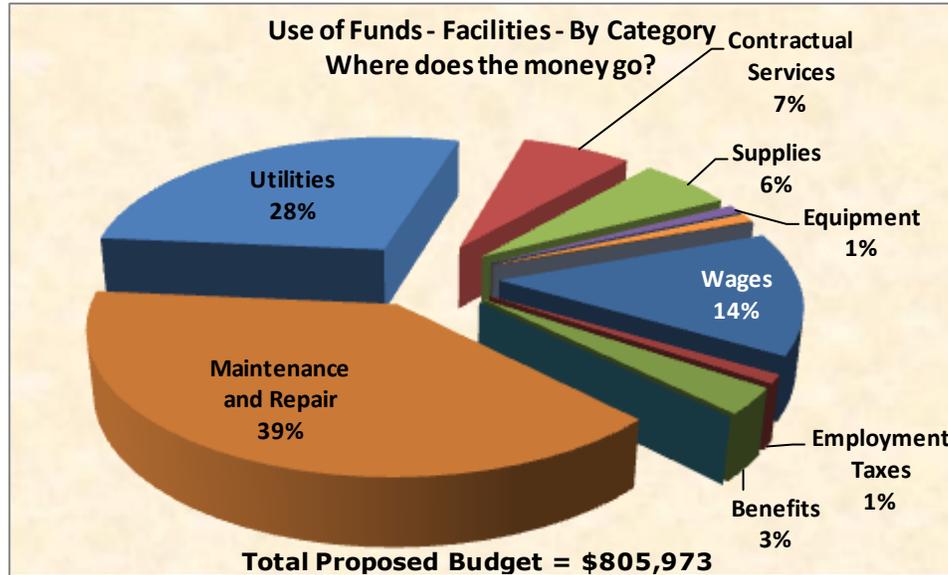
*Contractual Services:*

The increase is mainly due to landscape maintenance.

*Equipment:*

The decrease is a result of equipment purchases in FY12-13 to include a new vacuum cleaner and chairs for the Community Center.





## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of maintenance requests resolved within 24 hours	95%	80%	79%	80%
Percentage of maintenance requests resolved within 48 hours	96%	94%	92%	95%
Percentage of trade related work orders completed in house versus contracts	85%	75%	70%	70%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Square footage of buildings maintained by staff	117,387	117,387	117,387	117,387
Square footage of buildings cleaned by staff	23,500	23,500	23,500	23,500
Number of annual maintenance requests	1,200	1,470	1,625	1,625
Number of custodial staff	1.25	1.25	1.25	1.25
Community Center custodial staff	.10	.10	.10	.10
Library/Museum custodial staff	.40	.40	.40	.40
Town Hall custodial staff	.75	.75	.75	.75
Contracted weekend custodial services	0	0	0	\$17,000

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Civic Center utility costs per square foot (water, sewer, electric – includes parking lot lighting and landscape irrigation)	\$.45	\$.46	\$.38	\$.38



**FY13-14 Proposed Budget  
Summary of Expenditures  
Facilities**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 93,510	\$ 76,745	\$ 75,749	\$ 77,646
Salaries-Part Time	38,665	40,037	49,112	39,577
Overtime	153	416	-	-
FICA	2,403	2,501	3,668	2,456
Medicare	1,878	1,760	1,957	1,704
Workers Compensation	4,257	4,370	4,672	3,933
Unemployment Insurance	454	1,100	797	422
Group Health Insurance	7,008	7,610	11,377	12,253
Group Dental Insurance	952	762	682	713
Group Vision Insurance	154	120	106	104
Disability Insurance	379	267	281	276
Retirement	10,293	9,055	8,334	8,545
Life Insurance	270	210	219	227
Dues, Subscript & Publicat	236	146	175	-
Training/Cont Ed	-	348	-	-
Building Main/Repair	22,105	16,046	117,563	65,028
HVAC Repair	64,834	45,934	79,952	81,633
Plumbing Repair	8,280	4,921	27,030	25,914
Electrical Repair/Maint	4,383	3,129	11,845	6,080
Fire Protection Systems	8,951	8,420	11,043	9,385
Grounds Maint/Repair	94	2,892	1,110	1,110
Irrigation Repair	-	10	-	-
Backflow Testing & Maintenance	385	511	1,185	1,185
Equipment Maint/Repair	4,578	3,903	15,590	9,056
Vehicle Maint/Repair	1,079	330	1,300	1,300
Office Equip Maint/ Repair	717	615	400	400
Other Maint/Repair	7,896	1,816	20,855	5,445
Parking Lot Repair	1,278	-	35,450	-
Sidewalk/Pathway Repair	1,319	-	1,785	60,000
Sign Repair & Replacement	394	212	2,975	-
Painting	6,118	535	68,110	44,390
Lighting Repair	5,547	7,943	6,940	6,280
Electricity Expense	158,116	151,006	183,155	183,155
Refuse/Recycling	2,640	2,739	6,350	6,350
Telecommunications	1,267	925	1,280	1,280
Water/Sewer	26,675	29,985	31,605	31,605
Gas & Oil	1,034	2,460	2,350	2,350
Professional Fees	2,093	3,915	15,505	15,270
Rentals & Leases	43	661	2,050	2,050
Printing Expense	165	71	130	130
Bank/Merc Acct Fees	25	-	-	-
Landscape Contracts	-	-	-	36,036
Office Supplies	191	194	175	175



**FY13-14 Proposed Budget  
Summary of Expenditures  
Facilities**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
Cleaning/Janitorial Supplies	\$ 12,759	\$ 12,257	\$ 22,880	\$ 22,325
Safety Supplies	868	304	825	825
Operating Supplies	-	-	13,665	20,990
Food & Beverage Supplies	1,992	2,430	1,800	1,800
Uniforms	907	144	928	928
Postage & Delivery	303	-	-	-
Small Tools	3,282	784	1,615	1,615
Software	-	1,269	4,500	-
Hardware	-	193	-	-
Peripherals	35	165	-	-
Furniture/Appliances	6,045	2,579	6,475	2,200
Equipment	2,653	650	6,070	4,135
Damages/Vandalism	260	1,437	250	250
ISF-Copier Charges	23	19	26	50
ISF-Mail Service Charges	11	2	15	16
ISF-Vehicle Replacement Charge	-	-	-	4,601
ISF-Telecom Charges	2,976	3,021	3,117	2,775
Transfer Out	750	-	750	-
<b>Total Facilities</b>	<b>\$ 523,683</b>	<b>\$ 459,874</b>	<b>\$ 865,778</b>	<b>\$ 805,973</b>



**Mapping & Graphics Division**

**Service Delivery Plan**

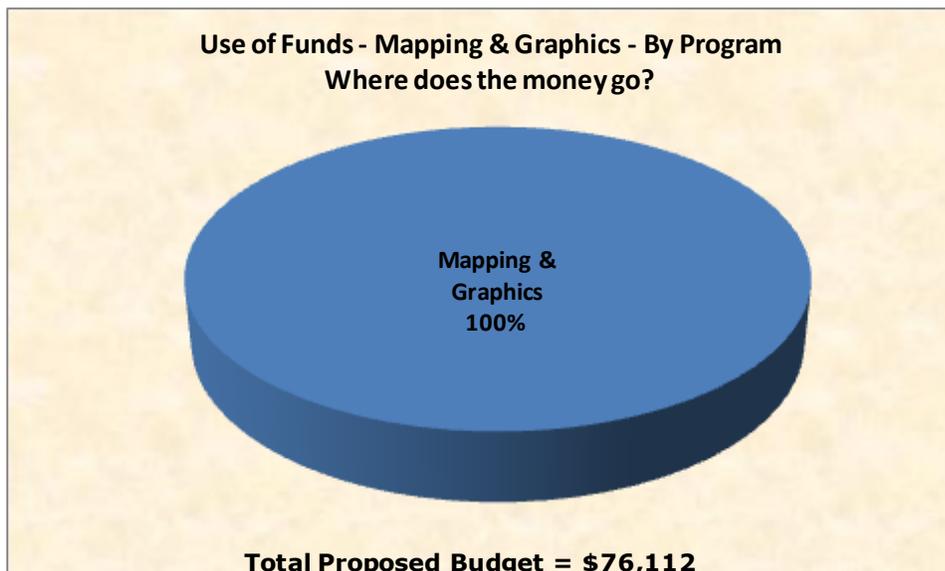
The Mapping & Graphics Division is dedicated to providing excellent customer service in a professional and timely manner. The Division is responsible for providing internal and external customers with maps, graphic information, and research.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Mapping & Graphics	\$ 81,147	\$ 71,867	\$ 96,363	\$ 76,112
<b>Total</b>	<b>\$ 81,147</b>	<b>\$ 71,867</b>	<b>\$ 96,363</b>	<b>\$ 76,112</b>

**Variance Explanations:**

*Mapping & Graphics:*

FY12-13 included funds to replace the plotter/scanner and printer which results in a decrease in the FY13-14 budget.

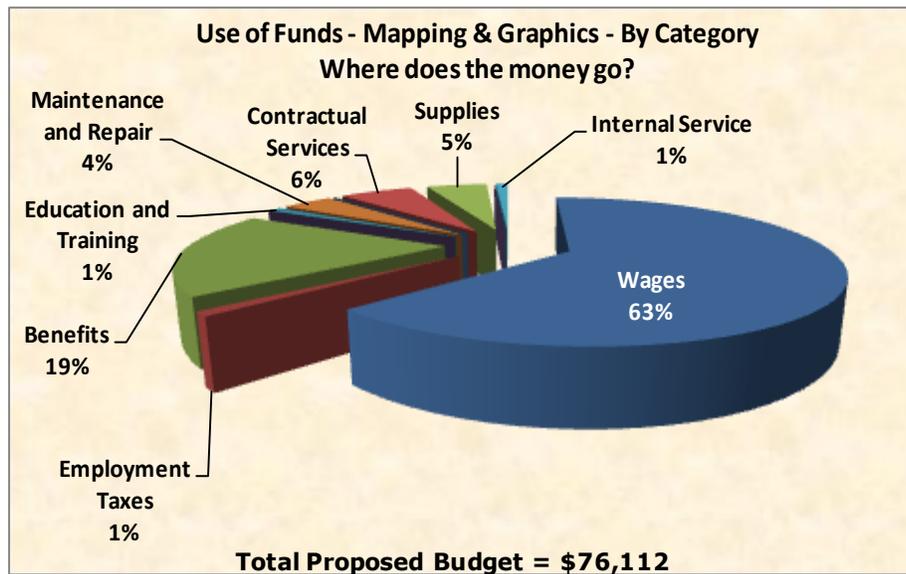


Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 54,526	\$ 46,679	\$ 47,847	\$ 48,025
Employment Taxes	996	1,055	1,071	1,013
Benefits	15,813	13,517	13,838	14,462
Dues & Memberships	-	-	150	150
Education and Training	-	-	1,000	1,000
Maintenance and Repair	383	1,200	995	3,000
Utilities	-	-	-	-
Contractual Services	5,051	6,784	6,600	4,500
Supplies	3,836	2,233	4,500	3,500
Equipment	-	-	19,800	-
Internal Service	542	399	562	462
Transfers	-	-	-	-
<b>Total</b>	<b>\$ 81,147</b>	<b>\$ 71,867</b>	<b>\$ 96,363</b>	<b>\$ 76,112</b>

**Variance Explanations:**

*Equipment:*

FY12-13 included funds to replace the plotter/scanner and printer which resulted in a decrease in the FY13-14 budget.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
eFountain work order survey satisfaction rating	95%	95%	95%	95%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of internal customer requests processed	316	200	200	200
Number of aerial site plans completed	74	75	75	75
Number of external customer requests processed	86	50	50	50
GIS database maintenance in hours	40	100	100	100



**FY13-14 Proposed Budget  
Summary of Expenditures  
Mapping & Graphics**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 54,526	\$ 46,678	\$ 47,847	\$ 48,025
Medicare	785	672	694	697
Workers Compensation	109	176	196	203
Unemployment Insurance	102	206	181	113
Group Health Insurance	8,766	7,509	7,652	8,238
Group Dental Insurance	587	514	557	582
Group Vision Insurance	60	49	50	49
Disability Insurance	245	175	177	169
Retirement	5,996	5,134	5,264	5,283
Life Insurance	158	137	138	141
Dues, Subscript & Publicat	-	-	150	150
Training/Cont Ed	-	-	1,000	1,000
Equipment Maint/Repair	383	-	995	3,000
Office Equip Maint/ Repair	-	1,200	-	-
Professional Fees	4,980	6,784	6,600	4,500
Printing Expense	71	-	-	-
Office Supplies	3,837	2,233	4,500	3,500
Equipment	-	-	19,800	-
ISF-Copier Charges	41	4	35	120
ISF-Motor Pool Charges	54	7	51	102
ISF-Telecom Charges	447	389	476	240
<b>Total Mapping &amp; Graphics</b>	<b><u>\$ 81,147</u></b>	<b><u>\$ 71,867</u></b>	<b><u>\$ 96,363</u></b>	<b><u>\$ 76,112</u></b>



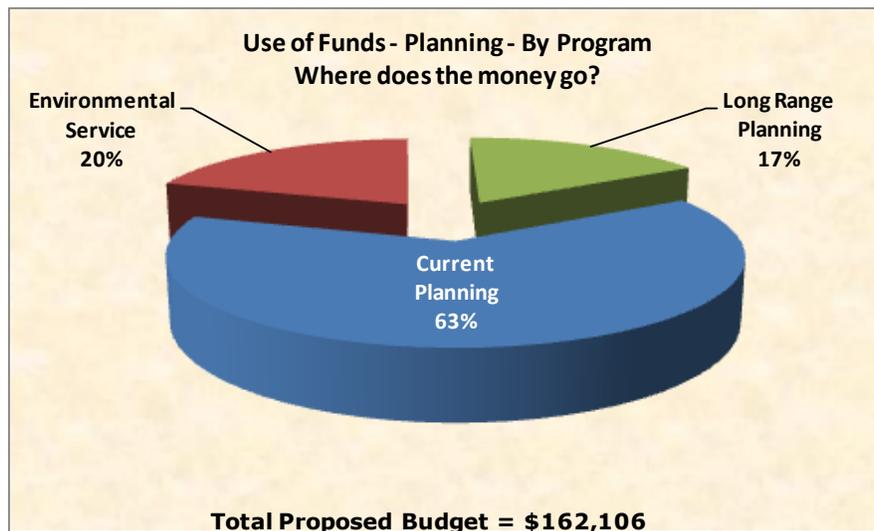
**Planning Division**

**Service Delivery Plan**

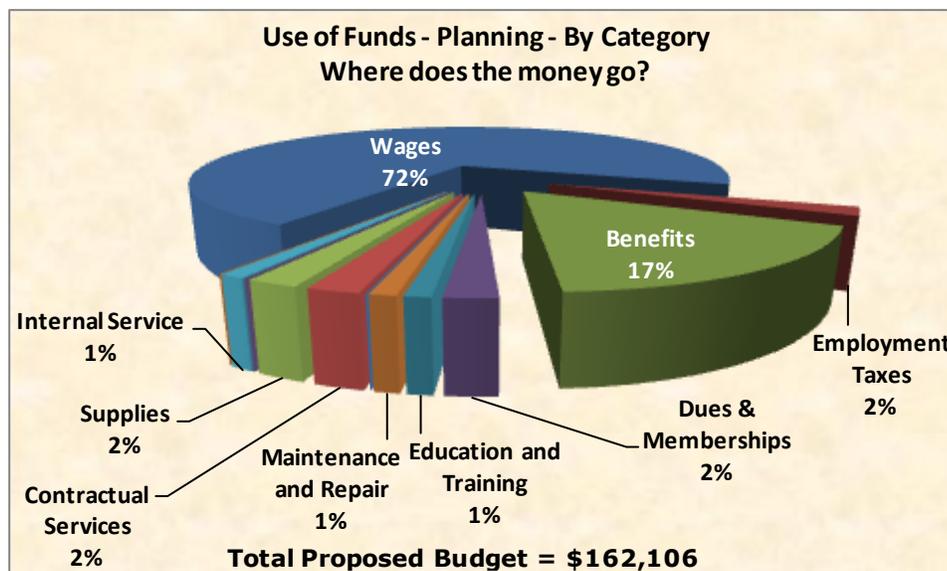
The Planning Division is dedicated to enhancing the quality of life in Fountain Hills through innovative, proven planning techniques, and providing excellent customer service in a professional and timely manner. The Division implements land use planning related goals, policies and programs as approved by the Town Council. The Division processes applications for zoning interpretations and verifications, preliminary and final subdivision plats, variances from the requirements of the Zoning Ordinance, Temporary Use Permits, Special Use Permits, Concept Plans (site plans), signs and amendments to the General Plan and Area Specific Plans. The Division also processes amendments to the Town’s regulations, the Zoning Ordinance, Subdivision Ordinance and Town Code.

Environmental Service provides regulatory compliance oversight to Fountain Hills’ operations and facilities. These programs include, but are not limited to, Storm Water and Air Quality programs. Environmental Service is also responsible for coordinating recycling programs, energy efficiency activities to help promote and implement sustainable activities within the Town. This Division also maintains regulatory compliance permits for the Town.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ (181)	\$ -	\$ -	\$ -
Current Planning	120,985	92,696	100,833	101,860
Environmental Service	51,275	65,606	32,190	31,997
Long Range Planning	35,588	25,573	27,330	28,249
<b>Total</b>	<b>\$ 207,667</b>	<b>\$ 183,875</b>	<b>\$ 160,353</b>	<b>\$ 162,106</b>



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 155,646	\$ 114,728	\$ 112,272	\$ 114,842
Employment Taxes	4,282	3,130	3,082	3,004
Benefits	33,149	28,387	26,192	27,441
Dues & Memberships	5,468	2,780	4,003	4,052
Education and Training	367	720	2,215	1,940
Maintenance and Repair	343	24	972	1,055
Utilities	288	28,156	180	780
Contractual Services	623	868	3,315	3,565
Supplies	1,889	1,479	3,000	3,000
Equipment	582	-	100	100
Internal Service	5,030	3,603	5,022	2,327
Transfers	-	-	-	-
<b>Total</b>	<b>\$ 207,667</b>	<b>\$ 183,875</b>	<b>\$ 160,353</b>	<b>\$ 162,106</b>



## Activities/Results

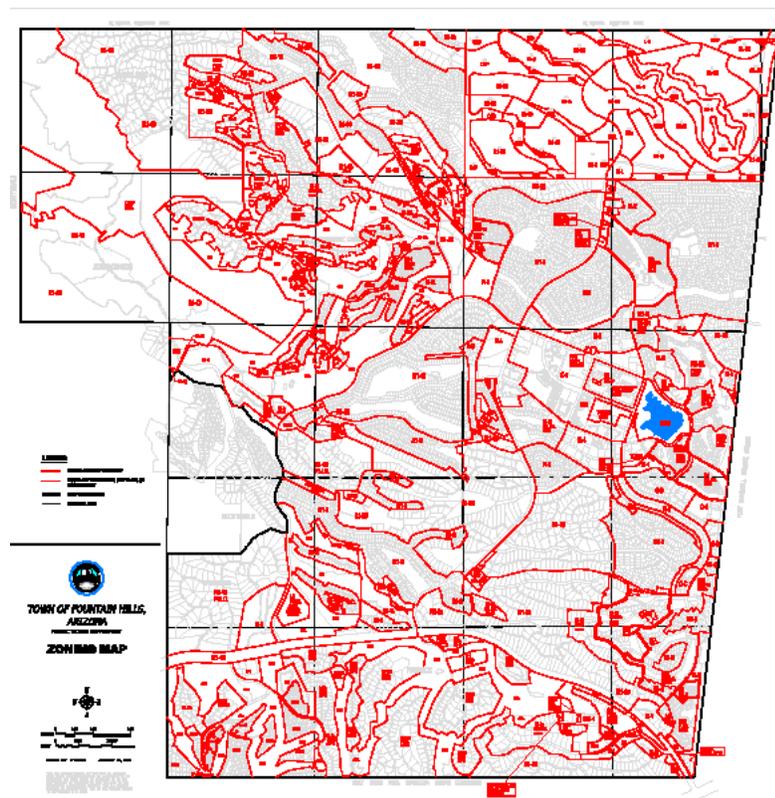
### Performance Measures

	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Target
Percentage of first reviews of plans completed within the established Department turnaround time	100%	100%	100%	100%

### Quality

	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Target
Number of temporary use permits completed	9	9	9	3
Number of ordinance/code changes processed	4	6	4	4
Number of zoning cases	14	16	20	15
Number of subdivision cases	0	6	8	8
Number of concept plans reviewed	6	5	5	5
Number of A-frame sign permits	50	50	50	50
Number of paper shredding events held*	2	2	2*	2*
Number of recycling events held	2	2	2	1

\*Funded by the Fountain Hills Library Association.



**FY13-14 Proposed Budget  
Summary of Expenditures  
Planning**

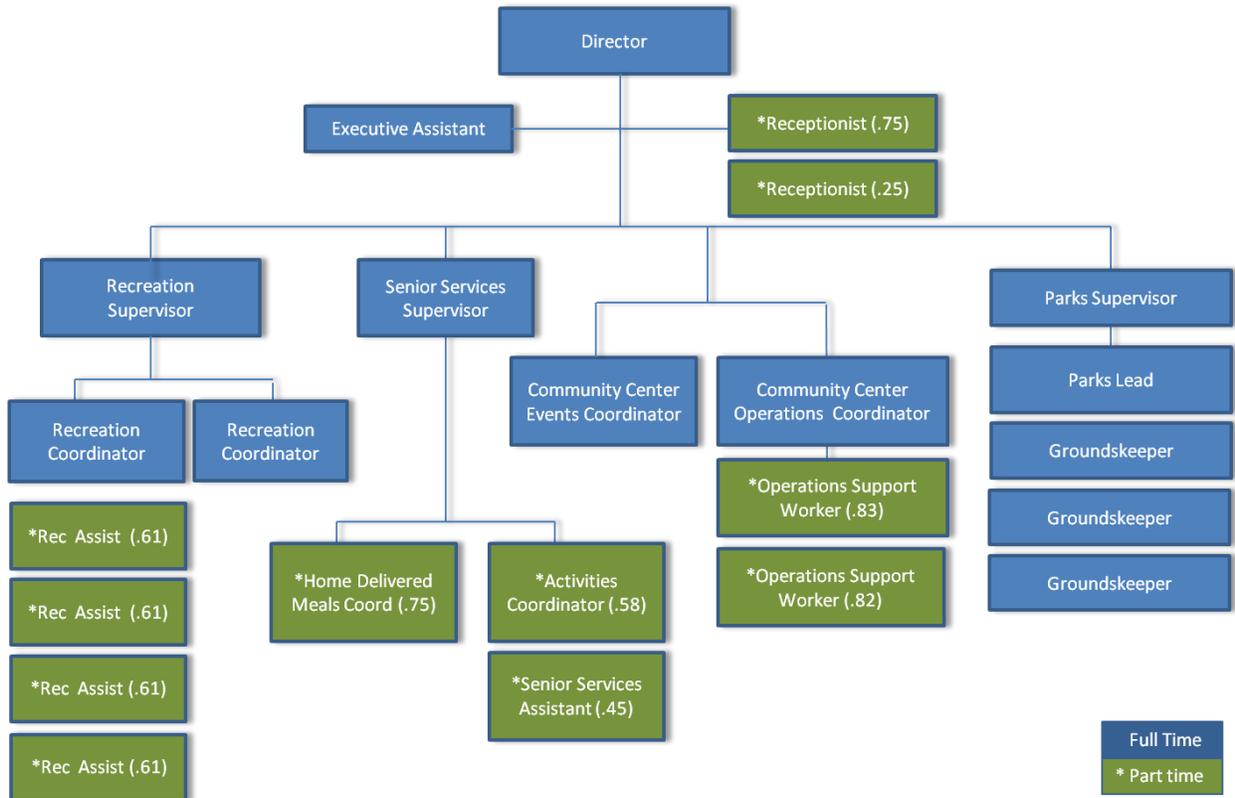
Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 145,280	\$ 114,729	\$ 112,272	\$ 114,842
Salaries-Part Time	10,365	-	-	-
FICA	643	-	-	-
Medicare	2,301	1,740	1,629	1,667
Workers Compensation	1,025	889	1,066	1,097
Unemployment Insurance	313	502	387	240
Group Health Insurance	15,257	13,478	12,239	13,178
Group Dental Insurance	864	777	755	789
Group Vision Insurance	153	118	106	105
Disability Insurance	519	444	416	404
Retirement	15,994	13,221	12,352	12,634
Life Insurance	363	349	324	331
Licenses/Filing Fees	2,695	76	1,250	1,250
Dues, Subscript & Publicat	2,773	2,703	2,753	2,802
Meetings & Conferences	367	720	2,215	1,940
Equipment Maint/Repair	-	-	810	810
Vehicle Maint/Repair	-	-	-	83
Office Equip Maint/ Repair	-	-	162	162
Sign Repair & Replacement	343	24	-	-
Telecommunications	288	139	180	180
Gas & Oil	-	-	-	600
AZDWR Fees	-	28,017	-	-
Printing Expense	222	-	815	1,065
Advertising/Signage	401	868	2,500	2,500
Office Supplies	1,233	664	2,150	2,150
Food & Beverage Supplies	38	-	-	-
Program Materials	601	815	850	850
Postage & Delivery	16	-	-	-
Small Tools	422	-	100	100
Peripherals	160	-	-	-
ISF-Copier Charges	1,529	1,693	1,001	1,325
ISF-Mail Service Charges	277	256	238	400
ISF-Motor Pool Charges	988	680	1,404	57
ISF-Telecom Charges	2,237	973	2,379	545
<b>Total Planning</b>	<b>\$ 207,667</b>	<b>\$ 183,875</b>	<b>\$ 160,353</b>	<b>\$ 162,106</b>



# Community Services



## COMMUNITY SERVICES DEPARTMENT



Note: Numbers in parentheses represent full-time equivalents (FTE).



**COMMUNITY SERVICES**

**Mission Statement**

The mission of the Community Services Department is to provide exceptional customer service to enhance the quality of life by providing and maintaining safe, available, and accessible parks and facilities, recreation programs, events, and services that will meet the intellectual, social, cultural, and leisure needs of all residents.

**Department Overview**

Management and operations of Parks, Recreation, Community Center, Senior Services, McDowell Mountain Preserve, Desert Botanical Garden, a growing public trails system, and public art.

Division	Expenditures by Division			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Recreation	\$ 499,158	\$ 435,584	\$ 483,301	\$ 573,730
Parks	925,912	930,548	1,053,926	986,762
Community Center Operations	570,504	404,072	421,050	443,795
Senior Services	212,144	222,328	267,811	227,943
<b>Total</b>	<b>\$ 2,207,718</b>	<b>\$ 1,992,532</b>	<b>\$ 2,226,088</b>	<b>\$ 2,232,230</b>

***Variance Explanations:***

*Recreation:*

Recreation increased due to the transfer of the Community Partnership contracts, Boys & Girls Club and half of the Fountain Hills Theater, from the Administration Department/Town Manager Division.

*Parks:*

Staff has been reduced by one person, and the Fountain Park Lead position has been reclassified as a Groundskeeper position. Both changes have resulted in a significant savings in salary and benefits.

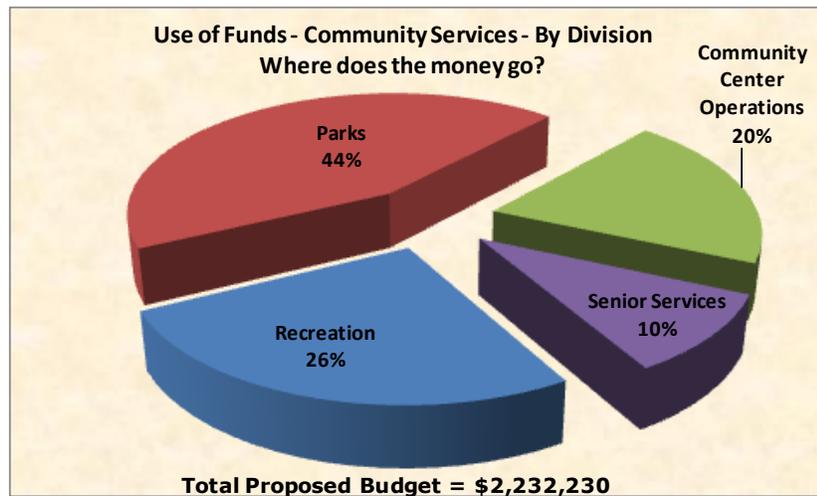
*Community Center Operations:*

The increase includes a copier lease, ActiveNet fees which replaces the maintenance fees on the Class software, equipment such as microphones, podiums, service carts and a flat screen monitor, and the replacement of more chairs.

*Senior Services:*

FY12-13 includes \$17,160 for background checks for the Home Delivered Meals (HDM) program. FY13-14 also reflects a reduction in expenditures in HDM since parting with Area Agency on Aging.





Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 813,339	\$ 558,587	\$ 562,068	\$ 560,574
Amenities	192,397	174,517	241,710	185,055
Art & Culture	-	6,328	9,807	45,688
Boards & Commissions	28,669	41,055	58,012	58,600
Building Maintenance	97,285	98,336	102,974	125,228
Community Events	102,820	98,436	108,492	95,026
Event Planning	52,845	50,785	54,991	57,156
Field Prep/Maintenance	149,035	172,747	186,956	183,387
Fountain	175,010	189,489	200,900	198,083
Home Delivered Meals	91,564	94,727	117,431	69,640
Landscape Maintenance	170,506	185,482	211,506	206,318
Open Space	40,245	36,667	40,677	40,790
Senior Membership	68,055	55,985	85,686	93,131
Senior Programs	513	-	-	-
Social/Community Services	67,113	84,127	75,526	79,959
Special Events	13,666	26,889	27,728	28,245
Special Interest Programs	38,414	27,979	34,884	36,315
Sports Activities	66,279	58,715	67,610	71,588
Youth & Teen Programs	39,963	31,681	39,130	97,447
<b>Total</b>	<b>\$ 2,207,718</b>	<b>\$ 1,992,532</b>	<b>\$ 2,226,088</b>	<b>\$ 2,232,230</b>

**Variance Explanations:**

*Amenities:*

FY12-13 included \$38,860 for parking lot repair in all four parks. Salaries and benefits have decreased with the change of the Fountain Park Lead position to a Groundskeeper position.

*Art & Culture:*

Half of the Community Partnership contract for the Fountain Hills Theatre has been moved here from the Administration Department/Town Manager Division.



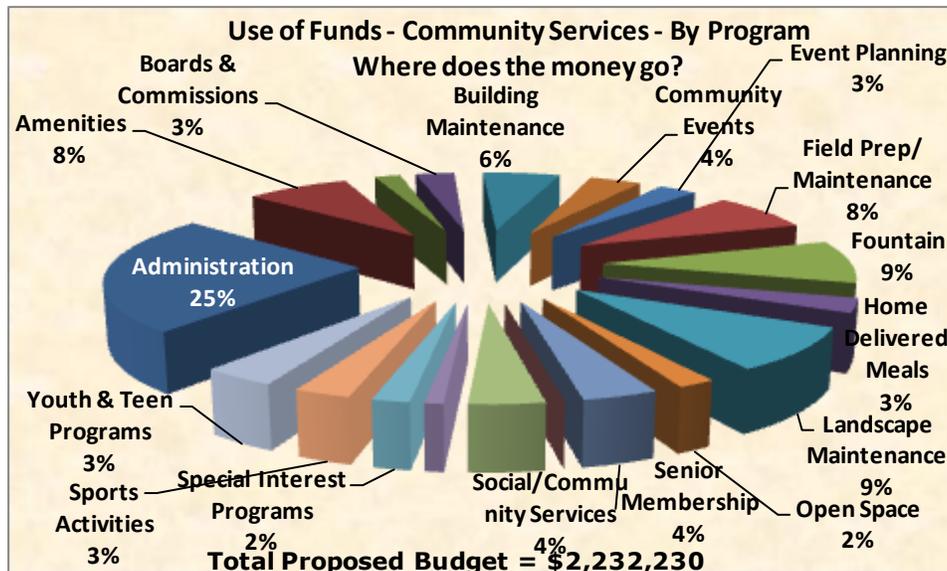
**Variance Explanations (cont.):**

*Home Delivered Meals:*

The decrease is mainly due to a reduction in contractual services due to the number of meals. The program no longer services Area Agency on Aging clients as of January 1, 2013. Professional fees in FY12-13 included \$17,160 for fingerprinting and background checks.

*Youth & Teen Programs:*

The increase is mainly due to the transfer of the Community Partnership contract for the Boys & Girls Club. It is proposed at a 20% reduction as compared to last year, which totals \$64,000 for FY13-14.



Note: Programs that account for 1% of the total are not shown on the chart.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 876,550	\$ 824,115	\$ 876,770	\$ 857,263
Employment Taxes	39,461	42,711	45,225	42,520
Benefits	181,908	172,880	177,694	181,408
Dues & Memberships	5,842	9,316	7,924	4,661
Education and Training	5,805	2,784	4,930	9,835
Maintenance and Repair	82,395	108,617	165,830	137,510
Utilities	265,423	276,771	287,442	288,326
Contractual Services	205,208	214,307	281,115	332,458
Supplies	102,474	98,540	138,130	126,102
Equipment	7,126	13,678	5,090	21,250
Damages/Vandalism	587	5,805	1,201	2,300
Internal Service	34,514	29,508	40,033	35,097
Transfers	400,425	193,500	194,704	193,500
<b>Total</b>	<b>\$ 2,207,718</b>	<b>\$ 1,992,532</b>	<b>\$ 2,226,088</b>	<b>\$ 2,232,230</b>

**Variance Explanations:**

*Contractual Services:*

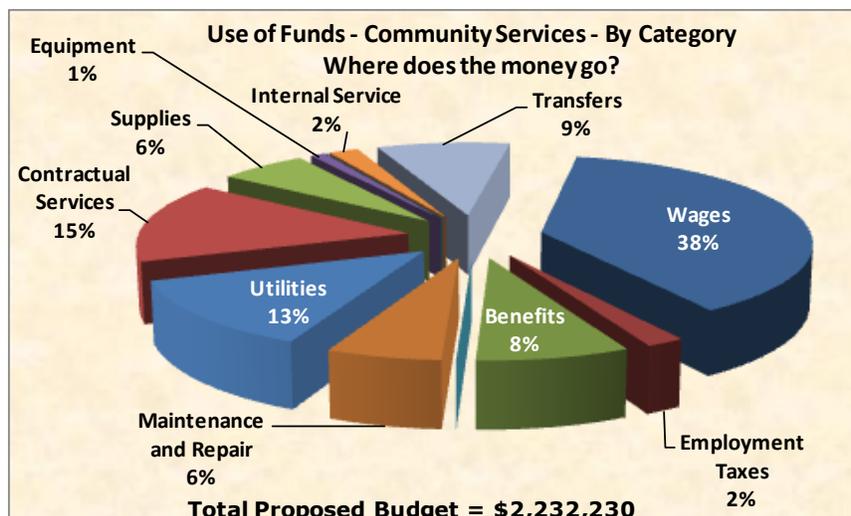
The increase is due to the transfer of the Community Partnership contracts for the Boys & Girls Club and half of the funding for the Fountain Hills Theatre from the Administration Department/ Town Manager Division.

*Maintenance and Repair:*

The reduction is due to the inclusion of funds in FY12-13 to repair the parking lots in the four parks totaling \$38,860.

*Equipment:*

The increase is due to allocating funds to purchase or replace equipment at the Community Center such as microphones, podiums, service carts, a flat screen monitor, and chairs.



**FY12-13 Department Accomplishments**

Initiative	Strategic Value
Received 3 <sup>rd</sup> year recognition as Playful City USA	Recreational opportunities and amenities-R3
Expanded toddler/youth/teen offerings at Community Center	Recreational opportunities and amenities-R1
Completed final "Greening" phase in Fountain Park	Civic Responsibility-CR3, ES2, & ES4
Provided over 7,500 meals under the Home Delivered Meals program	Public Safety, Health and Welfare-P4
Partnered with various travel companies for trips for seniors	Recreational opportunities and amenities-R1
Developed various Trail Programs/brochures	Recreational opportunities and amenities-R2 & EV5
Completed Level 1 Background Checks - HDM	Public Safety, Health and Welfare-P1
Implemented the Urban Trail Program	Recreational opportunities and amenities-R2, ES6, & EV5
Resurfaced parking lots for four parks	Recreational opportunities and amenities-I9

**FY13-14 Objectives**

Initiative	Strategic Value	Estimated Cost/Funding Source
Expand the Urban Trail Program	Recreational opportunities and amenities-R2	\$20,000/CIP
To increase, to the extent possible, both internal (Town) and external (Others) special events in the Community	Civility-C2 and Recreational Opportunities and Amenities-R1, R2 & R3.	TBD/General Fund
To continue to participate/provide input to the Fountain Hills Coalition and the School Health Committee	Public Safety, Health and Welfare-P5	\$0/General Fund
To again be designated as a Playful City USA	Recreational Opportunities and Amenities-R1 & R4	\$0/General Fund





**FY13-14 Proposed Budget  
Summary of Expenditures  
Community Services**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 708,237	\$ 666,507	\$ 691,547	\$ 663,384
Salaries-Part Time	165,934	154,741	185,223	193,879
Overtime	2,380	2,868	-	-
FICA	10,936	9,928	11,599	12,028
Medicare	12,534	11,756	12,731	12,443
Workers Compensation	12,999	13,612	15,775	15,013
Unemployment Insurance	2,992	7,415	5,120	3,036
Group Health Insurance	92,391	87,923	88,083	94,831
Group Dental Insurance	6,457	6,594	7,724	7,936
Group Vision Insurance	981	946	1,439	1,394
Disability Insurance	2,907	2,466	2,560	2,340
Retirement	77,169	73,038	75,889	72,988
Life Insurance	2,003	1,912	1,999	1,919
Licenses/Filing Fees	2,727	3,181	2,305	2,060
Dues, Subscript & Publicat	3,116	6,136	5,619	2,601
Training/Cont Ed	1,625	478	905	2,310
Meetings & Conferences	4,180	2,306	4,025	7,525
Building Main/Repair	664	179	900	850
HVAC Repair	2,184	2,904	1,300	1,700
Plumbing Repair	1,607	1,006	2,710	2,450
Electrical Repair/Maint	5,170	1,308	7,850	4,750
Fire Protection Systems	294	322	1,710	1,000
Grounds Maint/Repair	3,569	9,323	11,889	14,400
Irrigation Repair	10,711	21,021	8,050	18,500
Backflow Testing & Maintenance	1,191	1,291	1,700	2,500
Equipment Maint/Repair	19,537	9,354	32,875	34,957
Vehicle Maint/Repair	6,218	5,911	10,485	10,800
Office Equip Maint/ Repair	2,004	2,294	1,700	1,800
Other Maint/Repair	18,388	8,009	13,611	12,303
Art Maint/Repair/Install	-	4,500	6,300	6,900
Parking Lot Repair	-	-	38,860	-
Striping	1,774	2,771	3,000	2,900
Sidewalk/Pathway Repair	775	2,132	-	200
Sign Repair & Replacement	1,260	1,767	2,940	1,550
Painting	-	173	-	-
Lighting Repair	7,049	34,352	19,950	19,950
Electricity Expense	197,861	198,815	211,548	211,848
Refuse/Recycling	5,477	6,116	6,870	8,076
Telecommunications	8,565	7,915	8,684	7,178
Water/Sewer	42,251	50,511	47,660	47,884
Gas & Oil	11,267	13,414	12,680	13,340
Professional Fees	20,328	32,034	43,465	27,130
Instructor Fees	16,518	11,331	20,866	21,984
Rentals & Leases	20,244	21,848	32,373	26,233
Printing Expense	729	1,533	2,675	2,920



**FY13-14 Proposed Budget  
Summary of Expenditures  
Community Services**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
Advertising/Signage	\$ 369	\$ 1,768	\$ 5,136	\$ 5,610
Contractual Services	75,137	75,960	89,530	45,710
Constituent Communication	20,000	3,361	-	-
Bank/Merc Acct Fees	4,630	3,893	4,290	11,991
Community Contracts/Events	-	-	-	99,120
Landscape Contracts	47,254	62,580	82,780	79,990
ActiveNet Fees	-	-	-	11,770
Office Supplies	7,151	6,569	9,250	9,250
Cleaning/Janitorial Supplies	10,831	6,635	10,139	10,593
Safety Supplies	462	863	500	1,100
Operating Supplies	47,945	50,351	69,186	66,886
Food & Beverage Supplies	1,926	1,710	4,420	3,265
Program Materials	26,262	28,225	40,332	31,185
Uniforms	5,226	3,721	4,303	3,823
Postage & Delivery	2,642	267	-	-
Miscellaneous Expense	29	200	-	-
Small Tools	5,564	7,242	5,090	10,050
Hardware	400	-	-	-
Peripherals	119	162	-	-
Furniture/Appliances	688	2,855	-	11,200
Equipment	355	3,418	-	-
Damages/Vandalism	587	5,805	1,201	2,300
ISF-Copier Charges	4,030	4,722	6,911	7,061
ISF-Mail Service Charges	2,993	383	511	487
ISF-Vehicle Replacement Charge	11,043	13,136	13,136	19,884
ISF-Motor Pool Charges	31	296	-	-
ISF-Telecom Charges	16,418	10,971	19,475	7,665
Transfer Out	400,425	193,500	194,704	193,500
<b>Total Community Services</b>	<b>\$ 2,207,718</b>	<b>\$ 1,992,532</b>	<b>\$ 2,226,088</b>	<b>\$ 2,232,230</b>





**Community Center Division**

**Service Delivery Plan**

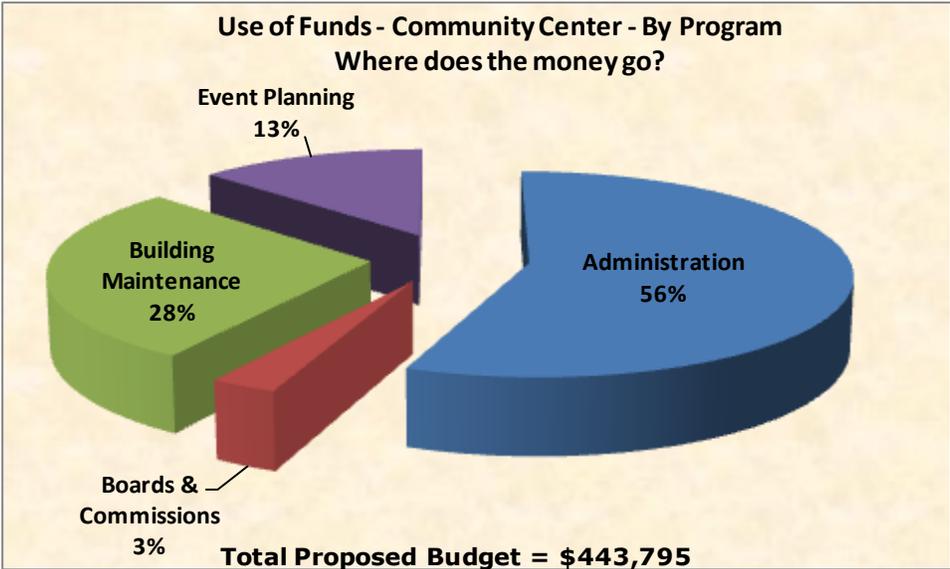
The Community Center strives to enhance the quality of life of Fountain Hills residents by providing and maintaining a safe, available, and accessible facility that will meet the needs of all residents.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 420,282	\$ 243,014	\$ 250,892	\$ 249,000
Boards & Commissions	92	11,937	12,193	12,411
Building Maintenance	97,285	98,336	102,974	125,228
Event Planning	52,845	50,785	54,991	57,156
<b>Total</b>	<b>\$ 570,504</b>	<b>\$ 404,072</b>	<b>\$ 421,050</b>	<b>\$ 443,795</b>

**Variance Explanations:**

*Building Maintenance:*

This line item includes the purchase/replacement of equipment such as microphones, podiums, service carts, a flat screen monitor, and more chairs.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 134,478	\$ 153,629	\$ 162,977	\$ 167,397
Employment Taxes	7,041	8,385	8,671	8,538
Benefits	23,698	30,048	30,792	32,466
Dues & Memberships	383	566	583	583
Education and Training	-	-	-	-
Maintenance and Repair	2,015	2,483	1,600	1,600
Utilities	1,198	1,076	720	1,080
Contractual Services	2,497	3,377	8,660	15,154
Supplies	3,034	2,808	3,950	3,950
Equipment	2,262	3,261	1,650	16,300
Internal Service	6,898	4,939	8,447	3,227
Transfers	387,000	193,500	193,000	193,500
Contingency	-	-	-	-
Capital	-	-	-	-
<b>Total</b>	<b>\$ 570,504</b>	<b>\$ 404,072</b>	<b>\$ 421,050</b>	<b>\$ 443,795</b>

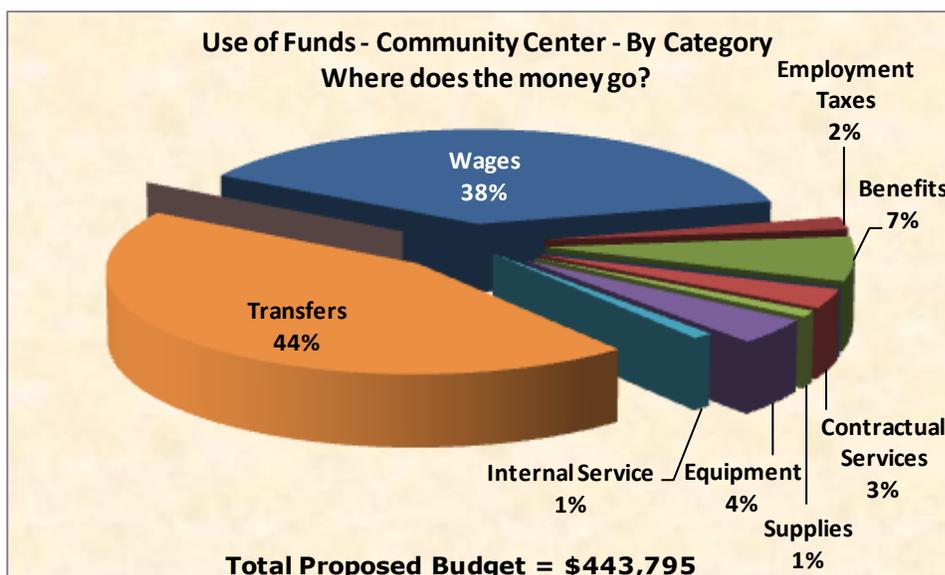
**Variance Explanations:**

*Contractual Services:*

The increase includes a copier lease as well as ActiveNet fees which replaces the maintenance on the Class software.

*Equipment:*

This includes the purchase/replacement of equipment such as microphones, podiums, service carts, a flat screen monitor, and more chairs.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
To attain a high overall satisfaction rating (good or better) with quality on rental evaluations	N/A	N/A	N/A	Good
To achieve a high return rate on rental surveys	N/A	N/A	N/A	50%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of bookings	3,396	3,315	3,200	3,370
Number of patrons served	74,517	68,492	67,000	70,000
Number of hours worked by volunteer staff in support of facility operations	866	875	875	875

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Net operating costs of facility per capita <sup>1</sup>	\$8.16	\$9.37	\$10.14	\$11.13

<sup>1</sup> Population for FY10-11 - FY13-14 is based on the 2010 U.S. Census.



**FY13-14 Proposed Budget  
Summary of Expenditures  
Community Center**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 84,192	\$ 104,139	\$ 105,908	\$ 108,907
Salaries-Part Time	50,284	49,467	57,069	58,490
Overtime	-	23	-	-
FICA	3,357	3,151	3,539	3,628
Medicare	1,931	2,212	2,366	2,429
Workers Compensation	1,135	1,541	1,729	1,835
Unemployment Insurance	619	1,480	1,037	646
Group Health Insurance	13,293	16,671	16,956	18,255
Group Dental Insurance	898	1,202	1,305	1,357
Group Vision Insurance	137	174	180	176
Disability Insurance	303	387	393	383
Retirement	8,837	11,308	11,651	11,981
Life Insurance	230	306	307	314
Licenses/Filing Fees	345	312	325	325
Dues, Subscript & Publicat	38	254	258	258
Equipment Maint/Repair	4	189	-	-
Office Equip Maint/ Repair	2,004	2,294	1,600	1,600
Sign Repair & Replacement	7	-	-	-
Telecommunications	1,198	1,076	720	1,080
Professional Fees	-	-	300	300
Rentals & Leases	-	-	-	2,100
Printing Expense	323	66	1,760	1,760
Advertising/Signage	92	1,565	4,650	5,150
Bank/Merc Acct Fees	2,082	1,747	1,950	4,911
ActiveNet Fees	-	-	-	933
Office Supplies	1,679	958	750	750
Operating Supplies	33	220	1,000	1,000
Food & Beverage Supplies	934	277	550	550
Program Materials	-	1,026	1,000	1,000
Uniforms	388	326	650	650
Small Tools	1,508	668	1,650	5,100
Hardware	400	-	-	-
Peripherals	80	162	-	-
Furniture/Appliances	274	2,431	-	11,200
ISF-Copier Charges	89	185	322	322
ISF-Mail Service Charges	21	7	25	25
ISF-Telecom Charges	6,789	4,748	8,100	2,880
Transfer Out	387,000	193,500	193,000	193,500
<b>Total Community Center</b>	<b>\$ 570,504</b>	<b>\$ 404,072</b>	<b>\$ 421,050</b>	<b>\$ 443,795</b>



**Parks Division**

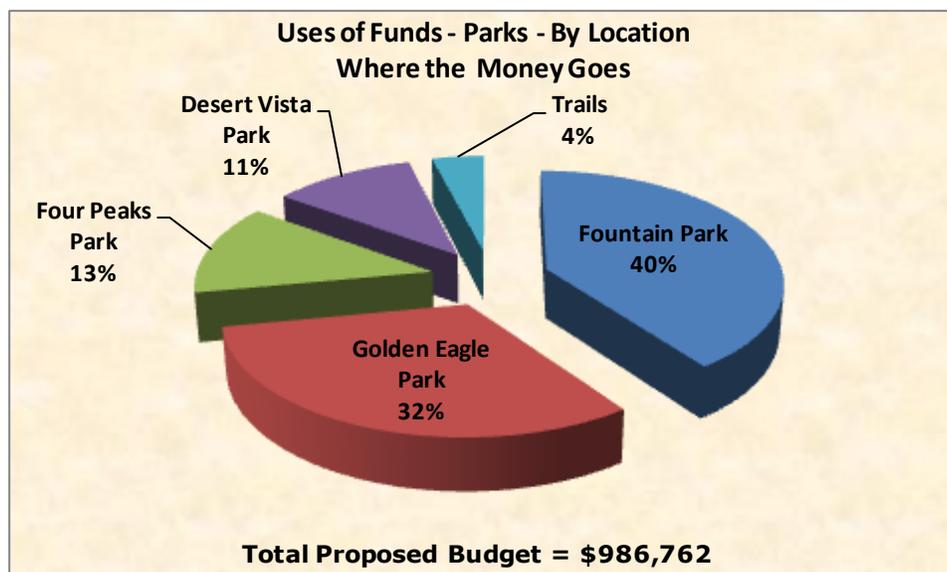
**Service Delivery Plan**

The Parks Division staff is dedicated to providing safe, clean and green parks that will meet the intellectual, social, cultural, and leisure needs of all park patrons. The Town’s park system has been developed to enhance the quality of life of Fountain Hills residents with hiking trails and park facilities for Youth and Adult Sports Programs, Youth and Teen Programs, Special Events, and Facility Rentals. Each year, our qualified staff works to meet the goals through efficient park maintenance and operations methods.

Location Name	Expenditures by Location			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Fountain Park	\$ 352,242	\$ 373,389	\$ 416,310	\$ 397,156
Golden Eagle Park	312,571	313,691	365,016	314,853
Four Peaks Park	125,514	116,549	126,913	130,183
Desert Vista Park	95,340	83,924	105,010	103,780
Trails	40,245	36,667	40,677	40,790
<b>Total</b>	<b>\$ 925,912</b>	<b>\$ 924,220</b>	<b>\$ 1,053,926</b>	<b>\$ 986,762</b>

***Variance Explanations:***

The Parks Division staff has been reduced by one person and the Fountain Park Lead position has been reclassified as a Groundskeeper position. Both changes have resulted in a significant savings in salary and benefits.



Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 198,719	\$ 165,318	\$ 172,177	\$ 173,129
Amenities	192,397	174,517	241,710	185,055
Field Prep/Maintenance	149,035	172,747	186,956	183,387
Fountain	175,010	189,489	200,900	198,083
Landscape Maintenance	170,506	185,482	211,506	206,318
Open Space	40,245	36,667	40,677	40,790
<b>Total</b>	<b>\$ 925,912</b>	<b>\$ 924,220</b>	<b>\$ 1,053,926</b>	<b>\$ 986,762</b>

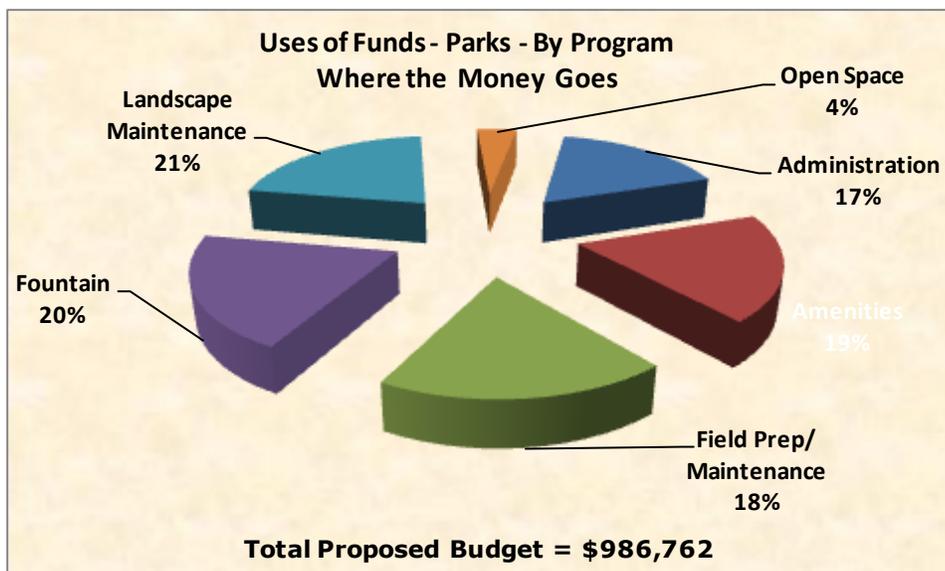
**Variance Explanations:**

*Amenities:*

FY12-13 included \$38,860 for parking lot repair in all four parks. Salaries and benefits have decreased with the change of the Fountain Park Lead position to a Groundskeeper position.

*Landscape Maintenance:*

This line item includes \$6,000 for replacement trees and shrubs in Fountain Park as well as Golden Eagle Park. The overall decrease is attributed to the staff reduction and reclassification.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 328,168	\$ 294,463	\$ 311,586	\$ 274,025
Employment Taxes	13,085	13,524	15,195	12,647
Benefits	88,928	79,200	81,935	80,723
Dues & Memberships	2,513	2,090	1,975	1,670
Education and Training	555	201	1,705	2,700
Maintenance and Repair	80,001	101,358	155,980	128,260
Utilities	260,550	272,226	282,082	284,296
Contractual Services	56,583	74,095	101,960	99,398
Supplies	63,537	62,715	80,145	77,064
Equipment	4,136	6,277	3,440	4,950
Damages/Vandalism	587	5,805	1,201	2,300
Internal Service	14,845	12,266	15,018	18,729
Transfers	12,424	-	1,704	-
Capital	-	-	-	-
<b>Total</b>	<b>\$ 925,912</b>	<b>\$ 924,220</b>	<b>\$ 1,053,926</b>	<b>\$ 986,762</b>

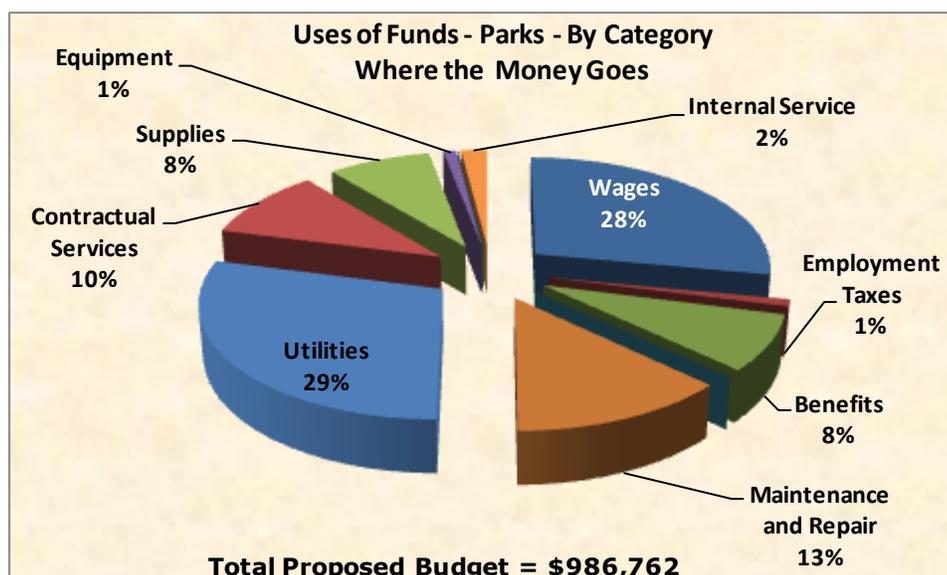
**Variance Explanations:**

*Wages:*

The Parks Division staff has been reduced by one person, and the Fountain Park Lead position has been reclassified as a Groundskeeper position. Both changes have resulted in a significant savings in salary and benefits.

*Maintenance and Repair:*

FY12-13 included \$38,860 for parking lot repairs in all four parks. FY13-14 includes maintenance items but nothing as large as the previous fiscal year resulting in a decrease.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Maintain a high overall satisfaction rating (good or better) of maintenance/operations	Good	Good	Good	Good
Number of Special Events hosted in parks	N/A	23	23	25
Appearance/availability	Good	Good	Good	Good

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Restroom serviced and cleaned	365 days	365 days	365 days	365 days
Ramadas serviced and cleaned	365	365	365	365
Trails maintained and ready for use daily	365	365	365	365
Trailhead promotions with brochures, maps and Town website	365	365	365	365

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Park bookings	2,437	2,445	2,500	2,500
Park rentals/revenue	313/ \$17,081	282/ \$15,549	286/ \$15,500	300/ \$16,500
Department hosted special events	10	10	10	10
Fountain Hills Hiking Trail visitors	1000+	1000+	1000+	1000+

### Fountain Hills Park Statistics:

- 116 Acres of Developed Parks
- 740 Acres of Mountain Preserve Park
- 8 Acres of Botanical Garden Preserve
- 59.2 Acres of Lake Overlook Trail Preserve
- 10.43 Miles of Trails





**FY13-14 Proposed Budget  
Summary of Expenditures  
Parks**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 328,168	\$ 294,190	\$ 311,586	\$ 274,025
Overtime	-	274	-	-
Medicare	4,649	4,175	4,527	3,978
Workers Compensation	7,642	7,302	8,995	7,782
Unemployment Insurance	794	2,047	1,673	887
Group Health Insurance	47,171	41,667	41,087	44,234
Group Dental Insurance	2,861	2,784	3,587	3,686
Group Vision Insurance	486	442	915	883
Disability Insurance	1,397	1,085	1,157	969
Retirement	36,085	32,391	34,283	30,152
Life Insurance	928	831	906	799
Licenses/Filing Fees	2,105	1,790	1,340	1,090
Dues, Subscript & Publicat	408	300	635	580
Training/Cont Ed	285	190	905	2,275
Meetings & Conferences	270	11	800	425
Building Main/Repair	664	179	900	850
HVAC Repair	2,184	2,904	1,300	1,700
Plumbing Repair	1,607	1,006	2,710	2,450
Electrical Repair/Maint	5,170	1,308	7,850	4,750
Fire Protection Systems	294	322	1,710	1,000
Grounds Maint/Repair	3,569	9,323	11,889	14,400
Irrigation Repair	10,711	21,021	8,050	18,500
Backflow Testing & Maintenance	1,191	1,291	1,700	2,500
Equipment Maint/Repair	19,475	9,165	32,875	34,957
Vehicle Maint/Repair	6,048	5,787	9,985	10,300
Other Maint/Repair	18,388	8,009	13,611	12,303
Parking Lot Repair	-	-	38,860	-
Striping	1,774	2,771	3,000	2,900
Sidewalk/Pathway Repair	775	2,132	-	200
Sign Repair & Replacement	1,102	1,615	1,590	1,500
Painting	-	173	-	-
Lighting Repair	7,049	34,352	19,950	19,950
Electricity Expense	197,861	198,815	211,548	211,848
Refuse/Recycling	5,477	6,116	6,870	8,076
Telecommunications	4,307	3,964	4,224	4,048
Water/Sewer	42,251	50,511	47,660	47,884
Gas & Oil	10,652	12,820	11,780	12,440
Professional Fees	8,790	9,720	13,700	11,900
Rentals & Leases	434	1,672	5,380	5,580
Printing Expense	105	124	100	200
Bank/Merc Acct Fees	-	-	-	553
Landscape Contracts	47,254	62,580	82,780	79,990



**FY13-14 Proposed Budget  
Summary of Expenditures  
Parks**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
ActiveNet Fees	\$ -	\$ -	\$ -	\$ 1,175
Office Supplies	132	23	200	200
Cleaning/Janitorial Supplies	10,812	6,635	9,939	10,393
Safety Supplies	462	863	500	1,100
Operating Supplies	46,609	49,180	64,238	61,183
Food & Beverage Supplies	9	42	120	120
Program Materials	2,224	3,367	2,300	1,700
Uniforms	3,289	2,604	2,848	2,368
Small Tools	3,722	6,277	3,440	4,950
Furniture/Appliances	414	-	-	-
Damages/Vandalism	587	5,805	1,201	2,300
ISF-Copier Charges	683	1,075	733	733
ISF-Mail Service Charges	49	8	28	28
ISF-Vehicle Replacement Charge	11,043	10,209	10,209	17,003
ISF-Telecom Charges	3,071	973	4,048	965
Transfer Out	12,425	-	1,704	-
<b>Total Parks</b>	<b>\$ 925,912</b>	<b>\$ 924,220</b>	<b>\$ 1,053,926</b>	<b>\$ 986,762</b>



In memory of Robert "Bo" Cichuniec who passed away on January 10, 2013.



**Recreation Division**

**Service Delivery Plan**

The Recreation Division strives to enhance the quality of life of Fountain Hills residents by providing recreation services that will meet the intellectual, social cultural, and leisure needs of all residents.

Program activities include: Special Interest Classes, Youth and Adult Sports Programs, Youth and Teen Programs, Special Events, and Facility Rentals.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 156,647	\$ 93,886	\$ 89,634	\$ 88,832
Art & Culture	-	6,328	9,807	45,688
Boards & Commissions	28,577	28,470	30,491	30,630
Community Events	88,500	83,837	108,492	95,026
Social/Community Service	67,112	84,127	75,526	79,959
Special Events	13,666	26,889	27,728	28,245
Special Interest Programs	38,414	27,979	34,884	36,315
Sports Activities	66,279	58,715	67,610	71,588
Youth & Teen Programs	39,963	31,681	39,130	97,447
<b>Total</b>	<b>\$ 499,158</b>	<b>\$ 441,912</b>	<b>\$ 483,302</b>	<b>\$ 573,730</b>

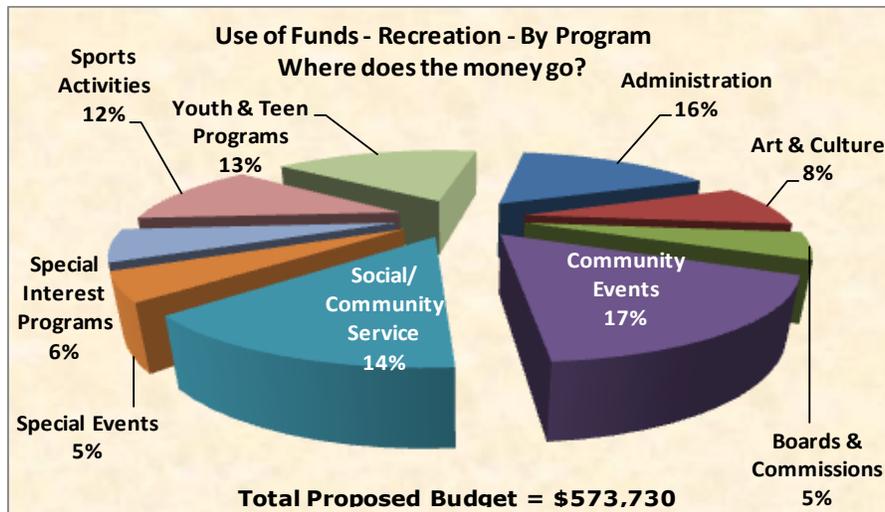
**Variance Explanations:**

*Art & Culture:*

Half of the Community Partnership contract for Fountain Hills Theatre has been moved here from the Administration Department/Town Manager Division.

*Youth & Teen Programs:*

The increase is mainly due to the transfer of the Community Partnerships contract for the Boys & Girls Club. It is proposed at a 20% reduction as compared to last year totaling \$64,000.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 291,586	\$ 252,714	\$ 259,022	\$ 269,636
Employment Taxes	12,875	13,553	13,472	13,612
Benefits	58,703	51,590	52,066	54,935
Dues & Memberships	2,670	6,343	4,826	2,113
Education and Training	5,215	2,504	3,225	7,050
Maintenance and Repair	227	4,624	8,200	7,500
Utilities	3,214	3,126	3,920	2,590
Contractual Services	79,795	64,178	81,976	171,543
Supplies	32,690	29,873	43,837	35,240
Equipment	511	4,140	-	-
Internal Service	10,672	9,267	12,758	9,511
Transfers	1,000	-	-	-
<b>Total</b>	<b>\$ 499,158</b>	<b>\$ 441,912</b>	<b>\$ 483,302</b>	<b>\$ 573,730</b>

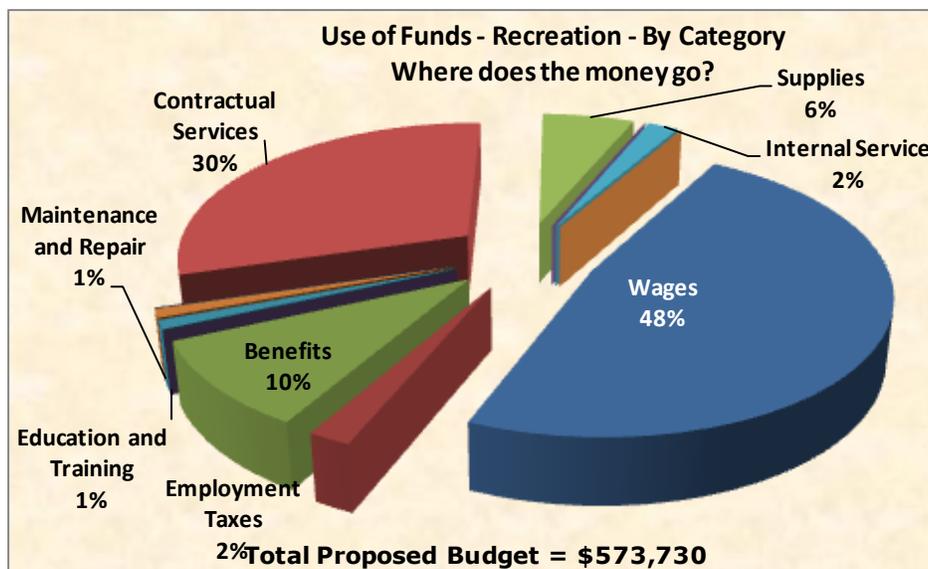
**Variance Explanations:**

*Contractual Services:*

The increase is due to the transfer of the Community Partnership contracts for the Boys & Girls Club and Fountain Hills Theatre from the Administration Department/ Town Manager Division.

*Supplies:*

The decrease is mainly a result of reduction in materials for youth and teen programs as well as special events.



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
To attain a high overall satisfaction rating (good or better) with the quality of Town recreation programs on program evaluations	N/A	N/A	N/A	Good
To achieve a high return rate on recreation program surveys	N/A	N/A	N/A	50%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of individual program participants <sup>1</sup>	1,759	1,848	1,641	1,650
Number of team sports program participants	1,080	1,140	585	600
Number of hours worked by volunteer staff in support of recreation activities	3,350	950	1,000	1,000
Number of Youth Sports, Boys and Girls Club and School District Facility Bookings	1,465	1,658	1,500	1,500

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Net operating costs of recreation programs per capita <sup>2</sup>	\$22.20	\$19.65	\$21.49	\$25.52

<sup>1</sup> Does not include participation at special events, drop-in teen programs, or Boys and Girls Club partnerships.

<sup>2</sup> Populations for FY10-11—FY13-14 are based on the 2010 U.S. Census.





**FY13-14 Proposed Budget  
Summary of Expenditures  
Recreation**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 233,021	\$ 199,236	\$ 196,633	\$ 203,216
Salaries-Part Time	56,182	50,907	62,389	66,420
Overtime	2,380	2,570	-	-
FICA	3,831	3,396	3,871	4,122
Medicare	4,186	3,595	3,760	3,914
Workers Compensation	3,853	4,181	4,319	4,627
Unemployment Insurance	1,005	2,380	1,522	949
Group Health Insurance	29,779	26,811	27,269	29,357
Group Dental Insurance	1,653	1,492	1,621	1,683
Group Vision Insurance	270	236	247	240
Disability Insurance	963	718	729	716
Retirement	25,374	21,773	21,633	22,357
Life Insurance	664	560	567	582
Licenses/Filing Fees	-	792	350	350
Dues, Subscript & Publicat	2,670	5,552	4,476	1,763
Training/Cont Ed	1,305	220	-	-
Meetings & Conferences	3,910	2,284	3,225	7,050
Equipment Maint/Repair	57	-	-	-
Vehicle Maint/Repair	170	124	500	500
Office Equip Maint/ Repair	-	-	100	100
Art Maint/Repair/Install	-	4,500	6,300	6,900
Sign Repair & Replacement	-	-	1,300	-
Telecommunications	2,654	2,532	3,020	1,690
Gas & Oil	560	594	900	900
Professional Fees	11,538	9,095	12,305	12,805
Instructor Fees	16,518	11,331	20,066	21,384
Rentals & Leases	19,601	19,951	26,765	18,325
Printing Expense	230	1,235	750	750
Advertising/Signage	185	139	300	300
Contractual Services	12,009	19,300	20,230	11,060
Constituent Communication	18,000	1,680	-	-
Bank/Merc Acct Fees	1,715	1,447	1,560	2,868
Community Contracts/Events	-	-	-	99,120
ActiveNet Fees	-	-	-	4,931
Office Supplies	3,395	3,828	5,300	5,300
Cleaning/Janitorial Supplies	19	-	200	200
Operating Supplies	429	313	-	-
Food & Beverage Supplies	589	749	500	450
Program Materials	24,038	23,726	37,032	28,485
Uniforms	1,549	791	805	805
Postage & Delivery	2,642	267	-	-
Miscellaneous Expense	29	200	-	-
Small Tools	118	297	-	-
Peripherals	39	-	-	-



**FY13-14 Proposed Budget  
Summary of Expenditures  
Recreation**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund-continued</b>				
Furniture/Appliances	\$ -	\$ 425	\$ -	\$ -
Equipment	355	3,418	-	-
ISF-Copier Charges	2,948	3,188	4,300	4,300
ISF-Mail Service Charges	2,753	125	230	230
ISF-Vehicle Replacement Charge	-	2,928	2,928	2,881
ISF-Motor Pool Charges	31	289	-	-
ISF-Telecom Charges	4,941	2,737	5,300	2,100
Transfer Out	1,000	-	-	-
<b>Total Recreation</b>	<b>\$ 499,158</b>	<b>\$ 441,912</b>	<b>\$ 483,302</b>	<b>\$ 573,730</b>



**Senior Services Division**

**Service Delivery Plan**

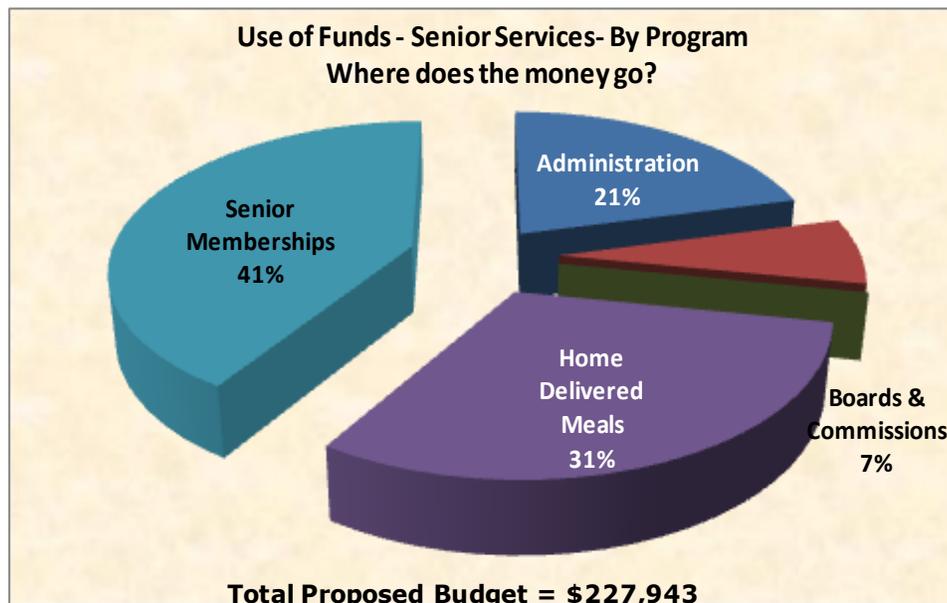
Provide meeting space to members for programs and presentations. Coordinate meeting schedule with support groups and offer social services for the community. Deliver a quality noon-time meal to Town residents who require assistance in obtaining nutritional meals.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 37,692	\$ 56,369	\$ 49,366	\$ 49,613
Boards & Commissions	-	648	15,328	15,559
Community Events	14,320	14,599	-	-
Home Delivered Meals	91,564	94,727	117,431	69,640
Senior Memberships	68,055	55,985	85,686	93,131
Senior Programs	513	-	-	-
<b>Total</b>	<b>\$ 212,144</b>	<b>\$ 222,328</b>	<b>\$ 267,811</b>	<b>\$ 227,943</b>

**Variance Explanations:**

*Home Delivered Meals:*

Decrease in contractual services due to reduction in the number of meals since the program no longer services Area Agency on Aging clients as of January 1, 2013. Professional fees in FY12-13 included \$17,160 for fingerprinting and background checks.

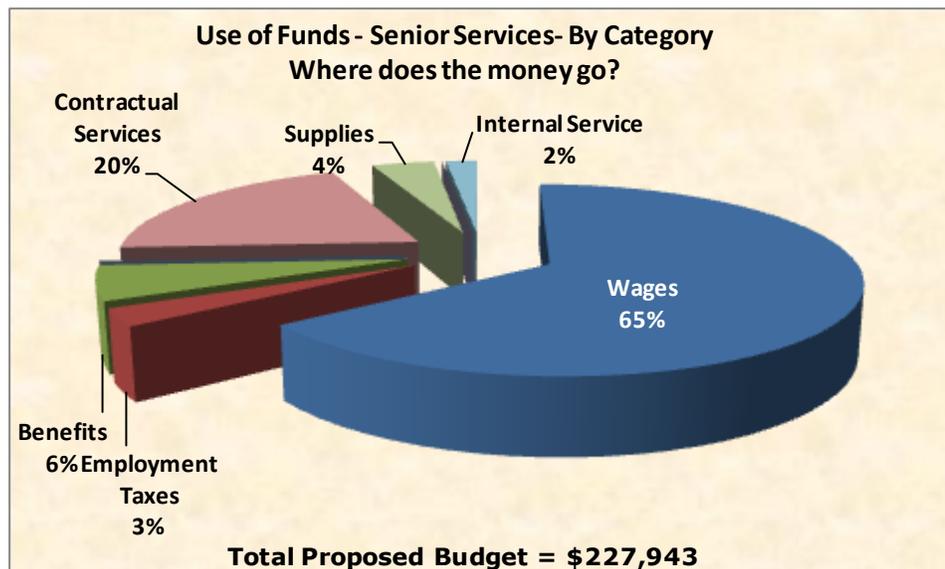


Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 122,319	\$ 123,310	\$ 143,185	\$ 146,205
Employment Taxes	6,461	7,250	7,887	7,723
Benefits	10,579	12,042	12,901	13,284
Dues & Memberships	277	316	540	295
Education and Training	35	79	-	85
Maintenance and Repair	152	152	50	150
Utilities	461	343	720	360
Contractual Services	66,333	72,656	88,519	46,363
Supplies	3,212	3,144	10,198	9,848
Equipment	216	-	-	-
Internal Service	2,099	3,036	3,811	3,630
<b>Total</b>	<b>\$ 212,144</b>	<b>\$ 222,328</b>	<b>\$ 267,811</b>	<b>\$ 227,943</b>

**Variance Explanations:**

*Contractual Services:*

The decrease is due to reduction in the number of meals since the program no longer services Area Agency on Aging clients as of January 1, 2013. Professional fees in FY12-13 included \$17,160 for fingerprinting and background checks. The replacement of Class software with ActiveNet has associated fees that are included in this line.



## Activities/Results

### Performance Measures

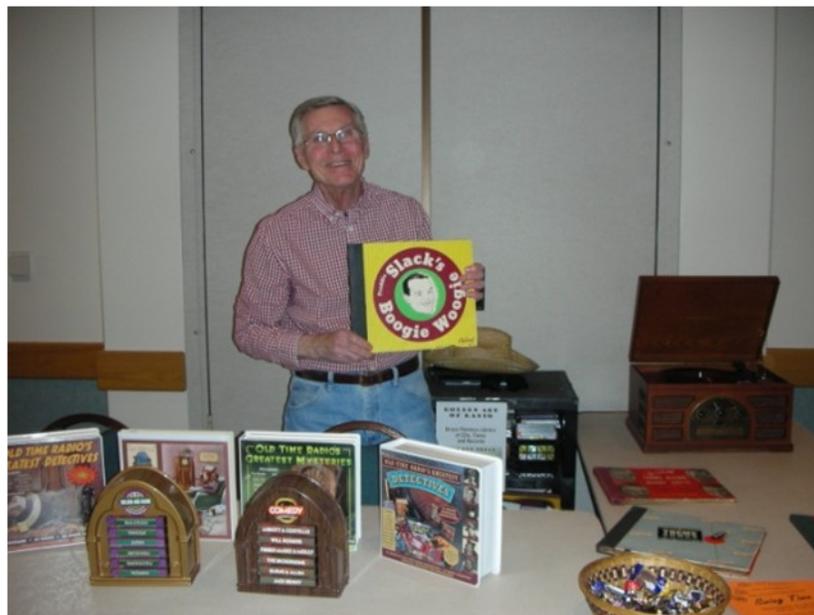
	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of members	1,208	1,233	1,233	1,240
Maintain a high overall satisfaction rating (good or better) of meal quality	N/A	Good	Good	Good

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of attendees to senior programs and presentations	22,113	23,159	23,000	23,000
Number of days per year meals delivered	365	365	365	365

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Number of senior programs offered	31	42	43	43
Number of special presentations offered	30	41	35	35
Number of socialization activities/special events offered	6	6	8	6
Number of attendees at Activities EXPO	450	525	450	450
Number of meals delivered annually	9,742	8,419	7,200	5,000
Number of clients participating in HDM program	90	68	80	65



**FY13-14 Proposed Budget  
Summary of Expenditures  
Senior Services**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 62,852	\$ 68,944	\$ 77,420	\$ 77,236
Salaries-Part Time	59,468	54,366	65,765	68,969
FICA	3,748	3,381	4,189	4,278
Medicare	1,769	1,774	2,078	2,122
Workers Compensation	368	587	732	769
Unemployment Insurance	575	1,507	888	554
Group Health Insurance	2,148	2,775	2,771	2,985
Group Dental Insurance	1,045	1,116	1,211	1,210
Group Vision Insurance	89	93	97	95
Disability Insurance	244	276	281	272
Retirement	6,872	7,566	8,322	8,498
Life Insurance	181	216	219	224
Licenses/Filing Fees	277	287	290	295
Dues, Subscript & Publicat	-	30	250	-
Training/Cont Ed	35	68	-	35
Meetings & Conferences	-	11	-	50
Office Equip Maint/ Repair	-	-	-	100
Sign Repair & Replacement	152	152	50	50
Telecommunications	406	343	720	360
Gas & Oil	56	-	-	-
Professional Fees	-	13,219	17,160	2,125
Instructor Fees	-	-	800	600
Rentals & Leases	209	224	228	228
Printing Expense	71	109	65	210
Advertising/Signage	92	65	186	160
Contractual Services	63,128	56,660	69,300	34,650
Constituent Communication	2,000	1,680	-	-
Bank/Merc Acct Fees	833	699	780	3,659
ActiveNet Fees	-	-	-	4,731
Office Supplies	1,945	1,759	3,000	3,000
Operating Supplies	874	637	3,948	4,703
Food & Beverage Supplies	393	641	3,250	2,145
Program Materials	-	106	-	-
Small Tools	216	-	-	-
ISF-Copier Charges	311	275	1,556	1,706
ISF-Mail Service Charges	170	243	228	204
ISF-Motor Pool Charges	-	7	-	-
ISF-Telecom Charges	1,617	2,512	2,027	1,720
<b>Total Senior Services</b>	<b>\$ 212,144</b>	<b>\$ 222,328</b>	<b>\$ 267,811</b>	<b>\$ 227,943</b>



# Law Enforcement



**LAW ENFORCEMENT**

**Mission Statement**

The Maricopa County Sheriff’s Office (MCSO) proudly provides contractual law enforcement services to the Town of Fountain Hills by enforcing State and local laws, selective Town Ordinances and deterring criminal activity. MCSO will protect life and property, investigate criminal activity, and will work in partnership with the Town Council, staff, community leaders, and residents to resolve issues and concerns.

MCSO is dedicated to providing these services to the residents of Fountain Hills and the general public in a respectful, courteous, and professional manner and is supportive of the community-based policing principles.

Additionally, all sworn personnel will meet and stay current with established State training as delineated by Arizona Peace Officer Standards and Training Board (AZ POST) and the Maricopa County Sheriff’s Office as a means of reducing liability.

**Department Overview**

The Maricopa County Sheriff’s Office is a fully integrated law enforcement agency committed to being the leader in establishing the standards for providing quality law enforcement, detention and support services to the citizens of Maricopa County and to other criminal justice agencies.

Under the command of Captain Joe Rodriguez, twenty deputies are assigned full-time to the Town of Fountain Hills. Of these, nineteen deputies and three sergeants are assigned to patrol. One deputy is assigned to the Schools and Community Services Department to address quality of life issues, court security, and administrative duties. Additionally, there are three detectives assigned, one Commander (Captain), one Deputy Commander (Lieutenant), and one administrative assistant.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 13,308	\$ 7,969	\$ 22,396	\$ 23,086
Animal Control	38,630	36,675	65,324	67,399
Incarceration/Transport	78,309	54,106	96,000	84,000
Patrol	2,582,036	2,729,379	2,762,382	2,946,840
<b>Total</b>	<b>\$ 2,712,283</b>	<b>\$ 2,828,129</b>	<b>\$ 2,946,102</b>	<b>\$ 3,121,325</b>

**Variance Explanations:**

*Patrol:*

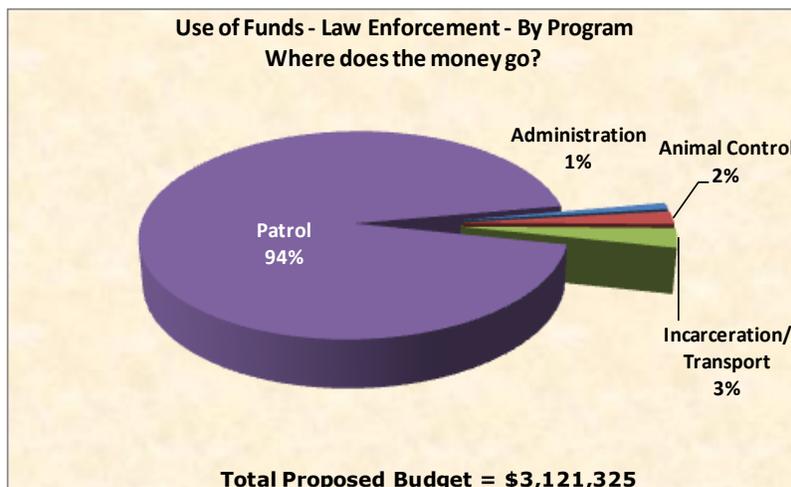
The contract for law enforcement services with Maricopa County Sheriff’s Office is a full cost recovery contract; the charge to Fountain Hills is based on the level of service (beats) that the Town requests. The Town contracts for 3.8 beats and the



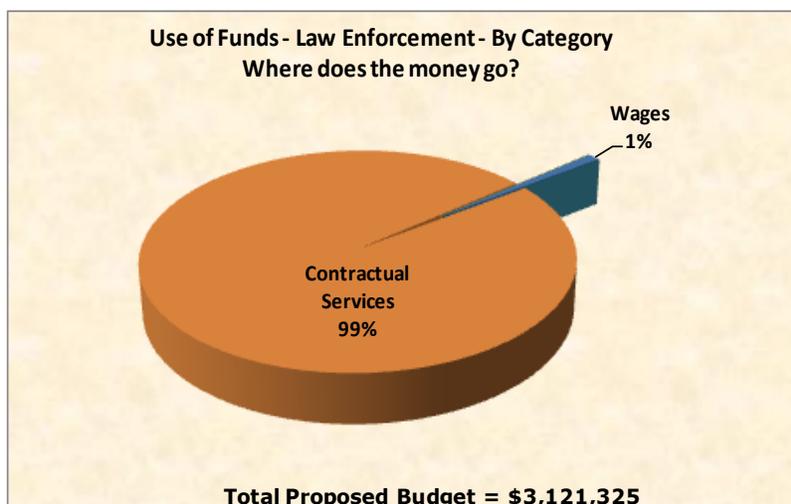
**Variance Explanations (cont.):**

*Patrol (cont.):*

costs include salaries and benefits, vehicles, equipment, communication and technology, and dispatching – the contract increased by 6.7% to cover those costs.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 7,171	\$ 12,991	\$ 13,591	\$ 14,130
Employment Taxes	493	855	780	774
Benefits	576	977	1,254	1,336
Dues & Memberships	19	-	-	-
Utilities	-	-	-	-
Contractual Services	2,697,828	346	2,927,982	3,101,020
Supplies	585	2,809,853	275	1,845
Equipment	3,300	1,202	-	-
Internal Service	2,311	1,905	2,220	2,220
<b>Total</b>	<b>\$ 2,712,283</b>	<b>\$ 2,828,129</b>	<b>\$ 2,946,102</b>	<b>\$ 3,121,325</b>



**FY12-13 Department Accomplishments**

<b>Initiative</b>	<b>Strategic Value</b>
Text-a-Tip Program resulting in over 50 arrests the first year	Foster accessible, responsive Governance-CR1
Posted "Raids OnLine" for the public at www.raidsonline.com	Foster accessible, responsive Governance-CR1
Partnered with Fountain Hills Drug Coalition with events to deter drug use among teens	Public Safety-P1
Conducted emergency preparedness training for Fountain Hills Schools	Public Safety-P1
Increased participation in Safe Homes Network	Public Safety-P2
Sponsored 18 Midnight Madness programs for Town Youth	Support community events
Increased visibility through participation in public events	Support community events
Creation of "Power Squad" to target specific issues within the community	Public safety

**FY13-14 Objectives**

<b>Initiative</b>	<b>Strategic Value</b>	<b>Estimated Cost/ Funding Source</b>
Participate in Town Citizen Academy	Communicate the role of local government-CR7	\$0/General Fund
Conduct Quarterly Report and Open Houses for Citizens	Solicit public/stakeholder feedback-CR6	\$0/General Fund
Expand Block Watch Program	Support community events/ activities to build community and friendship-R4	\$0/General Fund
Participate in Fountain Hills Coalition	Support community events/ activities to build community and friendship-R4	\$0/General Fund
Increase Traffic Enforcement	Public Safety-P3	In contract

**For the six month period ending December 31:**

	<b>July '11 - Dec. '11</b>	<b>July '12 to Dec. '12</b>
Criminal Arrests	154	222
Criminal Citations Issued	99	140
Driving Under Influence (DUI) Arrests	19	39
Interviews	1,113	1,503
Juvenile Referrals	5	1
Traffic Arrests	59	72
Traffic Violations	711	494
Traffic Warnings	332	191
Barking Dog Warnings Issued	2	7
False Alarm Warnings Issued	5	2



**FY13-14 Proposed Budget  
Summary of Expenditures  
Law Enforcement**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Salaries-Full Time	\$ 1,557	\$ 5,112	\$ 6,022	\$ 6,369
Salaries-Part Time	5,611	7,880	7,569	7,761
FICA	348	488	470	482
Medicare	104	187	198	206
Workers Compensation	19	30	34	37
Unemployment Insurance	23	149	78	49
Group Health Insurance	348	361	514	554
Group Dental Insurance	19	20	31	33
Group Vision Insurance	3	3	5	5
Disability Insurance	20	17	23	23
Retirement	172	562	663	701
Life Insurance	14	13	18	20
Licenses/Filing Fees	19	-	-	-
Telecommunications	-	346	-	-
Advertising/Signage	-	-	-	220
Intergovt Agreements	2,697,828	2,809,853	2,912,982	3,085,440
Contractual Services	-	-	15,000	15,000
ActiveNet Fees	-	-	-	360
Office Supplies	-	563	-	40
Operating Supplies	-	-	275	1,205
Program Materials	637	639	-	600
Postage & Delivery	(51)	-	-	-
Equipment	3,300	-	-	-
ISF-Copier Charges	92	73	100	100
ISF-Mail Service Charges	2,220	1,833	2,120	2,120
<b>Total Law Enforcement</b>	<b>\$ 2,712,283</b>	<b>\$ 2,828,129</b>	<b>\$ 2,946,102</b>	<b>\$ 3,121,325</b>



# Fire & Emergency Medical



**FIRE & EMERGENCY MEDICAL**

**Mission Statement**

The mission of the Fire & Emergency Medical Department is to protect the quality of life for the residents, businesses, and visitors of Fountain Hills with the highest level of protection against loss of life and property. The Department upholds the commitment through quality emergency services and a proactive emphasis on public education, code enforcement, hazard investigation, innovative life and safety awareness, and community service; while maintaining the highest level of professionalism in all aspects of rescue, emergency medical service, fire prevention and suppression, and control of hazardous situations.

**Department Overview**

Fire protection and emergency medical services are provided to the residents through a unique public/private sector combination of municipally-owned equipment and facilities operated by contract personnel from Rural Metro Corporation.

The Fire Department is responsible for prevention and suppression of structural and wild land fires within the Town limits. The Fire Department also provides building safety inspections and plan review for construction activity, enforces the Town Fire Code and Ordinances, emergency medical services and transports, hazardous material mitigation, and takes the lead role in emergency response to natural disasters. In conjunction with its primary role, the Fire Department provides a wide range of auxiliary community services such as public education, youth-oriented explorer post, car seat installation, Crisis Activated Response Effort (CARE), and a community bicycle helmet program.

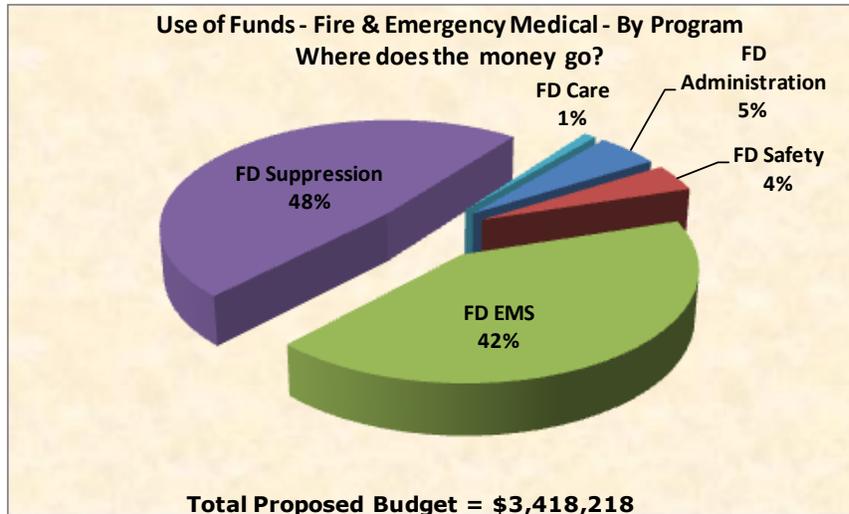
Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
FD Administration	\$ 137,599	\$ 143,558	\$ 144,944	\$ 155,365
FD Safety	140,309	142,793	149,172	152,880
FD EMS	19,905	1,358,688	1,379,243	1,420,016
FD Suppression	2,762,479	1,510,388	1,551,476	1,659,908
FD Care	-	1,013	30,500	30,049
<b>Total</b>	<b>\$ 3,060,292</b>	<b>\$ 3,156,440</b>	<b>\$ 3,255,335</b>	<b>\$ 3,418,218</b>

**Variance Explanations:**

*All Programs:*

The increase is due to the automatic contract escalator.



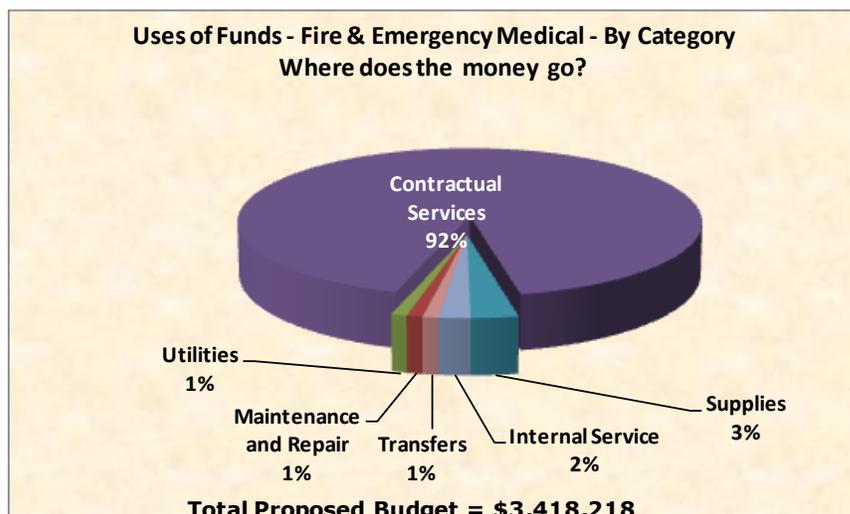


Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Dues & Memberships	\$ 160	\$ 214	\$ 750	\$ 750
Maintenance and Repair	44,314	47,479	44,950	41,250
Utilities	20,277	23,399	22,000	22,000
Contractual Services	2,853,939	2,939,345	3,052,878	3,144,080
Supplies	2,129	1,645	1,600	94,525
Equipment	24,317	26,791	17,500	16,500
Internal Service	115,156	117,281	115,657	71,113
Transfers	-	286	-	28,000
<b>Total</b>	<b>\$ 3,060,292</b>	<b>\$ 3,156,440</b>	<b>\$ 3,255,335</b>	<b>\$ 3,418,218</b>

**Variance Explanations:**

*Supplies:*

The increase is due to the need to replace self-contained breathing apparatus (SCBAs) in case a grant is not received.



**FY12-13 Department Accomplishments**

Initiative	Strategic Value
Station #1 Bunkroom addition is in design phase	Public Safety, Health and Welfare
Instituted Customer Service Feedback Program	Public Safety, Health and Welfare
Instituted Traumatic Brain Injury Training. All members are now EPIC-TBI Certified	Public Safety, Health and Welfare

**FY13-14 Objectives**

Initiative	Strategic Value	Estimated Cost/Funding Source
Replace Engine 822	Public Safety, Health and Welfare	\$550,000/Vehicle Replacement Program
Add 800 MHz Portable Radios to response vehicles	Public Safety, Health and Welfare	\$12,000/General Fund \$100,000/Rural/Metro
Replace all Self-Contained Breathing Apparatus (SCBA)	Public Safety, Health and Welfare	\$92,925/Capital Projects Funds



## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Complete Annual Minimum Company Standards	100%	100%	100%	100%
Emergency Response Times (5 minutes)	73%	72%	70%	70%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Child Car Seat installations	N/A	66	70	70
Public Education Activities	N/A	520	500	500
Child Bicycle Helmet Program	150	0	75	150

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Fire Prevention Inspections	486	518	520	520
Plan Reviews	100	118	120	120



**FY13-14 Proposed Budget  
Summary of Expenditures  
Fire & Emergency Medical**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>General Fund</b>				
Licenses/Filing Fees	\$ 11	\$ 5	\$ -	\$ -
Dues, Subscript & Publicat	150	210	750	750
Equipment Maint/Repair	11,201	13,478	10,700	10,000
Vehicle Maint/Repair	33,112	33,929	34,000	31,000
Office Equip Maint/ Repair	-	-	150	150
Sign Repair & Replacement	-	72	100	100
Telecommunications	83	389	100	100
Gas & Oil	20,193	23,009	21,900	21,900
Printing Expense	133	87	1,300	1,000
Advertising/Signage	120	-	-	-
Intergovt Agreements	1,322	1,322	1,500	1,500
Contractual Services	2,852,364	2,937,936	3,050,078	3,141,580
Office Supplies	1,535	307	600	600
Safety Supplies	-	-	-	92,925
Program Materials	483	1,326	1,000	1,000
Postage & Delivery	111	12	-	-
Small Tools	3,460	5,218	7,500	6,500
Peripherals	953	-	-	-
Equipment	19,905	21,573	10,000	10,000
ISF-Copier Charges	76	-	100	100
ISF-Mail Service Charges	205	22	265	265
ISF-Vehicle Replacement Charge	113,594	114,835	114,816	63,823
ISF-Telecom Charges	1,281	2,424	476	6,925
Transfer Out	-	286	-	28,000
<b>Total Fire &amp; Emergency Medical</b>	<b>\$ 3,060,292</b>	<b>\$ 3,156,440</b>	<b>\$ 3,255,335</b>	<b>\$ 3,418,218</b>



In memory of Chief Scott LeGreca who passed away on June 15, 2013.



# Special Revenue Funds



# Development Services Streets Division Highway User Revenue Fund (HURF)



**Streets Division**

**Service Delivery Plan**

The Streets Division is responsible for the maintenance of traffic signals; regulatory signs; median landscape maintenance; storm debris clean up; street sweeping; street-related emergency responses; vehicle maintenance; contract administration as well as minor asphalt, curb and sidewalk repairs. The Highway User Revenue Fund (HURF) pays for Streets personnel and contract work for street repair.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 133,110	\$ 119,299	\$ 190,991	\$ 392,727
Adopt A Street	19,262	3,481	3,193	3,796
Legal Services	22,591	26,247	21,600	21,600
Open Space	310,621	262,956	302,698	272,548
Pavement Management	70,081	139,125	1,366,266	1,224,994
Street Signs	89,951	55,452	86,472	83,042
Street Sweepers	141,605	128,883	126,805	81,769
Traffic Management	93,494	93,761	-	-
Traffic Signals	153,697	144,367	170,336	157,572
Vehicle Maintenance	88,817	75,557	80,519	84,270
<b>Total</b>	<b>\$ 1,123,229</b>	<b>\$ 1,049,128</b>	<b>\$ 2,348,880</b>	<b>\$ 2,322,318</b>

***Variance Explanations:***

*Administration:*

This line item includes a \$225,000 transfer to the Capital Projects Fund for project F4002-Street Maintenance Facility Improvements.

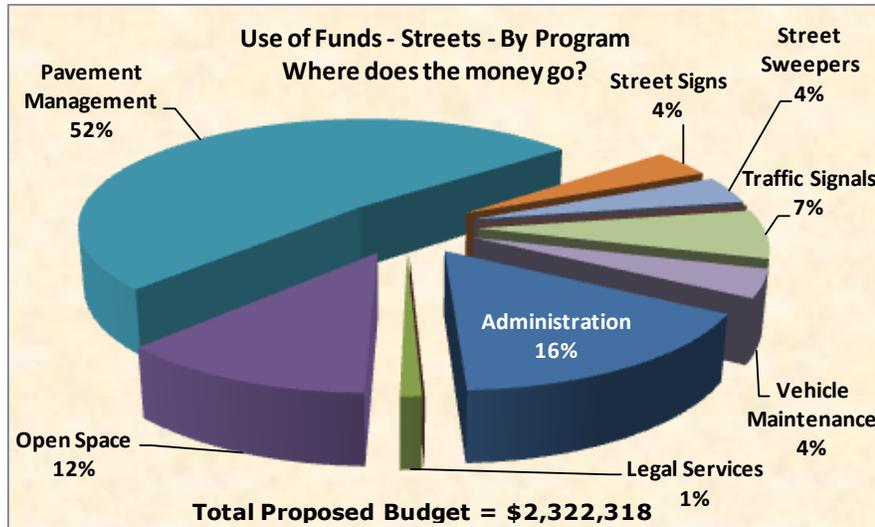
*Pavement Management:*

The Town's Pavement Management Program has been severely unfunded. FY13-14 includes \$1,000,000 for Town pavement projects.

*Street Sweepers:*

This program decreased due to the elimination of one position for a service that is now being contracted.





Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 410,816	\$ 315,692	\$ 350,447	\$ 272,553
Employment Taxes	30,548	25,595	30,083	23,324
Benefits	119,821	99,566	114,645	89,382
Dues & Memberships	3,905	1,689	5,040	4,070
Education and Training	1,475	305	1,300	1,300
Maintenance and Repair	147,801	157,157	1,257,350	1,162,425
Utilities	130,186	152,526	151,180	152,564
Contractual Services	227,771	224,680	359,738	333,675
Supplies	15,866	16,784	22,236	20,671
Equipment	10,069	19,659	12,695	9,000
Damages/Vandalism	1,517	6,025	-	-
Internal Service	23,454	29,450	32,233	28,354
Transfers	-	-	-	225,000
Contingency	-	-	11,933	-
<b>Total</b>	<b>\$ 1,123,229</b>	<b>\$ 1,049,128</b>	<b>\$ 2,348,880</b>	<b>\$ 2,322,318</b>

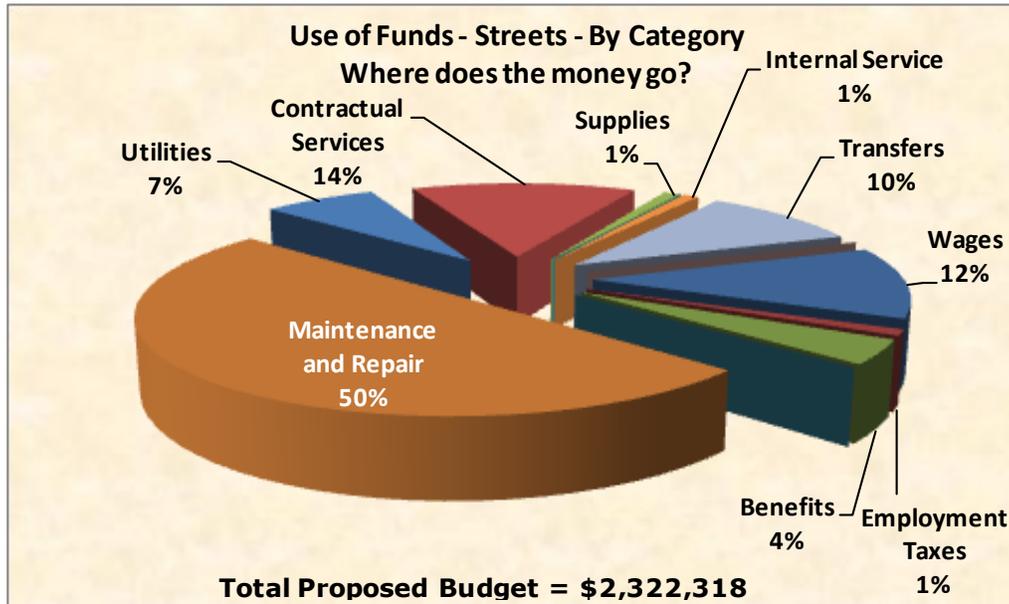
**Variance Explanations:**

*Wages, Employment Taxes and Benefits:*  
 The decrease is due to elimination of 2.0 FTEs.

*Maintenance and Repair:*  
 The increase is due to Pavement Management Program.

*Transfers:*  
 This line item is for a transfer to the Capital Projects Fund for project F4002-Street Maintenance Facility Improvements





## Activities/Results

### Performance Measures

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Percentage of residential sweeping completed within specified cycle	100%	100%	100%	100%
Percentage of arterial sweeping completed within specific cycle	100%	100%	100%	100%
Percentage of fleet preventive maintenance completed on time	100%	100%	100%	100%

### Quality

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Target</b>
Total lane miles on sweeping schedule	336	336	336	336
Total lane miles swept annually	3,456	3,456	3,456	3,456
Total residential lane miles	311	311	311	311
Total arterial lane miles	79	79	79	79
Number of vehicles in fleet	44	41	39	36
Acreage of medians maintained	68	68	68	68
Number of Adopt-a-Street participants	60	64	64	66

### Productivity

	<b>FY10-11 Actual</b>	<b>FY11-12 Actual *</b>	<b>FY12-13 Estimate *</b>	<b>FY13-14 Target **</b>
Expenditure for street sweeping	\$196,069	\$150,188	\$148,181	\$82,599
Expenditure per lane mile of streets swept	\$56.73	\$43.46	\$42.88	\$23.90

\*FY11-12 and FY12-13 street sweeping expenditures does not include \$54,465 for vehicle replacement costs.

\*\*Outsourced sweeping services to Maricopa County contract.





**FY13-14 Proposed Budget  
 Summary of Expenditures  
 Streets**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Highway User Revenue Fund</b>				
Salaries-Full Time	\$ 373,132	\$ 302,955	\$ 350,447	\$ 272,553
Salaries-Part Time	22,749	5,953	-	-
Overtime	6,128	2,480	-	-
On Call Pay	8,802	4,303	-	-
FICA	1,410	369	-	-
Medicare	5,948	4,323	5,088	3,957
Workers Compensation	22,209	18,952	23,365	18,653
Unemployment Insurance	981	1,952	1,630	714
Group Health Insurance	68,089	59,022	68,297	53,380
Group Dental Insurance	3,996	3,671	4,367	3,351
Group Vision Insurance	604	523	1,220	955
Disability Insurance	1,686	1,175	1,052	957
Retirement	44,335	34,235	38,553	29,984
Life Insurance	1,112	940	1,156	755
Licenses/Filing Fees	-	10	1,340	1,340
Dues, Subscript & Publicat	3,905	1,679	3,700	2,730
Training/Cont Ed	1,475	305	1,300	1,300
Building Main/Repair	516	683	2,000	3,500
HVAC Repair	-	1,118	-	-
Plumbing Repair	99	650	-	-
Electrical Repair/Maint	21,363	375	3,000	3,000
Fire Protection Systems	1,572	1,028	1,600	1,600
Grounds Maint/Repair	-	224	-	-
Irrigation Repair	2,021	6,695	7,500	7,500
Backflow Testing & Maintenance	8,749	5,939	7,800	7,800
Equipment Maint/Repair	27,608	13,112	33,500	33,500
Vehicle Maint/Repair	30,119	36,812	30,825	10,950
Office Equip Maint/ Repair	199	-	300	750
Other Maint/Repair	21,662	10,021	13,800	13,800
Road Repair	8,259	31,597	100,000	50,000
Parking Lot Repair	1,074	-	-	-
Striping	3,388	15,747	-	-
Sidewalk/Pathway Repair	934	10,390	-	-
Other Road Related Repair	695	9,708	10,000	10,000
Sign Repair & Replacement	19,332	13,058	20,025	20,025
Pavement Management	-	-	1,027,000	1,000,000
Painting	212	-	-	-
Electricity Expense	12,649	38,392	43,500	43,500
Refuse/Recycling	12,472	8,854	15,000	7,000
Telecommunications	4,357	3,540	3,800	3,384
Water/Sewer	70,931	71,257	51,880	77,380
Gas & Oil	29,778	30,482	37,000	21,300
Auditing Expense	7,997	6,825	7,125	7,125



**FY13-14 Proposed Budget  
Summary of Expenditures  
Streets**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Highway User Revenue Fund-continued</b>				
Professional Fees	\$ 1,165	\$ 4,065	\$ 34,000	\$ 15,500
Engineering Fees	-	-	15,605	-
Legal Fees	22,591	26,247	21,600	21,600
Insurance Expense	75,651	51,752	71,200	71,200
Rentals & Leases	3,750	-	-	-
Printing Expense	71	-	-	-
Intergovt Agreements	-	14,847	25,008	25,000
Contractual Services	1,526	1,456	14,500	84,500
Bank/Merc Acct Fees	25	50	-	-
Landscape Contracts	114,996	119,438	170,700	108,750
Office Supplies	2,854	353	2,752	2,035
Cleaning/Janitorial Supplies	117	533	1,000	1,000
Safety Supplies	-	78	500	400
Operating Supplies	11,049	13,250	14,240	14,240
Food & Beverage Supplies	180	25	-	-
Program Materials	708	1,773	1,500	1,500
Uniforms	850	547	2,244	1,496
Postage & Delivery	109	225	-	-
Small Tools	3,778	3,853	6,300	7,000
Software	4,273	558	2,000	2,000
Hardware	-	-	4,395	-
Equipment	2,019	15,249	-	-
Damages/Vandalism	1,517	6,025	-	-
ISF-Copier Charges	-	-	-	-
ISF-Mail Service Charges	34	26	102	194
ISF-Vehicle Replacement Charge	16,851	27,025	25,173	25,245
ISF-Telecom Charges	6,568	2,399	6,958	2,915
Transfer Out	-	-	-	225,000
Contingency	-	-	11,933	-
<b>Total Streets</b>	<b><u>\$ 1,123,229</u></b>	<b><u>\$ 1,049,128</u></b>	<b><u>\$ 2,348,880</u></b>	<b><u>\$ 2,322,318</u></b>



# Administration Economic Development Funds

## Downtown Strategy Economic Development



The Town originally established an Excise Tax/Downtown Fund on August 3, 2000, for the purpose of improving the downtown area to spur economic activity; this fund has been funded through a dedicated portion of the Town's local sales tax (.1% of 2.6%).

On April 18, 2013 the Town Council established an additional fund by splitting the original Excise Tax/Downtown Fund into two separate funds:

Downtown Strategy Fund (original Excise Tax/Downtown Fund )  
Economic Development Fund (new)

Both funds are funded through the dedicated .1% of local sales tax with a 60/40 split—60% of sales tax revenues will be allocated to the new Economic Development Fund and 40% of sales tax revenues will be allocated to the Downtown Strategy Fund. The residual fund balance of the Excise Tax/Downtown Fund as of June 30, 2013, will be included with any new revenue in the Downtown Strategy Fund to be used towards Town Center infrastructure improvement and development.

The new fund, Economic Development Fund, will be funded with 60% of the .1% local sales tax and will be available for any economic development purpose.



**Downtown Strategy Fund**

**Service Delivery Plan**

The Downtown Strategy Fund was established to provide resources for enhancement to the downtown area through capital and economic development expenditures to enhance the downtown’s economic base.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ 131,631	\$ 119,121	\$ 183,968	\$ 1,954,079
<b>Total</b>	<b>\$ 131,631</b>	<b>\$ 119,121</b>	<b>\$ 183,968</b>	<b>\$ 1,954,079</b>

**Variance Explanations:**

*Administration:*

This line item includes a transfer to the Capital Projects Fund for project E8504-Avenue of the Fountains Improvements.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Wages	\$ 45,326	\$ 37,875	\$ 38,822	\$ -
Employment Taxes	801	739	781	-
Benefits	12,303	10,324	10,570	-
Dues & Memberships	4,990	4,370	3,419	-
Education and Training	2,720	1,559	3,725	-
Maintenance and Repair	11,837	-	-	-
Utilities	379	395	360	-
Contractual Services	50,775	56,948	124,236	30,350
Supplies	1,412	54	300	83,729
Equipment	-	234	-	-
Internal Service	1,088	6,623	1,755	-
Transfers	-	-	-	1,840,000
<b>Total</b>	<b>\$ 131,631</b>	<b>\$ 119,121</b>	<b>\$ 183,968</b>	<b>\$ 1,954,079</b>



**Variance Explanations:**

*Contractual Services:*

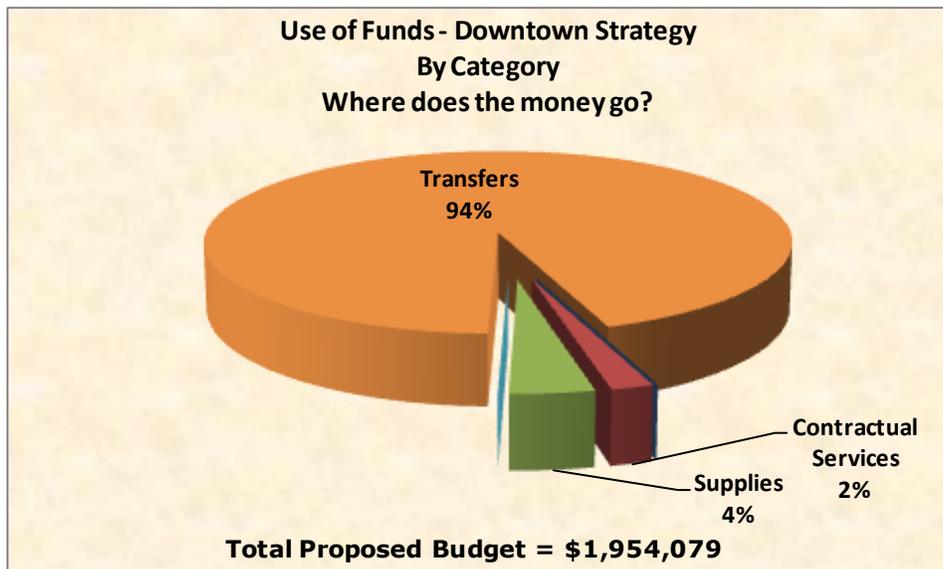
This line item includes \$4,500 for JumpStart Biz and \$30,350 for holiday lighting which was also included in the previous year’s budget.

*Supplies:*

With the unfilled position of the Economic Development Administrator and the recently adopted Economic Development Plan, the work plan has not yet been finalized; therefore, an appropriation of \$83,729 been allocated to miscellaneous expense with the expectation that mid-year transfers will be brought back to the Town Council.

*Transfers:*

This line item includes a transfer to the Capital Projects Fund for project E8504-Avenue of the Fountains Improvements.



## **Activities/Results**

### **Performance Measures**

Improvements to the downtown area

### **Quality**

Through new businesses or new activities

### **Productivity**

Increased economic activity in the downtown area



**FY13-14 Proposed Budget  
Summary of Expenditures  
Downtown Strategy Fund**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Downtown Strategy Fund</b>				
Salaries-Full Time	\$ 45,325	\$ 37,876	\$ 38,822	\$ -
Medicare	639	518	563	-
Workers Compensation	94	86	97	-
Unemployment Insurance	68	135	121	-
Group Health Insurance	6,467	5,578	5,689	-
Group Dental Insurance	342	295	321	-
Group Vision Insurance	39	32	33	-
Disability Insurance	212	142	144	-
Retirement	5,109	4,166	4,271	-
Life Insurance	135	110	112	-
Dues, Subscript & Publicat	4,990	4,370	3,419	-
Training/Cont Ed	787	149	725	-
Meetings & Conferences	1,933	1,410	3,000	-
Sign Repair & Replacement	11,837	-	-	-
Telecommunications	379	395	360	-
Professional Fees	24,019	19,515	36,100	-
Management Fees	-	133	-	-
Printing Expense	36	-	2,786	-
Advertising/Signage	6,699	1,169	-	-
Bank/Merc Acct Fees	25	13	-	-
Community Contracts/Events	-	-	50,000	-
Holiday Lighting	19,996	36,118	35,350	30,350
Office Supplies	229	54	300	-
Food & Beverage Supplies	1,071	-	-	-
Program Materials	112	-	-	-
Miscellaneous Expense	-	-	-	83,729
ISF-Copier Charges	703	194	505	-
ISF-Mail Service Charges	358	37	1,100	-
ISF-Motor Pool Charges	27	3	150	-
Transfer Out	-	6,623	-	1,840,000
<b>Total Downtown Strategy Fund</b>	<b>\$ 131,631</b>	<b>\$ 119,121</b>	<b>\$ 183,968</b>	<b>\$ 1,954,079</b>



**Economic Development Fund**

**Service Delivery Plan**

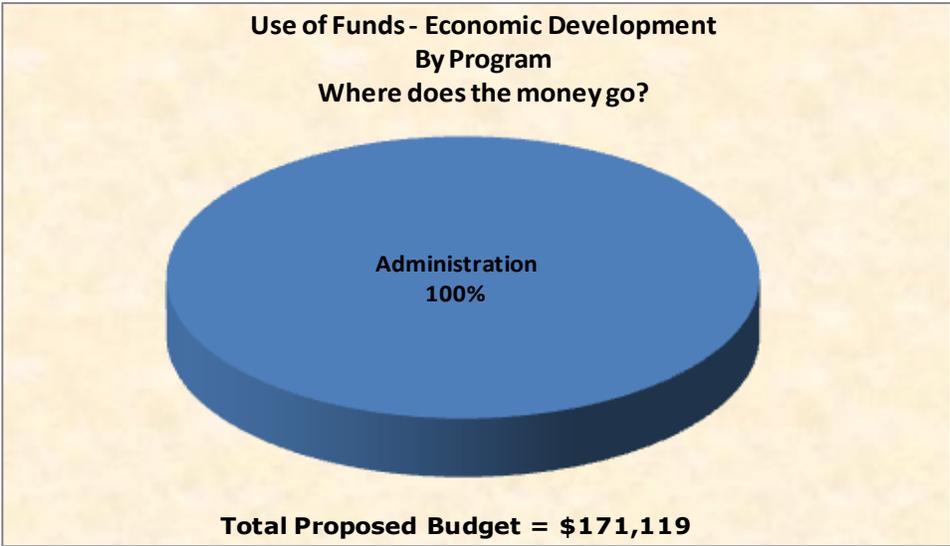
Create more base jobs locally to attract more year-round residents to live, work, and play in the community. Expand the market for local businesses creating revenues that support the community’s quality of life. As revenues are generated and the economic base expands, revenues are available for needed basic services such as parks, recreation, and roadway improvements. The economic development game plan is a multi-tiered approach to building a strong economic base.

Program Name	Expenditures by Program			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Administration	\$ -	\$ -	\$ -	\$ 171,119
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 171,119</b>

**Variance Explanations:**

*Administration:*

This increase is due to the establishment of this fund to be used for economic development. Revenue for this fund comes from .1% of local sales tax collections that have been dedicated for this purpose.



Category	Expenditures by Category			
	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
Dues & Memberships	\$ -	\$ -	\$ -	\$ 8,844
Contractual Services	-	-	-	162,275
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 171,119</b>

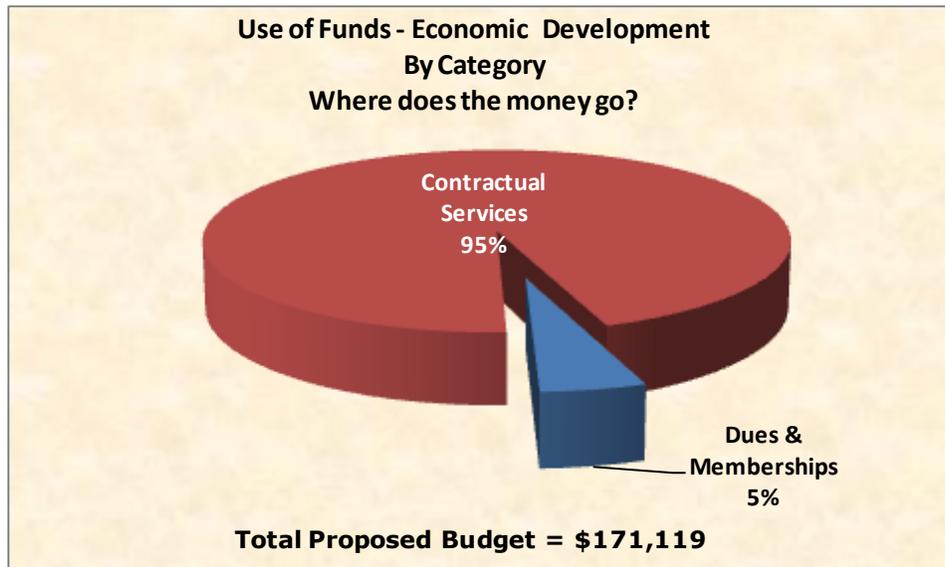
**Variance Explanations:**

*Dues & Memberships:*

This line item represents 100% of the GPEC dues. In the previous fiscal year, 50% of the dues were paid out of the Economic Development Division in the General Fund with the other 50% being paid out of the Excise Tax/Downtown Fund which has been renamed the Downtown Strategy Fund.

*Contractual Services:*

This line item includes funds for JumpStart Biz, the Fountain Hills Theatre (which was previously 100% in the General Fund and now only 50% in the General Fund), Tourism (previously 100% in the General Fund), and special events.



## Activities/Results

### Performance Measures

Pending the implementation of the Economic Development Plan with the following objective:

- Grow our Economy
- Maximize our Talent
- Enhance our Community

### Quality

Focused approach to achieve economic objectives through the following strategic initiatives:

- Business Attraction
- Business Retention and Expansion
- Entrepreneurial Development
- Foundational Maintenance
- Locational Catalysts

### Productivity

Industry sectors that will help the community meet the stated economic objectives:

- Professional, Technical, and Scientific Services
- Healthcare, Medical, Biosciences and Wellness
- Finance and Insurance
- Tourism and Recreation
- Retail
- Education Services

#### FY13-14 Proposed Budget Summary of Expenditures Economic Development Fund

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Economic Development Fund</b>				
Dues, Subscript & Publicat	\$ -	\$ -	\$ -	\$ 8,844
Professional Fees	-	-	-	4,500
Contractual Services	-	-	-	44,880
Community Contracts/Events	-	-	-	9,895
Tourism	-	-	-	103,000
<b>Total Economic Development Fund</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 171,119</b>





# Cottonwoods Maintenance District



The Cottonwoods Maintenance District was formed by the Town Council in June, 1999 for the purpose of improving the common areas of the Cottonwoods subdivision; the Town Council serves as the governing Board for the district. The Maintenance District provides for the maintenance of the common area, which is performed by the Town of Fountain Hills. The cost is repaid through an annual property tax assessment per property owner levied by the Town and collected by Maricopa County. The estimated levy for FY13-14 is \$83.15 which includes the annual contract cost for landscaping as well as establishing a reserve amount for future exterior wall maintenance.

**COTTONWOODS MAINTENANCE DISTRICT**

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Revenues</b>				
Property Tax	\$ 3,293	\$ 3,335	\$ 3,315	\$ 4,823
Interest Income	2	12	-	-
<b>Total Revenues</b>	<u>\$ 3,295</u>	<u>\$ 3,347</u>	<u>\$ 3,315</u>	<u>\$ 4,823</u>
<b>Expenditures</b>				
Grounds Maint/Repair	\$ -	\$ -	\$ 18,315	\$ 3,500
<b>Total Expenditures</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 18,315</u>	<u>\$ 3,500</u>



**Cottonwoods Maintenance District  
 Summary of Tax Levy and Tax Rate Information  
 Fiscal Year 13-14**

	<b>FY12-13</b>	<b>FY13-14</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
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)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	3,315	4,823
C. Total property tax levy amounts	\$ 3,315	\$ 4,823
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 3,315	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 3,315	
C. Total property taxes collected	\$ 3,315	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	57.1500	83.1500
(3) Total city/town tax rate	57.1500	83.1500

\* 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.



# Debt Service Funds



**Debt Service Funds**

The Debt Service Funds provide for the payment of interest, principal, and related costs on General Obligation (GO) bonds (both the Town of Fountain Hills and the Eagle Mountain Community Facilities District) and Municipal Property Corporation (MPC) Revenue bonds.

General Obligation Debt

There have been three General Obligation bond issues that were approved by the voters for specific purposes:

The first GO bond issue in 1991 (refunded in 1995) was to pave roads that remained unpaved at the time of incorporation.

Additional GO bonds issued in 1999 and 2000 (partially refunded in 2005) were for the construction of a library/museum.

Bonds issued in 2001 (partially refunded in 2005) were for the purchase of mountain preserve land in the McDowell mountains.

The annual property tax levy is based on the total amount required for the payment (with adjustments for carry-forward, delinquencies, etc.) divided by the total secondary assessed valuation for the Town of Fountain Hills.

The Town’s secondary assessed property valuation for FY13-14 is estimated to be \$366,302,672 for the upcoming year (a 3.0% drop from the prior year) and the estimated levy is \$0.2765 per \$100 of assessed value. The levy is \$.0108 higher than last year as a result of the decrease in the Town’s secondary assessed value.

GENERAL OBLIGATION DEBT SERVICE

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Revenues</b>				
Secondary Property Tax	\$ 970,276	\$ 1,029,242	\$ 1,000,800	\$ 1,013,040
Interest Income	79	305	1,200	210
<b>Total Revenues</b>	<u>\$ 970,355</u>	<u>\$ 1,029,547</u>	<u>\$ 1,002,000</u>	<u>\$ 1,013,250</u>
<b>Expenditures</b>				
Principal Payments	\$ 820,000	\$ 840,000	\$ 855,000	\$ 900,000
Interest Payments	208,712	177,312	145,812	113,750
Administrative/Trustee Fees	1,140	250	2,100	2,100
<b>Total Expenditures</b>	<u>\$ 1,029,852</u>	<u>\$ 1,017,562</u>	<u>\$ 1,002,912</u>	<u>\$ 1,015,850</u>



Eagle Mountain Community Facilities District (CFD) Debt

There have been three bond issues (issued as General Obligation bonds) that were approved for specific purposes:

The first two CFD bond issues in 1996 (refunded in 2005) were to acquire certain public infrastructure benefiting the District, specifically a sewer project, a storm water conveyance system project, the Eagle Mountain Parkway Phase I project, and the Summer Hill Boulevard project.

CFD bonds issued in 2005 were for refunding and defeasing the 1996 issues.

The Eagle Mountain Community Facilities District debt payments are levied on the property owners within the district. These obligations are paid by the property owners using secondary property taxes, less any credits, carry-forward and/or interest earnings. The anticipated rate based on the estimated assessed valuation of \$23,829,347 (decrease of 1.3% from the prior year) is \$1.84 per \$100 of assessed valuation compared to \$1.7483 in the prior year.

EAGLE MOUNTAIN COMMUNITY FACILITIES DISTRICT DEBT SERVICE

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Revenues</b>				
Property Tax	\$ 394,346	\$ 425,125	\$ 422,100	\$ 430,248
Interest Income	27	98	600	600
<b>Total Revenues</b>	<b>\$ 394,373</b>	<b>\$ 425,223</b>	<b>\$ 422,700</b>	<b>\$ 430,848</b>
<b>Expenditures</b>				
Principal Payments	\$ 260,000	\$ 280,000	\$ 290,000	\$ 305,000
Interest Payments	143,360	134,260	123,760	112,885
Administrative/Trustee Fees	7,350	7,350	7,350	7,350
<b>Total Expenditures</b>	<b>\$ 410,710</b>	<b>\$ 421,610</b>	<b>\$ 421,110</b>	<b>\$ 425,235</b>

Municipal Property Corporation Debt

There have been three Municipal Property Corporation (MPC) bond issues that were approved by the voters for specific purposes:

The first MPC bond issue in 2000 (partially refunded in 2005) was to build the Community Center.

The second MPC issue was in 2001 (partially refunded in 2005) for the purchase of mountain preserve land.

The third MPC issue was in 2004 for the construction of the Town Hall.



One of the methods of funding major municipal projects is the use of a municipal property corporation (MPC). The Town created the Fountain Hills Municipal Property Corporation and bonds were issued in 2000 and 2001 to build the Community Center and purchase a portion of the McDowell Mountain Preserve. The MPC owns the land and buildings purchased through bond proceeds; the annual debt service payment for the Fountain Hills MPC mountain preserve bonds are paid from a dedicated portion of the local sales tax revenues within the MPC debt service fund. The bonds issued for the Community Center are repaid through the General Fund within the Community Services Department/Community Center Division budget – these bonds will be retired in FY14-15. When the bonds are retired, any assets owned by the MPC will be turned over to the Town of Fountain Hills.

During FY11-12, the Town used surplus reserves to retire bonds that were issued in 2005 for the Civic Center (Town Hall). The payoff provided a net savings of approximately \$276,000 over the life of the bonds. The annual debt service payment savings will be available in the General Fund for ongoing operations.

MUNICIPAL PROPERTY CORPORATION DEBT SERVICE

Description	FY10-11 Actual	FY11-12 Actual	FY12-13 Revised Budget	FY13-14 Proposed Budget
<b>Revenues</b>				
Sales-Excise Tax	\$ 880,244	\$ 605,213	\$ 591,120	\$ 594,000
Interest Income	1,474	588	500	500
Transfer In	387,000	2,463,118	193,500	193,500
<b>Total Revenues</b>	<b>\$ 1,268,718</b>	<b>\$ 3,068,919</b>	<b>\$ 785,120</b>	<b>\$ 788,000</b>
<b>Expenditures</b>				
License/Filing Fees	\$ -	\$ 510	\$ -	\$ -
Principal Payments	1,034,999	845,000	880,000	955,000
Interest Payments	376,616	222,099	189,700	149,400
Administrative/Trustee Fees	7,152	7,000	7,000	7,000
Advance Refunding	-	2,732,500	-	-
Issuance Costs	-	37,500	-	-
<b>Total Expenditures</b>	<b>\$ 1,418,767</b>	<b>\$ 3,844,609</b>	<b>\$ 1,076,700</b>	<b>\$ 1,111,400</b>



Outstanding Debt

The Schedule below includes an itemization of the outstanding debt as of June 30, 2013, after the scheduled principal and interest payment due July 1.

OUTSTANDING DEBT SCHEDULE

Bond Type	Purpose of Issue	Date of Bond Issue	Interest Rate	Date of Maturity	Original Principal Amount	Principal Amount Retired	Amount Refunded	Outstanding Principal
GO	Refunding	6/1/2005	3.25-4.00	7/1/2019	<u>\$ 7,225,000</u>	<u>\$ 4,325,000</u>	<u>\$ -</u>	<u>\$ 2,900,000</u>
	Total GO				<u>7,225,000</u>	<u>4,325,000</u>	<u>-</u>	<u>2,900,000</u>
Rev	Refunding	6/1/2005	3.25-4.00	7/1/2019	<u>5,330,000</u>	<u>1,595,000</u>	<u>-</u>	<u>3,735,000</u>
	Total Rev				<u>5,330,000</u>	<u>1,595,000</u>	<u>-</u>	<u>3,735,000</u>
SA	Eagle Mtn	7/12/2005	3.25-4.125	7/1/2021	<u>4,555,000</u>	<u>1,755,000</u>	<u>-</u>	<u>2,800,000</u>
	Total SA				<u>4,555,000</u>	<u>1,755,000</u>	<u>-</u>	<u>2,800,000</u>
	Grand Total				<u>\$ 17,110,000</u>	<u>\$ 7,675,000</u>	<u>\$ -</u>	<u>\$ 9,435,000</u>

GO General Obligation Bonds  
Rev Revenue Bonds  
SA Special Assessment Bonds



Legal Debt Margin Information

The Total Net Debt Applicable to Limit comes from the Report of Indebtedness, Department of Revenue, and is related to those issues noted by the appropriate % debt limit.

20% limit - GO bonds for projects involving water, sewer, artificial lighting, parks, open space, public safety, law enforcement, fire and emergency facilities, street and transportation facilities and recreational facility improvements.

6% limit - GO bonds for any other general purpose improvements.

**Town of Fountain Hills, Arizona  
 Legal Debt Margin Information**

	<u>FY09-10</u>	<u>FY10-11</u>	<u>FY11-12</u>	<u>FY12-13</u>
<b>6% Debt Limit</b>				
Debt limit	\$ 34,592,143	\$ 27,111,608	\$ 22,651,303	\$ 21,978,160
Total applicable to limit	-	-	-	-
Legal debt margin	<u>\$ 34,592,143</u>	<u>\$ 27,111,608</u>	<u>\$ 22,651,303</u>	<u>\$ 21,978,160</u>
Total net debt applicable to the limit as a percentage of debt limit	0%	0%	0%	0%
<b>20% Debt Limit</b>				
Debt limit	\$ 115,307,143	\$ 90,372,027	\$ 75,504,344	\$ 73,260,534
Total applicable to limit	<u>5,415,000</u>	<u>4,595,000</u>	<u>3,755,000</u>	<u>2,900,000</u>
Legal debt margin	<u>\$ 109,892,143</u>	<u>\$ 85,777,027</u>	<u>\$ 71,749,344</u>	<u>\$ 70,360,534</u>
Total net debt applicable to the limit as a percentage of debt limit	5%	5%	5%	4%
Secondary Assessed Value	\$576,535,714	\$451,860,136	\$377,521,718	\$366,302,672



**Town of Fountain Hills  
Summary of Tax Levy and Tax Rate Information  
Fiscal Year 13-14**

	<b>FY12-13</b>	<b>FY13-14</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
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)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	1,000,800	1,013,040
C. Total property tax levy amounts	\$ 1,000,800	\$ 1,013,040
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	\$ _____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 1,000,800	
(2) Prior years' levies	\$ _____	
(3) Total secondary property taxes	\$ 1,000,800	
C. Total property taxes collected	\$ 1,000,800	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	0.2657	0.2765
(3) Total city/town tax rate	0.2657	0.2765

B. Special assessment district tax rates  
 Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating two (2) 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.



**Eagle Mountain Community Facilities District  
 Summary of Tax Levy and Tax Rate Information  
 Fiscal Year 13-14**

	<b>FY12-13</b>	<b>FY13-14</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
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)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	422,100	430,248
C. Total property tax levy amounts	\$ 422,100	\$ 430,248
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 422,100	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 422,100	
C. Total property taxes collected	\$ 422,100	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	1.7483	1.8400
(3) Total city/town tax rate	1.7483	1.8400

\* 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.



# Capital Improvement Program



## Capital Improvement Program (CIP) Policy and Procedures

### Objective

To provide a policy and procedures for the development, approval, and implementation of the Town of Fountain Hills' five (5) year and twenty (20) year Capital Improvement Programs (CIP).

### Scope

This policy applies to all projects undertaken by the Town of Fountain Hills that meet the definition of a capital improvement project detailed in the definitions section.

### Policy

The purpose of the Capital Improvement Program is to provide an authoritative decision-making process for the evaluation, selection, and multi-year scheduling of public physical improvements based on a projection of available fiscal resources and the community's priorities.

The objectives of the Program are to:

- a) ensure the timely repair, replacement and expansion of the Town's infrastructure;
- b) serve as a link in the Town's planning between the Town's Strategic Plan and all subsidiary plans with a 5-20 year horizon and the annual budget process with a one-year horizon;
- c) maintain control over the Town's long-term cash flow in relation to the Town's financial capacity; and
- d) ensure efficient, effective and coordinated capital improvement.

### Definitions

The following words, when used in connection with this policy, shall have the following meanings:

**CAPITAL IMPROVEMENT PROGRAM:** A multi-year planning document that is the product of a systematic evaluation of capital projects. This Program serves as a guide for the efficient and effective construction and maintenance of public facilities, outlining a detailed timeline and financing schedule of capital projects for a five (5) year period of time and a summary schedule of capital projects for a twenty (20) year period.

**CAPITAL IMPROVEMENT PROJECT:** A capital project is a heavy equipment acquisition, a computer/software systems acquisition, or a public improvement that involves construction of new infrastructure, additions to existing structures, renovation of existing structures, and major repairs to infrastructure of a comprehensive

and non-routine nature. A capital project is defined in financial terms as a project with a projected final cost of at least \$50,000 and is a non-recurring expense.

In addition, the capital asset(s) resulting from the project should have a useful life of at least 10 years. Studies, design and engineering fees greater than \$10,000 which are preparatory to a capital project with a projected final cost of at least \$50,000 should be included as part of the capital project cost.

**INFRASTRUCTURE IMPROVEMENT PLAN (IIP):** A written plan that individually or collectively identifies each public service that is proposed to be the subject of a development fee. The Town of Fountain Hills' IIP is incorporated as part of the Town's CIP and follows the same timeline and procedure.

## **Process**

A. Schedule: Annually, the CIP Coordinator and Finance Director will submit a proposed CIP development calendar to the Town Manager for review. Based on this calendar, the CIP Coordinator will initiate a request to the management team for submission of updates, revisions and new projects for the five (5) year Capital Improvement Program. A further, but less detailed, review of the twenty (20) year Program will also be conducted.

B. Format: The management team will utilize the previous year's approved CIP as a base for developing recommended additions, deletions, or changes for incorporation in the updated CIP for the ensuing year. The management team will utilize the standard format provided to submit new projects or propose revisions to existing projects. All new projects will also include a comprehensive estimate of the impact of the new project on the Town's annual operating budget; e.g., salaries and benefits, supplies, utilities, fuel, maintenance requirements, etc.

C. Finance Review: The Finance Director will assist the CIP Coordinator as necessary in all facets of Capital Improvement Program development and review including production of revenue estimates and estimated growth in assessed valuation as well as overall financial analysis of the proposed program. Additional assistance may be requested to help produce draft documents, etc.

D. Town Manager Review: The CIP Coordinator will provide a copy of the proposed CIP document to the Finance Director and Town Manager for review and comment prior to distribution of the CIP document to the Town Council as part of the budget package.

E. Public Hearing: The proposed CIP will be considered at a public hearing convened by the Town Council to accept comments and input from the public on the content of the Program. Notice of said public hearing date, place, and time will be made at least 60 days in advance of the scheduled hearing. Copies of the proposed CIP will be made available to the public at least 30



days prior to the scheduled hearing date and at the hearing itself.

F. Town Council Approval: The final draft of the proposed CIP will be submitted as an agenda item for formal approval by the Town Council at the first Council Meeting in June.

G. Distribution: A copy of the approved CIP document will be published on the Town's website.

H. Implementation: Upon adoption of the CIP, projects included within the applicable budget year may be implemented by the appropriate management team member in compliance with the Town's purchasing policy, special benefit district, or applicable procedure.

I. Amendments: The adopted CIP may be amended upon approval of the Town Council. Examples of amendments include cost increases for approved projects, the acceleration of projects to the applicable budget year from a future year, and the addition of projects not previously included in the CIP.

An amendment to the CIP will be submitted to the Town Manager for approval. Upon approval, the amendment should be prepared as an agenda item for formal approval by the Town Council at a regular or special session. Upon approval, a copy of the amended CIP document will be published on the Town's website.

## Procedure

A. Form: The form listed as Attachment A shall be utilized to request inclusion of a project in the Capital Improvement Program.

B. Funding Prioritization: As part of the project submittal process, management team members shall identify project priorities to help determine which projects are recommended for inclusion in the five-year CIP.

The initial measure of the project's priority is first established using the following factors:

### HIGH

- Project protects the health and safety of the Town, its residents, visitors and employees
- Project is mandated by Federal, State or local, regulations
- Project is a high priority of the Town Council, based on the most current Strategic Plan or other subsidiary plans. Project prevents irreparable damage to existing facilities
- Project leverages local funding with other non-local funding sources
- Project finishes a partially completed project

### MEDIUM

- Project maintains existing service levels
- Project provides for the maintenance of existing systems and equipment
- Project results in increased efficiency
- Project reduces operational costs
- Project significantly reduces losses in revenue or provides for significant increased revenues

### LOW

- Project provides an expanded level of service or new public facility not included in the Town Council's priorities
- Project is deferrable
- Project uses debt financing

C. Funding Sources: The primary funding sources for the CIP are the General Fund, grants, development fees, excise taxes, HURF, bonded indebtedness, capital leases and Capital Projects funds. All potential projects must identify the proposed sources of funding before submission of the CIP request. Projects that are funded by development fees must also identify the relationship between the IIP project and the development fee from which it is funded in the justification section of the CIP Form.

D. Project Schedule: Each Project Manager shall provide a preliminary schedule which shall detail the various phases involved in the project and their starting and ending dates. It is the responsibility of the Project Manager to maintain this schedule or to provide schedule updates to the CIP Coordinator on at least a quarterly basis.

### **Responsibility for Enforcement**

The Town Manager, Finance Director and CIP Coordinator will be responsible for ensuring that this policy is followed and/or updated as necessary.



**Attachment A**  
**Town of Fountain Hills**  
**Capital Improvement Project Information Form**

PROJECT TITLE: [Click here to enter text.](#)

PROJECT NUMBER: [Click here to enter text.](#)

PROJECT DESCRIPTION/SCOPE:  
[Click here to enter text.](#)

TIMEFRAME: [Click here to enter text.](#) Example FY 2012-15

YEAR PROJECT BEGAN: [Click here to enter text.](#) Example FY 2012-13

TOTAL ESTIMATED PROJECT COST: [Click here to enter text.](#)

PROJECT JUSTIFICATION:  
[Click here to enter text.](#)

FUNDING PRIORITY: [Click here to select a Priority from the list](#)

Note: Double click on the below tables to update them in Excel. The totals will automatically calculate.

<b>Funding Sources</b>							
<b>Fund Type</b>	Prior Year	FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
General							\$0
Capital Projects							\$0
Excise Tax							\$0
Grant							\$0
HURF							\$0
Development Fee							\$0
Developer							\$0
Unfunded							\$0
Other							\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Project Expenses</b>							
<b>Fund Type</b>	Prior Year	FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
Planning							\$0
Design							\$0
Construction							\$0
Other							\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0

<b>Operating Impact</b>							
<b>Fund Type</b>		FY2012-2013	FY2013-2014	FY 2014-2015	FY2015-2016	FY 2016-2017	<b>Total</b>
Salaries & Benefits							\$0
Services & Supplies							\$0
Other							\$0
<b>Total</b>		\$0	\$0	\$0	\$0	\$0	\$0



# Capital Projects Summary



**PROPOSED CAPITAL PROJECTS  
FY13-14 THROUGH FY17-18  
BY PROJECT BY YEAR**

Project No.	Project Title	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	Five-Year Total
<b><u>Stormwater Management/Drainage Projects</u></b>							
D6030	Ashbrook Wash Channelization Improvements- Bay field to Del Cambre	\$ 76,000	\$ 76,000	\$ 1,364,000	\$ -	\$ -	\$ 1,516,000
D6047	Miscellaneous Drainage Improvements	50,000	-	-	-	-	50,000
<b>TOTAL</b>		<b>\$ 126,000</b>	<b>\$ 76,000</b>	<b>\$ 1,364,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,566,000</b>
<b><u>Downtown Improvement Projects</u></b>							
E8501	Downtown Vision Master Plan-Phase I (Greening)	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000
E8502	Downtown Vision Master Plan - Phase II (Avenue/Lakeside Project)	200,000	200,000	-	-	-	400,000
E8504	Ave of the Fountains Improvements	1,600,000	-	-	-	-	1,600,000
<b>TOTAL</b>		<b>\$ 1,900,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,100,000</b>
<b><u>Fire &amp; Emergency Medical Projects</u></b>							
F4005	Fire Station 2 Relocation	\$ -	\$ 2,110,000	\$ -	\$ -	\$ -	\$ 2,110,000
F4015	Fire Station 1 Renovation	420,000	-	-	-	-	420,000
F4025	Portable Live Fire Training Unit	160,000	-	-	-	-	160,000
F4027	Assistance To Fire Fighters Grant – Radios	120,000	-	-	-	-	120,000
<b>TOTAL</b>		<b>\$ 700,000</b>	<b>\$ 2,110,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,810,000</b>
<b><u>General Government Projects</u></b>							
F4002	Street Maintenance Facility Improvements	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000
<b>TOTAL</b>		<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>
<b><u>Parks &amp; Recreation Projects</u></b>							
P3011	Fountain Park Improvements	\$ 825,000	\$ 675,000	\$ -	\$ -	\$ -	\$ 1,500,000
P3022	Fountain Lake Water Quality Improvements	300,000	-	-	-	-	300,000
P3024	Urban Trail Improvements	20,000	20,000	20,000	20,000	-	80,000
<b>TOTAL</b>		<b>\$ 1,145,000</b>	<b>\$ 695,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 1,880,000</b>
<b><u>Street/Sidewalk Projects</u></b>							
S6003	Unpaved Alley Paving Projects	\$ 325,000	\$ 190,000	\$ 180,000	\$ -	\$ -	\$ 695,000
S6005	Shea Boulevard Widening	3,903,000	-	-	-	-	3,903,000
S6008	Pavement Management	1,000,000	-	-	-	-	1,000,000
S6009	Downtown Sidewalk Program	40,000	-	-	-	-	40,000
S6010	Saguaro Blvd Reconstruction	8,200,000	-	-	-	-	8,200,000
S6053	Fountain Hills Blvd Shoulder Paving	336,000	-	-	-	-	336,000
S6054	Highway Safety Improvement Program	57,000	-	-	-	-	57,000
S6056	Shea Blvd. Eastbound Bike Lane	651,000	-	-	-	-	651,000
<b>TOTAL</b>		<b>\$ 14,512,000</b>	<b>\$ 190,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 14,882,000</b>
<b><u>Traffic Signal Projects</u></b>							
T5011	Traffic Signal-Palisades & Saguaro Upgrades	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
<b>TOTAL</b>		<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>
<b><u>Contingency</u></b>		<b>\$ 190,080</b>	<b>\$ 32,710</b>	<b>\$ 15,640</b>	<b>\$ 200</b>	<b>\$ -</b>	<b>\$ 238,630</b>
<b>TOTAL PROPOSED CAPITAL PROJECTS</b>		<b>\$ 19,198,080</b>	<b>\$ 3,303,710</b>	<b>\$ 1,579,640</b>	<b>\$ 20,200</b>	<b>\$ -</b>	<b>\$ 24,101,630</b>



**PROPOSED CAPITAL PROJECTS  
FY13-14 THROUGH FY17-18  
BY PROJECT BY FUNDING SOURCE**

Project No.	Project Title	Capital Projects Fund	Grants	Downtown Strategy Fund	General Fund	Developer	Bonds	HURF	Total
<b><u>Stormwater Management/Drainage Projects</u></b>									
D6030	Ashbrook Wash Channelization Improvements-Bayfield to Del Cambre	\$ 758,000	\$ 758,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,516,000
D6047	Miscellaneous Drainage Improvements	50,000	-	-	-	-	-	-	50,000
<b>TOTAL</b>		<b>\$ 808,000</b>	<b>\$ 758,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,566,000</b>
<b><u>Downtown Improvement Projects</u></b>									
E8501	Downtown Vision Master Plan-Phase I (Greening)	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
E8502	Downtown Vision Master Plan - Phase II (Avenue/Lakeside Project)	-	-	400,000	-	-	-	-	400,000
E8504	Ave of the Fountains Improvements	-	-	1,600,000	-	-	-	-	1,600,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,100,000</b>
<b><u>Fire &amp; Emergency Medical Projects</u></b>									
F4005	Fire Station 2 Relocation	\$ 2,110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,110,000
F4015	Fire Station 1 Renovation	420,000	-	-	-	-	-	-	420,000
F4025	Portable Live Fire Training Unit	-	144,000	-	16,000	-	-	-	160,000
F4027	Assistance To Fire Fighters Grant – Radios	-	108,000	-	12,000	-	-	-	120,000
<b>TOTAL</b>		<b>\$ 2,530,000</b>	<b>\$ 252,000</b>	<b>\$ -</b>	<b>\$ 28,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,810,000</b>
<b><u>General Government Projects</u></b>									
F4002	Street Maintenance Facility Improvements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000	\$ 225,000
<b>TOTAL</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 225,000</b>	<b>\$ 225,000</b>
<b><u>Parks &amp; Recreation Projects</u></b>									
P3011	Fountain Park Improvements	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500,000
P3022	Fountain Lake Water Quality Improvements	300,000	-	-	-	-	-	-	300,000
P3024	Urban Trail Improvements	80,000	-	-	-	-	-	-	80,000
<b>TOTAL</b>		<b>\$ 1,880,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,880,000</b>
<b><u>Street/Sidewalk Projects</u></b>									
S6003	Unpaved Alley Paving Projects	\$ 695,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 695,000
S6005	Shea Boulevard Widening	957,000	2,746,000	-	-	200,000	-	-	3,903,000
S6008	Pavement Management	1,000,000	-	-	-	-	-	-	1,000,000
S6009	Downtown Sidewalk Program	-	-	40,000	-	-	-	-	40,000
S6010	Saguaro Blvd Reconstruction	-	-	-	-	-	8,200,000	-	8,200,000
S6053	Fountain Hills Blvd Shoulder Paving	81,000	255,000	-	-	-	-	-	336,000
S6054	Highway Safety Improvement Program	10,000	47,000	-	-	-	-	-	57,000
S6056	Shea Blvd. Eastbound Bike Lane	211,000	440,000	-	-	-	-	-	651,000
<b>TOTAL</b>		<b>\$ 2,954,000</b>	<b>\$ 3,488,000</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ 200,000</b>	<b>\$ 8,200,000</b>	<b>\$ -</b>	<b>\$ 14,882,000</b>
<b><u>Traffic Signal Projects</u></b>									
T5011	Traffic Signal-Palisades & Saguaro Upgrades	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
<b>TOTAL</b>		<b>\$ 400,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>
<b>Contingency</b>		<b>\$ 238,630</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 238,630</b>
<b>TOTAL PROPOSED CAPITAL PROJECTS</b>		<b>\$ 8,810,630</b>	<b>\$ 4,598,000</b>	<b>\$ 2,040,000</b>	<b>\$ 28,000</b>	<b>\$ 200,000</b>	<b>\$ 8,200,000</b>	<b>\$ 225,000</b>	<b>\$ 24,101,630</b>



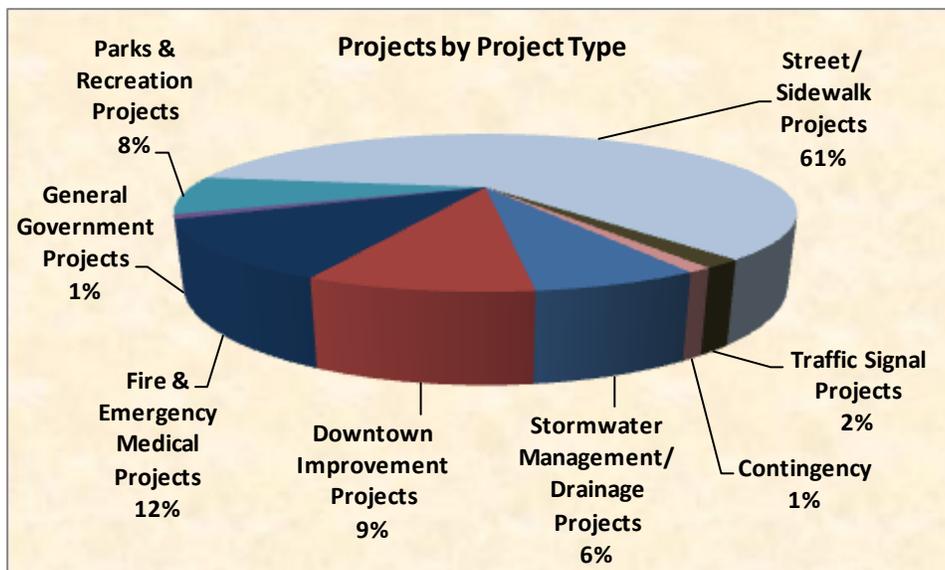
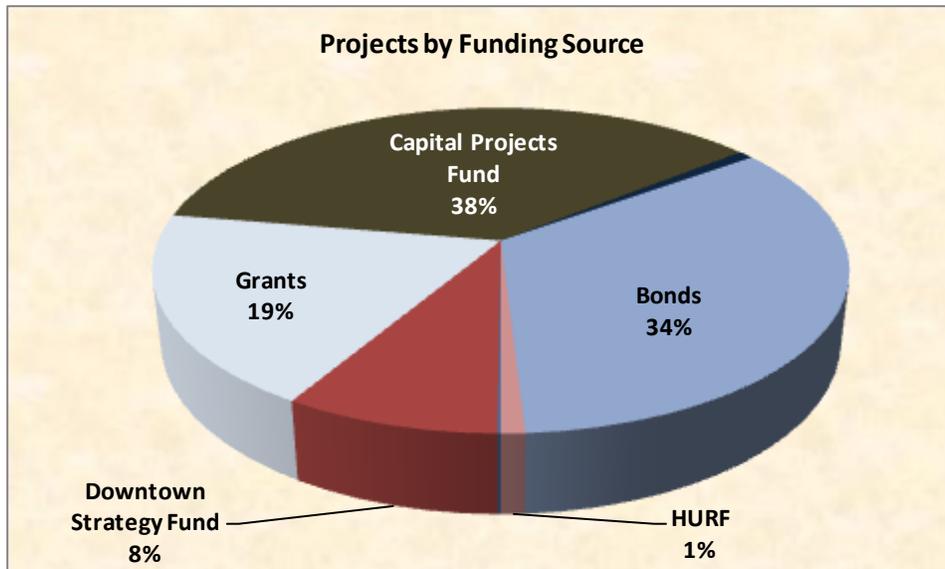
**CAPITAL PROJECTS FIVE-YEAR PROJECTION  
REVENUES & PROJECT COSTS**

REVENUES BY SOURCE	FIVE-YEAR AVAILABLE FUNDS	FY13-14 Requested	FY14-15 Requested	FY15-16 Requested	FY16-17 Requested	FY17-18 Requested	TOTAL FIVE- YEAR PROJECTION	SURPLUS/ DEFICIT
General Fund	\$ 28,000	\$ 28,000	\$ -	\$ -	\$ -	\$ -	\$ 28,000	\$ -
Downtown Strategy Fund	2,530,945	1,840,000	200,000	-	-	-	2,040,000	490,945
Grants	4,598,000	3,878,000	38,000	682,000	-	-	4,598,000	-
Capital Projects Fund	6,925,438	4,827,080	3,065,710	897,640	20,200	-	8,810,630	(1,885,192)
Development Fees:								
Streets	54,139	-	-	-	-	-	-	54,139
Law Enforcement	201,101	-	-	-	-	-	-	201,101
Fire & Emergency Medical	40,157	-	-	-	-	-	-	40,157
Open Space	1,646,154	-	-	-	-	-	-	1,646,154
Recreation	10,301	-	-	-	-	-	-	10,301
Library/Museum	41,923	-	-	-	-	-	-	41,923
General Government	-	-	-	-	-	-	-	-
Bonds	8,200,000	8,200,000	-	-	-	-	8,200,000	-
Developers	200,000	200,000	-	-	-	-	200,000	-
Unfunded	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-
Total Revenues By Source	\$24,476,158	\$19,198,080	\$ 3,303,710	\$ 1,579,640	\$ 20,200	\$ -	\$ 24,101,630	\$ 374,528

PROJECT TYPE & COSTS	FY13-14 Requested	FY14-15 Requested	FY15-16 Requested	FY16-17 Requested	FY17-18 Requested	TOTAL FIVE- YEAR PROJECTION
Stormwater Management/Drainage Projects	\$ 126,000	\$ 76,000	\$ 1,364,000	\$ -	\$ -	\$ 1,566,000
Downtown Improvement Projects	1,900,000	200,000	-	-	-	2,100,000
Fire & Emergency Medical Projects	700,000	2,110,000	-	-	-	2,810,000
General Government Projects	225,000	-	-	-	-	225,000
Parks & Recreation Projects	1,145,000	695,000	20,000	20,000	-	1,880,000
Street/Sidewalk Projects	14,512,000	190,000	180,000	-	-	14,882,000
Traffic Signal Projects	400,000	-	-	-	-	400,000
Contingency	190,080	32,710	15,640	200	-	238,630
Total Project Costs	\$19,198,080	\$ 3,303,710	\$ 1,579,640	\$ 20,200	\$ -	\$ 24,101,630



**CAPITAL PROJECTS FIVE-YEAR PROJECTION**



**PROPOSED CAPITAL PROJECTS  
FY13-14 THROUGH FY17-18  
BY YEAR AND FUNDING SOURCE**

Project No.	Project Title/ <i>Funding Source</i>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	Source Total	Project Total
D6030	<b>Ashbrook Wash Channelization Improvements-Bayfield to Del Cambre</b>							\$ 1,516,000
	<i>Capital Projects Fund</i>	\$ 38,000	\$ 38,000	\$ 682,000	\$ -	\$ -	\$ 758,000	
	<i>Grants</i>	38,000	38,000	682,000	-	-	758,000	
D6047	<b>Miscellaneous Drainage Improvements</b>							50,000
	<i>Capital Projects Fund</i>	50,000	-	-	-	-	50,000	
E8501	<b>Downtown Vision Master Plan-Phase I (Greening)</b>							100,000
	<i>Grants</i>	100,000	-	-	-	-	100,000	
E8502	<b>Downtown Vision Master Plan - Phase II (Avenue/Lakeside Project)</b>							400,000
	<i>Downtown Strategy Fund</i>	200,000	200,000	-	-	-	400,000	
E8504	<b>Ave of the Fountains Improvements</b>							1,600,000
	<i>Downtown Strategy Fund</i>	1,600,000	-	-	-	-	1,600,000	
F4002	<b>Street Maintenance Facility Improvements</b>							225,000
	<i>HURF</i>	225,000	-	-	-	-	225,000	
F4005	<b>Fire Station 2 Relocation</b>							2,110,000
	<i>Capital Projects Fund</i>	-	2,110,000	-	-	-	2,110,000	
F4015	<b>Fire Station 1 Renovation</b>							420,000
	<i>Capital Projects Fund</i>	420,000	-	-	-	-	420,000	
F4025	<b>Portable Live Fire Training Unit</b>							160,000
	<i>General Fund</i>	16,000	-	-	-	-	16,000	
	<i>Grants</i>	144,000	-	-	-	-	144,000	
F4027	<b>Assistance To Fire Fighters Grant – Radios</b>							120,000
	<i>General Fund</i>	12,000	-	-	-	-	12,000	
	<i>Grants</i>	108,000	-	-	-	-	108,000	
P3011	<b>Fountain Park Improvements</b>							1,500,000
	<i>Capital Projects Fund</i>	825,000	675,000	-	-	-	1,500,000	
P3022	<b>Fountain Lake Water Quality Improvements</b>							300,000
	<i>Capital Projects Fund</i>	300,000	-	-	-	-	300,000	
P3024	<b>Urban Trail Improvements</b>							80,000
	<i>Capital Projects Fund</i>	20,000	20,000	20,000	20,000	-	80,000	
S6003	<b>Unpaved Alley Paving Projects</b>							695,000
	<i>Capital Projects Fund</i>	325,000	190,000	180,000	-	-	695,000	
S6005	<b>Shea Boulevard Widening</b>							3,903,000
	<i>Capital Projects Fund</i>	957,000	-	-	-	-	957,000	
	<i>Grants</i>	2,746,000	-	-	-	-	2,746,000	
	<i>Reimbursements from Developers</i>	200,000	-	-	-	-	200,000	
S6008	<b>Pavement Management</b>							1,000,000
	<i>Capital Projects Fund</i>	1,000,000	-	-	-	-	1,000,000	
S6009	<b>Downtown Sidewalk Program</b>							40,000
	<i>Downtown Strategy Fund</i>	40,000	-	-	-	-	40,000	
S6010	<b>Saguaro Blvd Reconstruction</b>							8,200,000
	<i>Bond</i>	8,200,000	-	-	-	-	8,200,000	
S6053	<b>Fountain Hills Blvd Shoulder Paving</b>							336,000
	<i>Capital Projects Fund</i>	81,000	-	-	-	-	81,000	
	<i>Grants</i>	255,000	-	-	-	-	255,000	
S6054	<b>Highway Safety Improvement Program</b>							57,000
	<i>Capital Projects Fund</i>	10,000	-	-	-	-	10,000	
	<i>Grants</i>	47,000	-	-	-	-	47,000	
S6056	<b>Shea Blvd. Eastbound Bike Lane</b>							651,000
	<i>Capital Projects Fund</i>	211,000	-	-	-	-	211,000	
	<i>Grants</i>	440,000	-	-	-	-	440,000	
T5011	<b>Traffic Signal-Palisades &amp; Saguaro Upgrades</b>							400,000
	<i>Capital Projects Fund</i>	400,000	-	-	-	-	400,000	
	<b>Contingency</b>							238,630
	<i>Capital Projects Fund</i>	190,080	32,710	15,640	200	-	238,630	
	<b>TOTAL PROPOSED CAPITAL PROJECTS</b>	<b>\$ 19,198,080</b>	<b>\$ 3,303,710</b>	<b>\$ 1,579,640</b>	<b>\$ 20,200</b>	<b>\$ -</b>	<b>\$ 24,101,630</b>	<b>\$ 24,101,630</b>

The highlighted rows represent project funding through the Town’s Capital Improvement Program (CIP).



**PROPOSED CAPITAL PROJECTS  
FY13-14 THROUGH FY17-18  
BY YEAR AND FUNDING SOURCE  
TOTALS**

	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	Total FY13-14 - FY17-18
<b>Capital Projects Fund</b>	\$ 4,827,080	\$3,065,710	\$ 897,640	\$20,200	\$ -	\$ 8,810,630
<b>Grants</b>	3,878,000	38,000	682,000	-	-	4,598,000
<b>Reimbursements from Developers</b>	200,000	-	-	-	-	200,000
<b>Downtown Strategy Fund</b>	1,840,000	200,000	-	-	-	2,040,000
<b>HURF</b>	225,000	-	-	-	-	225,000
<b>General Fund</b>	28,000	-	-	-	-	28,000
<b>Bond</b>	8,200,000	-	-	-	-	8,200,000
<b>Total</b>	<b>\$19,198,080</b>	<b>\$3,303,710</b>	<b>\$1,579,640</b>	<b>\$20,200</b>	<b>\$ -</b>	<b>\$ 24,101,630</b>





# Capital Projects Information Sheets



**PROJECT TITLE:** Ashbrook Wash Channelization Improvements

**PROJECT NUMBER:** D6030

**PROJECT DESCRIPTION/SCOPE:**

This project will upgrade the channel and culverts along the Ashbrook Wash between Bayfield Drive and Del Cambre Avenue to carry run-off from a 100-year storm event without flooding adjacent residences.

The work is anticipated to include a new culvert at Bayfield Drive (six barrel, 8' x 5' concrete box culvert), a new culvert at Saguario Boulevard (seven barrel, 10' x 4' concrete box culvert), grading a portion of the channel length, excess vegetation removal, and two segments of masonry floodwall.

**TOWN GOALS**

**TIMEFRAME:** FY14-16

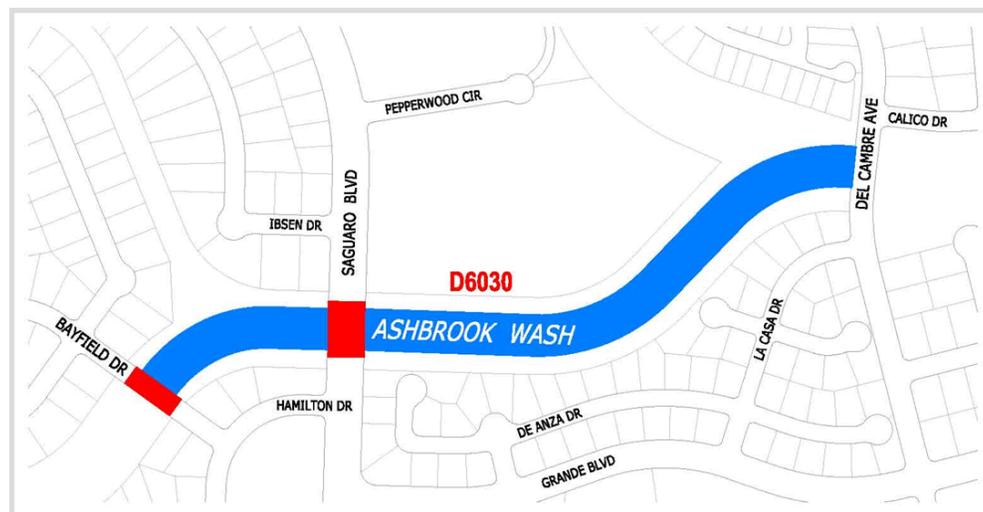
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$1,516,000

**PROJECT JUSTIFICATION:**

Survey data and hydraulic calculations from the Maricopa County Flood Control District (MCFCD) show that 13 houses and duplex units are susceptible to flooding in the 100-year flood along Ashbrook Wash between Bayfield Drive and Del Cambre Avenue. The Town and the MCFCD will split the project costs equally with the MCFCD managing the project's design and construction.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 38,000	\$ 38,000	\$ 682,000	\$ -	\$ -	\$ 758,000
Grant		38,000	38,000	682,000			758,000
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 76,000	\$ 76,000	\$1,364,000	\$ -	\$ -	\$1,516,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning		76,000	76,000				152,000
Design							-
Construction				1,364,000			1,364,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 76,000	\$ 76,000	\$1,364,000	\$ -	\$ -	\$1,516,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Miscellaneous Drainage Improvements

**PROJECT NUMBER:** D6047

**PROJECT DESCRIPTION/SCOPE:**

This project will provide for the construction of new drainage facilities or the extension of existing facilities at locations of future road widening projects so that excess excavated materials may be put in place when available. The project will also provide for the revegetation of these locations.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

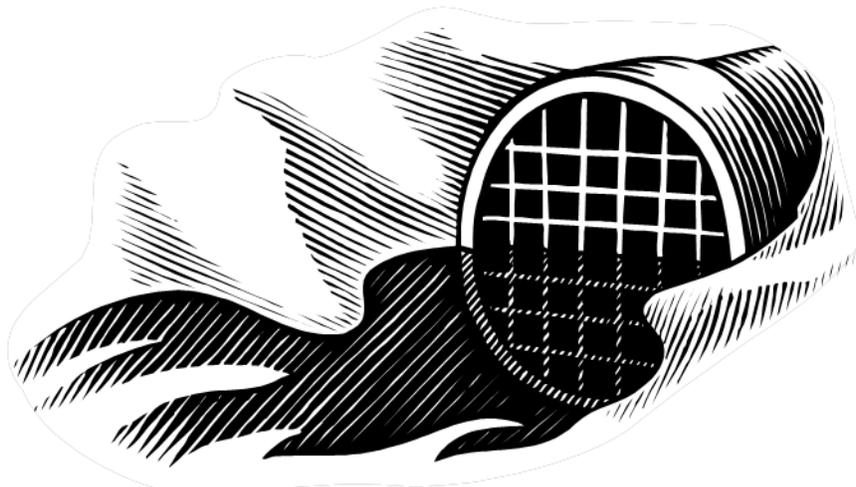
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$50,000

**PROJECT JUSTIFICATION:**

The Town has worked successfully with municipal, private and utility construction contractors in the past to place excess excavation materials at locations where future Town road widening projects will require fill material. This work is done at no cost to the Town and will save on the costs to fill and compact these areas in the future. The locations where the excess materials can be placed are now limited without constructing or extending drainage culverts. Revegetation is also required in the areas where fill materials are placed to help with erosion and aesthetics.

**FUNDING PRIORITY:** High - Leverage Local Funds



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction		50,000					50,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Downtown Vision Master Plan - Phase I (Greening)

**PROJECT NUMBER:** E8501

**PROJECT DESCRIPTION/SCOPE:**

Project is planned to introduce additional trees, and potentially shrubs, to Fountain Park and a number of vacant lots, principally in the downtown area. Grant funds and donations will be sought for this work.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$100,000

**PROJECT JUSTIFICATION:**

The "Greening of Downtown" was one of the recommendations to come from the Downtown Vision Master Plan. The "Greening of Downtown" envisioned additional trees and shrubbery for Fountain Park to provide additional shade and aesthetic appeal and the planting of greenery in the Town's privately-owned, large vacant lots in the downtown area.

The source of funding is to be donation driven. The project will include a demonstration planting area on the Park's east side, trees along the sidewalks and paths in and around the Park, and more intensely planted "grove" areas, which are envisioned to include both trees and shrubs. Lastly, additional work that is envisioned including naturalization of the Park islands and a desert wildflower area, among others.

**FUNDING PRIORITY:** High - Finishes a Partially Completed Project



# Greening of Downtown

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A Private and  
Public Cooperative



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant		100,000					100,000
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction		100,000					100,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 100,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Downtown Vision Master Plan - Phase II (Avenue/  
Lakeside Project)

**PROJECT NUMBER:** E8502

**PROJECT DESCRIPTION/SCOPE:**

This project may be used as an inducement to reimburse a developer(s) up to \$400,000 for construction of Town approved streetscape/sidewalks/road improvements for development of a project or projects in the Lakeside District and/or The Avenue District in alignment with the Downtown Vision Master Plan adopted by Council on September 17, 2009, and in alignment with the Downtown Area Specific Plan framework.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** N/A

**TOTAL ESTIMATED PROJECT COST:** \$400,000

**PROJECT JUSTIFICATION:**

In FY05-06 and FY06-07, the Town completed Phases I and II of the "Avenue of the Fountains Enhancement Project." Phase I included design of the entire project, and construction of the streetscape and sidewalks on the north side of the Avenue of the Fountains. Phase II included construction of the streetscape and sidewalks on the south side of the Avenue in front of Town Hall.

In January 2009, the Town of Fountain Hills and the Fountain Hills Chamber of Commerce embarked on a journey to develop a master plan for downtown Fountain Hills. Swaback Partners was engaged to assist in this project. The process included input in structured group settings. Two different groups, inclusive of community leaders and local constituents, formally assisted in defining the vision - the Project Team and the Focus Group. In addition, the process included numerous public meetings to discuss the project progress and receive feedback and guidance.

This project will continue the "Avenue of the Fountains Enhancement Project" in the form of an inducement up to \$400,000 to reimburse a developer or developers for developing a project(s) in the Lakeside District or The Avenue District in alignment with the Downtown Vision Master Plan. It may also be in the form of a Town project to induce a development. The Town Council would formalize the reimbursement or inducement through an adopted Development Agreement which would outline the conditions of the reimbursements or inducements.

**FUNDING PRIORITY:** High - Town Council Priority





**FUNDING SOURCES**

ACTIVITY	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	TOTAL
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant							-
Excise Tax/Downtown		200,000	200,000				400,000
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 400,000

**PROJECT EXPENSES**

ACTIVITY	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	TOTAL
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction							-
Other Expenses		200,000	200,000				400,000
<b>TOTAL</b>	\$ -	\$ 200,000	\$ 200,000	\$ -	\$ -	\$ -	\$ 400,000

**OPERATING IMPACT**

ACTIVITY	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	TOTAL
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Avenue of the Fountains Improvements

**PROJECT NUMBER:** E8504

**PROJECT DESCRIPTION/SCOPE:**

This project will include improvements to the median along the Avenue of the Fountains from Saguario Boulevard to La Montana to provide a more vibrant and pedestrian friendly downtown area as well as provide areas for special events.

**TOWN GOALS**

**TIMEFRAME:** FY12-14

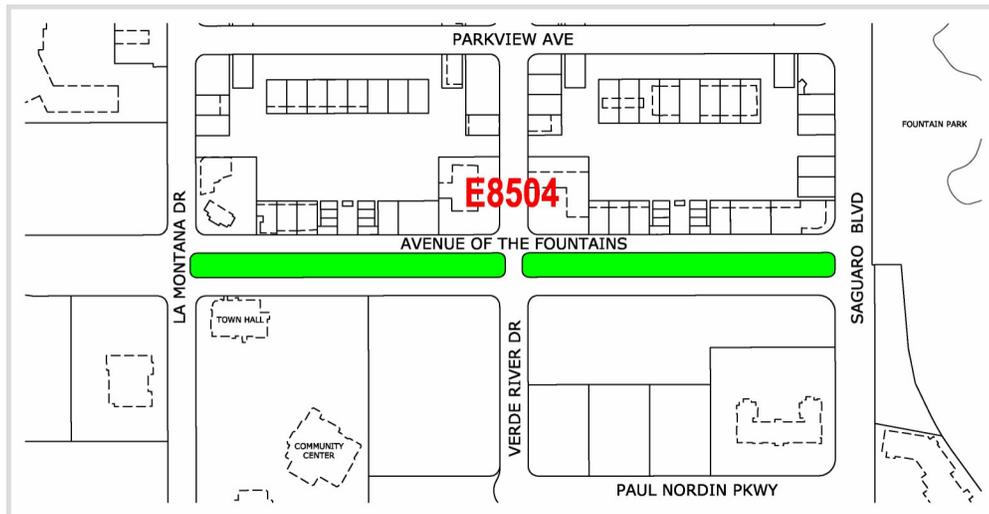
**YEAR PROJECT BEGAN:** FY11-12

**TOTAL ESTIMATED PROJECT COST:** \$1,720,000

**PROJECT JUSTIFICATION:**

The Avenue of the Fountains median between Saguario Boulevard and La Montana is utilized for numerous community events throughout the year. Due to its age and use, the median area is in need of improvements including, but not limited to, the replacement of trees, curbing, brick pavers, irrigation systems, electrical systems and replacement of the fountains. The project budget includes a \$400,000 allowance for lighting.

**FUNDING PRIORITY:** Medium - Provides Maintenance of Existing Systems



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant							-
Excise Tax/Downtown	120,000	1,600,000					1,720,000
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ 120,000	\$1,600,000	\$ -	\$ -	\$ -	\$ -	\$1,720,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design	120,000	40,000					160,000
Construction		1,560,000					1,560,000
Other Expenses							-
<b>TOTAL</b>	\$ 120,000	\$1,600,000	\$ -	\$ -	\$ -	\$ -	\$1,720,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact		50,000	50,000	50,000	50,000	200,000
<b>TOTAL</b>	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000



**PROJECT TITLE:** Street Maintenance Facility Improvements

**PROJECT NUMBER:** F4002

**PROJECT DESCRIPTION/SCOPE:**

This project will provide a new modular office for the Streets Maintenance Division with funding coming from HURF reserves.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$225,000

**PROJECT JUSTIFICATION:**

The current Streets Maintenance Facility is not adequately sized or configured for day to day operations. Staff currently utilizes a 975 square foot mobile home trailer that was brought to the site in 1993 as a temporary facility. This project will provide an approximate 1,450 square foot modular building for office space and traffic signal electronic equipment storage.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources		225,000					225,000
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction		225,000					225,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 225,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Fire Station #2 Relocation

**PROJECT NUMBER:** F4005

**PROJECT DESCRIPTION/SCOPE:**

Construction of a new 6,000 sq. ft. Fire Station on/near Shea Boulevard between Fountain Hills Boulevard and Palisades Boulevard. This station will replace the existing Fire Station on Saguaro Boulevard, south of Shea Boulevard. The project includes engineering, design, and construction.

**TOWN GOALS**

**TIMEFRAME:** FY05-15

**YEAR PROJECT BEGAN:** FY04-05

**TOTAL ESTIMATED PROJECT COST:** \$2,110,000

**PROJECT JUSTIFICATION:**

The Fire Department has completed a study of seven sites, two current stations and five potential locations, to improve response times for all areas within the Town (in particular Eagle Mountain, Crestview, Copperwynd, Adero Canyon, Fire Rock, and the Westridge developments).

The criteria used was: response times, emergency unit coverage, Town-owned property, cost, and site requiring little or no Planning & Zoning or Council action.

The goal is a five minute response 90% of the time (the standard is five minutes that all fire departments strive to reach). The current Rural Metro contract calls for five (5) and eight (8) minute response areas.

The new Fire Station location on Shea Boulevard will afford superior overlapping coverage for both Fire Stations, which will equitably distribute and balance call volume, thus allowing better call support for multiple calls. This station will also enhance the Insurance Service Organization (ISO) station location rating.

Upon completion of this project, the current Fire Station #2 may be retained by the Town for future needs or sold and funds returned to the Capital Projects Fund. This Study has been under review and development since 2003.

**FUNDING PRIORITY:** Medium - Results in Increased Efficiency



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$2,110,000	\$ -	\$ -	\$ -	\$2,110,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ -	\$2,110,000	\$ -	\$ -	\$ -	\$2,110,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design			140,000				140,000
Construction			1,970,000				1,970,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ -	\$2,110,000	\$ -	\$ -	\$ -	\$2,110,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Fire Station #1 Renovation

**PROJECT NUMBER:** F4015

**PROJECT DESCRIPTION/SCOPE:**

This project will provide a 1,500 square foot addition for five bunkrooms, a shower room and storage space. This addition will be a one story structure to the north side of the existing building.

The existing double wide trailer utilized for the ambulance crew will be tested for asbestos and demolished. This space will be converted to parking to replace the parking space used for the addition. The ambulance crew will be relocated to the existing living space.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

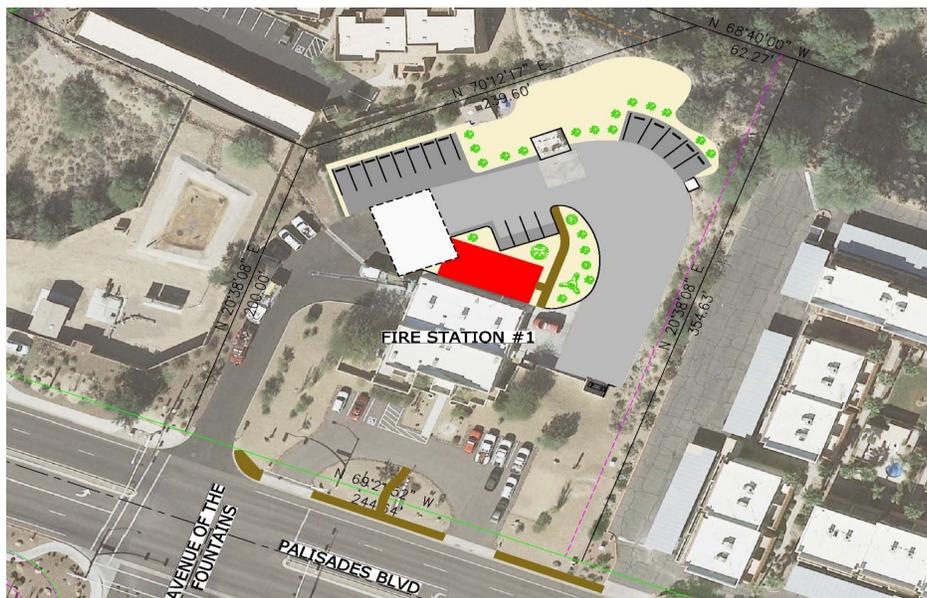
**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$495,000

**PROJECT JUSTIFICATION:**

1. The existing station has a 12' X 20' sleeping space for five firefighters, a 12' X 12' captain's office/sleeping space and non-ADA compliant washroom/shower.
2. No female space.
3. Lack of station storage.
4. Existing external trailer, which houses the two person ambulance crew, is in deplorable condition (the floor could collapse) and is extremely expensive to power and cool; will be razed and removed. This area will be converted to parking space.
5. The existing living space in the station will be converted for the ambulance crew. The bathroom/shower will be used for this crew.
6. Storage will be added to the existing space.
7. An opportunity to introduce energy efficiency technology to save on utility costs will then exist.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ 75,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ 495,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ 75,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ 495,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design	75,000	50,000					125,000
Construction		370,000					370,000
Other Expenses							-
<b>TOTAL</b>	\$ 75,000	\$ 420,000	\$ -	\$ -	\$ -	\$ -	\$ 495,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies	1,000	2,000	2,000	2,000		7,000
Other Impact						-
<b>TOTAL</b>	\$ 1,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	\$ 7,000



**PROJECT TITLE:** Portable Live Training Unit

**PROJECT NUMBER:** F4025

**PROJECT DESCRIPTION/SCOPE:**

The Fountain Hills Fire Department will be applying for a regional Assistance to Firefighters Grant for a portable Live Fire Training Unit. This grant is a 90% Federal grant with a 10% local match (to be provided by Rio Verde, Fort McDowell and Salt River Fire Departments). Fountain Hills and Rio Verde would split the cash matching funds and either Fort McDowell or Salt River will donate a site to locate the training unit.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$160,000

**PROJECT JUSTIFICATION:**

This grant will serve a two-fold purpose: better trained firefighters, which will provide each department the ability to protect lives and property in our communities for years to come, and most importantly, better trained firefighters are safer firefighters which in turn could prevent injuries.

**FUNDING PRIORITY:** High - Protects Health & Safety of the Town



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant		144,000					144,000
Excise Tax/Downtown							-
General		16,000					16,000
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000
Planning							-
Design							-
Construction							-
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 160,000	\$ -	\$ -	\$ -	\$ -	\$ 160,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Assistance to Firefighters Grant - Radios

**PROJECT NUMBER:** F4027

**PROJECT DESCRIPTION/SCOPE:**

Fountain Hills continues to move to a regional automatic aid communication system. The Town has committed, through grants which the Town has received the past three years, to upgrade the VHF portable and mobile radios, and has added 800 MHz mobile radios to the apparatus. This grant will purchase 12 portable VHF/700-800 MHz radios, 2 base station radios, and battery chargers. This grant is a 90% Federal grant with a 10% Town match.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$120,000

**PROJECT JUSTIFICATION:**

This grant will serve a two-fold purpose: better trained firefighters, which will provide each department the ability to protect lives and property in our communities for years to come, and most importantly, better trained firefighters are safer firefighters which in turn could prevent injuries.

**FUNDING PRIORITY:** High - Protects Health & Safety of the Town



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant		108,000					108,000
Excise Tax/Downtown							-
General		12,000					12,000
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Planning							-
Design							-
Construction							-
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Fountain Park Improvements

**PROJECT NUMBER:** P3011

**PROJECT DESCRIPTION/SCOPE:**

Remaining improvements to Fountain Park include renovation of the east parking lot with lights, low level lighting of interior and exterior sidewalks, monument signage, and amphitheater area lighting and staging for day and evening events.

**TOWN GOALS**

**TIMEFRAME:** FY14-15

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$1,500,000

**PROJECT JUSTIFICATION:**

Fountain Park has undergone several phases of improvements since the Town acquired the Park in 1997. All improvements are being done in conjunction with the approved Park master plan and will help keep Fountain Park the signature facility in Fountain Hills. These items represent the final improvements to the Park as outlined in the most recent master plan, which was approved in 1999.

**FUNDING PRIORITY:** High - Finishes a Partially Completed Project



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 825,000	\$ 675,000	\$ -	\$ -	\$ -	\$1,500,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 825,000	\$ 675,000	\$ -	\$ -	\$ -	\$1,500,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		150,000					150,000
Construction		675,000	675,000				1,350,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 825,000	\$ 675,000	\$ -	\$ -	\$ -	\$1,500,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ 22,725	\$ 22,725	\$ 22,725	\$ 22,725	\$ 90,900
Services & Supplies		28,300	28,300	28,300	28,300	113,200
Other Impact						-
<b>TOTAL</b>	\$ -	\$ 51,025	\$ 51,025	\$ 51,025	\$ 51,025	\$ 204,100



**PROJECT TITLE:** Fountain Lake Water Quality Improvements

**PROJECT NUMBER:** P3022

**PROJECT DESCRIPTION/SCOPE:**

This project will help improve water quality in Fountain Lake by developing a comprehensive water quality management program.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$300,000

**PROJECT JUSTIFICATION:**

Fountain Lake serves as the centerpiece of the Town activities. The total lake area is approximately 29 acres and receives reclaimed wastewater with a high nutrient concentration. Over the years, the lake has experienced episodes of low oxygen levels, occasional algae blooms, unpleasant odors, and even fish die off.

Meetings are being held between the Town and the Fountain Hills Sanitary District to help determine the extent and funding levels needed to further improve the lake's water quality in the future. A comprehensive water quality management program was previously completed by a consultant. Future improvements to help aerate or "mix" the lake may be required with estimated funding shown in FY13-14.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning		50,000					50,000
Design							-
Construction		250,000					250,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 300,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Urban Trail Improvements

**PROJECT NUMBER:** P3024

**PROJECT DESCRIPTION/SCOPE:**

Work to include the planning of both Phase II and III of the Urban Trail Plans and the continued implementation of the trails plan. Design work will include the work on Phases II and III. This design will also include work to complete a number of gaps in the Urban Trail Plan where sections of sidewalks are needed and will include street striping and signage along the routes.

**TOWN GOALS**

**TIMEFRAME:** FY13-17

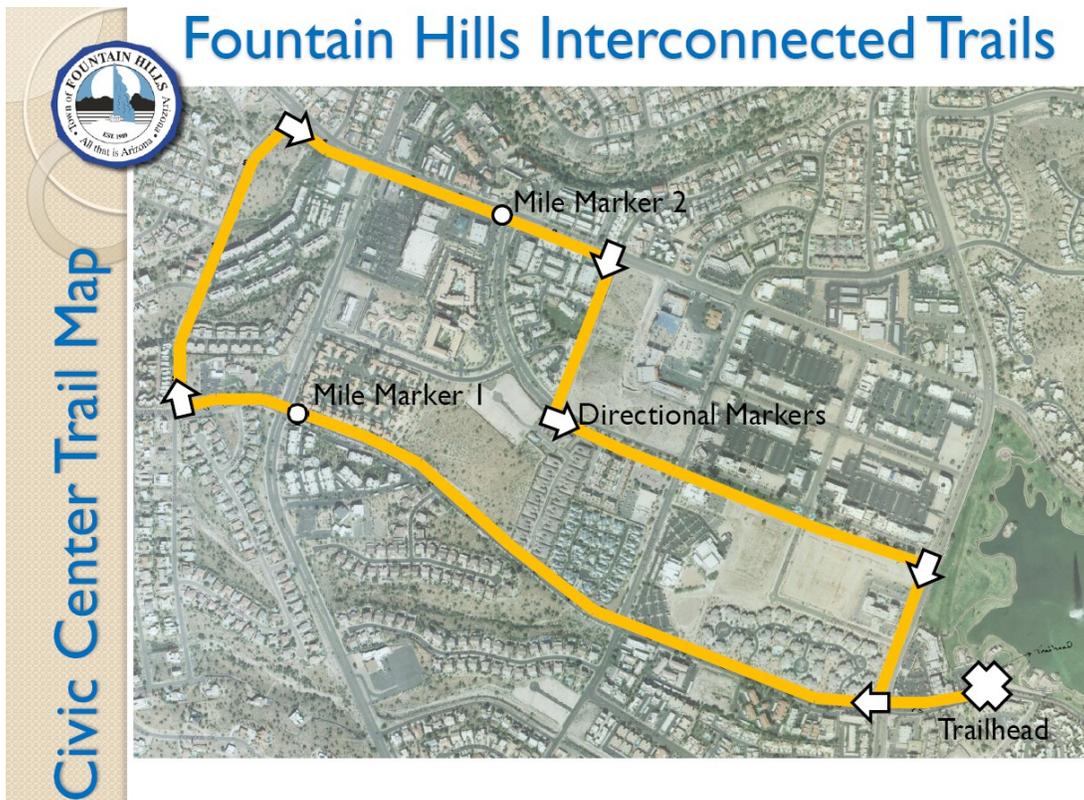
**YEAR PROJECT BEGAN:** FY12-13

**TOTAL ESTIMATED PROJECT COST:** \$130,000

**PROJECT JUSTIFICATION:**

Phase I was implemented in FY11-12. The proposed remaining work will complete the remaining two phases of the Urban Trail Plan. The Urban Trail Plan and its implementation was one of the goals set by the Council in FY11-12. This work will complete the plan.

**FUNDING PRIORITY:** Low - Provides an Expanded Level of Service



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ 130,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ 130,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design	19,000						19,000
Construction	31,000	20,000	20,000	20,000	20,000		111,000
Other Expenses							-
<b>TOTAL</b>	\$ 50,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ 130,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact	1,000	1,000	1,000	1,000	1,000	5,000
<b>TOTAL</b>	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000



**PROJECT TITLE:** Unpaved Alley Paving Projects

**PROJECT NUMBER:** S6003

**PROJECT DESCRIPTION/SCOPE:**

This project involves paving a number of unpaved alleys throughout the Town. The paving project is divided into five phases as follows:

- Phase I: 1,400 In. ft. from Panorama to Colony - Completed
- Phase II: 870 In. ft. from Tower to Panorama - Completed
- Phase III: 890 In. ft. from Panorama to Enterprise in FY13-14
- Phase IV: 1,150 In. ft. adjacent to Colony Wash and 770 linear feet from Fountain Hills Blvd to Glenbrook in FY14-15
- Phase V: 635 In. ft. from Desert Vista to Saxon Dr. and 410 LF from Tioga south and east of Panorama in FY15-16

**TOWN GOALS**

**TIMEFRAME:** FY10-16

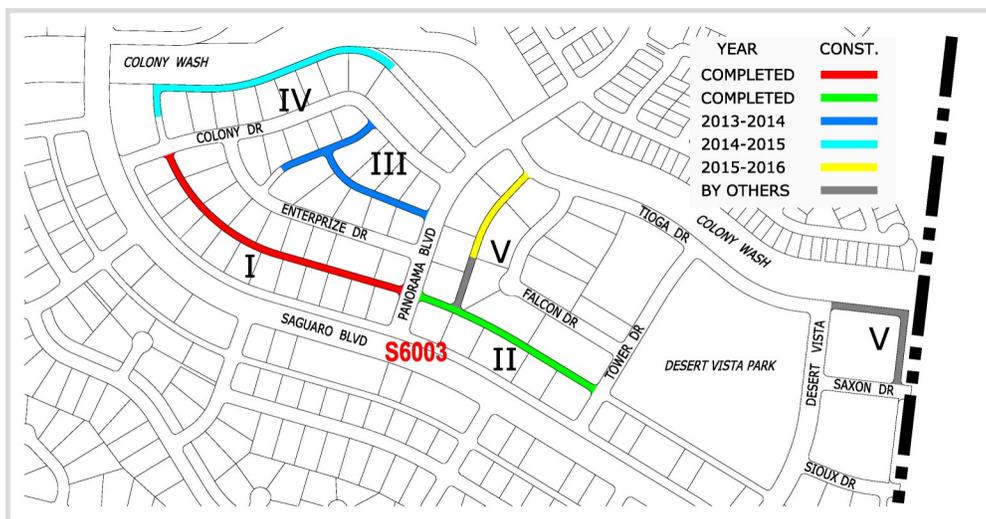
**YEAR PROJECT BEGAN:** FY09-10

**TOTAL ESTIMATED PROJECT COST:** \$695,000

**PROJECT JUSTIFICATION:**

Maricopa County has mandated that all municipalities stabilize unpaved alleys to mitigate air pollution. The Town of Fountain Hills has entered into an IGA with Maricopa County requiring the unpaved alleys to be stabilized.

**FUNDING PRIORITY:** High - Federal, State or Local Mandate



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 325,000	\$ 190,000	\$ 180,000	\$ -	\$ -	\$ 695,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 325,000	\$ 190,000	\$ 180,000	\$ -	\$ -	\$ 695,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		15,000	15,000	15,000			45,000
Construction		310,000	175,000	165,000			650,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 325,000	\$ 190,000	\$ 180,000	\$ -	\$ -	\$ 695,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact	2,000	2,000	2,000	2,000	2,000	10,000
<b>TOTAL</b>	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000



**PROJECT TITLE:** Shea Boulevard Widening

**PROJECT NUMBER:** S6005

**PROJECT DESCRIPTION/SCOPE:**

This project will widen Shea Boulevard to three lanes in each direction from the east Town boundary to approximately 1,000 feet west of Technology Drive. Also included in the project are improvements to the Shea and Saguaro intersection, a rubberized asphalt overlay of the existing pavement, curb and gutter, sidewalks, traffic signal improvements, traffic signal interconnect conduit, wiring and appurtenances.

**TOWN GOALS**

**TIMEFRAME:** FY10-14

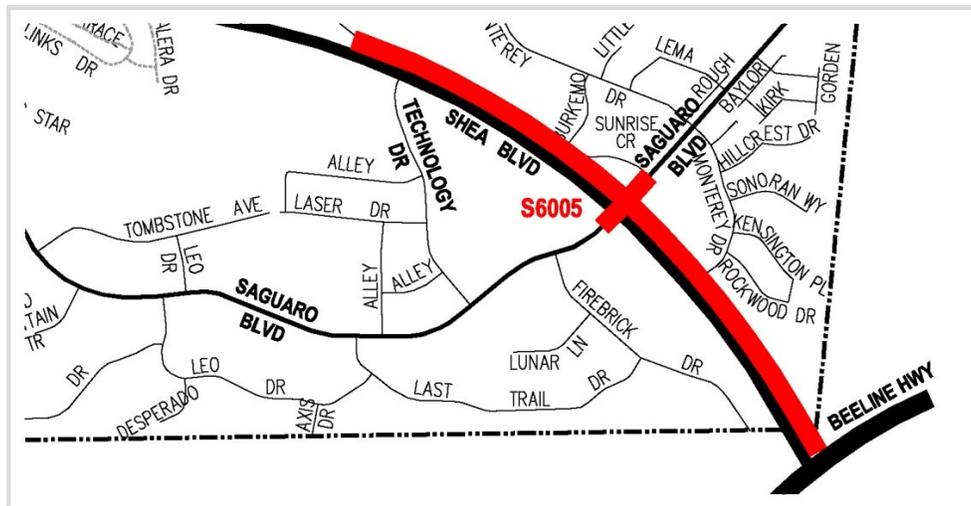
**YEAR PROJECT BEGAN:** FY09-10

**TOTAL ESTIMATED PROJECT COST:** \$4,003,000

**PROJECT JUSTIFICATION:**

Shea Boulevard is a road of regional significance and has an average traffic volume of 25,000 vehicles per day at Saguaro Boulevard. This project is a MAG Proposition 400 project which will provide for 70% of the project funding with a 30% match from the Town. The MAG reimbursement in the FY12-13 Arterial Life Cycle Program (ALCP) is a maximum of \$709,000 in FY13-14, \$500,000 in FY14-15 and \$1,594,000 in FY16-17. The Town was also awarded MCDOT Special Project Funds in the amount of \$152,000 to provide for a rubberized asphalt overlay from the Beeline Highway (SR 87) to the eastern Town limit.

**FUNDING PRIORITY:** High - Leverage Local Funds



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ 100,000	\$ 957,000	\$ -	\$ -	\$ -	\$ -	\$1,057,000
Grant		2,746,000					2,746,000
Excise Tax/Downtown							-
General							-
Developer		200,000					200,000
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ 100,000	\$3,903,000	\$ -	\$ -	\$ -	\$ -	\$4,003,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design	100,000	127,000					227,000
Construction		3,726,000					3,726,000
Other Expenses		50,000					50,000
<b>TOTAL</b>	\$ 100,000	\$3,903,000	\$ -	\$ -	\$ -	\$ -	\$4,003,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Pavement Management

**PROJECT NUMBER:** S6008

**PROJECT DESCRIPTION/SCOPE:**

The Pavement Management Program in FY13-14 will consist of removing and replacing areas of damaged asphalt as well as surface treatments in Zone 7 of the Town's Pavement Management Area.

**TOWN GOALS**

**TIMEFRAME:** Ongoing

**YEAR PROJECT BEGAN:** N/A

**TOTAL ESTIMATED PROJECT COST:** Ongoing

**PROJECT JUSTIFICATION:**

The use of Capital Projects Funds to supplement the Pavement Management Program in FY13-14 is part of the approved Pavement Management Program.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$ -	\$1,000,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$ -	\$1,000,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction		1,000,000					1,000,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$1,000,000	\$ -	\$ -	\$ -	\$ -	\$1,000,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Downtown Sidewalk Program

**PROJECT NUMBER:** S6009

**PROJECT DESCRIPTION/SCOPE:**

This project provides for the infill of sidewalks in the downtown area.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

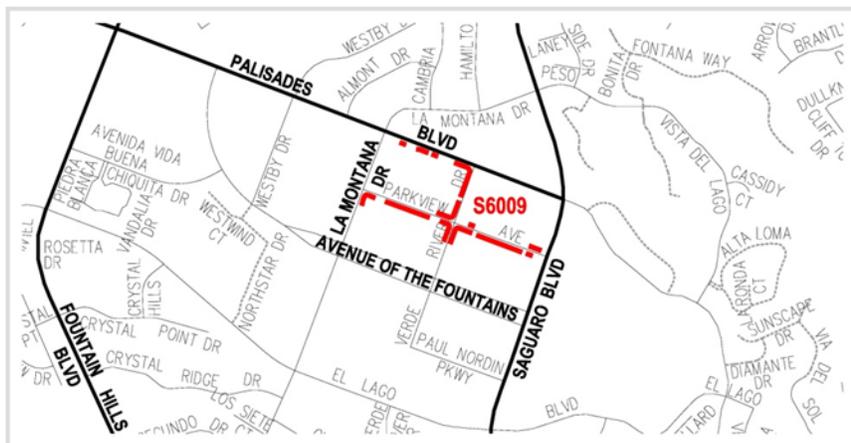
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$40,000

**PROJECT JUSTIFICATION:**

During the FY13-14 budget process, Council identified \$40,000 from the Downtown Strategy Fund to be utilized for the infill of sidewalks in the downtown area. Sidewalk priority locations have yet to be determined.

**FUNDING PRIORITY:** Low- Provides an Expanded level of Service



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant							-
Excise Tax/Downtown		40,000					40,000
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		8,000					8,000
Construction		32,000					32,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Saguaro Boulevard Reconstruction

**PROJECT NUMBER:** S6010

**PROJECT DESCRIPTION/SCOPE:**

This project will reconstruct Saguaro Boulevard from Trevino Drive to Fountain Hills Boulevard including the removal and replacement of subgrade as required. Also included are major drainage improvements at Palisades, minor drainage improvements at various locations, and ADA improvements as required. Coordinate project with Palisades Boulevard and Avenue of the Fountains traffic signal improvements (T5011).

**TOWN GOALS**

**TIMEFRAME:** FY13-14

**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$8,200,000

**PROJECT JUSTIFICATION:**

Saguaro Boulevard was one of the first streets constructed in Fountain Hills and is a major truck route. This reconstruction is the first major work performed on the street. There have been some repairs performed in areas over time, however, the overall condition of the asphalt requires reconstruction.

**FUNDING PRIORITY:** High - Prevents Irreparable Damage to Existing Facilities



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds		8,200,000					8,200,000
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$8,200,000	\$ -	\$ -	\$ -	\$ -	\$8,200,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		500,000					500,000
Construction		7,700,000					7,700,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$8,200,000	\$ -	\$ -	\$ -	\$ -	\$8,200,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Fountain Hills Boulevard Shoulder Paving

**PROJECT NUMBER:** S6053

**PROJECT DESCRIPTION/SCOPE:**

This project will pave the dirt shoulders along Fountain Hills Boulevard from Segundo Drive to Pinto Drive providing dust mitigation and erosion control.

**TOWN GOALS**

**TIMEFRAME:** FY12-14

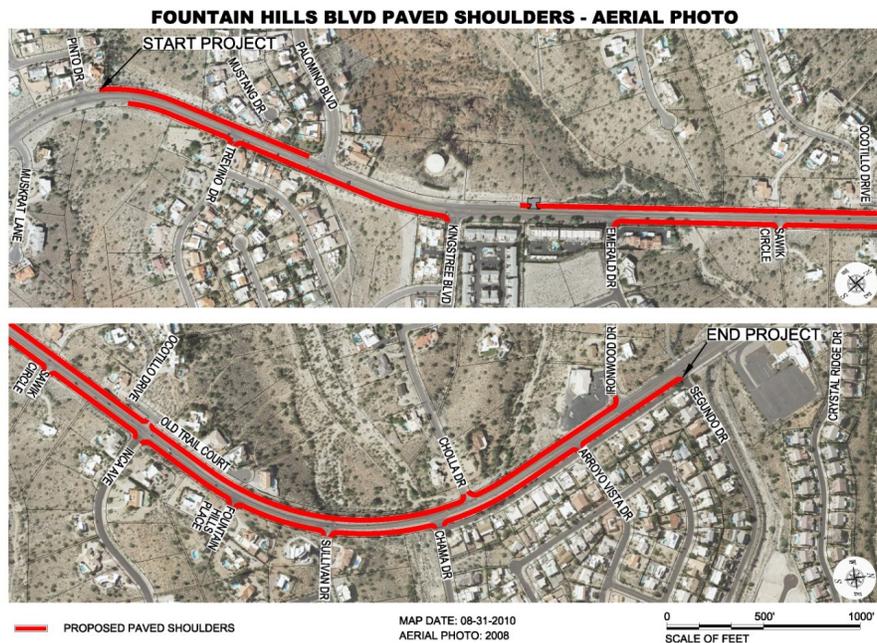
**YEAR PROJECT BEGAN:** FY11-12

**TOTAL ESTIMATED PROJECT COST:** \$396,000

**PROJECT JUSTIFICATION:**

The Town applied for and was awarded a Congestion Mitigation Air Quality (CMAQ) grant through the Maricopa Association of Governments for the paving of the dirt shoulders on Fountain Hills Boulevard. This project will provide dust mitigation, erosion control, run-off-the-road hazard mitigation, potential future use by bicycles, and will reduce maintenance costs. The project design is funded by the Town, with construction funded 94.3% through grant funds with a 5.7% local match requirement.

**FUNDING PRIORITY:** High - Leverage Local Funds



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ 60,000	\$ 81,000	\$ -	\$ -	\$ -	\$ -	\$ 141,000
Grant		255,000					255,000
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ 60,000	\$ 336,000	\$ -	\$ -	\$ -	\$ -	\$ 396,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design	60,000	65,000					125,000
Construction		271,000					271,000
Other Expenses							-
<b>TOTAL</b>	\$ 60,000	\$ 336,000	\$ -	\$ -	\$ -	\$ -	\$ 396,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies	1,000	1,000	1,000	1,000	1,000	5,000
Other Impact						-
<b>TOTAL</b>	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 5,000



**PROJECT TITLE:** Highway Safety Improvement Program

**PROJECT NUMBER:** S6054

**PROJECT DESCRIPTION/SCOPE:**

This project will provide guardrail impact attenuators at five locations on Shea Boulevard and four locations on Palisades Boulevard. The project will also include the purchase of twenty traffic signal pedestrian countdown timers to be installed by the Streets Division.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

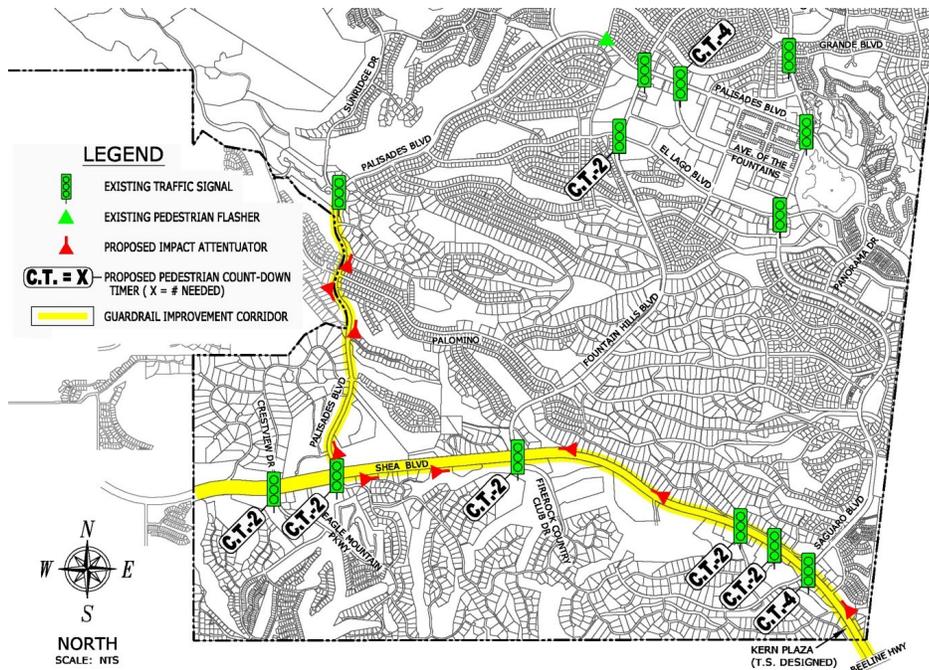
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$57,000

**PROJECT JUSTIFICATION:**

The Town applied for and was awarded a Highway Safety Improvement Program (HSIP) grant through the Maricopa Association of Governments for the installation of guardrail impact attenuators and traffic signal pedestrian countdown timers. This project will provide additional safety measures for motorists and pedestrians while being funded 82% through grant funds.

**FUNDING PRIORITY:** High - Leverage Local Funds



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Grant		47,000					47,000
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -	\$ 57,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design							-
Construction		57,000					57,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 57,000	\$ -	\$ -	\$ -	\$ -	\$ 57,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Shea Boulevard Eastbound Bike Lane and Overlay

**PROJECT NUMBER:** S6056

**PROJECT DESCRIPTION/SCOPE:**

This project will provide a rubberized asphalt overlay on Shea Boulevard from Palisades Boulevard to Fountain Hills Boulevard and provide pavement for an eastbound bike lane.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

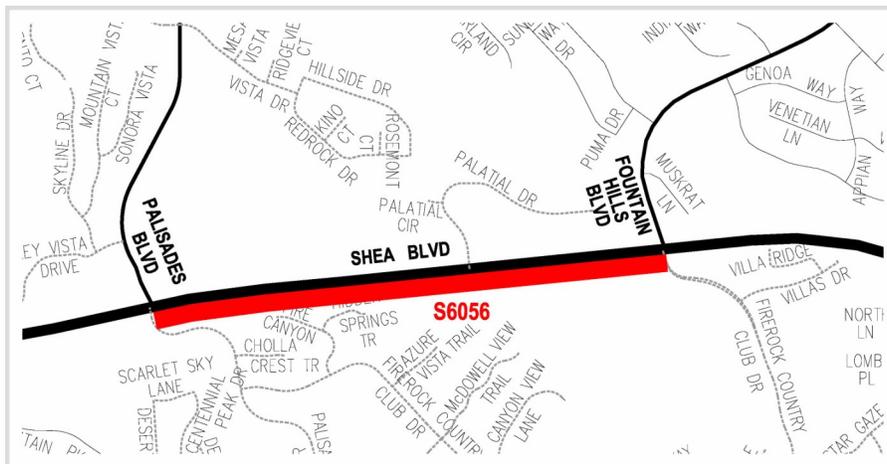
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$651,000

**PROJECT JUSTIFICATION:**

Staff is working with ADOT to reallocate savings from favorable construction bids received for the Shea Gap Project (S6025) to complete the eastbound bike lane and pavement overlay from Palisades Boulevard to Fountain Hills Boulevard. The rubberized asphalt overlay will provide for long-term maintenance restoration of the pavement surface. This project will be administered by ADOT.

**FUNDING PRIORITY:** High - Leverage Local Funds



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 211,000	\$ -	\$ -	\$ -	\$ -	\$ 211,000
Grant		440,000					440,000
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 651,000	\$ -	\$ -	\$ -	\$ -	\$ 651,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		110,000					110,000
Construction		541,000					541,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 651,000	\$ -	\$ -	\$ -	\$ -	\$ 651,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



**PROJECT TITLE:** Traffic Signal - Palisades and Saguario Upgrades

**PROJECT NUMBER:** T5011

**PROJECT DESCRIPTION/SCOPE:**

Remove and replace existing traffic signal poles, foundations, mast arms, signal heads, and conduits to meet current standards.

**TOWN GOALS**

**TIMEFRAME:** FY13-14

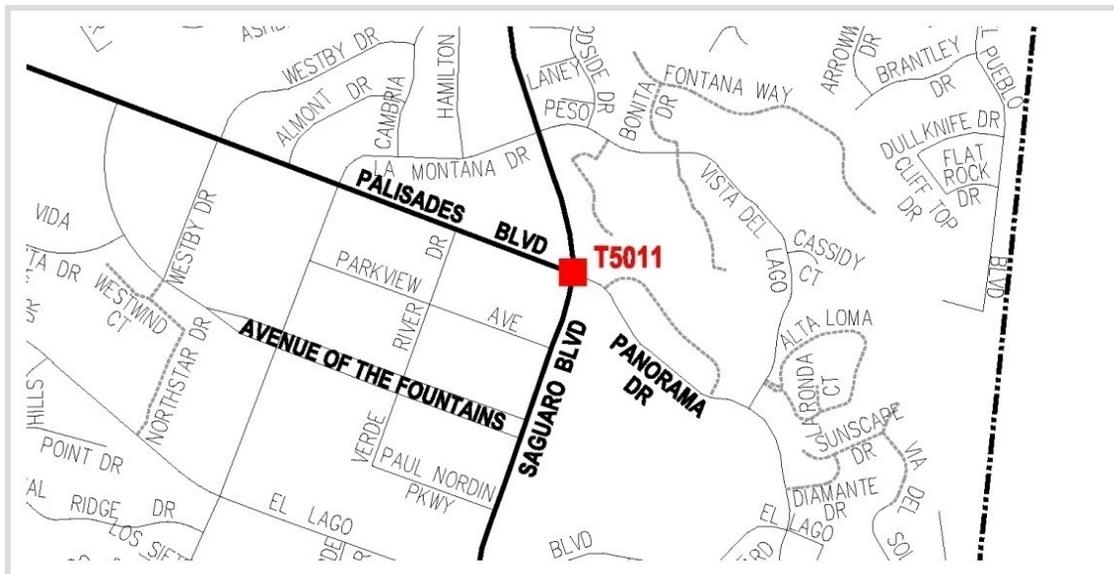
**YEAR PROJECT BEGAN:** FY13-14

**TOTAL ESTIMATED PROJECT COST:** \$400,000

**PROJECT JUSTIFICATION:**

The traffic signal at Palisades and Saguario Boulevard was built to Maricopa County standards prior to incorporation of the Town of Fountain Hills. Conditions of the traffic signal will be assessed annually until replacement is warranted.

**FUNDING PRIORITY:** Medium - Maintains Existing Service Level



**FUNDING SOURCES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Capital Projects	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Grant							-
Excise Tax/Downtown							-
General							-
Developer							-
Development Fees							-
Bonds							-
Other Sources							-
Unfunded							-
<b>TOTAL</b>	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

**PROJECT EXPENSES**

<b>ACTIVITY</b>	Prior Years	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Planning							-
Design		40,000					40,000
Construction		360,000					360,000
Other Expenses							-
<b>TOTAL</b>	\$ -	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 400,000

**OPERATING IMPACT**

<b>ACTIVITY</b>	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18	<b>TOTAL</b>
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services & Supplies						-
Other Impact						-
<b>TOTAL</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -



# Vehicle Replacement Program Policy & Procedure



## Objective

To provide a policy and procedures for the development, approval, and implementation of the Town of Fountain Hills' multi-year Vehicle Replacement Program (VRP).

## Scope

This policy applies to all vehicles owned by the Town of Fountain Hills that meet the definition detailed in the definitions section.

## Policy

The purpose of the Vehicle Replacement Program is to provide an authoritative decision-making process for the evaluation, selection, and multi-year scheduling of vehicle replacements based on a projection of available fiscal resources and the vehicle's age, mileage, engine hours and repair costs. The objectives of the program are to:

- Ensure the timely purchase, repair and replacement of the Town's vehicles;
- Serve as a link in the Town's planning between the Town's operating and capital budgets;
- Maintain control over the Town's long-term cash flow in relation to the Town's financial capacity; and
- Ensure efficient, effective and coordinated vehicle acquisition and replacement.

## Definitions

The following words when used in connection with this policy shall have the following meanings:

**VEHICLE REPLACEMENT PROGRAM:** A multi-year planning document that is the product of a systematic evaluation of vehicle utilization, repair and maintenance. This plan serves as a guide for the efficient and effective replacement of vehicles, outlining a detailed timeline and financing schedule of vehicle replacement.

**VEHICLE:** A vehicle is defined in financial terms as a piece of rolling stock with a projected final cost of at least \$10,000 and a useful life of at least 7 years. Vehicles shall be subdivided into various classifications, using gross vehicle weight rating standards, as follows:

Sedans

Sports Utility Vehicle (SUV)

Light Duty Truck (commercial truck classes 1, 2 and 3)



Medium Duty Truck (commercial truck classes 4, 5 and 6)

Heavy Duty Truck (commercial truck classes 7 and 8)

Street Sweeper

Fire Ladder Truck

Fire Pumper Truck

Utility Vehicle/Bunker Rake

Loader/Grader/Tractor

Dump Truck

Trailer

## Process

A. Schedule: Annually, the Development Services Director and Finance Director will submit an updated VRP to the Town Manager for review in February of each fiscal year. The Town Manager will review the proposal and forward the approved VRP to the Finance Director in March for inclusion in the Town's CIP budget proposal.

B. Format: The Development Services Director will utilize the previous year's approved VRP as the basis for developing recommended additions, deletions, or changes for incorporation in the updated VRP for the ensuing year. All new (not replacement) vehicle requests will also include a comprehensive estimate of the impact of the new vehicle on the Town's annual operating budget; e.g., fuel, maintenance requirements, etc.

C. Finance Review: The Finance Director will assist the Development Services Director as necessary in all facets of the Vehicle Replacement Program development and review including production of cost estimates, as well as an overall financial analysis of the proposed program. Additional assistance may be requested to help produce draft documents, etc.

D. Town Manager Review: The Development Services Director will provide a copy of the proposed VRP document to the Finance Director and Town Manager for review and comment. Following approval by the Town Manager, the VRP will be incorporated into the CIP budget proposal for the coming year.

E. Implementation: Upon adoption of the VRP in the operating budget, vehicles included within the applicable budget year may be purchased by the Development Services Director, or his/her designee in compliance with the

Town’s Purchasing Policy.

F. Amendments: The adopted VRP may be amended upon recommendation of the Development Services Director and approval of the Town Manager and Town Council.

**Procedure**

A. Form: A New Vehicle Request form shall be utilized to request inclusion of a new (not replacement) vehicle in the Vehicle Replacement Plan. Department Directors may request the addition of a new vehicle or transfer between departments to the VRP by submitting their request to the Development Services Director in January as part of the budget process.

The Development Services Director shall include these requests in the VRP that is submitted to the Finance Director and Town Manager.

B. Funding Prioritization: As part of the VRP development process, the Development Services Director shall create vehicle replacement priorities to help determine the vehicle replacement schedule which will be incorporated in the five (5) year Capital Improvement Program included in the upcoming fiscal year budget.

The following guidelines shall be utilized:

Sedans	10 years/100,000 miles
Sports Utility Vehicle (SUV)	10 years/100,000 miles
Light Duty Truck	10 years/100,000 miles
Medium Duty Truck	12 years/125,000 miles
Heavy Duty Truck	12 years/125,000 miles
Street Sweeper	8 years/75,000 miles
Fire Ladder Truck	25 years/120,000 miles
Fire Pumper Truck	15 years/120,000 miles
Utility Vehicle/Bunker Rake	7 years/15,000 engine hours
Loader/Grader/Tractor	20 years/15,000 engine hours
Dump Truck	15 years/125,000 miles
Trailer	10 years



In addition to the factors listed previously, the Development Services Director, or his/her designee, shall also review the utilization, maintenance records of the vehicles, downtime and the overall condition of the vehicles when making recommendations for replacement.

C. Funding Sources: The primary funding sources for the VRP are the General Fund and Streets Fund. Revenues for the Vehicle Replacement Fund will also be generated from charges within the operating funds that support the departments that utilize the subject vehicles; charges will be calculated based on replacement cost and updated annually. Vehicles will be replaced according to the schedule and based on model year. Surplus sale proceeds and insurance claim proceeds will also be deposited to the Vehicle Replacement Fund to help offset future vehicle and equipment costs.

D. Vehicle Disposal: At least once annually, the Development Services Director, or his/her designee, shall prepare a list of vehicles to be retired from the Town's fleet based on the replacement schedule. At the discretion of the Development Services Director and based on a recommendation from the fleet mechanic, early retirement of a vehicle with excessive maintenance may be recommended. Excessive maintenance is defined as repair costs that exceed 40% of the vehicle value in a twelve month period.

The Town Manager shall authorize the sales of these vehicles at auction by signing over the vehicle title(s). The Development Services Director, or his/her designee, shall then transport the vehicles to the auctioneer and shall be responsible to insure that the auction proceeds are submitted to the Finance Division for deposit to the Vehicle Replacement Fund.

### **Responsibility for Enforcement**

The Town Manager, Finance Director and Development Services Director will be responsible for ensuring that this policy is followed and/or updated as necessary.

### **Fiscal Year 13-14 Vehicle Replacement Recommendation**

During FY12-13, the Vehicle Replacement Policy was updated with changes to the life of some vehicles and elimination of vehicles no longer utilized; the revised Policy was presented and approved by the Town Council. For FY13-14, \$587,200 is budgeted for vehicle replacements incorporating the revised schedules. Below is the proposed replacement:

Fire Pumper Truck	\$ 550,000
Park Equipment	8,200
Tractor/Loader	28,000
Fleet Gas & Oil	1,000
	<u>\$ 587,200</u>

Vehicle Replacement Interfund Charges						
Department	Vehicle No.	Description	Mod Year	Replacement Cost	Replacement Schedule	FY13-14
Development Services	148	Ford Escape Hybrid	2008	\$25,947.22	10 years/100,000 miles	\$2,646.62
Development Services	149	Ford Escape Hybrid	2008	\$25,947.22	10 years/100,000 miles	\$2,646.62
Fire	483 (L822)	American LaFrance	1998	\$444,527.00	25 years/120,000 miles	\$18,136.70
Fire	752 (E823)	Crimson	2008	\$369,225.00	15 years/120,000 miles	\$25,107.30
Fire	528 (E822)	American LaFrance	1999	\$396,032.00	15 years/120,000 miles	\$26,930.18
Fire	422 (S822)	Ford F550 4x4 (V0822)	2012	\$95,911.85	12 years/125,000 miles	\$8,152.51
Fire	166 (D822)	Ford F150 Supercab	2011	\$28,829.10	10 years/100,000 miles	\$2,940.57
Fire	140	Ford Escape Hybrid	2007	\$29,275.00	10 years/100,000 miles	\$1,888.75
Fire	053(7 (D823))	Ford F-150 4x4 Supercab	2009	\$43,004.00	10 years/100,000 miles	\$4,386.41
Community Services	11	John Deere 4x2 Gator	2007	\$6,590.00	7 years/15,000 hours	\$960.26
Community Services	141	Ford F-150	2007	\$15,174.00	10 years/100,000 miles	\$1,547.75
Community Services	17	John Deere 4x2 Gator	2012	\$6,248.47	7 years/15,000 hours	\$941.43
Community Services	16	Bobcat	2012	\$8,965.95	7 years/15,000 hours	\$1,306.47
Community Services	14	Kubota KU	2007	\$27,199.30	20 years/15,000 hours	\$1,387.16
Community Services	142	Ford F-250 Pickup	2007	\$19,089.00	10 years/100,000 miles	\$1,947.08
Community Services	146	Ford F-150 Pickup	2007	\$18,288.49	10 years/100,000 miles	\$1,538.89
Community Services	147	Ford F-150 Pickup	2007	\$18,288.49	10 years/100,000 miles	\$1,865.43
Community Services	143	Ford Escape Hybrid	2006	\$28,247.00	10 years/100,000 miles	\$2,881.19
<b>FUND 100 TOTAL</b>						<b>\$107,211.29</b>
Development Services/Streets	145	Ford F-150 Supercab	2007	\$25,403.00	10 years/100,000 miles	\$2,591.11
Development Services/Streets	20	Caterpillar 426C	1999	\$88,393.00	20 years/15,000 hours	\$4,508.04
Development Services/Streets	135	Freightliner M2106	2005	\$63,170.13	15 years/125,000 miles	\$4,295.57
Development Services/Streets	151	Ford F-450 Pickup	2008	\$52,182.78	12 years/125,000 miles	\$4,435.54
Development Services/Streets	134A	Ariel Platform-2005 Ford F550	2005	\$36,597	24 years/125,000 miles	\$2,195.82
Development Services/Streets	138	Ford Escape Hybrid	2006	\$27,748.00	10 years/100,000 miles	\$2,830.30
Development Services/Streets	144	Ford Escape Hybrid	2007	\$29,844.00	10 years/100,000 miles	\$3,044.09
<b>FUND 200 TOTAL</b>						<b>\$23,900.46</b>
					<b>Fund 100</b>	<b>\$107,211.29</b>
					<b>Fund 200</b>	<b>\$23,900.46</b>
					<b>Total</b>	<b>\$131,111.75</b>





# Schedules



# Comprehensive Fee Schedule Effective July 1, 2013



Description	Fee
<b>MISCELLANEOUS FEES</b>	
<b>Services</b>	
Notarization	\$2.00 per signature
Affix Town Seal	\$2.00 each
Faxing Service - Local Only	\$2.00 first page, \$.50 each additional page
Faxing Service - Long Distance	\$3.00 first page, \$.50 each additional page
Returned Check Fee	\$30.00
<b>Campaign Fees</b>	
Pro/Con Argument Fee	\$100.00
Campaign Finance - Late Filing Fee	\$10.00 per day
<b>Copies - Non-Commercial</b>	
Photocopies (B&W) 8 1/2 x 11	\$.25 per page
Photocopies (B&W) 8 1/2 x 14	\$.30 per page
Photocopies (B&W) 11 x 17	\$.40 per page
Photocopies (Color) 8 1/2 x 11	\$.50 per page
Photocopies (Color) 8 1/2 x 14	\$.60 per page
Photocopies (Color) 11 x 17	\$.70 per page
<b>Copies - Commercial</b>	
Photocopies (B&W) 8 1/2 x 11	\$.50 per page
Photocopies (B&W) 8 1/2 x 14	\$.60 per page
Photocopies (B&W) 11 x 17	\$.80 per page
Photocopies (Color) 8 1/2 x 11	\$1.00 per page
Photocopies (Color) 8 1/2 x 14	\$1.20 per page
Photocopies (Color) 11 x 17	\$1.40 per page
<b>Documents</b>	
Town Code	\$25.00 (CD or hard copy)
Zoning Ordinances	\$25.00 (CD or hard copy)
Subdivision Code	\$25.00 (CD or hard copy)
CAFR (Comprehensive Annual Financial Report)	\$25.00 (CD or hard copy)
Annual Budget	\$25.00 (CD or hard copy)
Land Use Analysis	\$25.00 (hard copy only)
CD of Council Meeting	\$25.00 each
Other Materials on CD	\$25.00 each



Description	Fee
<b>MISCELLANEOUS FEES (CONT.)</b>	
<b>Reports</b>	
License Report (Non-Commercial Use)	\$25.00 (CD or hard copy)
License Report (Commercial Use)	\$50.00 (CD or hard copy)
<b>Maps</b>	
8 1/2" x 11" Street/Index Map "Typical" (B&W)	\$.50
8 1/2" x 11" Street/Index Map "Typical" (Color)	\$2.00
8 1/2" x 11" Street/Index Map "Typical" (Photo)	\$3.00
11" x 17" Street/Index Map "Typical" (B&W)	\$.75
11" x 17" Street/Index Map "Typical" (Color)	\$3.00
11" x 17" Street/Index Map "Typical" (Photo)	\$5.00
11" x 17" Aerial Site Plan (Photo)	\$20.00
24" x 36" Street/Final Plat/As Built (B&W)	\$3.00
24" x 36" Street/Final Plat/As Built (Color)	\$20.00
24" x 36" Street/Final Plat/As Built (Photo)	\$30.00
60" x 60" Street/Bldg/Develop/Plat/Plot (B&W)	\$35.00
60" x 60" Street/Bldg/Develop/Plat/Plot (Color)	\$75.00
60" x 60" Street/Bldg/Develop/Plat/Plot (Photo)	\$125.00
Plat Map Book	\$25.00
<b>Adopt A Street</b>	
Fee	\$30.00 per sign
<b>Dog License</b>	
Non-neutered Dog	\$42.00
Spayed/Neutered Dog	\$17.00
Over 65 with Neutered Dog	\$6.00
Service Dog	\$0.00
Replacement Dog Tag	\$4.00
Late Fee Neutered Dog	\$2.00 per month
Late Fee Non-neutered Dog	\$4.00 per month



Description	Fee
<b>BUSINESS LICENSE FEES</b>	
Providers of services, wholesalers and manufacturers with a fixed place of business within the town limits	\$50.00 per application and first year fee
Retail merchants, restaurants, bars, contractors and rental of real and personal property with a fixed place of business within the town limits and persons engaging in the sale or rental of real estate	\$50.00 per application and first year fee
Wholesalers, manufacturers and providers of services without a fixed place of business within the town limits	\$50.00 per application and first year fee
Retail merchants, etc. (as above) without a fixed place of business within the town limits	\$50.00 per application and first year fee
Annual renewal fee for business within the town limits	\$35.00
Annual renewal fee for business without a fixed place of business within the town limits	\$50.00
Temporary Vendor Permit (Special Events Only)	\$50.00 per application and processing fee
Peddlers, solicitors and mobile merchants	\$250.00 per calendar quarter or fraction thereof
Peddler investigation fee (per person)	\$25.00
Promoters of entertainments, circuses, bazaars, etc., who receive a percentage of receipts or other consideration for their services. each such promoter shall also obtain liability insurance of a minimum of \$1 million naming the Town as insured.	\$100.00 per week
Animal Show	\$100.00 per week
Circus Parade Only	\$50.00 per day
Handbill Distributor	\$10.00 per day



Description	Fee
<b>BUSINESS LICENSE FEES (CONT.)</b>	
Amusement Company, such as ferris wheel, merry-go-round, etc., not part of a circus	\$100.00 per day
Tent Show	\$100.00 per day
Wrestling Exhibition	\$100.00 per day
Road Show, Carnival or Circus	\$100.00 per day
Practice of palmistry, phrenology, astrology, fortune telling, mind reading, clairvoyancy, magic or any healing practices not licensed by the State of Arizona, or any similar calling without a fixed place of business	\$50.00 per day
Duplicate Business License	\$10.00
Verification of License Letter	\$10.00
<b>Alarm License</b>	
<del>Application Fee</del>	<del>\$100.00</del>
<del>Annual License Fee</del>	<del>\$30.00</del>
<del>Criminal History Investigation</del>	<del>\$25.00 per person</del>
<del>Duplicate Alarm License</del>	<del>\$10.00</del>
<b>False Alarm Service Charges (per calendar year)</b>	
First and Second	\$0.00
Third	\$50.00
Fourth	\$75.00
Fifth and Sixth	\$100.00
Seventh or More	\$200.00 each
<b>Wireless Communications (Cell Tower on Town property)</b>	
Application Fee	\$100.00 each location



Description	Fee
<b>SPECIAL EVENT PERMITS</b>	
<b>Special Event Permits - Business</b>	
Application Fee - Business	\$100.00
Permit Fee	\$50.00 per day (not to exceed \$400.00)
<b>Special Event Permits - Non-Profit</b>	
Application Fee - Charitable Organization	\$50.00
Permit Fee	\$25.00 per day (not to exceed \$200.00)
<b>Special Event Permits - Extra Fees</b>	
Special Event Liquor Application Fee	See alcohol license application fees
Utility Fees	Actual cost of usage



<b>Description</b>	<b>Fee</b>
<b>ALCOHOL LICENSE APPLICATION</b>	
Person Transfer Fee	\$150.00
Location Transfer Fee	\$150.00
Probate/Will Assignment/Divorce Decree	\$150.00
Extension of Premise	\$25.00
<b>Initial Application Fee</b>	
01 - In State Producer	\$500.00
02 - Out of State Producer	\$500.00
03 - Domestic Microbrewery	\$500.00
04 - In State Wholesaler	\$500.00
05 - Government	\$500.00
06 - Bar, All Spirituous Liquors	\$500.00
07 - Beer & Wine Bar	\$500.00
08 - Conveyance	\$500.00
09 - Liquor Store	\$500.00
10 - Beer & Wine Store	\$500.00
11 - Hotel/Motel	\$500.00
12 - Restaurant	\$500.00
13 - Domestic Farm Winery	\$500.00
14 - Private Club	\$0.00
15 - Special Event	\$25.00
16 - Wine Festival/Wine Fair	\$25.00
<b>ADULT ORIENTED BUSINESS LICENSE</b>	
Application Fee - Business	\$500.00
Application Fee - Provider	\$100.00
Application Fee - Manager	\$100.00
Application Fee - Employee	\$50.00 per person
License Fee - Annual - Business	\$200.00
License Fee - Annual - Provider	\$100.00
License Fee - Annual - Manager	\$100.00



<b>Description</b>	<b>Fee</b>
<b>CABLE LICENSE</b>	
Initial License Application	\$2,500.00
Transfer of Ownership	\$2,000.00
License Modification, pursuant to 47 USC Sec 545	\$2,500.00
Other License Modification	Up to \$2,000.00
License Fee - Quarterly	5% of gross receipts
Late Fee (after 30 days)	5% plus interest of 1½% per month
<b>EXCAVATIONS/IN-LIEU FEES</b>	
Base Fee (per excavation)	\$250.00 plus fees below
Trench Cut Fees:	
Newly paved or overlaid 0-1 yrs	\$55.00 per ln. ft.
Newly paved or overlaid 1-2 yrs	\$45.00 per ln. ft.
Newly paved or overlaid 2-3 yrs	\$35.00 per ln. ft.
Newly paved or overlaid 3-4 yrs	\$25.00 per ln. ft.
Newly paved or overlaid 4-5 yrs	\$15.00 per ln. ft.
Newly paved or overlaid 5-6 yrs	\$10.00 per ln. ft.
Slurry or chip sealed 0-2 years	\$4.00 per ln. ft.
Pavement replacement greater than 600 ft in length	\$2.50 per sq. yd.
Utility Pit Fees:	
Newly paved or overlaid 0-1 yrs	\$5.00 per sq. ft.
Newly paved or overlaid 1-2 yrs	\$4.50 per sq. ft.
Newly paved or overlaid 2-3 yrs	\$3.50 per sq. ft.
Newly paved or overlaid 3-4 yrs	\$2.50 per sq. ft.
Newly paved or overlaid 4-5 yrs	\$1.50 per sq. ft.
Newly paved or overlaid 5-6 yrs	\$1.00 per sq. ft.
Slurry or chip sealed 0-2 years	\$5.00 per sq. ft.
Adjustment (MH, valve, monument, etc.)	\$500.00 each
Striping	\$.55 per ln. ft.
Lane Markers	\$150.00 each
Stop Bars	\$2.50 per sq. ft.
Crosswalks	\$.79 per sq. ft.
RPMs	\$7.00 each



Description	Fee
<b>ENCROACHMENT PERMITS</b>	
Base Permit Fee	\$50.00
2"/6" Paving AC	\$.35 per sq. yd.
1" Paving - Overlay or Top Course	\$.15 per sq. yd.
1" ABC or Select Subbase	\$.05 per sq. yd.
Permanent Barricading	\$25.00 each
Guardrail/Handrail	\$.20 per In. ft.
Survey Monuments	\$10.00 each
Concrete Aprons	\$15.00 each
Scuppers	\$15.00 each
Review for Adjustments (MH, etc.)	\$10.00 each
4" Paving - PC Concrete	\$.22 per sq. yd.
Decorative Sidewalk or Paving	\$.30 per In. ft.
Sidewalk & Bike Path	\$.30 per In. ft.
Curb & Gutter	\$.20 per In. ft.
Valley Gutter	\$.50 per In. ft.
Sign (regulator, street etc.)	\$5.00 each
Pavement Cuts	\$2.00 per In. ft.
Driveway Cuts	\$30.00 each
Utility, Water Line, Sewer Line Trench	\$.15 per In. ft.
Drywells (maxwell or similar)	\$100.00 each
Storm Drain Pipe	\$2.00 per In. ft.
Catch Basins, Headwells	\$50.00 each
Cutoff Walls	\$.35 per In. ft.
Slope Protection	\$.30 per sq. yd.
Rip Rap	\$.90 sq. ft.
Retaining Wall	\$1.53 per In. ft.
Cut/Fill (Materials Moved)	\$.40 per cu. yd.
Box Culverts	5% of attached estimate
Miscellaneous	5% of attached estimate
Landscaping	5% of attached estimate
Irrigation	5% of attached estimate
Lighting	5% of attached estimate
Grading	5% of attached estimate
Utility Splice/Repair Pits (outside pavement)	\$2.00 sq. ft. (minimum \$50.00)
Other	5% of attached estimate



Description	Fee
<b>ENCROACHMENT PERMITS (CONT.)</b>	
In-Lieu Payments	Calculated for cuts greater than 600 feet in length
Traffic Control Plan Review	\$200.00
Engineering Plan Review Fee	\$350.00 per sheet
Failure to Obtain an Encroachment Permit	\$200.00
Failure to Obtain a Final Inspection	\$100.00
Reinspection Fee	\$150.00
Investigation Fee for Work Done Without Permit	\$250.00 or the permit fee, whichever is greater, but not to exceed \$2,500.00 for every day or a portion of a day from the time unpermitted work began until a permit is obtained.
<b>PUBLIC WORKS FEES</b>	
Easement or Right-of-Way Abandonment	\$350.00
Revocation Administrative Fee	\$300.00
Engineering Plan Review Fee	\$350.00 per sheet
Failure to Barricade or Improper Barricading	Up to \$1,000.00



Description	Fee
<b>PLANNING &amp; ZONING FEES</b>	
Area Specific Plans and Amendments	\$3,000.00 plus \$100.00 per acre ^
General Plan Amendments	Minor \$3,000.00 plus \$100.00 per acre ^ Major \$5,000.00 plus \$100.00 per acre ^
Preliminary Plats	\$2,000.00 plus \$50.00 per lot, unit or tract ^
Time Extension Fee	\$100.00
Final Plats	\$1,500.00 plus \$50.00 per lot, unit or tract ^
Replats (lot joins, lot divisions, lot line adjustments)	\$500.00 up to three lots; more than 3 lots use Final Plat fees ^
Plat Abandonments	\$500.00 ^
Condominium Plats	\$1,500.00 plus \$50.00 per unit ^
Cut & Fill Waiver	\$300.00
Final Plat Improvement:	
Plan Checking	\$350.00 per sheet (includes 2nd and 3rd reviews)
Except Water and Sewer Plans	\$175.00 per sheet (includes 2nd and 3rd reviews)
Water and Sewer Plans Only	\$200.00 per sheet with corrections (4th plus reviews) \$75.00 per sheet for addendums (changes made after approval).
Tract Housing	\$500.00 per standard plan plus \$100.00 per House Façade Variant
Recording Fees ( <i>subject to change without notice</i> )	\$24.00 first page for plat filed for record, plus \$20.00 per page for each additional copy, and \$9.00 for each instrument, plus \$1.00 for each additional page over 5 pages.
Concept Plans or Design Review	\$500.00 plus \$200.00 for every 5,000 square feet or portion thereof ^ Time extension fee \$100.00
Site Plan Review	\$500.00 plus \$100.00 per acre or portion thereof
Hillside Protection Easement (HPE)	\$20.00 plus applicable recording fees
Land Disturbance Fee	\$10.00 per sq. ft.
Rezones (map)	\$2,000.00 plus \$100.00 per acre or portion thereof plus notification *^
Ordinances (text amendments)	\$2,000.00 plus notification *
Planned Unit Developments (PUD)	\$2,000.00 plus \$100.00 per acre or portion thereof plus notification *
Development Agreements	\$2,500.00 plus \$100.00 per acre or portion thereof



Description	Fee
<b>PLANNING &amp; ZONING FEES (CONT.)</b>	
Zoning Verification Letter	\$200.00
Continuance at Applicant Request	\$250.00
Variances	\$1,000.00 plus \$300.00 for each additional variance plus notification *^
Appeal of a Decision by the Zoning Administrator	\$1,000.00 plus notification *^
Special Use Permits and Amendments	\$500.00 plus notification *^
Temporary Use Permits	\$200.00 plus notification *
Time Extension Fee	\$100.00
Comprehensive Sign Plans and Amendments	\$200.00
A Frame Sign Permit	\$5.00
Administrative Use Permit/Grand Opening Sign Permit	\$25.00
Landscape Plan Review	\$420.00 plus \$2,500.00 refundable deposit **
Saguaro Cactus Permit	\$90.00
Temporary Visitor Permit (RV parking):	\$25.00
New/Address Change	\$25.00
Notification Fee	\$5.00 per mailing label and \$40.00 per newspaper posting as appropriate
*Plus a notification charge of \$5.00 per mailing label and/or \$25.00 per newspaper posting, as appropriate	
**Deposit refundable upon landscaping approval by Town	
^All fees include up to 3 reviews by staff. Any additional reviews will be subject to an additional fee equal to 25% of the original fee. The "recording fee" is per Maricopa County's Fee Schedule and is, therefore, subject to change.	



Description	Fee
<b>DEVELOPMENT FEES</b>	
Single Family Residential	\$8,298.00
Multi-Family Residential	\$6,626.00 per dwelling
Commercial	\$4.139 per sq. ft.
Office	\$3.139 per sq. ft.
Hotel	\$2.562 per sq. ft.
Industrial	\$1.539 per sq. ft.
Fee Detail (from above)	
<b>General Government</b>	
Residential <sup>(1)</sup>	\$168.00 per dwelling
Non-Residential <sup>(2)</sup>	\$.105 per sq. ft.
<b>Law Enforcement</b>	
Residential <sup>(1)</sup>	\$112.00 per dwelling
Non-Residential <sup>(2)</sup>	\$.070 per sq. ft.
<b>Park &amp; Recreation</b>	
Residential <sup>(1)</sup>	\$2,118.00 per dwelling
<b>Streets</b>	
SF - Residential	\$5,614.00 per dwelling
MF - Residential	\$3,942.00 per dwelling
Commercial	\$3.835 per sq. ft.
Hotel	\$2.258 per sq. ft.
Industrial	\$1.235 per sq. ft.
Office	\$2.835 per sq. ft.
<b>Fire and Emergency</b>	
Residential <sup>(1)</sup>	\$207.00 per dwelling
Non-Residential <sup>(2)</sup>	\$.129 per sq. ft.
<b>Library and Museum</b>	
Residential <sup>(1)</sup>	\$79.00 per dwelling
<i><sup>(1)</sup> Residential includes single and multi - family dwelling units</i>	
<i><sup>(2)</sup> Non-residential includes commercial and industrial square footage</i>	



Description	Fee
<b>BUILDING PERMIT/PLAN CHECK – SINGLE FAMILY RESIDENTIAL</b>	
<b>Single Family Homes (Includes Permit and Plan Review)</b>	
Livable Area with A/C	\$.75 sq. ft.
Covered Area: Garage and/or Patio (non-A/C)	\$.45 sq. ft.
<b>Single Family Addition</b>	
Area non-A/C	\$.75 sq. ft.
Area non-A/C	\$.45 sq. ft.
<b>Single Family Remodel</b>	
Area non-A/C	\$.23 sq. ft.
Area non-A/C	\$.14 sq. ft.
<b>Specialized Permits (Includes Permit and Plan Review)</b>	
Solar Photovoltaic	\$140.00
Fence Walls	\$70.00 plus \$.15 ln. ft.
Retaining Walls	\$70.00 plus \$1.53 ln. ft.
Pools & Spas Attached	\$290.00 plus \$.90 sq. ft.
Stand Alone Spas	\$235.00
Landscape Plan Review	\$420.00 plus \$2,500.00 refundable deposit **
<b>Miscellaneous Permits (Plan Review Fee Extra)</b>	
One Discipline Permit	\$70.00 (building, plumbing, electrical or mechanical)
Combination Permit	\$210.00
<b>Miscellaneous Plan Review</b>	
Minimum Plan Review (minimum 1 hour)	\$70.00 per hour
Revisions to Approved Plans (minimum 1 hour)	\$70.00 per hour



Description	Fee
<b>BUILDING PERMIT/PLAN CHECK – SINGLE FAMILY RESIDENTIAL (CONT.)</b>	
<b>Over the Counter Permits (No Plan Review Fee Required)</b>	
Plumbing - Water heater replacement/solar (minor)	\$70.00
Mechanical - HVAC replacement (minor)	\$70.00
Electrical - panel repair (minor)	\$70.00
Demolition (minor)	\$120.00
<b>Plan Review Add On (After 3rd Review)</b>	50% of building permit/plan review fee
<b>Reinspection Fee</b>	\$150.00 per trip
<b>Permit Extensions - Residential new construction only</b> (If Town has all records and within current Code cycle)	\$400.00
<b>Permit Extensions - Residential remodel only</b> (If Town has all records and within current Code cycle)	\$100.00
<b>Refund for cancelled Single Family Home permit</b>	35% of building permit fee paid
<b>Penalty for failure to obtain a building permit</b>	50% of building permit/plan review fee



Description	Fee
<b>BUILDING PERMIT/PLAN CHECK - COMMERCIAL</b>	
<b>Commercial Building Permit (Includes Permit and Plan Review)</b>	
Area with A/C	\$.75 sq. ft.
Covered Area (non-A/C)	\$.45 sq. ft.
<b>Commercial Building Addition</b>	
Area with A/C	\$.75 sq. ft.
Covered Area (non-A/C)	\$.45 sq. ft.
<b>Commercial Remodel (Existing)</b>	
Area with A/C	\$145.00 plus \$.23 sq. ft.
Covered Area (non-A/C)	\$145.00 plus \$.14 sq. ft.
<b>Shell Only for Commercial &amp; Multi - Family</b>	
Area with A/C	\$205.00 plus \$.50 sq. ft.
Covered Area (non-A/C)	\$70.00 plus \$.45 sq. ft.
<b>Commercial Tenant Improvement</b>	
Area with A/C	\$145.00 plus \$.23 sq. ft.
Covered Area (non-A/C)	\$145.00 plus \$.14 sq. ft.
<b>Apartments/Condominiums</b>	
Livable Area with A/C	\$.75 sq. ft.
Covered Area (non-A/C)	\$.45 sq. ft.
<b>Apartments/Condominiums with 4 or more units &amp; recurring floor plans (0 - 100,000 livable sq. ft.)</b>	
Livable Area with A/C	\$.60 sq. ft.
Covered Area (non-A/C)	\$.37 sq. ft.
<b>Apartments/Condominiums with 4 or more units &amp; recurring floor plans (Over 100,000 livable sq. ft.)</b>	
Livable Area with A/C	\$.53 sq. ft.
Covered Area (non-A/C)	\$.33 sq. ft.



Description	Fee
<b>BUILDING PERMIT/PLAN CHECK – COMMERCIAL (CONT.)</b>	
<b>Specialized Permits (Includes Permit and Plan Review)</b>	
Solar Photovoltaic	\$140.00
Fence Walls	\$70.00 plus \$.15 ln. ft.
Retaining Walls	\$70.00 plus \$1.53 ln. ft.
Pools & Spas Attached	\$290.00 plus \$.90 sq. ft.
Stand Alone Spas	\$235.00
Landscape Plan Review	\$420.00 plus \$2,500.00 refundable deposit **
<b>Miscellaneous Permits (Plan Review Fee is Separate)</b>	
Minimum Permit (one discipline)	\$70.00 (or \$210.00 for building, plumbing, electrical and mechanical)
Minimum Combination (all disciplines)	\$210.00
Sign Permit, less than 32 sq. ft. (face replacement only)	\$50.00 per sign
Sign Permit, greater than 32 sq. ft. (face replacement only)	\$100.00 per sign
Sign Permit, less than 32 sq. ft. (new)	\$190.00 per sign
Sign Permit, greater than 32 sq. ft. (new)	\$240.00 per sign
<b>Miscellaneous Plan Review</b>	
Minimum Plan Review (minimum 1 hour)	\$70.00 per hour
Revisions to Approved Plans (minimum 1 hour)	\$70.00 per hour
<b>Over the Counter Permits (No Plan Review Fee Required)</b>	
Plumbing - Water heater replacement/solar (minor)	\$70.00
Mechanical - HVAC replacement (minor)	\$70.00
Electrical - panel repair (minor)	\$70.00
Demolition (minor)	\$120.00
<b>Plan Review Add On (After 3rd Review)</b>	50% of building permit/plan review fee
<b>Reinspection Fee</b>	\$150.00 per trip



Description	Fee
<b>BUILDING PERMIT/PLAN CHECK – COMMERCIAL (CONT.)</b>	
<b>Permit Extensions - Commercial new construction only</b> (If Town has all records and within current Code cycle)	\$400.00
<b>Permit Extensions - Commercial re-model only</b> (If Town has all records and within current Code cycle)	\$100.00
<b>Penalty for failure to obtain a building permit</b>	\$100.00
<b>Refund for cancelled Commercial Building permit (must be done in writing)</b>	35% of building permit fee paid
**Deposit refundable upon landscaping approval by Town	



Description	Fee
<b><i>FIRE SAFETY FEES</i></b>	
Residential Automatic Sprinkler System Plan Review/Inspection	\$.05 sq. ft. (minimum \$25.00)
Commercial Automatic Sprinkler System Plan Review/Inspection	\$.10 sq. ft. (minimum \$50.00)
Commercial Automatic Sprinkler System Modification Plan Review/Inspection	\$75.00
Commercial Hood System Plan Review/Inspection	\$100.00
Commercial Fire Alarm System Plan Review/Inspection	\$100.00
Commercial Fire Alarm System Modification Plan Review/Inspection	\$50.00
Residential LPG Installation Review/Inspection	\$50.00
Annual Adult Residential Group Care Inspection	\$100.00 per year
Annual Commercial Fire Inspection Fee	\$15.00
Tent Permit Fee (any tent over 200 sq. ft. & any canopy over 400 sq. ft.)	\$100.00
Reinspection Fee (beyond one re-check)	\$150.00 per trip
<b><i>ABATEMENT FEES</i></b>	
Inspection Fee (minimum 1 hour)	\$70.00 per hour
Reinspection Fee	\$150.00 per trip



Description	Fee
<b>PARK FACILITY RENTALS</b>	
<b>Park Rental Fees - Resident</b>	
Small Ramada - minimum 2 hours	\$10.00 per hour
Medium Ramada - minimum 2 hours	\$15.00 per hour
Large Ramada - minimum 2 hours	\$20.00 per hour
Meeting Rooms - minimum 2 hours	\$10.00 per hour
Multi-Purpose Fields - minimum 2 hours	\$15.00 per hour
Open Turn Areas - minimum 3 hours <sup>(3)</sup>	\$50.00 per hour
Performance Pad (Amphitheater) - minimum 3 hours <sup>(3)</sup>	\$75.00 per hour
Tennis Courts - 90 minute reservation	\$5.00 day
Tennis Courts - 90 minute reservation	\$7.00 with lighting
<b>Park Rental Fee Extras</b>	
Athletic Field Lights (minimum 2 hours)	\$10.00 per hour
Athletic Field - Prep & Bases	\$25.00 each
Alcohol Permit with Park Reservation	\$10.00 for 50 consuming adults
Fountain Operation	\$265.00 per half-hour
Staff - minimum 2 hours	\$21.00 - \$38.00 per hour
<b>Park Rental Fees - Non-Resident</b>	
Small Ramada - minimum 2 hours	\$15.00 per hour
Medium Ramada - minimum 2 hours	\$22.50 per hour
Large Ramada - minimum 2 hours	\$30.00 per hour
Meeting Rooms - minimum 2 hours	\$15.00 per hour
Multi-Purpose Fields - minimum 2 hours	\$22.50 per hour
Open Turf Areas - minimum 3 hours <sup>(3)</sup>	\$75.00 per hour
Performance Pad (Amphitheater) - minimum 3 hours <sup>(3)</sup>	\$112.50 per hour
Tennis Courts - 90 minute reservation	\$10.00 day
Tennis Courts - 90 minute reservation	\$14.00 with lights



Description	Fee
<b><i>PARK FACILITY RENTALS (CONT.)</i></b>	
<b>Park Rental Fee Extras</b>	
Athletic Field Lights - minimum 2 hours	\$10.00 per hour
Athletic Field – Prep & Bases	\$25.00 each
Alcohol Permit with Park Reservation	\$10.00 for 50 consuming adults
Fountain Operation	\$265.00 per half-hour
Staff - minimum 2 hours	\$21.00 - \$38.00 per hour
<b><i>RECREATION FEES</i></b>	
Program Cancellation Fee	\$10.00
<sup>(3)</sup> 10% wedding discount when combined with Community Center Rental	



Description	Fee
<b>COMMUNITY CENTER RENTALS</b>	
<b>Community Center Rental - Resident/ Non-Profit (Tier 2)</b>	
Any Meeting Room - minimum 2 hours	\$15.00 per hour
One Ballroom (30 - 90 people) minimum 4 hours	\$32.50 per hour
Two Ballrooms (91 - 160 people) minimum 4 hours <sup>(1) (2)</sup>	\$65.00 per hour
Three Ballrooms (161 - 250 people) minimum 4 hours <sup>(1) (2)</sup>	\$97.50 per hour
Grand Ballroom (251 - 450 people) minimum 4 hours <sup>(1) (2)</sup>	\$130.00 per hour
<b>Lobby</b>	
Minimum 4 hours	\$31.25 per hour
<b>Grand Ballroom &amp; Lobby<sup>(2)</sup></b>	
All Day Rate (Monday - Thursday 7:00 AM to Midnight)	\$1,600.00
All Day Rate (Friday - Saturday 7:00 AM to Midnight)	\$2,000.00
Kitchen Usage Fee per Ballroom	\$30.00 per hour
<b>Weekend Rates: Friday - Sunday</b>	
Ballroom 3 (includes patio access and views) minimum 4 hours <sup>(1) (2)</sup>	\$37.50 per hour
Ballroom 4 (includes patio access and views) minimum 4 hours <sup>(2)</sup>	\$37.50 per hour
<b>Groups Meeting 6 or More Times per Year:</b>	
Ballroom - minimum 4 hours with contract	\$16.25 per hour
Centennial Circle - minimum 3 hours	\$75.00 per hour



Description	Fee
<b>COMMUNITY CENTER RENTALS (CONT.)</b>	
<b>Community Center Rental - Non-Resident/Commercial (Tier 3)</b>	
Any Meeting Room - minimum 2 hours	\$35.00 per hour
One Ballroom (30 - 90 people) minimum 4 hours	\$75.00 per hour
Two Ballrooms (91 - 160 people) minimum 4 hours <sup>(1)</sup> <sup>(2)</sup>	\$150.00 per hour
Three Ballrooms (161 - 250 people) minimum 4 hours <sup>(1)</sup> <sup>(2)</sup>	\$225.00 per hour
Grand Ballroom (251 - 450 people) minimum 4 hours <sup>(1)</sup> <sup>(2)</sup>	\$300.00 per hour
<b>Lobby</b>	
Minimum 4 hours	\$62.50 per hour
<b>Grand Ballroom &amp; Lobby<sup>(2)</sup></b>	
All Day Rate (Monday - Thursday 7:00 AM to Midnight)	\$4,000.00
All Day Rate (Friday - Saturday 7:00 AM to Midnight)	\$5,000.00
Kitchen Usage Fee per Ballroom	\$60.00 per hour
<b>Weekend Rates: Friday - Sunday</b>	
Ballroom 3 (includes patio access and views) minimum 4 hours <sup>(2)</sup>	\$112.50 per hour
Ballroom 4 (includes patio access and views) minimum 4 hours <sup>(2)</sup>	\$112.50 per hour
<b>Groups Meeting 6 or More Times per Year:</b>	
Ballroom - minimum 4 hours with contract	\$30.00 per hour
Centennial Circle - minimum 3 hours	\$112.50 per hour



Description	Fee
<b>COMMUNITY CENTER RENTALS (CONT.)</b>	
<b>Community Center Extra Service Fees - Resident/Non-Profit</b>	
Video Projector	\$40.00
Overhead Projector	\$15.00
Slide Projector	\$15.00
27" TV	\$15.00
Flat Screen TV	\$25.00
VCR or DVD Player	\$10.00
Small Screen	\$5.00
Large Screen (8' x 10')	\$10.00
Large Screen Border	\$15.00
<b>Internet Access</b>	
Wireless	\$0.00
Hard Wire	\$125.00 per day
<b>Sound Reinforcement</b>	
Wireless Microphones	\$5.00
Speaker Table (Includes Mixing Board)	\$15.00 each
Conference Phone	\$10.00
Portable Sound System (Includes Mixing Board and/or Portable Speaker)	\$25.00
CD Player	\$10.00
<b>Electricity (per booth)</b>	
110 V	\$15.00
220 V	\$40.00
<b>Other</b>	
Easel	\$5.00
Papers & Markers	\$10.00
Portable White Board	\$5.00
Walker Display Board	\$5.00



Description	Fee
<b>COMMUNITY CENTER RENTALS (CONT.)</b>	
<b>Items for Sale</b>	
25' Extension Cord	\$15.00 each
Power Strip	\$15.00 each
Masking Tape	\$5.00 per roll
<b>Miscellaneous</b>	
Dance Floor - per 3' x 3' Parquet Square	\$3.00
Staging 6' x 8' Section	\$5.00
Piano-Tuning Extra	
Upright	\$25.00
Grand	\$50.00
Coffee Service	\$5.00 per 8 cup pack
<b>Community Center Extra Service Fees - Non-Resident/Commercial</b>	
Video Projector	\$75.00
Overhead Projector	\$30.00
Slide Projector	\$30.00
27" TV	\$30.00
Flat Screen TV	\$50.00
VCR or DVD Player	\$20.00
Small Screen	\$10.00
Large Screen (8' x 10')	\$20.00
Large Screen Border	\$30.00
<b>Internet Access</b>	
Wireless	\$0.00
Hard Wire	\$125.00 per day



Description	Fee
<b>COMMUNITY CENTER RENTALS (CONT.)</b>	
<b>Sound Reinforcement</b>	
Wireless Microphones	\$15.00
Speaker Table (Includes Mixing Board)	\$15.00 each
Conference Phone	\$20.00
Portable Sound System (Includes Mixing Board and/or Portable Speaker)	\$50.00
CD Player	\$20.00
<b>Electricity ( per booth)</b>	
110 V	\$25.00
220 V	\$75.00
<b>Other</b>	
Easel	\$10.00
Papers & Markers	\$20.00
Portable White Board	\$10.00
Walker Display Board	\$10.00
<b>Items for Sale</b>	
25' Extension Cord	\$15.00 each
Power Strip	\$15.00 each
Masking Tape	\$5.00 each



Description	Fee
<b>COMMUNITY CENTER RENTALS (CONT.)</b>	
<b>Miscellaneous</b>	
Dance Floor - per 3' x 3' Parquet Square	\$5.00
Staging 6' x 8' Section	\$10.00
Piano-Tuning Extra	
Upright	\$50.00
Grand	\$100.00
Coffee Service	\$5.00 per (10) 8oz cup pack
Portable Bar	\$50.00
Staff Charges	\$25.00 per hour \$40.00 per hour overtime
<b>NOTE: All Rentals Are Subject To Applicable Arizona Sales Taxes</b>	
(1) Ballroom 3 not available as a standalone rental	
(2) 10% wedding discount when combined with Fountain Park rental	



Description	Fee
<b>SENIOR SERVICES ANNUAL MEMBERSHIP FEES (CALENDAR YEAR)</b>	
Resident	\$20.00
Non-Resident	\$30.00
<b>COURT FEES</b>	
Non-Sufficient Funds (checks returned to Court)	\$29.00 per check
Public Defender	Actual costs for appointed attorney
Jail Reimbursement	Actual costs billed by County for jail time served
Jury Costs (assessed if jury trial canceled within five days of trial)	Actual administrative costs
Civil Traffic Default	\$25.00 per defaulted charge
Warrant	\$50.00 per warrant issued
Diversion Program Rescheduling	\$25.00
Court Clerk	\$17.00
Court User	\$10.00 per charge, plus surcharges
Public Records Search	\$2.00 per name
Copies	\$.50 per page
Certified Copies	\$17.00
Copies of CDs	\$17.00
NOTE: Court fees are subject to change throughout the fiscal year in accordance with State Law and Arizona Supreme Court Rules.	



# Schedule of Authorized Positions



## Schedule of Authorized Positions

Position – Title	FY10-11 Authorized FTE	FY11-12 Authorized FTE	FY12-13 Authorized FTE	FY13-14 Proposed FTE
<b><u>Municipal Court</u></b>				
Presiding Judge	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Senior Court Clerk	1.00	1.00	1.00	1.00
Court Clerk	2.00	2.00	2.00	1.00
<b>Authorized FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
<b><u>Administration</u></b>				
Town Manager	1.00	1.00	1.00	1.00
Assistant to the Town Manager	-	-	-	-
Deputy Town Manager/Finance Director	1.00	1.00	1.00	1.00
Executive Asst to Town Mgr/Council	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	-
Town Clerk	1.00	1.00	1.00	1.00
Human Resources Administrator/Risk Mgr.	1.00	1.00	1.00	0.75
Volunteer Coordinator	0.75	0.88	0.88	0.88
Economic Development Administrator	1.00	1.00	1.00	-
Public Information Officer	-	-	-	-
Community Affairs/Media Relations	-	-	-	-
Information Technology Coordinator	1.00	1.00	1.00	1.00
Information Technology Technician	0.50	0.75	0.75	0.50
Information Technology Intern	-	-	-	-
Finance Director	-	-	-	-
Accounting Supervisor	1.00	1.00	1.00	1.00
Financial Services Technician	1.00	0.75	0.75	0.50
Accounting Clerk	0.50	0.50	0.50	0.50
Customer Service Representative I	0.50	0.70	0.80	0.80
Receptionist	-	-	-	-
<b>Authorized FTE</b>	<b>11.25</b>	<b>11.58</b>	<b>11.68</b>	<b>9.93</b>



## Schedule of Authorized Positions

Position – Title	FY10-11 Authorized FTE	FY11-12 Authorized FTE	FY12-13 Authorized FTE	FY13-14 Proposed FTE
<b><u>Development Services</u></b>				
Developmental Services Director	1.00	1.00	1.00	1.00
Public Works Director	-	-	-	-
Town Engineer	1.00	1.00	1.00	1.00
Civil Engineer	-	-	-	-
Senior Civil Engineer Inspector	-	-	-	-
Civil Engineering Inspector	1.00	1.00	1.00	1.00
Planner - Environmental (Stormwater)	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Facilities Supervisor	1.00	1.00	-	-
Facilities/Environmental Supervisor	-	-	1.00	1.00
Facilities Maintenance Tech	1.00	1.00	1.50	1.00
Maintenance/Custodial Worker	-	-	-	-
Custodian	1.25	1.25	1.25	1.25
Street Superintendent	1.00	1.00	1.00	1.00
Open Space & Landscape Specialist	1.00	-	-	-
Fleet Mechanic/Open Space-Landscape Spec	1.00	1.00	1.00	1.00
Traffic Signal Technician I	0.50	-	-	-
Traffic Signal Technician II	1.00	1.00	1.00	1.00
Street Maintenance Technician	4.00	3.00	3.00	1.00
Planning & Zoning Director	-	-	-	-
Senior Planner	1.00	1.00	1.00	1.00
Planner	0.50	-	-	-
GIS Technician/CAD Operator	1.00	1.00	1.00	1.00
Senior Code Enforcement Officer	-	-	-	-
Code Enforcement Officer	1.00	1.50	1.00	1.00
Planning Assistant	-	-	-	-
Chief Building Official/Plans Examiner	-	-	1.00	1.00
Chief Building Official	1.00	1.00	-	-
Plans Examiner	1.00	0.50	-	-
Building Inspector	-	-	-	-
Building Permit Technician	1.00	1.00	1.00	1.00
<b>Authorized FTE</b>	<b>23.25</b>	<b>20.25</b>	<b>18.75</b>	<b>16.25</b>



## Schedule of Authorized Positions

Position – Title	FY10-11 Authorized FTE	FY11-12 Authorized FTE	FY12-13 Authorized FTE	FY13-14 Proposed FTE
<b><u>Community Services</u></b>				
Community Services Director	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00
Recreation Program Coordinator	2.00	2.00	2.00	2.00
Recreation Assistant	2.35	2.45	2.45	2.45
Recreation Aide	-	-	-	-
Recreation Intern	-	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Park Operations Lead	3.00	3.00	2.00	1.00
Park Ranger	-	-	-	-
Groundskeeper	2.00	2.00	3.00	3.00
Customer Service Representative II	0.50	0.30	0.30	0.30
Comm Ctr Director	-	-	-	-
Comm Ctr Operations Supervisor	-	-	-	-
Community Center Event Coordinator	1.00	1.00	1.00	1.00
Community Center Operations Coordinator	1.00	1.00	1.00	1.00
Operations Support Worker	1.50	2.00	1.65	1.65
Operations Support Assistant	0.50	-	-	-
Customer Service Representative I	1.00	1.00	1.00	1.00
Bartender	-	-	-	-
Senior Services Supervisor	1.00	1.00	1.00	1.00
Senior Services Activities Coordinator	0.58	0.58	0.58	0.58
HDM/Special Programs Admin	-	-	-	-
Home Delivered Meals Coordinator	0.75	0.75	0.75	0.75
Senior Services Activity Assistant	0.45	0.45	0.45	0.45
Senior Aide	-	-	-	-
Driver	-	-	-	-
<b>Authorized FTE</b>	<b>21.63</b>	<b>21.53</b>	<b>21.18</b>	<b>20.18</b>
<b>Total Authorized FTE</b>	<b><u>61.13</u></b>	<b><u>58.36</u></b>	<b><u>56.61</u></b>	<b><u>50.36</u></b>

The continued reduction in authorized FTEs is a result of the economic downturn



# Pay Plan



## FY13-14 PAY PLAN

### Exempt Positions

Position Title	Minimum	Maximum	Previous Range FY12-13
Deputy Town Manager/Finance Director	\$ 77,542	\$ 110,273	\$ 77,542 - \$ 110,273
Development Services Director	82,044	116,675	82,044 - 116,675
Town Engineer	75,283	107,060	75,283 - 107,060
Community Services Director	72,277	102,785	72,277 - 102,785
Human Resources Administrator/Risk Manager	68,082	96,819	68,082 - 96,819
Court Administrator	65,864	93,665	65,864 - 93,665
Town Clerk	58,419	83,078	58,419 - 83,078
Senior Planner	56,193	79,912	56,193 - 79,912
Chief Building Official/Plans Examiner	54,891	78,061	54,891 - 78,061
Recreation Supervisor	52,056	74,029	52,056 - 74,029
Street Superintendent	52,056	74,029	52,056 - 74,029
Accounting Supervisor	51,906	73,816	51,906 - 73,816
Parks Supervisor	51,106	72,678	51,106 - 72,678
Information Technology Coordinator	48,610	69,128	48,610 - 69,128
Facilities/Environmental Supervisor	46,000	65,417	46,000 - 65,417
Executive Assistant to Town Manager/Council	46,000	65,417	46,000 - 65,417
Senior Services Supervisor	43,642	62,063	43,642 - 62,063
Recreation Program Coordinator	39,253	55,821	39,253 - 55,821
Community Center Event Coordinator	39,253	55,821	39,253 - 55,821
Community Center Operations Coordinator	35,676	50,735	35,676 - 50,735

### Non-Exempt Positions

Position Title	Minimum	Maximum	Previous Range FY12-13
Civil Engineering Inspector	\$ 19.54	\$ 27.79	\$ 19.54 - \$ 27.79
GIS Technician/CAD Operator	20.39	29.00	20.39 - 29.00
Traffic Signal Technician II	20.39	29.00	20.39 - 29.00
Information Technology Technician	17.89	25.44	17.89 - 25.44
Code Enforcement Officer	18.16	25.83	18.16 - 25.83
Executive Assistant	17.17	24.42	17.17 - 24.42
Fleet Mechanic/Open Space-Landscape Spec.	17.89	25.44	17.89 - 25.44
Park Operations Lead	17.89	25.44	17.89 - 25.44
Senior Court Clerk	15.47	22.00	15.47 - 22.00
Facilities Maintenance Technician	16.56	23.55	16.56 - 23.55
Building Permit Technician	16.13	22.94	16.13 - 22.94
Street Maintenance Technician	15.00	21.33	15.00 - 21.33
Financial Services Technician	15.00	21.33	15.00 - 21.33
Volunteer Coordinator	14.20	20.19	14.20 - 20.19
Accounting Clerk	13.75	19.55	13.75 - 19.55
Customer Service Representative II	14.20	20.19	14.20 - 20.19
Senior Services Activities Coordinator	14.20	20.19	14.20 - 20.19
Court Clerk	13.75	19.55	13.75 - 19.55
Home Delivered Meals Coordinator	11.57	16.47	11.57 - 16.47
Customer Serve Representative I	11.57	16.47	11.57 - 16.47
Groundskeeper	12.36	17.60	12.36 - 17.60
Operations Support Worker	12.36	17.60	12.36 - 17.60
Recreation Assistant	9.92	14.11	9.92 - 14.11
Custodian	11.16	15.87	11.16 - 15.87
Senior Services Activities Assistant	9.92	14.11	9.92 - 14.11



# Resolution 2013-23



**RESOLUTION NO. 2013-23**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS, ARIZONA, ADOPTING THE TENTATIVE BUDGET AS THE 2013-2014 FISCAL YEAR BUDGET FOR THE TOWN OF FOUNTAIN HILLS.

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Arizona Revised Statutes (the "Applicable Law"), the Mayor and Council of the Town of Fountain Hills (the "Town Council") did, on May 16, 2013, prepare (i) a full and complete statement of the Town's financial affairs for the preceding fiscal year and (ii) an estimate of the different amounts that will be required to meet the Town's public expense for the current fiscal year, including all of the items prescribed by ARIZ. REV. STAT. § 42-17102, which estimate was entered in the Town Council's minutes; and

**WHEREAS**, in accordance with the Applicable Law, and following due public notice, the Town Council met on May 16, 2013, at which meeting any taxpayer was provided the opportunity to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

**WHEREAS**, publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 20, 2013, at the Fountain Hills Town Council Chambers for the purpose of hearing taxpayers and with respect to said estimates or any of the proposed expenditures/expenses or tax levies.

**NOW, THEREFORE, BE IT RESOLVED** BY THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS as follows:

**SECTION 1.** The recitals above are hereby incorporated as if fully set forth herein.

**SECTION 2.** The statements and schedules attached hereto as Exhibit A and incorporated herein by reference, are hereby adopted as the budget of the Town of Fountain Hills, Arizona, for the fiscal year July 1, 2013 through June 30, 2014.

**SECTION 3.** The Mayor, the Town Manager, the Town Clerk and the Town Attorney are hereby authorized and directed to take all steps necessary to carry out the purpose and intent of this Resolution.

**PASSED AND ADOPTED** by the Mayor and Council of the Town of Fountain Hills, Arizona, June 20, 2013.

**FOR THE TOWN OF FOUNTAIN HILLS:**

  
Linda M. Kavanagh, Mayor

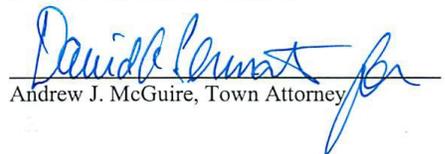
**ATTESTED TO:**

  
Bevelyn J. Bender, Town Clerk

**REVIEWED BY:**

  
Kenneth W. Buchanan, Town Manager

**APPROVED AS TO FORM:**

  
Andrew J. McGuire, Town Attorney

1961421.2



# Glossary



**Account**

A separate financial reporting unit for budgeting, management or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts. Several related accounts may be grouped together in a fund. A list of accounts is called a chart of accounts.

**Accounting Standards**

The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB) that guide the recording and reporting of financial information by state and local governments.

**Accrual Basis of Accounting**

The basis of accounting under which transactions are recognized at the time they are incurred, as opposed to when cash is received or sent. Expenses are recorded at the time liabilities are incurred and revenues are recorded when earned. Un-billed services are recorded as receivables at year end.

**Actual vs. Budgeted**

Difference between the amounts projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses, which are incurred by the end of the fiscal year.

**Adoption**

Formal action by the Town Council, which sets the spending limits for the fiscal year.

**Ad Valorem Taxes**

Commonly referred to as property taxes. The charges levied on all real, and certain personal property, according to the property's assessed value and the tax rate. Used as a source of monies to pay general obligation debt and to support the General Fund.

**Appropriation**

Specific amount of monies authorized by the Town Council for the purpose of incurring obligations and acquiring goods and services. An appropriation is limited in amount and time when it may be used unless it is for capital projects such as constructing roads and buildings.

**Arbitrage**

The ability to use tax exempt proceeds and, by investing those funds in higher yielding taxable securities, generate a profit to the issuer.

**Assessed Valuation**

A value set upon real and personal property by the Maricopa County Assessor for the purpose of levying property taxes.



**Asset**

The resources and property of the Town that can be used or applied to cover liabilities. Alternatively, any owned physical object (tangible) or right (intangible) having a monetary value or an item or source of wealth expressed in terms of any cost benefitting a future period.

**Attrition**

A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, or retirement.

**Audit Report**

The report prepared by an auditor covering the audit or investigation of an entity's financial position for a given period of time, usually a year. As a general rule, the report should include: 1) a statement of the scope of the audit; 2) explanatory comments concerning exceptions from generally accepted auditing standards; 3) opinions; 4) explanatory comments concerning verification procedures; 5) financial statements and schedules; and 6) statistical tables, supplementary comments and recommendations. The auditor's signature follows 3). The Town is required to have an annual audit conducted by qualified certified public accountants.

**Authorized Positions**

Employee positions which are authorized in the adopted budget.

**Available (Unassigned) Fund Balance**

Funds remaining from the prior year which are available for appropriation and expenditure in the current year.

**Balanced Budget**

Arizona law (Title 42-Arizona Revised Statutes) requires the Town Council to annually adopt a balanced budget by purpose of public expense. State law defines this balanced budget as "the primary property tax levy, when added together with all other available resources, must equal these expenditures." The total of proposed expenditures will not exceed the total of estimated revenues and fund balances.

**Base Budget**

The ongoing expense for personnel, contractual services, commodities, and the replacement of equipment to maintain service levels previously established by the Town Council.

**Bond**

A written promise to pay a specified sum of money (called the face value or principal amount) at a specified date or dates in the future (called the maturity dates), and carrying interest at a specified rate, usually paid periodically. The difference between a bond and a note is that a bond is issued for a longer period and requires greater legal formality.

Bonds are primarily used to finance capital projects. The most common types of bonds are:

- General Obligation (GO) Bond: This type of bond is secured by the full faith, credit, and taxing power of the municipality.
- Revenue Bond: This type of bond is secured by the revenues from a specific source such as gas taxes or water revenues.

### **Bond Refinancing**

The payoff and re-issuance of bonds to obtain better interest rates and/or bond conditions.

### **Budget**

A financial plan of estimated expenditures and anticipated resources adopted for a specific period of time outlining a plan for achieving council goals and objectives.

### **Budget Amendment**

A change of budget appropriation between expenditure accounts which does not change the legal spending limit adopted by Town Council.

### **Budget Calendar**

The schedule of key dates which a government follows in the preparation and adoption of the budget.

### **Budgetary Basis of Accounting**

The basis of accounting used to estimate financing sources and uses in the budget. The method used to determine when revenues and expenditures are recognized for budgetary purposes. This basis generally takes one of three forms: GAAP, cash, or modified accrual.

### **Budgetary Control**

The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.

### **Capital Assets**

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

### **Capital Budget**

A spending plan for improvements to, or acquisition of, land, facilities and infrastructure that balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition. Normally a capital budget must be approved by the legislative body. The capital budget and accompanying appropriation ordinance may be included in a consolidated budget document that has a section devoted to capital expenditures and another to operating expenditures. Or two separate documents may be prepared – one for the capital budget and one for the operating budget.



**Capital Expenditure**

A capital expenditure is made when purchasing a fixed asset having a value of \$10,000 or more and a useful life of more than one year.

**Capital Improvement Program**

A plan for capital outlay to be incurred each year over a fixed number of years to meet capital needs arising from the Town’s long-term needs.

**Capital Improvement Project**

Expenditures for the construction, purchase or renovation of Town facilities or property that have a value greater than \$50,000.

**Capital Outlay**

Expenditures resulting in the acquisition of or addition to the Town’s fixed assets with a value of \$10,000 or more and a useful economic lifetime of more than one year.

**Capital Project Carryover**

An approved Capital Project that was not completed in the fiscal year and, therefore, was budgeted again in the current fiscal year in order to finish the project.

**Capital Projects Funds**

Capital project funds are used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital projects funds exclude those types of capital related outflows financed by proprietary funds or for assets that will be held in trust for individuals, private organizations, or other governments.

**Cash Basis of Accounting**

The basis of accounting in which transactions are recognized only when cash amounts are increased or decreased.

**Community Facilities District (CFD)**

A separate legal entity established by the Town which allows for financing of public improvements and services.

**Comprehensive Annual Financial Report (CAFR)**

The official annual financial report of the Town. The CAFR represents management’s report to the Town Council, constituents, investors and creditors.

**Contingency/Reserve**

An amount, a budgetary reserve/contingency, set aside as available, with Town Council approval, to cover unforeseen expenditures, emergency expenditures, or revenue shortfalls.



**Debt Limit**

Statutory or constitutional limit on the principal amount of debt that an issuer may incur (or that it may have outstanding at any one time).

**Debt Ratio**

Total debt divided by total assets.

**Debt Service**

The cost of paying principal and interest payments on outstanding bonds according to a predetermined payment schedule.

**Debt Service Fund**

One or more funds established to account for revenues used to repay the principal and interest on debt.

**Deficit**

The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

**Department**

A functional group of the Town with related activities aimed at accomplishing a major Town service or program.

**Depreciation**

An accounting transaction which spreads the purchase cost of an asset across its useful life. Alternatively, expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development Fees**

Those fees and charges generated by building, development, and growth in the Town.

**Distinguished Budget Presentation Awards Program**

A voluntary awards program administered by the Government Finance Officers Association of the United States and Canada to encourage governments to prepare effective budget documents.

**Division**

A grouping of related activities within a particular Department (example, Senior Services is a division of Community Services).

**Employee (or Fringe) Benefits**

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for the various retirement, medical and life insurance plans.



**Encumbrance**

The formal accounting recognition of appropriated or committed funds to be set aside for a future expenditure. To encumber funds means to set aside or commit funds for a specified future expenditure. For budgetary purposes, encumbrances are considered expenditures.

**Estimated Revenue**

The amount of projected revenue to be collected during the fiscal year.

**Expenditure**

A net decrease in financial resources. Expenditures include operating expenses which require the use of current assets. If accounts are kept on the accrual basis, this term designates total charges incurred, whether paid or unpaid. If they are kept on the cash basis, the term covers only actual disbursements for these purposes.

**Expenditure Limitation**

An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The Economic Estimates Commission, based on population growth and inflation, sets the limit. All municipalities have the option of Home Rule where the voters approve a four-year expenditure limit based on revenues received.

**Expenses**

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other costs.

**Financial Plan**

A summary by fund of planned revenues, expenditures, operating transfers, reserves, and fund balances.

**Fiscal Policy**

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year**

Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the Town of Fountain Hills, this period begins July 1 and ends June 30.

**Fixed Assets**

Assets of a long-term character which are intended to continue to be in use or kept for more than one year and of a monetary value greater than \$10,000.

**Full Faith and Credit**

A pledge of a government's taxing power to repay debt obligations.

**Full-Time Equivalent Position (FTE)**

A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be equivalent to a 0.5 FTE.

**Fund**

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and changes in these assets and liabilities.

**Fund Balance**

The excess of the assets of a fund over its liabilities, reserves and carryovers. A balance or carryover that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

**GAAP (Generally accepted accounting principles)**

Uniform minimum standards for financial accounting and recording encompassing the conventions, rules, and procedures that define accepted accounting principles.

**General Fund**

The major fund in most governmental entities. While other funds tend to be restricted to a single purpose, the General Fund is a catch-all for general government purposes. The General Fund contains the activities commonly associated with municipal government, such as police and fire protection, parks and recreation.

**General Obligation Bonds**

This type of bond is backed by the full faith, credit and taxing power of the government. Bonds that finance a variety of public projects. The repayment of these bonds is usually made from secondary property tax revenues.

**General Plan**

A plan approved by the Town Council that provides the fundamental policy direction and guidance on development decisions in the Town.

**Goal**

A statement of broad direction, purpose, or intent based on the needs of the community. A goal is general and timeless.

**Governmental Funds**

Governmental Funds are those through which most governmental functions of the Town are recorded. Revenues are recognized as soon as they are both measurable and available. Expenditures generally are recorded when a liability is incurred except for unmatured interest on debt and certain similar obligations, which should be recognized when due.



**Grants**

A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the grantee.

**Indirect Cost**

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure**

The physical assets of a government (e.g. streets, public buildings, parks, etc.)

**Interfund Transfers**

The movement of monies between funds of the same governmental entity.

**Intergovernmental**

Refers to transactions between different levels of government, e.g. city, county, state and federal.

**Intergovernmental Revenue**

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Lapsing Appropriation**

An appropriation made for a certain period of time, generally for the budget year. At the end of the specified period, any unexpended or unencumbered balance lapses or ends, unless otherwise provided by law.

**Levy**

The total amount to be raised by general property taxes for purposes specified in the property tax levy motion.

**Levy Rate**

The amount of tax levied for each \$100 of assessed valuation.

**Liability**

Indebtedness of a governmental entity, such as amounts owed to vendors for services rendered or goods received, and principal and interest owed to bondholders. These amounts are debts or legal obligations which must be paid at some future date.

**Line-item Budget**

A budget prepared along departmental lines that focuses on what is to be bought.

**Long-term Debt**

Debt with a maturity of more than one year after the date of issuance.

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**Modified Accrual Basis of Accounting**

The basis of accounting used by governmental-type funds. Under this basis, revenues are recognized when they become both “measurable” and “available” to finance expenditures of the current period.

**Municipal Property Corporation (MPC) Bond**

Bonds that are backed by the excise taxes of the Town including local sales tax, franchise tax, State Shared sales tax, and motor vehicle in-lieu tax. The MPC is a non-profit corporation established for the purpose of issuing debt to purchase municipal facilities, which it leases to the Town.

**Object Detail**

An expenditure classification, referring to the lowest and most detailed level of classification, such as electricity, office supplies, asphalt, and furniture.

**Objectives**

Something to be accomplished in specific, well-defined, and measurable terms and that is achievable within a specific time frame. The achievement of the objective advances an organization toward a corresponding goal.

**Obligations**

Amounts which a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Budget**

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing of acquisitions, spending, and service delivery activities of the Town are controlled.

**Operating Expenses**

The cost for personnel, materials, and equipment required for a department to function.

**Operating Impacts**

Operating impacts are the additional, incremental revenues or costs associated with the project—any new cost or revenue streams resulting from the project less existing expenditures and revenues where applicable. These impacts include maintenance expenses, utility and personnel expenses, revenues from project-specific construction spending and operating revenues.

**Operating Revenue**

Funds that the government receives as income to pay for ongoing operations. The revenue includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance**

A formal legislative enactment by the Town Council.



### **Pay-as-you-go Basis**

A term used to describe a financial policy by which capital outlays are financed from current revenues rather than through borrowing.

### **Performance Based Budget**

The Performance Based Budget is a customer based, performance driven, results oriented budget system based on Outcome Management. Outcome Management is a management approach that focuses on the results achieved when providing a service.

### **Performance Indicators**

Specific quantitative and qualitative measures of work performed as an objective of specific departments or programs. Measurement of service performance indicators that reflect the amount of money spent on services and the resulting outcomes at a specific level of services provided.

### **Performance Measurement**

Statistical indicators that permit program evaluation to be conducted in a budgetary context.

### **Performance Target**

Percentage or number for each program performance measure that will be the desired level of performance for the upcoming budget period.

### **Program**

A functional grouping of departmental expenditures or activities which are directed toward a common purpose, consistent over time and meet the following criteria: comprehensive, distinctive, practical, and clear. Activities performed by one or more organizational units for the purpose of accomplishing a function for which the Town is responsible.

### **Property Tax**

The total property tax levied by a municipality. Arizona's municipal property tax system is divided into a primary and secondary tax rate. The rate is expressed as dollars per \$100 of assessed valuation.

### **Primary Property Tax Rate**

Arizona statute limits the primary property tax levy amount and municipalities may use this tax for any purpose.

### **Reserve**

An account used to segregate a portion of a fund balance to indicate that it is not available for expenditure, or it is legally set aside for a specific future use.

### **Resolution**

A special or temporary order of the Town Council. Requires less formality than an ordinance or statute.

**Resources**

Total amounts available for appropriation including estimated revenues, bond/loan proceeds, fund transfers, and beginning fund balances.

**Revenue**

Amounts received by government from sources including taxes, fines, fees, grants, or charges for services, which can be used to finance government operations or capital assets. These amounts increase the net assets of the government. For those revenues which are recorded on an accrual basis, this term designates additions to assets which (a) do not increase any liability, (b) do not represent recovery of an expenditure, and (c) do not represent the cancellation of certain liabilities without a corresponding increase in other liabilities or a decrease in assets.

**Revenue Bonds**

Bonds whose principal and interest are payable exclusively from earnings of a revenue generating fund.

**Secondary Property Tax Rate**

Arizona statute does not limit the secondary tax levy amount and municipalities may only use this levy to retire the principal and interest or redemption charges on bonded debt.

**Service Level**

Services or products which comprise actual or expected output of a given program. Focus is on results, not measures of workload.

**Sinking Fund**

A means of repaying funds that were borrowed through a bond issue. The issuer makes periodic payments to a trustee who retires part of the issue by purchasing the bonds in the open market.

**Special Revenue Fund**

Accounts for the proceeds of specific revenue sources that are legally restricted to expenditure for specific purposes.

**State Shared Revenue**

Includes the Town's portion of State sales tax revenues, State income tax receipts, and motor vehicle in-lieu taxes.

**Strategic Plan**

The Strategic Plan defines the Town's strategy, or direction, and assists Town management in making decisions on the allocation of personnel and resources.

**Supplemental Appropriation**

An additional appropriation made by the governing body after the budget year has started.



**Tax Levy**

The total amount of the general property taxes collected for purposes specified in the Tax Levy Ordinance.

**Tax Rate**

The amount of tax levied for each \$100 of assessed valuation.

**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.

**Transfer**

Movement of resources between two funds. Example: An interfund transfer would include the transfer of operating resources from the General Fund to the Streets Fund.

**Unassigned Fund Balance**

The portion of a fund's balance that is not restricted or committed for a specific purpose and is available for general appropriation.

**Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered; essentially the amount of money still available for future purposes.

**User Fees**

The fee charged for the direct receipt of a public service to the party or parties who benefit from the service.

**Valley**

The area represented by the Greater Phoenix Metropolitan area. Phoenix is also known as the Valley of the Sun.

**Working Capital**

A financial metric which represents the amount of day-to-day operating liquidity available. Also known as operating capital, it is calculated as current assets minus current liabilities.

**Working Cash**

The excess of readily available assets over current liabilities.

# Acronyms



## Acronyms

ABC-American Base Course

AC-Asphaltic Concrete

ACA-Arizona Commerce Authority

ACMA-Arizona City Manager's Association

ADA-Americans with Disabilities Act

ADEQ-Arizona Department of Environmental Quality

ADOG-Association of Dog Owners Group

ADOT-Arizona Department of Transportation

ADWR-Arizona Department of Water Resources

AGIC-Arizona Geographic Information Council

AICP-American Institute of Certified Planners

AOC-Administrative Office of the Courts

APA-American Planning Association

APRA-American Parks & Recreation Association

APWA-American Public Works Association

ARRA-American Recovery and Reinvestment Act of 2009

ARS-Arizona Revised Statutes

ASCE-American Society of Civil Engineers

AZBO-Arizona Building Officials

AZDOR-Arizona Department of Revenue

AZDOT-Arizona Department of Transportation

AZ POST-Arizona Peace Officer Standards and Training Board

BGC-Boys and Girls Club

BRE-Business Retention and Expansion

BVAC-Business Vitality Advisory Council

CAD-Computer-Aided Design

CAFR-Comprehensive Annual Financial Report

CARE-Crisis Activated Response Effort

CELA-Code Enforcement League of Arizona

CFD-Community Facilities District

CIP-Capital Improvement Program

CMAQ-Congestion Mitigation and Air Quality

cu. yd.-Cubic Yard

EMCFD-Eagle Mountain Community Facilities District

EMMA-Electronic Municipal Market Access

EOC-Emergency Operations Center

EPIC-TBI-Excellence in Prehospital Care-Traumatic Brain Injury

FEMA-Federal Emergency Management Administration

FHUSD-Fountain Hills Unified School District

FTE-Full Time Equivalent

FY-Fiscal Year

GAAP-Generally Accepted Accounting Principles

GADA-Greater Arizona Development Authority

GASB-Governmental Accounting Standards Board

GFOA-Government Finance Officers Association

GIS-Geographical Information System



GO-General Obligation

GPEC-Greater Phoenix Economic Council

HDM-Home Delivered Meals

HPE-Hillside Protection Easement

HURF-Highway User Revenue Fund

HVAC-Heating, Cooling, and Air Conditioning

ICMA-International City/County Management Association

ICSC-International Council of Shopping Centers

ID-Improvement District

IGA-Intergovernmental Agreement

IIP-Infrastructure Improvement Plan

ISO-International Standards Organization

IT-Information Technology

ITS-Intelligent Transportation System

In. ft.-Lineal (Linear) Feet

LTAP-Local Technical Assistance Program

LTAF-Local Transportation Assistance Fund

MAG-Maricopa Association of Governments

MCFCD-Maricopa County Flood Control District

MCSO-Maricopa County Sheriff's Office

MH-Manhole

MHz-Megahertz

MPC-Municipal Property Corporation

MSRB-Municipal Securities Rulemaking Board

NRPA-National Recreation and Park Association

PC-Portland Cement

PUD-Planned Unit Developments

PTO-Parent Teacher Organization

RFP-Request for Proposal

RFQ-Request for Quotation

RPM-Reflective Pavement Marker

RPTA-Regional Public Transit Agency

SEC-Securities and Exchange Commission

sq. ft.-Square Feet

sq. yd.-Square Yard

SR-State Route

STORM-Stormwater Outreach for Regional Municipalities

V-Volt

VHF-Very High Frequency

VOIP-Voice Over Internet Protocol

VRF-Vehicle Replacement Fund









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