

TOWN OF QUEEN CREEK, ARIZONA

ADOPTED BUDGET FISCAL YEAR 2020-2021





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

PRESENTED TO

**Town of Queen Creek
Arizona**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



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TOWN OF QUEEN CREEK ARIZONA

July 1, 2020

Honorable Mayor and Town Council,

The Fiscal Year 2020/21 Adopted Budget is balanced and allocates resources consistent with the needs of our growing community. It was developed in the midst of an unprecedented economic upheaval caused by the COVID-19 pandemic that has dramatically altered the economies of virtually every nation, state, and municipality in the world. While it is too early to know the long-term impacts of the pandemic to the economy, the financial impacts are tied to the severity and duration of the health crisis. We have developed contingencies to our revenues and expenditures and will continue to monitor economic conditions regularly. The Town's budget process remains committed to the Council's strategic priorities identified in the Corporate Strategic Plan, within the resources that we have available to us.

The budget totals \$409.1 million. Consistent with the needs of our growing community and the Council's priorities, the budget includes funding for a new Queen Creek Police Department and new staffing for the Town's fifth fire station. It is estimated that the transition to a new police department will take about 18 months. The budget also includes funding to continue our investments in new streets, fire facilities, water and wastewater infrastructure, and the possible acquisition of water rights to meet our long-term water plans.

Budget Format

This year's document format is the same as in the past. The budget document is divided into the following sections: Introduction and Community Overview; Organizational Planning; Organizational Structure; Budget Development Overview, with Revenue and Expenditure Assumptions; Program Budgets by Department; Capital and Development Funds by Project; Current Debt Information (with Schedules); and lastly an Appendix with a glossary of terms and a schedule of approved positions.

Budget Overview

The following guiding principles, sources of information, and key issues shaped the Fiscal Year 2020/21 Budget:

- **Prioritization of Resources.** The Adopted Budget uses the Corporate Strategic Plan to prioritize its allocation of resources. Guidance to the organization is found within our strategic priorities adopted by the Town Council as follows:
 - Effective Government;
 - Safe Community;
 - Secure Future;
 - Superior Infrastructure; and
 - Quality Lifestyle.
- **Protect Existing Service Levels.** Despite the economic downturn, the Budget was developed to maintain existing service levels, with no reductions to staff or services adopted except where those service levels were directly tied to revenue-generating activities, such as recreation classes and HPEC events.
- **Public Safety and Transportation.** The Adopted Budget continues investments in these critical areas to ensure we are providing appropriate levels of service to our current residents as well as those who will live, work, and shop here in the future.
- **Maintain a Balanced Five-Year Operating Budget.** We expect the economic fallout from the current pandemic to extend beyond the current fiscal year. This requires us to re-balance the five-year plan for the Operating Budget. This will take several months to complete and therefore a revised five-year plan is not included in the Budget at this time.



Budget Highlights


Following are the highlights of specific items in the Fiscal Year 2020/21 Budget:

- Police Services. Following the Town Council's direction, the Fiscal Year 2020/21 Budget includes funding to begin standing up a Queen Creek Police Department. Resources have been allocated to hire a police chief and command staff, and to acquire the necessary software, hardware, equipment and fleet vehicles in anticipation of bringing on the new department in FY 2021/22. Also, the Budget includes four additional positions in information technology and fleet services to assist the new police department with initial start-up activities.
- Fire/EMS Staffing. With a permanent Fire Station #5 expected to be built and operational by late 2020, the Fiscal Year 2020/21 Budget includes funding for 15 new firefighters to staff this facility in the southeast section of the Town.
- Comprehensive Capital Improvement Plan (CIP). As a growing community, the need for new infrastructure for transportation, water, and wastewater is a priority. Resources are budgeted to build such infrastructure as well as continue planning for future infrastructure needs. Contingency allocations have been included to ensure we have the authority to meet the dynamic environment's infrastructure needs. The Fiscal Year 2020/21 Budget acknowledges the critical nexus infrastructure plays in increasing opportunities for private sector investment within the community, particularly as it relates to the opening of the new State Route 24 freeway in middle-to-late 2022, the Town's first freeway frontage/access.
- Acquisition of Water Rights. Ensuring the Town has adequate water resources is a top priority of the Town Council. As a result, \$60 million is included in the Fiscal Year 2020/21 Budget for the potential acquisition of additional water rights and groundwater extinguishment credits.
- Staffing and Employee Compensation. In light of the economic conditions caused by the COVID-19 pandemic, the budget does not include any new positions (except for public safety as described above), and all currently vacant positions are being held open indefinitely. Moreover, in an effort to preserve levels of service, the budget does not include any funding for market or merit increases for current employees.
- Healthcare Costs. The Town has a very active wellness program, which is a positive factor that has helped manage healthcare costs for both the Town and our employees. Our major medical provider has once again issued a rate pass for the upcoming year and hence, the Fiscal Year 2020/21 Budget includes no increases in medical premiums for either the employer or employees.

Acknowledgements

The Town Council's guidance and support has been instrumental in the development of the Fiscal Year 2020/21 Budget. Special thanks to our Town Council Budget Committee Council Member Dawn Oliphant (Chair), Council Member Emilena Turley and Vice Mayor Julia Wheatley for their guidance and time-consuming work on this year's budget. Also the staff in the Finance Department, in particular Scott McCarty (Finance Director), Dan Olsen (Deputy Finance Director), and Gloria Moore (Budget Administrator), and our department directors, Human Resources Division staff, and every employee of the Town for their tireless work, effort and commitment to our "One-Town, One-Team" cooperative spirit. This team has established the standard for creative solutions which made this year's difficult budget decisions possible.

Respectfully,



John Kross, ICMA-CM
Town Manager



Introduction and Community Overview

Town Council Profiles

Community Profile

Queen Creek Demographics





Introduction and Community Overview



Gail Barney, Mayor

Term: January 2019 – January 2023
gail.barney@queencreek.org

Gail Barney was appointed to fill a vacancy on the Town Council in January 2002 and has served as Mayor since he was elected in June 2010. He served on the Planning & Zoning Commission from 1998 to 2002.

As Mayor, Barney represents Queen Creek on the Maricopa Association of Governments (MAG) Regional Council, on MAG's Executive Committee, Economic Development Committee, and Transportation Policy Committee, and serves on the Phoenix-Mesa Gateway Airport Authority Board of Directors, the Maricopa/Northern Pinal Gateway Alliance, the Arizona Municipal Tax Code Commission, the East Valley Partnership Economic Development/Aviation and Aerospace Committee, the League of Arizona Cities and Towns Executive Committee, the Valley Metro RPTA Board of Directors, and represents the Town Council on the Queen Creek Public Safety Retirement Board.

Barney earned an associate degree from Mesa Community College and a Bachelor of Science from Arizona State University. He is an Eagle Scout and a 2011 graduate of the Town's Citizen Leadership Institute.

Current Committee Appointments

- MAG Regional Council
- MAG Regional Council Executive Committee
- MAG Economic Development Committee
- MAG Transportation Policy Committee
- Phoenix-Mesa Gateway Airport Board of Directors
- Maricopa/Northern Pinal Gateway Alliance
- Arizona Municipal Tax Code Commission
- League Executive Committee
- Valley Metro RPTA Board of Directors
- Queen Creek Public Safety Retirement Board





Queen Creek Town Council



Julia Wheatley, Vice Mayor

Term: January 2019 - January 2023

julia.wheatley@queencreek.org

Julia Wheatley was first elected to the Town Council in June 2010, and was re-elected in November 2014, and again in August 2018. Council Member Wheatley was appointed by Mayor Barney in January 2020 to serve as Vice Mayor for a one-year period ending in January 2021. She serves on the Town Council Budget Committee, and represents the Town on the League Public Safety, Military Affairs, and Courts Committee.

She holds a Bachelor of Science in Legal Studies with a minor in Criminal Justice and is currently pursuing a Master of Public Administration to extend her great interest in law, politics and local government.

Wheatley, her husband Benjamin and their four children made Queen Creek their home in 2007. Concerned for the future of families in America, Wheatley joined the Eagle Forum, the largest pro-family organization in America. She has frequented Washington, D.C. to learn and discuss issues pertaining to the family.

Wheatley is passionate about the education of both children and adults. In the private industry, Julia has found success in post-secondary education as a Program Director and Instructor. She has helped many students obtain an education, improve their lives and enter professions that give them confidence in themselves and hope for the future.

Current Committee Appointments

- Town Council Budget Committee
- League Public Safety, Military Affairs, and Courts Committee





Queen Creek Town Council



Robin Benning, Council Member

Term: January 2017 – January 2021

robin.benning@queencreek.org

Robin Benning was appointed to the Town Council in November of 2009 and was elected in 2012. He won re-election in 2016. Council Member Benning currently represents Queen Creek as the Chair of the Central Arizona Association of Governments (CAG) Regional Council, represents the Town Council on the Pinal Regional Transportation Authority Board (PRTA), and serves on the Town's Parks & Recreation Advisory Committee. Benning is also a graduate of Queen Creek's Citizen Leadership Institute.

Benning has worked in Queen Creek as an architect since 1997 and moved here with his wife and two children in 2004. He earned a Bachelor of Arts in Architecture from the University of New Mexico, and his master's degree at Arizona State University's Urban and Environmental Planning program.

Current Committee Appointments

- Parks & Recreation Advisory Committee
- Central Arizona Governments (CAG) Regional Council
- Pinal Regional Transportation Authority Board
- East Valley Transportation Infrastructure (EVTI) Stakeholder Regional Committee





Queen Creek Town Council



Jeff Brown, Council Member

Term: January 2017 – January 2021

jeff.brown@queencreek.org

Jeff Brown was first elected to the Town Council in 2008, and was re-elected in 2012 and 2016. Council Member Brown represents the Town on the East Valley Partnership Transportation Advisory Committee, the League General Administration, Human Resources and Elections Committee, the League Budget, Finance and Economic Development Committee, the League Transportation, Infrastructure, and Public Works Committee, and the Town Economic Development Commission. He served as the Vice Mayor from January 2017- January 2018. Brown has represented Queen Creek on the Board of Directors of the East Valley Partnership for several years and previously served as Chair of the Town's Budget Committee and Central Arizona Governments (CAG) Pinal Transportation Policy Committee.

Before seeking elected office, Brown served on the Planning & Zoning Commission from 2006 to 2008. He also served as chair of the Transportation Advisory Committee, on the Design Guideline Steering Committee and as a member of the Finance Review Task Force. Brown is a 2003 graduate of the Queen Creek Leadership Institute and in 2007 completed the Community Emergency Response Team (CERT) training course. He serves as squad leader for the Southeast Queen Creek CERT sector.

Brown and his family have lived in Queen Creek since 2002. He is self-employed, focusing on professional consulting services and real estate investments as the owner of JBQC Investments LLC and 50 percent owner of Kneadmor Cowbell LLC.

Current Committee Appointments

- Economic Development Commission
- EVP Transportation Advisory Committee
- League General Administration, Human Resources and Elections Committee
- League Budget, Finance and Economic Development Committee
- League Transportation, Infrastructure, and Public Works Committee





Queen Creek Town Council



Jake Hoffman, Councilman

Term: January 2017 – January 2021

jake.hoffman@queencreek.org

Jake Hoffman was elected to the Town Council in November 2016. Hoffman has previously served the residents of Queen Creek as an elected member of the Higley Unified School District Governing Board and currently serves as the Chairman for the Republican Party of Gilbert & Queen Creek.

Councilman Hoffman is committed to making our community the most prosperous place to do business and the most enjoyable place to call home in Arizona. Doing so will improve the lives of every man, woman and child, as well as, every business owner—from large to small—in our town. Hoffman is passionate about transportation and infrastructure issues, economic development, debt reduction, deregulation and creating leaner, smarter government.

Hoffman holds a Master of Business Administration in Management and a Bachelor of Science degree. Professionally, he is the President & CEO of Rally Forge, a communications and strategy firm.

Councilman Hoffman and his wife, Kimberly, have five children—Tyler, McKenzie, Oliver, Bennett and Margaret.

Current Committee Appointments

- EVP Board of Directors





Queen Creek Town Council



Dawn Oliphant, Council Member

Term: January 2019 – January 2023

dawn.oliphant@queencreek.org

Dawn Oliphant was first elected to the Town Council in June 2010. She was re-elected in November 2014, and again in August, 2018. She serves as Chair of the Town Council Budget Committee, and represents the Town on the Town's Economic Development Commission and the League Neighborhoods, Sustainability, & Quality of Life Committee. Council Member Oliphant is retired from a successful 17-year career in local government with the City of Tempe. Her municipal experience includes positions held in the Tempe Police Department, Sales, Tax and Licensing, Tempe Municipal Court and as a Senior Learning and Organizational Development Associate for the Tempe Learning Center (TLC), Tempe's corporate university for municipal professionals.

Oliphant holds a Master of Business Administration in Management, a Bachelor of Science in Liberal Studies and graduated from Queen Creek's Citizen Leadership Institute in 2010.

Oliphant moved to Queen Creek in 2005 with her husband Rick and two sons, where she manages an environmentally green business. For nine years she was also actively involved in community philanthropic work as a member of Epsilon Sigma Alpha.

Current Committee Appointments

- Town Council Budget Committee (Chair)
- Economic Development Commission
- Municipal Arts Commission (If active)
- League Neighborhoods, Sustainability & Quality of Life Committee
- League Transportation, Infrastructure and Public Works Committee (Alternate)
- League Budget, Finance and Economic Development Committee (Alternate)
- Pinal Partnership





Queen Creek Town Council



Emilena Turley, Council Member

Term: January 2019 – January 2023
emilena.turley@queencreek.org

Emilena Turley was elected to the Town Council in November 2014, and was re-elected in August 2018. Council Member Turley serves on the Town Council Budget Committee and the Transportation Advisory Committee.

Turley was born in Chandler, Arizona, and graduated from Mountain View High School in Mesa. She attended Phoenix College and received an AAS in Legal Secretarial Studies. Turley is currently an independent paralegal working in the East Valley. She currently serves on the Queen Creek Chamber of Commerce Education Committee.

Turley and her husband Aaron, a software engineer, have 8 children. She and her family moved to Queen Creek in 2010 because they love the small town feel and tight knit sense of community that it offers.

Current Committee Appointments

- Town Council Budget Committee
- Transportation Advisory Committee





Queen Creek Community Profile

Local Rural Heritage

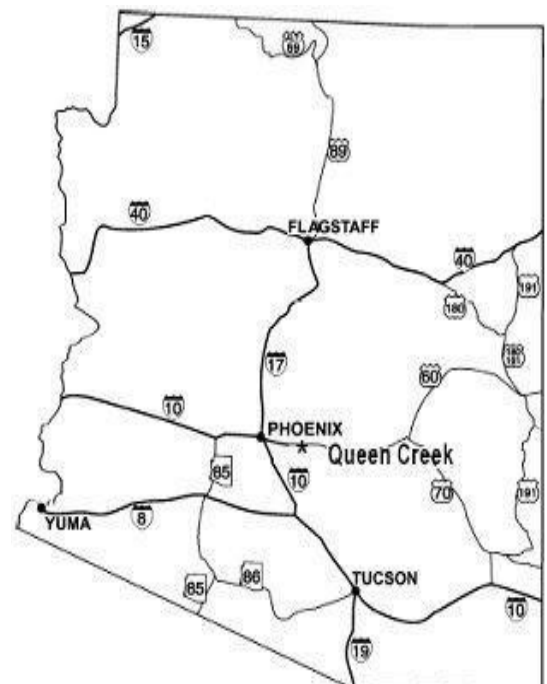
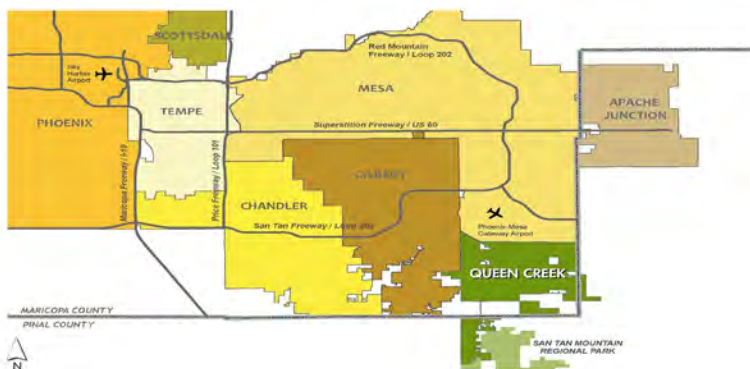
Rich traditions, based on small-town values and country friendliness, create the foundation on which the Town of Queen Creek plans and builds its future. Staying true to its heritage, the Town continually strives to maintain the rural character that makes Queen Creek unique from its urban neighbors.



The Town of Queen Creek incorporated in 1989 to preserve the benefits of rural life and provide avenues for managed change. This year, the Town will celebrate the thirtieth anniversary of incorporation. With significant resident involvement and input, the Town has adopted several award-winning plans designed to guide future growth. By preserving the past while providing for economic and recreational opportunities and a high quality of life, the Town of Queen Creek has grown from rich rural roots to what is one of the most innovatively planned, family-friendly hometowns in Arizona.

Quality of Life

Approximately 40 square miles in land area, Queen Creek is located in the southeast corner of Maricopa County (25 sq. mi.) and the northwest portion of Pinal County (15 sq. mi.) on the edge of the Phoenix metropolitan area. Residents choose to make Queen Creek their home because of its superior quality of life. The development of beautiful parks, trails and other public facilities, along with the variety of programs and events offered by the Town and other community groups, also support a unique lifestyle.





Queen Creek Community Profile

Governance



The Town of Queen Creek operates under the council-manager form of government. The seven-member Town Council is elected at large on a nonpartisan ballot. The Mayor is elected every four years, and Town Council members are elected to staggered terms, with three members elected every two years. The Town Council is responsible for setting public policy, approving the Town's annual budget, entering into contracts, providing executive leadership, making planning and development decisions, and adopting new laws. The Town Council appoints the Town Manager to implement policy and direct daily operations.

The Town Council meets at 5:30 p.m. on the first and third Wednesday of each month at the Law Enforcement/Community Chambers building, located at 20727 E. Civic Parkway; public hearings will not be held prior to 7 p.m. All meetings are open to the public and broadcast live on the Town's website.

Community Assets

Queen Creek offers residents and businesses a unique experience combining a hometown atmosphere with rich natural and recreational amenities, all within a short distance from one of the largest metropolitan areas in the United States. The Town continues to invest in the Town Center striving to create a true downtown in the heart of the community for generations to come. Improvements include: widening and updating the entire intersection of Ocotillo and Ellsworth roads, adding the Picket Post Square parklet, and festival-friendly infrastructure including access to electric and water utilities and the addition of decorative enhancements to streetlights and traffic signals. Throughout the community, the Town has invested millions of dollars in infrastructure improvements along the main arterial and key intersections throughout Town.

Parks and Trails

The Town offers a variety of outdoor amenities including Desert Mountain Park, located at 22201 S. Hawes Road; Founders' Park, located on Ellsworth Road across from the municipal campus, which features a 4,100 square foot splash pad and Pocket Park for Pups, a one-acre, off-leash lighted dog park; the Recreation Annex, located at 21802 S. Ellsworth Road, where a wide range of recreation classes for all ages are held throughout the year; and the Town's 11 miles of multi-use trails along the Queen Creek and Sonoqui washes. In September 2018, the Town opened a new community park located near Sossaman and Ocotillo Roads, Mansel Carter Oasis Park. The award-winning park features a fishing lake, ballfields, a wheel-friendly skate park, play features, and splash pad.





Queen Creek Community Profile

Agritainment/Agritourism

Queen Creek offers a host of cultural and agritainment activities throughout the year for all to enjoy. Designated as an Arizona treasure, Schnepf Farms is a family-owned working farm providing entertainment, education and delicious, locally grown fruits and vegetables through a variety of seasonal festivals, concerts and events. Just across from Schnepf Farms, the Queen Creek Olive Mill is Arizona’s only working olive farm and mill. The Olive Mill offers daily tours and a mouth-watering menu with a variety of food options. Nearby at Sossaman Farms and Hayden Flour Mills, farmers grow multiple varieties of wheat and is expanding to offer tours and classes.



Arts, Culture & Sports

For theater enthusiasts, the Queen Creek Performing Arts Center provides high-quality professional theater at prices affordable for the whole family including Broadway shows and popular national artists. Barney Family Sports Complex provides a venue for sports fans, offering family-oriented indoor sporting activities for all ages, and the Town’s Recreation Division hosts year-round classes for the entire family to enjoy, plus popular community special events such as Spring into QC, Founders’ Day and Trunk or Treat.



Equestrian Experience

Horseshoe Park & Equestrian Centre is one of Arizona’s premier event facilities celebrated its 10-year anniversary in 2019. Quiet and secluded, yet conveniently close to other venues in and around Phoenix, Horseshoe Park was designed with flexibility in mind. The park hosts a variety of equestrian events of both the English and Western persuasion and is equipped to handle large festivals, RV and equipment shows, concerts, home shows and weddings. Since opening, Horseshoe Park continues to gain momentum as a unique and emerging commercial venue. Due to the visitors Horseshoe Park brings to the area each year, a number of commercial development opportunities are available near the facility, especially now that Riggs Road will soon be a major east-west corridor for the community when construction finishes later this year. With close proximity to existing space for lease and available land to build, this area provides a unique market for niche services and businesses.



Queen Creek Community Profile

Public Safety



In 2008, the Town launched its municipal fire department. The Queen Creek Fire and Medical Department provides fire and emergency medical service coverage to residents in the Town's incorporated limits. The Town's Fire Station 1 serves the Town Center area. Fire Station 2 is located in the southwest area of Town, Fire Station 3 is in the northwest area of Town, and Fire Station 4 will open in late 2020 to serve the northeastern portion of the community. Fire Station 2 and Fire Station 5 (which serves the southeastern part of Town) are both currently in design for construction of permanent stations to replace temporary facilities.

Law enforcement services, including deputies, jail, animal control and emergency management services are currently provided for residents through a contract with the Maricopa County Sheriff's Office. (MCSO). In March 2020, Town Council approved establishing its own municipal police department. MCSO will remain the contracted law enforcement provider during the transition, which is expected to take 18 months. Municipal court services are provided through a contract with the Town of Gilbert.



Water & Environmental Services

The Town of Queen Creek purchased the Queen Creek Water Company in 2008 and H2O, Inc. in 2013 to provide residents with a safe, sustainable and affordable water supply. In September 2010, municipal trash and recycling services began through a contract with a private firm, Right Away Disposal.



Queen Creek Community Profile

Transportation

Major transportation access is available via roads, rail and air. Interstate 10 is less than 20 miles away and provides easy access to surrounding communities, states and Mexico. Loop 202 (the San Tan Freeway), connecting Queen Creek to the Phoenix metropolitan area, is within five miles of Queen Creek. In 2014, the first mile of State Route 24 (Gateway Freeway) was completed, offering enhanced access from southeast Maricopa County to northwest Pinal County and additional routes into and out of Phoenix-Mesa Gateway Airport and its surrounding businesses and schools. The next extension of State Route 24 is anticipated to begin in 2020 with freeway access coming into Queen Creek as a result of annexing nearly 4,150 acres of Arizona State Trust Land in 2019. A major Union Pacific rail-line bisects Queen Creek and allows access to commercial and industrial sites.



Two airports serve the Queen Creek area. Phoenix Sky Harbor International Airport, just 45 minutes away, provides national and international flights with major carriers and commuter airlines. Phoenix-Mesa Gateway Airport, bordering Queen Creek on the north, is 10 minutes away and is a designated reliever airport to Phoenix Sky Harbor. It offers an expanding number of passenger flights as well as extensive freight and cargo service, aviation technology and repair firms, and commuter, private and cargo air service. Allegiant, Swoop, and WestJet provide service to a nearly 50 destinations. The facility also contains tracts zoned for commercial and industrial uses. As a Foreign Trade Zone, Phoenix-Mesa Gateway Airport offers incentives to aviation companies worldwide. In early 2018, Governor Doug Ducey announced that Phoenix-Mesa Gateway Airport will be home to SkyBridge Arizona, the nation's first and only inland international air logistics hub to house both Mexican and United States customs. The Town is one of several municipalities who co-own the airport.





Queen Creek Community Profile

Maricopa County Library

Queen Creek Branch

The Town constructed a library in 2008 to host the Queen Creek branch of the Maricopa County Library District. The modern facility includes the Mary Lou Fulton children’s area, a teen area, general reading areas, public computers, study rooms and conference rooms. The library marked the start of the community’s efforts to “go green.” The library building is the first structure in Queen Creek to qualify for the Leadership in Energy and Environmental Design (LEED) certification, and its many energy-saving features earned a gold-level certification.



Education & Workforce

K-12 School Districts

Queen Creek is served by four area school districts. Queen Creek Unified School District (QCUSD), an “A” rated district, serves the largest portion of the Town and includes six elementary schools, two middle schools and two high schools. Two new QCUSD schools including a new high school recently opened within the City of Mesa’s boundaries; the district also has a new elementary school in Queen Creek slated to open in July 2020. Also serving Queen Creek are the Chandler Unified School District, Higley Unified School District, J.O. Combs Unified School District as well as campuses of the Benjamin Franklin, American Leadership Academy, Cambridge Academy, Legacy Traditional, and Heritage Academy charter schools, among others.



Post-Secondary Education

Young, well-educated Queen Creek residents provide an ideal employment base. A partnership of post-secondary educational institutions creates a campus environment on the Phoenix-Mesa Gateway Airport grounds, just a 10-minute drive from Queen Creek. At the Arizona State University Polytechnic Campus, students can earn bachelor and graduate degrees in such fields as aviation, biological sciences, business, electronics, engineering, graphic information technology, health and wellness, human resources and others. The Chandler-Gilbert Community College offers a wide array of general studies and university transfer courses, as well as a number of specialized programs, including aviation, nursing, fire science, law enforcement training, and electric utility technology. It maintains partnerships with the University of North Dakota Aerospace (for flight training) and Embry-Riddle Aeronautical Institute (for airframe and power plant/maintenance training).





Queen Creek Community Profile

Communiversality at Queen Creek

Through a public-private partnership with Rio Salado Community College, Queen Creek is home to the Communiversality at Queen Creek. In 2018, Benedictine University began offering its Master of Business Administration degree program at the Communiversality. In addition to Benedictine University, other higher educational providers include: Chandler- Gilbert Community College and Ottawa University. The campus, located



in the Town Center, allows students to complete certificates, associate, bachelor’s and master’s degrees in-person or online in one location close to home. It also is designed to support the needs of local companies for employee training and development. The facility includes classrooms, a computer lab, a testing center and

administrative offices, and it is a regional support center for online learners.

Plans to Manage Growth

Queen Creek contains 40 square miles in its incorporated area and 69 square miles in its planning area. The Town contains several large tracts of land that are attractive for development. The Town’s General Plan and development regulations are designed to accommodate new development requests, while also recognizing the goals of our residents and the long-term vision established for the community.

The General Plan is the Town’s guiding document for land use, public facilities and services, circulation and economic development. The original General Plan was adopted in 1990, and it was amended in 1996, 1999, 2002, 2008 and 2010. The 2018 General Plan update was unanimously adopted by the Town Council in September 2017 and ratified by the voters in May 2018.

The Town Council has a Zoning Ordinance, Subdivision Ordinance, Design Standards and other development regulations, which are used to implement the goals of the General Plan. The Town’s focus is the development of high-quality attractive commercial and office facilities, high-quality housing, parks, trails, open spaces and adequate public facilities to serve the needs of the community.

Development fees provide funding for infrastructure needed to accommodate new growth, including wastewater treatment facilities, libraries, parks and recreational facilities, government facilities, transportation, public safety, and fire services.





Queen Creek Community Profile

Economic Development

Queen Creek continues to develop plans for a financially sustainable future. The Economic Development Department assists those looking for retail, office, industrial or land sites. The department also provides business resource and demographic information. As a member of the Greater Phoenix Economic Council (GPEC), Queen Creek is part of the regional business community that works to ensure a competitive, vibrant and self-sustaining regional economy.



The Town Council approved the updated Economic Development Strategic Plan in 2016. The Plan defines targeted industry sectors in order to focus marketing and recruitment efforts to strengthen and diversify Queen Creek’s economy. The targeted sectors include: agritainment (agribusiness, entertainment, recreation & visitor industries); healthcare and biotechnology; higher education, software and information technology; and manufacturing. The Real Estate division, housed within Economic Development, assists with real estate activity within the Town, including capital improvement and utility project property acquisitions, and leases and sales of Town-owned property.

In 2010, the Shop Queen Creek program was launched in partnership with the Queen Creek Chamber of Commerce to support local businesses. The program, which encourages residents to make purchases within the community, is designed to strengthen the Town’s economic base, encourage entrepreneurship and help retain sales tax dollars that fund local programs and services.

Town Center is designed to be the commercial, cultural and civic core of Queen Creek. In October 2017, the Town Center Plan was updated and approved by Council. The Town Center Plan update reaffirms the goals and policies for the entire Town Center, and establishes detailed recommendations for the Town Center Downtown Core. Recently, the Town Council approved a new Downtown Core Zoning District and Design Guidelines for this area. In 2019, design and engineering will begin for a shared drainage strategy and future infrastructure plan for the Downtown Core. This heart of the community has seen tremendous growth over the past few years.

Several new retail and dining options have recently opened in QC Marketplace, QC District, Queen Creek Fiesta, and Heritage Square. Additionally, the Town Center infrastructure has been upgraded to accommodate large outdoor festivals, events and block parties. With community events planned throughout the year, numerous quality dining and entertainment options, there’s always something to do in Town Center. As Town Center retail centers attract new tenants and fill in their remaining pad sites, commercial activity will continue to expand to other areas throughout Town.

Employment

Primary employers in the community consist of a mix of private and public entities. At the northern boundary of Queen Creek, an area referred to as the “Northern Tier,” there is a significant amount of land designated for future employment uses. The General Plan designations and zoning in this area encourage a range of light to intensive commercial and industrial uses. The “Northern Tier” has direct access to major arterials, and is positioned for strong growth potential with its proximity to the Phoenix-Mesa Gateway Airport, Eastmark master-planned community (City of Mesa, Arizona), Arizona State University Polytechnic campus and State Route 24. SR 24 provides a direct connection between the San Tan Freeway and Ellsworth Road, the main thoroughfare into Queen





Queen Creek Community Profile

Creek. In 2019, the Town annexed in nearly 4,150 acres of State Trust Land adjacent to the “Northern Tier,” northeast of Meridian and Germann Roads, which will provide freeway access within the Town’s boundaries for the first time via the planned extension of SR 24.

In the southeastern corner of Queen Creek, Schnepf Farms and the Queen Creek Olive Mill collectively create an agritainment/agritourism district, which is a core component to the Town’s tourism and economic development efforts. The nearby Banner Ironwood Medical Center and surrounding Pinal County/San Tan Valley residential neighborhoods enhance this unique area of Queen Creek, and provide an attractive demographic base for investors. Banner Ironwood Medical Center is expanding its campus, and recently completed construction of a new 62,000 square foot medical office building.

Recreation, Parks & Special Events

From youth sports and senior programs, to block parties and fitness classes, Queen Creek’s Recreation Division makes sure there is fun to be had in Queen Creek year-round! Local sports organizations offer league competition in a variety of sports including football, baseball, softball and soccer. Through a partnership with the Boys & Girls Club, after-school programs provide a safe place for students to finish homework, enjoy recreational activities and socialize. Residents can create their own fun at Founders’ Park and the award-winning Desert Mountain Park. A skate park, sports fields and courts, picnic facilities, walking paths and playgrounds meet the needs of diverse ages and interests.



Parks also provide connectivity to the Town’s trail system. Residents can bike, walk, run or ride their horse from Desert Mountain Park into the improved Queen Creek Wash Trail. An 11-mile multi-use trail is being developed to connect the Town’s parks and neighborhoods along the way. San Tan Mountain Regional Park, a Maricopa County park located on Queen Creek’s southern edge and serving several East Valley communities, is a natural preserve consisting of more than 10,000 acres of desert that provides a variety of recreational opportunities.

Horseshoe Park and Equestrian Centre

The 38-acre first phase of Horseshoe Park and Equestrian Centre (HPEC) opened in January 2009, and celebrated its tenth anniversary in early 2019. The venue, known for its excellent customer service, hosts a variety of equestrian activities throughout the year appealing to English and Western riders, ranging from jumping competitions to roping, team penning, barrel racing and cutting contests. In addition, non-equestrian events are also held at HPEC, offering a variety of unique, family-friendly activities. A community arena is available to local residents separate from event facilities.



Although constructed primarily for equestrian-oriented activities, events such as concerts, home shows, RV and car shows or weddings can also be hosted at the facility. The park includes over 300 barn stalls and 56 RV slots, providing additional resources for large-scale events. A





Queen Creek Community Profile

complete schedule of events is available at queencreek.org/HPEC.



Community Involvement

Since the Town's inception, community involvement, sharing information and providing opportunities for citizen participation in decision-making have been high priorities for Queen Creek's elected leaders.

- The award-winning annual Citizen Leadership Institute informs residents about current local issues while preparing them to take a leadership or volunteer role.
- The annual community ice cream social in July and pancake breakfast in November offer residents opportunities to talk to Town representatives and learn about community issues and services.
- Volunteer board and committee members research current local issues such as planning and zoning proposals, traffic concerns, parks and trails plans, recreational policies and facilities, public art projects, economic development and community capital improvements. The committees make recommendations to the Town Council for policies and future action.

Citizen Survey

The Town of Queen Creek regularly surveys residents about their opinions on topics such as quality of life, service delivery, civic participation and unique issues of local interest. These periodic surveys offer staff, elected officials and others with an opportunity to identify challenges and plan for and evaluate improvements. Surveys from past years are available at queencreek.org/citizensurvey.

Annual Events

- FEBRUARY – State of the Town
- MARCH – Spring into QC, Roots N' Boots Rodeo and Carnival
- MAY – Peach Festival
- JULY – Independence Day Celebration, National Parks and Recreation Month, Ice Cream Social
- SEPTEMBER – Founders' Day, Queen Creek Olive Mill Garlic Festival
- OCTOBER – Olive Harvest Festival, Trunk or Treat, Pumpkin and Chili Festival
- NOVEMBER – Pancake Breakfast
- DECEMBER – Holiday Parade and Festival

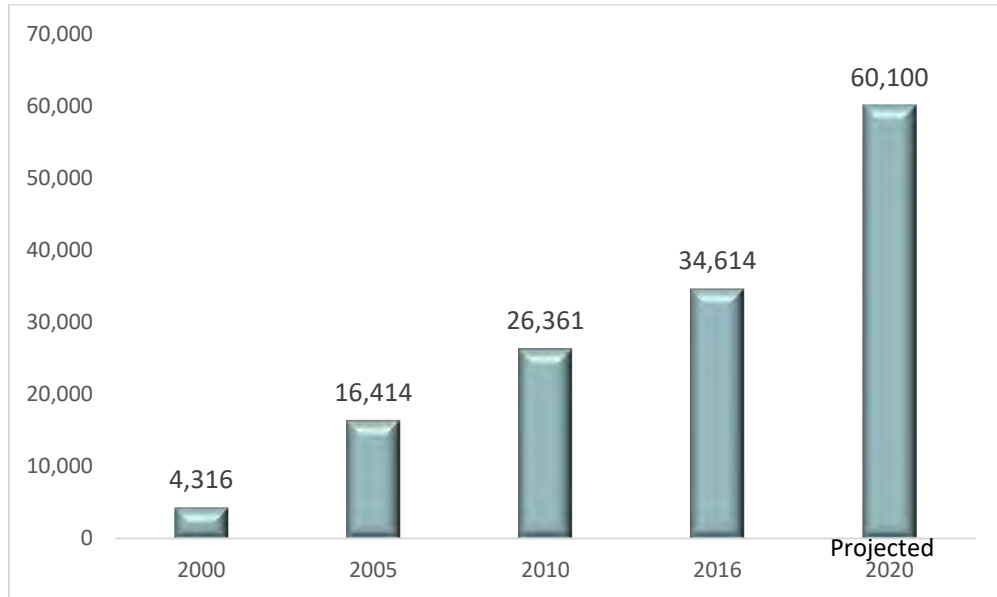
Annual activities, festivals and events in Queen Creek are held throughout the year and reflect the community's past, present and future. These special events provide hometown fun for community residents and visitors throughout the state and the region.





Queen Creek Demographics

Queen Creek Population



Source: The 2020 population projection (per 6/30/20) is based off AZ Office of Economic Opportunity population estimates and the Town of Queen Creek data for residential housing permits.

Racial Composition

Ethnicity	Queen Creek*	Arizona*
White	89.1%	78.0%
Black or African-American	2.4%	4.7%
Asian	2.3%	3.3%
American Indian & Alaskan Native	0.7%	4.6%
Hispanic (of any race)	16.1%	31.6%
Native Hawaiian/Other Pacific Islander	0.2%	0.2%

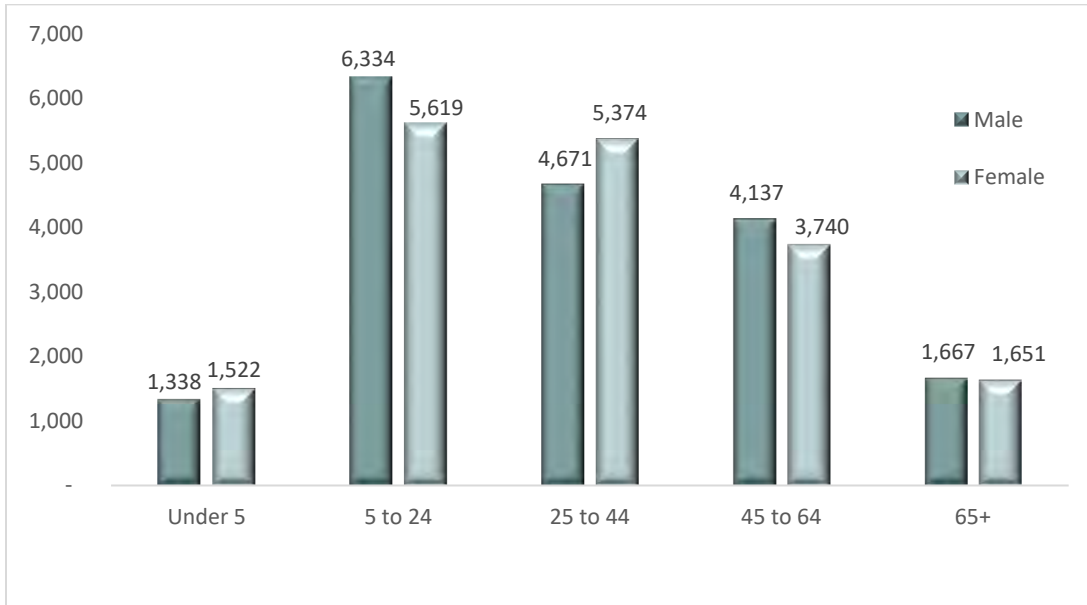
*Note: Total percent may be greater than 100 because respondents can report more than one race. Source: 2018 American Community Survey 1-Year Estimates





Queen Creek Demographics

Queen Creek Population by Gender and Age



Source: 2014-2018 American Community Survey 5-Year Estimates

Median Age	2018
Queen Creek	34.1 years
Maricopa County	36.6 years
United States	38.2 years

Source: 2014-2018 American Community Survey 5-Year Estimates

Queen Creek continues to attract young families, reflected in the Town’s median age of 34.1 well below the median age for both Maricopa County and the United States as a whole.

Educational Attainment

Residents Age 25 or older

Highest Education Level Attained	Queen Creek	Maricopa County
Elementary (0-8)	1.4%	5.4%
High School (9-12), no diploma	2.2%	6.4%
High School Graduate	20.3%	22.3%
Some College	27.3%	23.8%
Associate's Degree	10.1%	8.8%
Bachelor's Degree	24.5%	21.0%
Graduate or Professional Degree	14.5%	12.2%

Source: 2014-2018 American Community Survey 5-Year Estimates

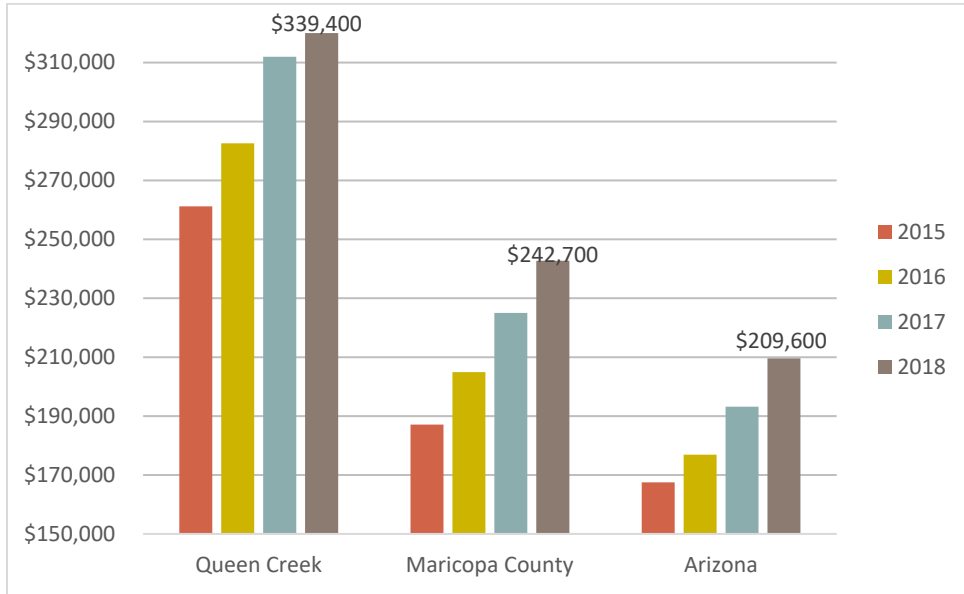




Queen Creek Demographics

Queen Creek’s residents age 25 or older are highly-educated. The two highest levels of educational attainment, completion of a bachelor’s degree or a graduate or professional degree, reflect nearly 40 percent of the Town’s residents (38.5%), compared to the County’s 31.4%.

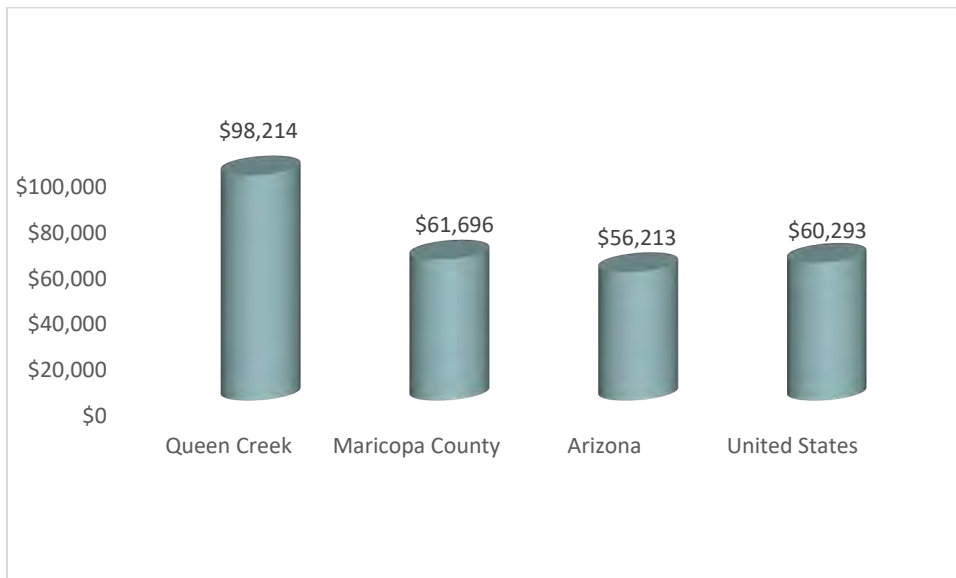
Median Value of Owner-occupied Housing



Source: 2013-2017 American Community Survey 5-Year Estimates

Income

Median Household Income



Source: 2013-2017 American Community Survey 5-Year Estimates





Queen Creek Demographics

Queen Creek’s annual median household income continues to be very strong, making it the third highest median income of all cities and towns in Maricopa County.

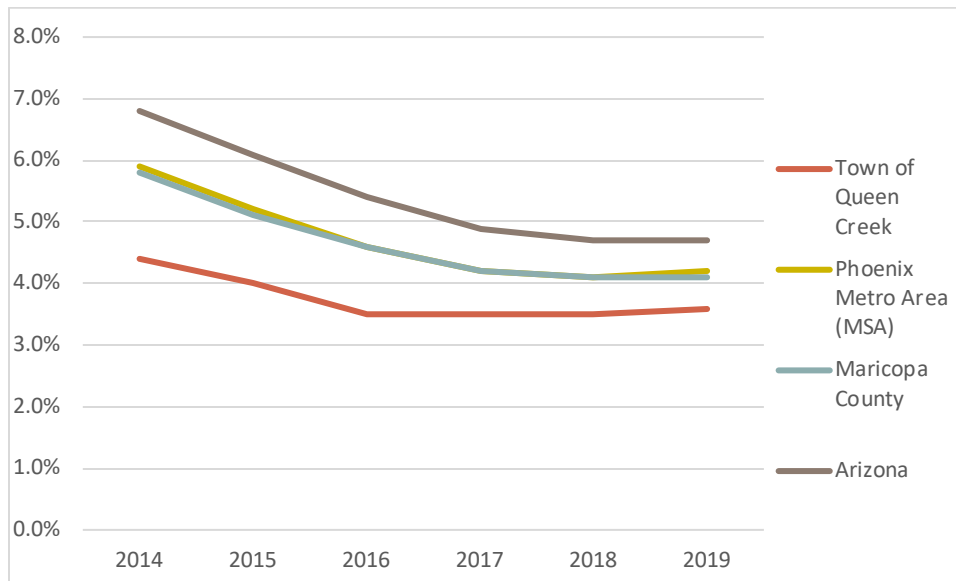
Households by Income

Income	Queen Creek	Maricopa County
\$150,000 or more	26.3%	12.9%
\$100,000 to \$149,999	22.8%	15.1%
\$50,000 to \$99,999	27.7%	31.3%
\$25,000 to \$49,999	13.6%	22.4%
Under \$25,000	9.6%	18.1%

Source: 2014-2018 American Community Survey 5-Year Estimates

Compared to Maricopa County, Queen Creek has a much higher portion of households in the highest earning categories, with nearly half (49.1%) of Queen Creek households earning \$100,000 or more annually. Comparatively, just 28.0% of Maricopa County households earn \$100,000 or more.

Unemployment Rates 2014-2019



Source: Rates reflect an annual average unemployment and are non-seasonally adjusted from Data.bls.gov

	2014	2015	2016	2017	2018	2019
Town of Queen Creek	4.4%	4.0%	3.5%	3.5%	3.5%	3.6%
Phoenix Metro Area (MSA)	5.9%	5.2%	4.6%	4.2%	4.2%	4.2%
Maricopa County	5.8%	5.1%	4.6%	4.2%	4.1%	4.1%
Arizona	6.8%	6.1%	5.4%	4.9%	4.7%	4.7%

Source: Rates reflect an annual average unemployment and are non-seasonally adjusted from Data.bls.gov.





Queen Creek Demographics

For the entire six-year period examined, Queen Creek’s unemployment rates consistently trended lower than those of the Phoenix Metro Area, Maricopa County and the State. For 2019, the trend continued, with Queen Creek’s annual rate averaging at 3.6% while the rates of the other jurisdictions continue to be at or above 4.1%.

Employment

A key goal of the Town Council is to be proactive in efforts to strengthen and diversify the local economy, providing high-wage, professional-level employment opportunities for residents, and expanding the business tax base in the community. Employment in Queen Creek currently has a strong concentration in the retail and education sectors.

According to the 2019 Town of Queen Creek Citizen Survey, over half the Town’s residents (65%) rate Queen Creek as a good or excellent place to work.

Queen Creek has a variety of home-based businesses, and promotes their continued expansion through the Zoning Ordinance, the Economic Development Strategic Plan and Gangplank Queen Creek.

Principal Employers

Employer	Product or Service	Approximate Employees*
Queen Creek Unified School District	Education	835
Banner Ironwood Medical Center	Health Care	400
Wal-Mart	Retail	325
Canyon State Academy	Education	305
Town of Queen Creek	Government	291

* All figures may include full and part time employees.

Source: Town of Queen Creek surveys of individual employers and MAG employer database.



Organizational Planning

Corporate Strategic Plan

Planning Tools

Long Range Financial Plan

Financial Policies

Budget Process and Procedures





Corporate Strategic Plan

Introduction

The Corporate Strategic Plan attempts to encompass in one document a five-year organizational plan of action. Through the plan, the Town Council sets priorities and provides policy direction to the Town Manager. It translates Queen Creek's mission, vision and values statements into actionable goals; it also provides the public with a source of reference for information about government activities. After the Corporate Strategic Plan has been finalized, Queen Creek's management team uses approved goals to outline an administrative work program for all of staff, the progress of which is reported on quarterly.

The Town Council focuses resources on what is most important to achieving its vision by designating five strategic priorities. These priorities guide Town departments as they shape programs and set long-term goals. The five strategic priorities are **Effective Government, Safe Community, Secure Future, Superior Infrastructure and Quality Lifestyle**.

The strategic priorities are broad-based policy statements that set the framework for planning and budgeting for the day-to-day work of staff. Each priority has a brief narrative and contains high-level goals called Key Result Areas (KRAs), department objectives, and relevant performance measures.

Updates to the Corporate Strategic Plan

Each year, the Town Council holds a planning retreat at the start of the annual budget process to discuss long-term policy issues and outline new priorities. Goals proposed by Town departments are brought forward during these discussions and are refined through the annual budget development process. The updated Corporate Strategic Plan is officially adopted each year at a Town Council meeting in May or June, setting forth the Town Council's desires for programs, services and projects that need to be considered and funded during the new fiscal year.





Corporate Strategic Plan

STRATEGIC PRIORITIES

	<p>EFFECTIVE GOVERNMENT</p> <p>An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.</p>	<p>KEY RESULT AREAS</p> <ul style="list-style-type: none"> • Financial Stability • Intergovernmental Relations • Council Professional Development
	<p>SAFE COMMUNITY</p> <p>Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.</p>	<p>KEY RESULT AREAS</p> <ul style="list-style-type: none"> • Public Safety • Community Involvement
	<p>SECURE FUTURE</p> <p>Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.</p>	<p>KEY RESULT AREAS</p> <ul style="list-style-type: none"> • Environment • Land Use & Economic Development
	<p>SUPERIOR INFRASTRUCTURE</p> <p>With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.</p>	<p>KEY RESULT AREAS</p> <ul style="list-style-type: none"> • Capital Improvement Program • Technology
	<p>QUALITY LIFESTYLE</p> <p>Queen Creek will leverage its strong image as a tight-knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.</p>	<p>KEY RESULT AREAS</p> <ul style="list-style-type: none"> • Image & Identity





Corporate Strategic Plan

Corporate Strategic Plan Priorities				
Effective Government	Safe Community	Secure Future	Superior Infrastructure	Quality Lifestyle

Town Department

Mayor & Council					
Town Manager					
Town Clerk					
Finance					
Workforce & Technology					
Communications, Marketing & Recreation					
Economic Development					
Development Services					
Public Works					
Utility Services					
Fire & Medical					
Police Services					





Planning Tools

The following documents are overarching policy documents Queen Creek operates under in support of the CSP:

Policy Document	Purpose	Highlights
General Plan	Guides growth and development in the Town along with the Zoning Ordinance	<ul style="list-style-type: none"> • Community Character – addresses visual aspects of development including development densities, transportation circulation, and building and landscape standards • Quality of Life – how service and facilities will be provided including parks, recreation, and water resources • Environment & Economy – address growth and balance of the economic base and the protection and enhancement of the environment
Zoning Ordinance	Guides growth and development in the Town along with the General Plan	<ul style="list-style-type: none"> • Address varied types of land use within the Town • Remain current with amendments that require action due to State Legislation • Creates special event permitting specific to agritourism & agritainment type uses
Parks, Trails & Open Space Master Plan	Important implementation tool to meet the recreation needs of current and future residents.	<ul style="list-style-type: none"> • Interconnected – Create comprehensive trail system within planning area • Character – Provide significant natural open space that enhances community character and land for development of trails and other passive recreation areas • Opportunities – Promote recreation opportunities for all citizens
Economic Development Strategic Plan	Addresses the need for the Town to focus marketing efforts on specific industries to be more effective and efficient.	<ul style="list-style-type: none"> • Labor Force and Education – Partner with the community schools, Chandler-Gilbert Community College and Arizona State University at the Polytechnic campus to ensure that education supports the future of the community at large, residents and the development needs of business • Real Estate Resources – Partner with land owners and developers to develop an inventory of improved sites and existing “speculative buildings” for employment uses • Community Vision/Identity – The Town of Queen Creek strives to honor our past, manage our present and engage our future to create a quality, unique place for family and business
Town Center Plan & Town Center Redevelopment Plan	Ensures that the Town Center remains consistent with the Redevelopment Area Plan while attracting, retaining & enhancing local business ownership	<ul style="list-style-type: none"> • Strengthen economic vitality • Seek public-private partnerships • Transit center • Entertainment district
Transportation Master Plan	Important implementation tool for addressing the long term needs related to the regional streets/transportation system	<ul style="list-style-type: none"> • 10-year plan to ensure service levels related to traffic do not decline • Foundation for determining impact of growth on system





Long-Range Financial Plan

Summary of Revenue and Expense Projections by Fund

Each fall, the Town begins the annual budget process with a 5-year financial forecast. Through the use of a long-range projection model, the Town is able to identify and address projected structural budget gaps and realize potential fund balances to be strategically utilized for public safety and community benefit.

Operating and Enterprise Funds

Operating funds include the General Fund, Emergency Services Fund, Highway User Revenue Fund (HURF), Horseshoe Park Equestrian Center (HPEC), Water, Wastewater, and Solid Waste funds. Overall, these funds are projected, as a whole, to garner revenues greater than anticipated expenses for the foreseeable future. However, the projection has highlighted anticipated expenditures over revenues in the Emergency Services, HPEC and HURF funds. The General Fund will cover these shortfalls.

The Emergency Services Fund accounts for all public safety expenditures and has two primary revenue sources: property tax and sales tax. A property tax was established at \$1.95 per \$100 of assessed value in 2007 and has remained at that rate every year until fiscal year 2020/21, when the Town Council lowered the primary property tax rate to \$1.83 per \$100 of assessed value. Sales taxes include a 0.25% tax established in 2007 that is dedicated to fund public safety, and a portion of the Town's 2% construction sales tax. Other revenue sources include a contract with the Queen Creek County Island Fire District wherein the Town provides fire and medical services to the District, and a return on investment from the Town's Utility Funds (Water and Wastewater) similar to what a private utility would be obligated to pay the Town.

HURF is funded through state gasoline tax and vehicle license tax. Since FY 2015/16, all of the Town's street operations have been accounted for in this fund. This fund has seen an increase in revenue levels in recent years as a result of census adjustments for state-shared revenues based on the Town's growing population.

HPEC is funded through user fees, sponsorships, and contributions for community events at the facility.

Special Revenue Funds

The Town Center Fund, while funded almost entirely by sales tax in the Town Center Area, is anticipating moderate revenue growth due to aggressive economic development programs aimed at increasing local spending.

Development Fee Funds cover a substantial share of capital project costs and debt assumed by the Town to provide needed infrastructure to a rapidly growing community. Parks, roadways, and public safety facilities make up the majority of uses of development impact fee revenue. The Town updated its impact fee rates in February 2020 after a year-long study and public outreach effort. Further details on this funding source can be found in the Capital Section of this budget book.

Other Funds

The Town's Debt Service Fund houses general governmental debt related to transportation, buildings, parks and public safety. Despite the pay-as-you-go funding provided by the Operating Budget over the past few years, over the course of the next five years, future capital infrastructure projects within the Town will require issuing debt or securing funding from outside entities such as state and federal grants and developer contributions in order to complete all projects identified in the Town's infrastructure master plans.

The Town's Special Assessment Fund houses the debt on the Improvement District for property owned by private landowners in the district. The fund receives revenues from assessments to private property owners in the district, which are used to service the debt.





Long-Range Financial Plan

The long-range forecast for base budgets in the non-Enterprise Operating Funds (General Fund, Emergency Services Fund, HURF and HPEC) is intended to show the operating results for base operating budgets (excluding Enterprise Operations, Infrastructure Development and Debt) at the onset of the budget process. The net operating results over the five-year planning period affirms the Town's ability to provide the additional resources required to meet the currently approved levels of service estimated for the projected population growth.

Normally, this section of the budget book would display the Town's five-year forecast for the Operating Budget and a five-year projection of the Town's major revenue sources in the Operating Budget, Enterprise Funds, and Development Fee Funds. With the unprecedented economic upheaval caused by the COVID-19 pandemic that began in March 2020, and the uncertainty surrounding the depth and duration of the economic recession, the Town is unable to provide a meaningful five-year financial plan at this time. The Town will closely monitor the state and national economic data and will provide an updated five-year financial plan to the Town Council once more reliable and consistent information becomes available.





Financial Policies

The financial policies establish the framework for overall fiscal planning and management. They set forth guidelines for both current activities and long-range planning. The policies are reviewed annually to assure the highest standards of fiscal management. The Town Manager and the Town Council Budget Committee have the primary role of reviewing financial actions and providing guidance to the Town Council. The following policies will be affirmed and adopted per Council Resolution when the Town Council adopts the final budget.

Overall Goals

The overall financial goals underlying these policies are:

- **Fiscal conservatism:** To ensure that the Town is at all times in a solid financial condition. This can be defined as:
 - Cash Solvency - the ability to pay bills.
 - Budgetary Solvency - the ability to balance the budget. Neither a budget deficit nor budget surplus is present in the budget. Revenues equal expenditures.
 - Long-run Solvency - the ability to pay future costs.
- **Flexibility:** To ensure that the Town is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.
- **Adherence to the highest accounting and management practices:** To ensure compliance with standards for financial reporting and budgeting established by the Government Finance Officers' Association (GFOA), the Governmental Accounting Standards Board (GASB), and other professional best practices.

Operating Management Policies

- Ongoing operating costs should be supported by ongoing, stable revenue sources as much as possible. Some corollaries to this policy are:
 - Fund balances should be used only for one-time expenditures, such as capital equipment and improvements or contingency accounts.
 - Ongoing maintenance costs should be financed through operating revenues rather than debt.
 - Fluctuating federal grants should not be used to finance ongoing programs.
- Revenues from growth or development should be allocated to one-time costs as much as possible. This policy implies a commitment to identifying the portions of the Town revenue stream that result from growth.
- Unassigned fund balances in the General Fund must equal 25% of revenue in the Operating Budget, per Town Council policy, to provide a cushion to address emergency situations and unforeseen circumstances.
- Enterprise Funds should be self-sufficient. They should include a sufficient unrestricted fund balance to absorb fluctuations in annual revenue. Enterprise Funds should be charged directly for expenditures such as staff salaries and fringes and direct operating expenditures. Departmental support costs for such General Fund support as Information Technology, Communications & Marketing, Finance, Budget, Human Resources, etc. will be charged at least quarterly to these funds based upon an approved methodology. Operational revenue should be great enough to cover debt service and replacement capital costs.
- A financial forecasting model should be developed to test annually the ability of the Town to absorb operating costs due to capital improvements and to react to changes in the economy or service demands. This annual forecast should at minimum cover the current and next fiscal year.





Financial Policies

- Laws and policies on limitations on revenue sources should be explicitly addressed in the budget process. These include:
 - Annual Local Transportation Assistance Funds (LTAF) must be used for public transit or streets, but a small portion (10%) may be used for cultural purposes.
 - Highway User Revenue Fund (HURF) must be used for expenditures found in the right-of-way including streets, sidewalks, curbs, etc.
- Comparison of service delivery will be made on a periodic basis to ensure that quality services are provided to citizens at the most competitive and economical cost. The review of service delivery alternatives will be performed on a periodic basis.
- Treatment Effluent Purchase Policy– Treated wastewater effluent (TWE) is a valuable water resource and can directly offset groundwater pumping recharge requirements as established by the Arizona Groundwater Management Act. TWE is a by-product of the wastewater treatment process, which costs are the responsibility of the Town’s Wastewater System. TWE is an asset only to the Town’s Water System.
 - Because of the significant and distinct difference between the customer base of the Town’s Water and Wastewater Systems, the Town’s Water System shall purchase any TWE produced and recharged annually that is available as a water resource to the Town’s Water System.
 - The Town Council, as part of the adopted annual budget, shall establish the internal rate and charge for TWE for any given year.

Pension Funding Policies

The Town Council will annually review the Pension Funding Policy. The objectives of this policy are:

1. Fully funded pension plans. Maintain adequate assets so that current plan assets plus future contributions and investment earnings are sufficient to fund all benefits expected to be paid to members and their beneficiaries. The target funded ratio goal is 100% (full funding). Taxpayer and member equity is best achieved at full funding. At full funding, both the member and taxpayer have paid the appropriate costs incurred to date.
2. Maintain intergenerational equity. Pension costs are paid by the generation of taxpayers who receive the services. Fully funded pension plans are the best way to achieve taxpayer and member intergenerational equity. Pensions that are less than fully funded place the cost of service provided in earlier periods on the current and future taxpayers. If the plan is underfunded (less than 100%), future members and taxpayer are responsible for an unfair portion of plan costs.
3. Maintain stability of the Town’s contribution amounts.
4. Maintain public policy goals of accountability and transparency. Each policy element is clear in intent and effect, and each should allow an assessment of whether, how and when the funding requirements of the plan will be met.

The Town Council will fully fund the pension liabilities for the three pension systems by directing resources created from revenues in excess of expenses at the end of every fiscal year. The three pension liabilities will be fully funded in the following priority order: first, the fire unfunded pension liability; second, the MCSO unfunded pension liability; and third, the ASRS unfunded pension liability.

Specific Funding Practices:

1. Fire Plan in PSPRS. Prior to June 30th annually, the Town will remit a one-time payment to PSPRS. The amount remitted will be the greater of the Net Pension Liability reported in the Town’s most recent





Financial Policies

GASB 68 Employer Reporting Accounting Schedules, or the Unfunded Actuarial Accrued Liability reported in the most recent Actuarial Valuation. The amount will be based on Tier 1 and 2 employees only.

2. Maricopa County Sheriff's Office (MCSO) Contract. An MCSO Unfunded Pension Liability Reserve account is created in the General Fund. The amount recorded in this reserve represents the Town's share of the greater of the Net Pension Liability as reported in the MCSO's most recent GASB 68 Employer Reporting Accounting Schedules, or the Unfunded Actuarial Accrued Liability as reported in the MCSO's most recent Actuarial Valuation. The Town's share is determined based on the Town's number of sworn contract employees as a percentage of the total active sworn employees in the MCSO PSPRS plan.
3. Arizona State Retirement System (ASRS). ASRS Unfunded Pension Liability Reserve accounts are created in the General Fund and each Enterprise Fund. The amounts recorded in these reserves represent the Town's share of the ASRS Net Pension Liability as reported in the ASRS's most recent GASB 68 Employer Reporting Accounting Schedules. The ASRS Actuarial Valuation does not have sufficient information to allocate or estimate the Town's portion of the ASRS UAAL, therefore only the GASB 68 reports will be used for this policy.

Allocation of Resources to Fund Reserve Accounts:

- a. Annually, all available resources in the Operating Budget in excess of the Town's Operating Budget 25% Unassigned Fund Balance Reserve, the Town's Police Services Reserve and COVID-19 Reserve will be directed in the following priority order until both reserves are fully funded: first, to the MCSO Unfunded Pension Liability Reserve and second, to the ASRS Unfunded Pension Liability Reserve in the General Fund.
- b. Annually, unrestricted net position in each Enterprise Fund will be directed to the ASRS Unfunded Pension Liability Reserve in the respective Enterprise Fund until the reserves are fully funded. Each Enterprise Fund's share of the ASRS Net Pension Liability will be based on that fund's covered payroll relative to total covered payroll for all of the Town's ASRS-eligible employees.

Reserve Policies

The Town's reserve policy covers the General Fund, Enterprise Funds (Water, Sewer and Solid Waste), and Special Revenue Funds (e.g., HURF, Emergency Services Fund, Town Center Fund). The Town Development Fee Funds and capital project funds (Drainage and Transportation, and General CIP) are excluded from this policy and are covered by the reserves established for the General Fund. The reserve policy varies by fund depending upon the underlying revenue risk.

Fund balance is an important indicator of the Town's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow the Town to continue providing services to the community in case of unexpected emergencies or requirements, economic downturns, and "pay-as-you-go" funding for capital projects or one-time expenditures.

In an effort to ensure the continuance of sound financial management of public resources, the Town of Queen Creek's Unassigned General Fund Balance will be maintained to provide the Town with sufficient working capital and a comfortable margin of safety to address emergencies, sudden loss of revenue or operating needs, and unexpected downturns without borrowing.

This policy establishes the amounts the Town will strive to maintain in its fund balances, the conditions under which fund balance may be spent, and the method by which fund balances will be restored. These amounts are expressed as goals, recognizing that fund balance levels can fluctuate from year to year in the normal course of operations for any local government.





Financial Policies

- Operating Budget (General Fund, HURF, Emergency Management Services Fund, Horseshoe Park Fund)
The Town will strive to maintain an Unassigned Fund Balance reserve in the General Fund equivalent to 25% of the following year's Operating Budget revenue. It is the intent of the Town to limit use of Operating reserves to non-recurring needs such as to address emergency situations, unexpected events where damage is incurred and immediate, remedial action must be taken to protect the health and safety of residents (e.g. floods, fires, and storm damage), capital needs and other such non-recurring needs. Fund Balance may decline year over year, due to a sudden decline in revenue during the last quarter of the fiscal year, and expenditure savings cannot be achieved fully in this limited timeframe. The Town will consider this funding situation as part of new fiscal year budget discussions. The Town's objective is not to use Fund Balance for recurring expenditures. Any planned usage of the Unassigned Fund Balance reserve must be appropriated by the Town Council. Any unplanned usage or drawdown caused by revenue declines will be reported to the Council as part of normal financial reporting to Council.
- Notwithstanding the Town's Pension Funding Policy, any amount of excess revenue over expenses in the General Fund at the end of FY 2019/20, after meeting the Operating Budget 25% Unassigned Fund Balance Reserve requirement, will be set aside in two separate Reserves, in the following order:
 - Police Services Reserve. Up to \$4.5 million will be set aside in a Police Services Reserve. The intent of this reserve is to set aside funding that can be used to acquire software, hardware, vehicles, or other items required to start up a police department. Any usage of the Police Services Reserve must be appropriated by the Town Council.
 - COVID-19 Reserve. The remaining amount, if any, of FY 2019/20 excess revenue over expenses in the General Fund, after funding the Police Services Reserve, will be set aside in a COVID-19 Reserve. The intent of the COVID-19 Reserve is to set aside funding that can be used to avoid service level reductions in the Operating Budget due to the COVID-19 pandemic. Any planned usage of the COVID-19 Reserve must be appropriated by the Town Council.
- Special Revenue Funds - The Town will strive to maintain a Restricted Fund Balance reserve in Special Revenue Funds, as defined by GAAP, equivalent to 10% of annual recurring revenues in these funds.
- Water and Wastewater Funds – After fully funding the pension reserves required by the Town's Pension Funding Policy, Queen Creek shall establish and maintain two types of reserves for both the Water and Wastewater Funds – an operating reserve and a repair/replacement reserve.
 - The target of the Water and Wastewater operating reserves will be equal to one year of each respective fund's operating expenses.
 - The target level of the Water and Wastewater repair/replacement reserves will be equal to 1.5 times the annual depreciation of each respective fund's capital assets.
 - Annual net budgetary basis operating income results will be designated into these fund balances – with 30% going to fund the operating reserve and 70% going to fund the repair/replacement reserve – until fully funded.

Any appropriation from any Water or Wastewater reserve fund shall require the approval of the Town Council. The Council may authorize use of reserve funds for unanticipated events threatening public health, safety or welfare. The use of any reserve should be requested only after all other budget sources have been examined for available funds. Any approval of the use of the reserve funds must also include a repayment plan that restores the reserve to the minimum adopted level within three fiscal years following the fiscal year in which the use occurred. Compliance with the provisions of this policy shall be reviewed annually as part of the budget adoption process.





Financial Policies

- The Chief Financial Officer is authorized to classify available fund balance for specific purposes in accordance with GASB Statement 54. It is the policy of the Town that when expenditures are incurred for which more than one category of fund balance could be used, the order of use is Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance, and Unassigned Fund Balance.

Revenue Management Policies

- The Town will strive for a more diversified and stable revenue system, maintained to ensure the fiscal health of the community.
- User fees for all operations will be examined annually to ensure that fees cover direct and indirect cost of service as much as possible.
- Enterprise fees (Water, Wastewater and Solid Waste) shall be set to fully recover their respective operating costs, including debt service.
- Development fees for one-time capital expenses attributable to new development will be reviewed at least every five years to ensure that fees match development-related expenses.
- Central Arizona Groundwater Replenishment District (CAGR) Credits will be allocated annually per Resolution 1204-18.
- The Town Utilities (Water and Wastewater) will include payments to the Operating Budget that reflect the true cost of utility operations, similar to expenses for private utilities, including: franchise fees, payments in lieu of property taxes and the recovery of a reasonable rate of return. These additional Operating Budget revenues will be dedicated to fund Public Safety and Fire/EMS.
 - In-Lieu Property Taxes shall be equivalent to the Town's Primary Property Tax Rate per \$100 of 18% (the current statutory assessment ratio) of the net asset values for real and personal property owned by the Water and Wastewater Systems.
 - Franchise Fees shall be 5% of annual Water and Wastewater operating revenues.
 - Return on Investment shall be 10% of the annual operating revenues generated by non-Town resident customers.

Investment Policies

The primary objectives of the Town's investment activities are:

- Safety of principal – the Town will seek to ensure preservation of principal in the overall portfolio.
- Liquidity – the investment pools and funds will remain sufficiently liquid to enable the Town to meet all operating requirements that might be reasonably anticipated.
- Return on investment – the investment pools and funds shall be managed with the objective of attaining a competitive rate of return given the constraints of the aforementioned safety and liquidity objectives.

Capital Management Policies

- A five-year capital improvement plan (CIP) will be prepared and updated each year. This includes all projects that carry out the Town's strategic and general plans.
- Each department must, when planning capital projects, estimate the impact on the Town's operating budget over the next five years.





Financial Policies

- Amendments to capital appropriations fall under the same guidelines as changes to the operating budget noted in the Budget Policies Section.

Debt Management Policies

The debt policy is to be used in conjunction with the adopted budget, the Capital Improvement Program (CIP) and other financial policies as directed by the Mayor and Town Council. Bond, lease/purchase financing; internal borrowing between funds, and state agency financing through the Greater Arizona Development Authority (GADA) and the Water Infrastructure Finance Authority of Arizona (WIFA) will be considered for financing major capital improvements and equipment for the Town.

- Annual debt service cost should not exceed 25% of the total annual revenue of the Town, including revenue from the General Fund, Development Fees, Water Fund, Sewer Fund, HURF, LTAF, and transportation revenues.
- Bonds must be investment grade without assistance from a credit enhancement.
- The Town must adhere to the State statutes that prescribe the amount of outstanding general obligation debt that a town can have at any one time (20% of the secondary assessed value for water, sewer, parks, public safety, lights and transportation and 6% for all other programs). The Town currently has no general obligation debt outstanding.
- The Town must adhere to Continuing Disclosure compliance procedures to ensure the Town complies with continuing disclosure undertakings entered into by the Town. Such procedures shall ensure the Town meets all disclosure requirements of Rule 15c2-12 decreed by the Securities and Exchange Commission under the Securities Exchange Act of 1934.

Fixed Asset Policy

- The Town has set its capitalization threshold for all assets with an initial individual cost of \$10,000 or more and an estimated useful life of one year. Assets having value under \$10,000, regardless of their useful life, will not be reported as assets in the fixed asset system. Individual departments are responsible for maintaining inventory and records of all assets under \$10,000.
- All Town departments are required to provide detailed information on all assets, newly acquired during the fiscal year, no later than 30 days prior to the end of the fiscal year.
- Non-cancelable lease agreements are handled in accordance with the Financial Accounting Standards Board (FASB) Statement No. 13.
- Donated assets will be entered into the system at acquisition value as determined through appraisal.
- Construction-in-process is considered a separate type of asset and is tracked separately from the capital assets until the time of completion.
- Costs subsequent to acquisition should be capitalized if any of the following exists:
 - Useful life of asset is increased
 - Quality of services produced from asset is increased
 - Quality of units produced by asset is enhanced
- Disposal of assets shall be in accordance with all applicable federal, state and local regulations and policy.





Financial Policies

Budget Policies

In accordance with Arizona state law, Queen Creek annually adopts a balanced budget, which is all-inclusive. Arizona Revised Statute §42-17151 requires all estimated sources of revenue, and restricted and unrestricted unencumbered balances from the preceding fiscal year, shall equal the total of amounts proposed to be spent in the budget for the current fiscal year. All-inclusive means that if an item is not budgeted it cannot legally be spent during the fiscal year. Therefore, the budget must include sufficient contingency appropriation provisions for expenditures related to revenues that cannot be accurately determined or anticipated when the budget is adopted.

Arizona Revised Statutes only requires communities to prepare a budget for two funds – the General Fund and HURF. In addition to these two funds, Queen Creek prepares budgets and requests legal appropriation for all its funds: Special Revenue, Emergency Services, Enterprise, Capital Improvement, Debt Service and Internal Service.

Budget Amendment Policies

- Except as provided below, reallocation of expenditure authority between Town departments from any non-departmental account, including contingency, and budget adjustments that include creating new full-time positions, may be done only with approval of the Town Council.
 - Reallocation of expenditure authority from contingency at the beginning of a fiscal year for projects that have previously received budgetary expenditure authority, that are currently in process and/or under construction, and that are being carried forward into the next fiscal year does not require Town Council approval. [*Note: this exception will sunset on June 30, 2023.*]
- Budget adjustments to increase Town estimated revenues in order to fund increasing expenditure authority must be approved by the Town Council. The only exception is with the Town's Enterprise Funds in which more flexible budgeting is required. Within these funds, the sale of a good or material is first dependent on the Town acquiring the item. In those cases in which added sales or revenue generation is directly linked to the acquisition of the item, the Town Manager can approve such appropriations and revenue increases to the budget, up to a cap of \$100,000. Such adjustments must stay within the annual budget ceiling adopted for the Town.
- Reallocation of expenditure authority between Town funds (e.g. General Fund, HURF, Development Fee Funds, etc.) require the approval of the Town Council.
- Reallocation of expenditure authority of up to \$50,000 between capital project accounts requires the Town Manager's approval only; transfers above that amount require Town Council approval.
- Reallocation of expenditure authority from one expenditure account to another within a Town departmental budget (Intradepartmental Appropriation Transfer) are as follows. All amendments are contingent upon Budget Office verification of sufficient budget being available for the request.
 - Department Director approval only up to \$25,000 from one expenditure account to another within a departmental budget.
 - Town Manager approval only for amendments greater than \$25,000 within a departmental budget.





Financial Policies

Financial Reporting Policies

- The Town's accounting and financial reporting systems will be maintained in conformity with Generally Accepted Accounting Principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB).
- The Town's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends, and resource choices.
- The Town's Comprehensive Annual Financial Report (CAFR) will be submitted to the GFOA Certificate of Achievement for Excellence in Financial Reporting Program within six months of the close of each fiscal year. The CAFR will satisfy both GAAP and applicable legal requirements in compliance with Program requirements and sufficient to receive a Certificate of Achievement from the GFOA.
- As required by State law, the Town will prepare an annual Impact Fee Report, which will be adopted by the Town Council.
- The Town will prepare an annual Capacity Fee Report, which will be adopted by the Town Council.
- As required by State law, the Town will undergo a biennial impact fee audit by an independent auditing firm. The audit report will be adopted by the Town Council.
- Financial systems will be maintained to monitor revenues, expenditures, and program performance on an ongoing basis.





Budget Process & Procedures

Budgetary Process

The Town Council follows these procedures in establishing the budgetary data reflected in the financial statements:

1. In accordance with Arizona Revised Statutes, the Town Manager submits to the Town Council a proposed budget for the fiscal year commencing the following July 1. The operating budget includes proposed expenditures and the means of financing them for the upcoming year.
2. Public hearings are conducted to obtain taxpayer comment.
3. State law sets a limit on the expenditures of local governments. State statute sets the limits based on Economic Estimates Commission unless otherwise approved by voters. The Town of Queen Creek received voter approval to increase this limitation. The Town of Queen Creek has adopted an alternative expenditure limitation, also called home rule, in which total budgeted expenditures as adopted by the Town Council become the expenditure limitation.
4. Expenditures may not legally exceed the expenditure limitation of all fund types as a whole. For management purposes, the Town adopts a budget by department for the General Fund and in total by fund for Capital and Special Revenue Funds, Emergency Services Fund and Enterprise Funds. The Town Manager, subject to Town Council approval, can at any time transfer any unencumbered appropriation balance or portion thereof between departments or programs. The adopted budget can be amended by following the Council-approved reallocation procedures.
5. Formal budgetary integration is employed as a management control device during the year for the General Fund and Capital and Special Revenue Funds on essentially the same modified accrual basis of accounting used to record actual revenues and expenditures.

Budgetary and Accounting Basis

Queen Creek's budget is prepared on a basis generally consistent with Generally Accepted Accounting Principles (GAAP).

Governmental Funds – the General Fund, Special Revenue Funds, Debt Service and Capital Project Funds budgets are developed using the modified accrual basis of accounting. Under the modified accrual basis:

- Revenues are recognized as soon as they are measurable and available to finance expenditures in the current period or soon enough thereafter to pay liabilities of the current period.
- Expenditures are recognized when the related fund liability is incurred, except for items such as principal and interest on general long-term debt that are recognized when due and compensated absences, which are recorded when payment occurs.

Fixed assets used in governmental fund type operations are accounted for in the Town's Balance Sheet. Public domain (infrastructure) assets consisting of certain improvements other than buildings, such as roads and sidewalks, are not capitalized since these assets are immovable and of value only to the government.

Property, plant and equipment acquired or constructed for general governmental operations are recorded at the time of purchase as expenditures in the funds from which the expenditures were made.

Property, plant and equipment are recorded at historical cost or estimated historical cost if actual historical cost is not available. Donated fixed assets are valued at their acquisition value on the date donated.

Assets in the general fixed asset area are not depreciated.





Budget Process & Procedures

Proprietary Funds – Water, Sewer and Solid Waste Enterprise Funds - are accounted for using the full accrual basis of accounting. Under the full accrual basis:

- Revenues are recognized when earned, and expenses are recognized when incurred.
- Expenditure estimates are developed for all expenses incurred during the fiscal year.

Property, plant and equipment acquired for proprietary funds are capitalized in the respective funds to which they apply.

Property, plant and equipment are recorded at historical cost or estimated historical cost if actual historical cost is not available. Donated fixed assets are valued at their acquisition value on the date donated.

Depreciation of buildings, equipment and vehicles in the proprietary fund types is computed using the straight-line method.

Fund Equity – The unrestricted fund balances for governmental funds represent the amounts available for budgeting future operations. The restricted fund balances for governmental funds represent amounts that have been legally identified for specific purposes. Unrestricted net position for proprietary funds represent the net assets available for future operations or distribution. The restricted net assets in proprietary funds represent the amounts that have been legally identified for specific purposes.

Inventories – In governmental funds, purchases of inventory are recorded at the time of purchase as expenditures/expenses in the funds from which the expenditures/expenses were made. In proprietary funds, purchases of inventory are recorded as an asset and expensed when consumed.



Organizational Structure

Town Organizational Chart

Employees by Department

Fund Structure Chart

Fund Structure Narrative

Budget Infographic

Sources: Where the Money Comes From

Uses: Where the Money Goes

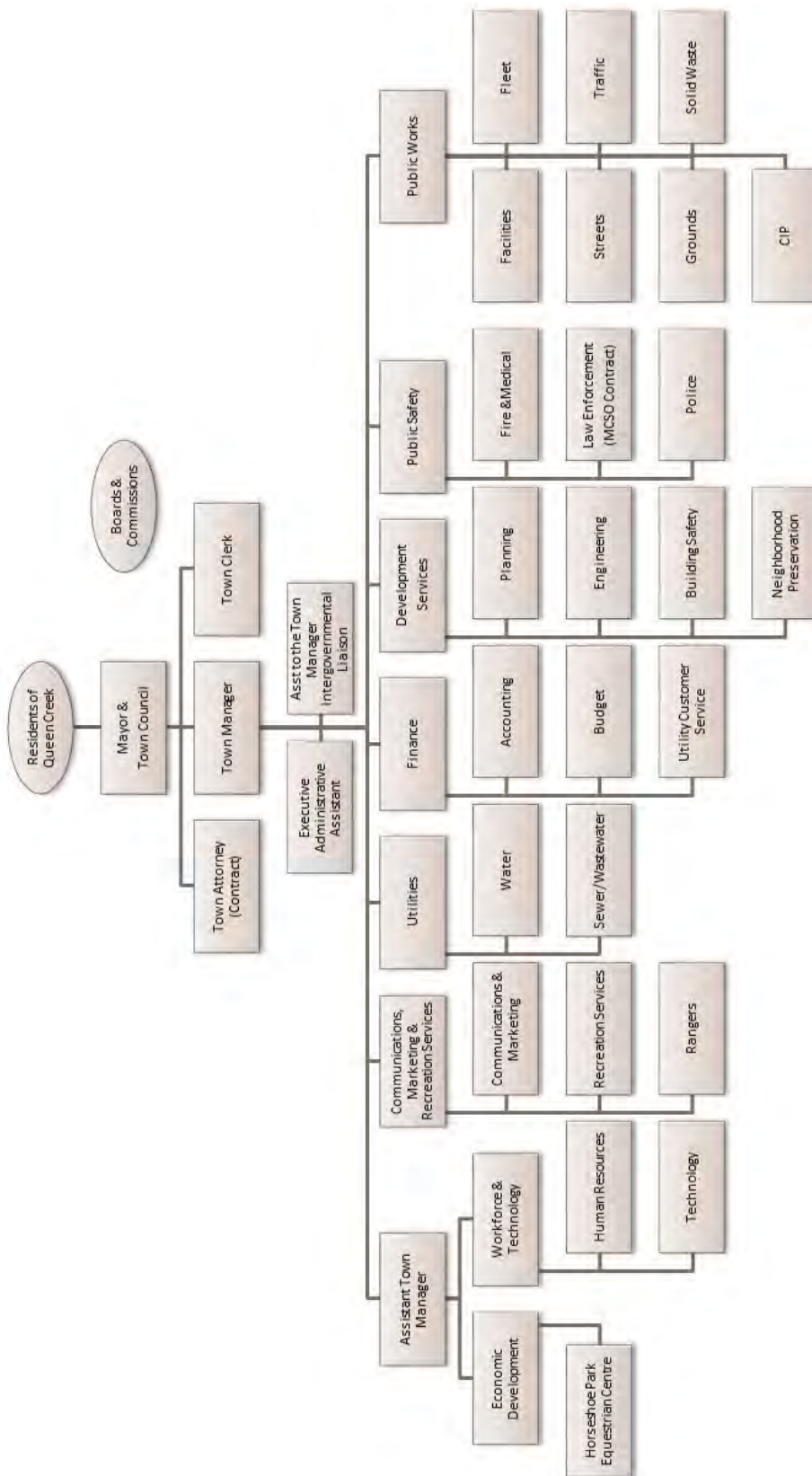
Uses: Budget by Fund/Type

Budget by Category/Total Appropriations





Town Organizational Chart





Full-Time Equivalents by Department

Department	FY 2015/16 Actual	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Mayor & Town Council ^a	7.00	7.00	7.00	7.00	7.00	7.00
Town Manager, Clerk, Legislative & Legal Services	7.00	8.00	8.00	8.00	8.00	8.00
Finance	11.98	17.98	22.18	30.48	32.48	32.48
Workforce & Technology	11.00	12.00	12.00	14.00	15.00	18.00
Communications, Marketing & Recreation Services	13.71	16.71	16.71	22.06	23.06	23.06
Economic Development	12.00	12.00	12.00	12.00	12.00	12.00
Development Services	26.48	25.50	25.50	25.50	26.50	26.50
Public Works	50.36	50.86	56.93	69.43	72.43	73.43
Solid Waste	4.00	4.00	4.00	4.00	4.00	4.00
Utilities	34.00	39.25	41.00	50.00	56.00	56.00
Fire & Medical	36.00	51.00	51.00	63.00	65.00	80.00
Police	-	-	-	-	-	4.0
Total Full Time Equivalents	223.53	243.03	256.32	305.47	321.47	344.47
% Change from Prior Year	4%	9%	5%	19%	5%	7%

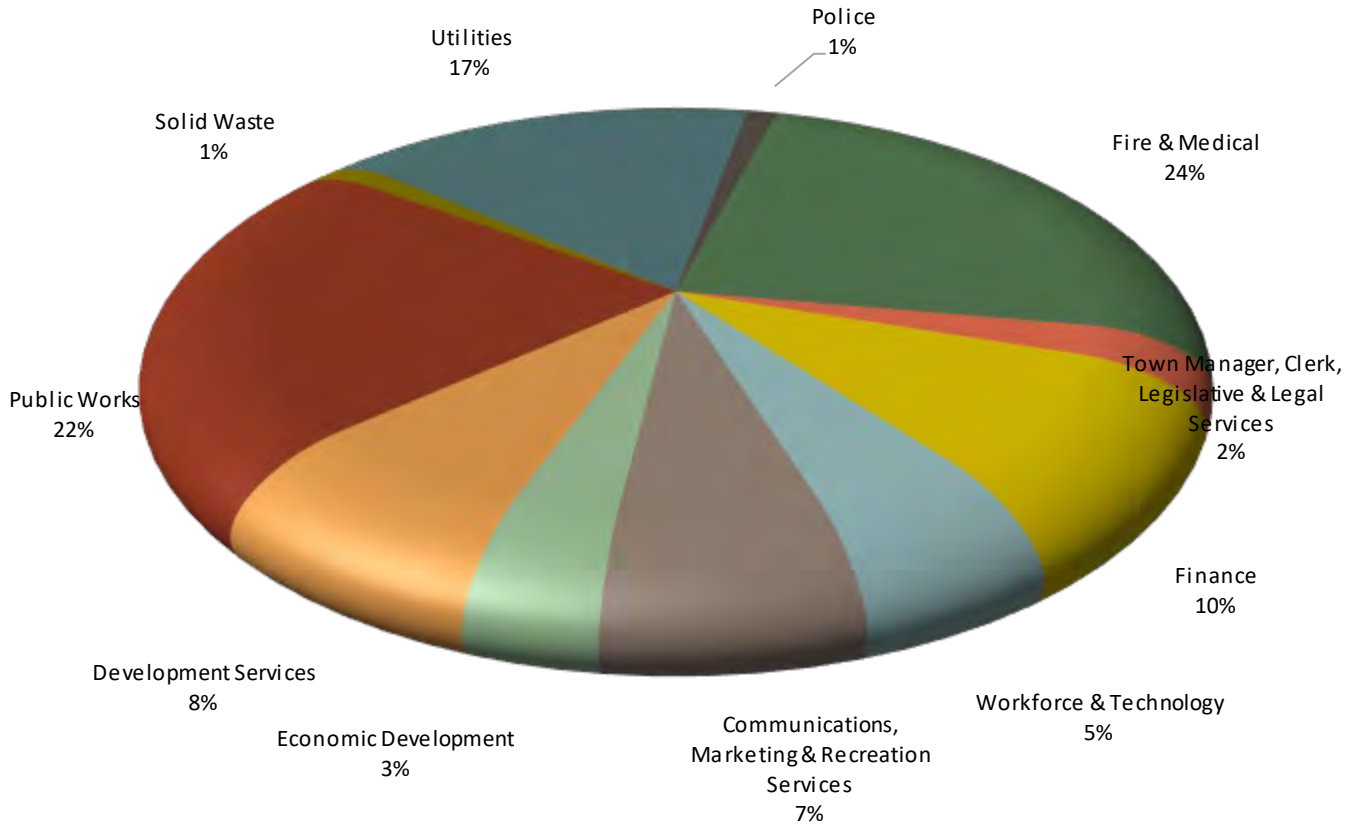
^a Elected Officials, not true FTE.





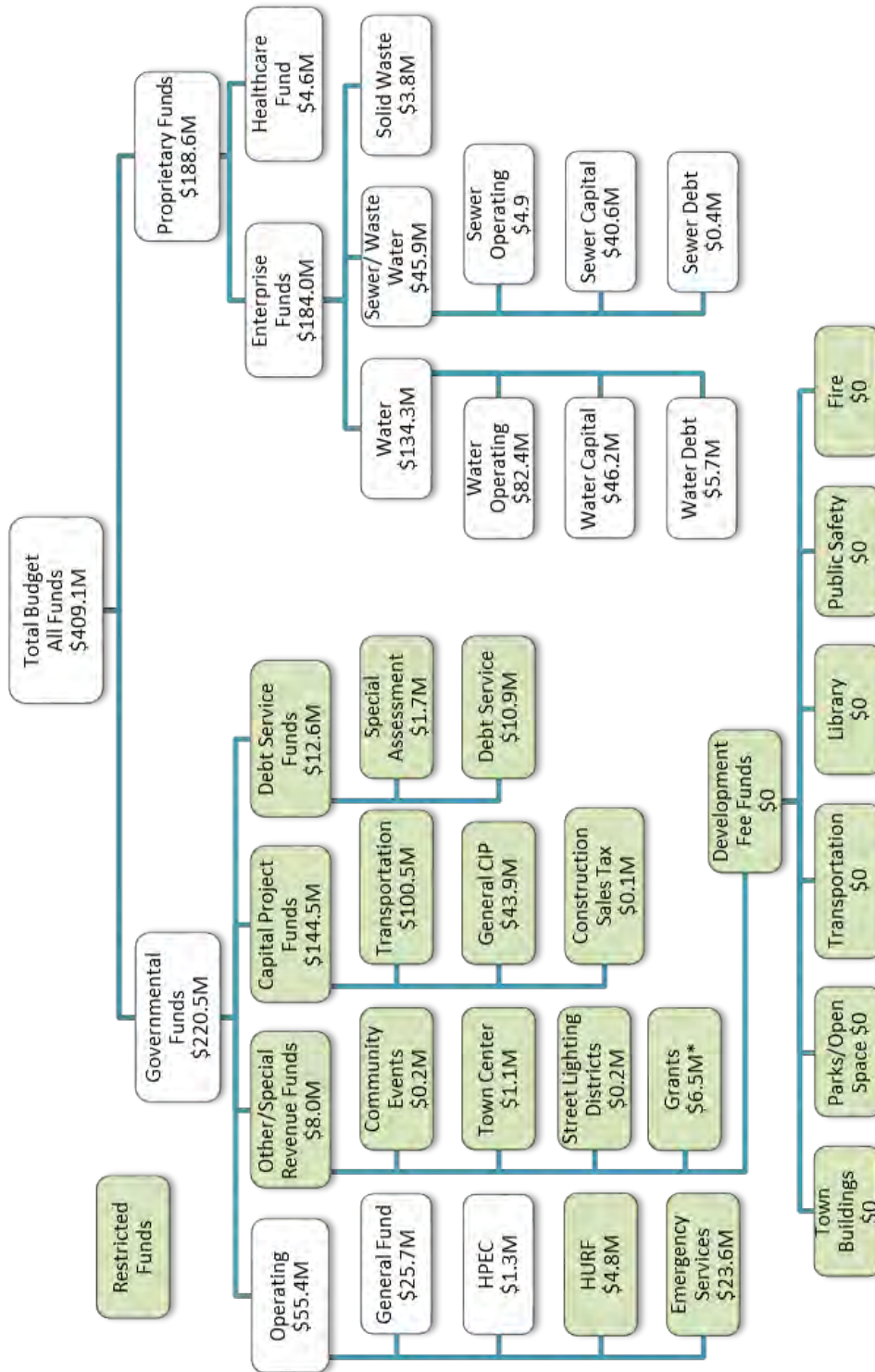
Full-Time Equivalents by Department

Percentage of FTE by Department





Fund Structure Chart



* Includes Police Services Reserve of \$4.5 million



Fund Structure Narrative

The financial accounts for the Town of Queen Creek are organized on the basis of funds or account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts composed of assets, liabilities, fund equity, revenues and expenditures, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The funds are governmental or proprietary. Different fund types are found within each of these two classifications.

Governmental Funds

Operating Funds – These funds account for the governmental operations of the Town.

General Fund – This fund pays for the daily operations of Queen Creek government, including Mayor and Council, Town Manager and Town Clerk, Legal Services, Development Services, Communications Marketing & Recreation (CMR), Economic Development, Public Works, Finance, Workforce & Technology, and all Non-Departmental expenditures. The General Fund also covers operating shortages in the Horseshoe Park Equestrian Center Fund (HPEC), Highway User Revenue Fund (HURF), and Emergency Services Fund.

Horseshoe Park Equestrian Center Fund (HPEC) – This fund accounts for the operations of the Town’s Horseshoe Park Equestrian Center, which is managed by the Economic Development Department.

Highway User Revenue Fund (HURF) – All street operating costs eligible for state highway revenues are included in this fund. Revenues are derived from fuel taxes, vehicle license tax, and other street-related fees. These activities are managed by the Public Works Department.

Emergency Services Fund – A 0.25% sales tax and the Town’s primary property tax pay for public safety services in the community. This fund pays for the Town’s Fire & Medical Department, Maricopa County Sheriff’s Office contract for police service in the Town, and beginning in FY 2020/21 the newly formed Queen Creek Police Department.

Other/Special Revenue Funds - These funds account for the proceeds of specific revenue sources that are legally restricted, or restricted by Town policy to expenditures for a specific purpose.

- **Community Events Fund** – Used to account for recurring Town events: Trunk or Treat, December Holiday Tree Lighting, Spring into QC and 4th of July Fireworks. In addition to some General Fund support, events are reliant on sponsorships. These activities are managed by the Town’s CMR Department.
- **Town Center** – This fund receives revenue from a 0.25% sales tax charged within three shopping centers located in the Town Center. Funds are dedicated to improvements and projects within the Town Center planning area. These activities are managed by the Economic Development Department.
- **Street Lighting Improvement Districts (SLIDs)** – Arizona State statutes provide that improvement districts can be established to pay for streetlights. The Town has established a fund to account for the revenue received from benefited property owners to reimburse the Town for the streetlight expenses paid by the Town.
- **Grants** – This fund accounts for the necessary expenditure appropriations to cover any special circumstances that arise during the fiscal year related to Grants.
- **Local Transportation Assistance Fund (LTAF)** – The Town’s share of state revenue is restricted to spending on arterial street expenses and 10% for cultural use.





Fund Structure Narrative

- **Development Fee Funds** – These are one-time fees assessed to new development to help fund the infrastructure and amenities that the new residents and businesses require. These funds account for revenue received to pay for infrastructure improvements such as transportation, Town buildings and vehicles, parks and open space, library, fire, and public safety. Effective February 10, 2020, the total development fee cost per new single family home is \$7,365 (excluding water and sewer capacity fees).

Capital Project Funds – These funds account for revenue received to pay for infrastructure improvements.

- **Drainage and Transportation** – Transfers from the General Fund, Transportation Development Fund, and Construction Sales Tax Fund pay for the transportation-related capital projects in this fund.
- **General CIP Fund** – Transfers from the General Fund and Development Fees Funds pay for the projects in this fund, which are typically for buildings, parks, and other non-transportation projects.
- **Construction Sales Tax Fund** – The Town has a differential construction contracting sales tax rate of 2.0% that is dedicated to infrastructure improvements. This revenue is accounted for in this fund and transfers or expenses occur out of this fund for growth-related infrastructure improvements.

Debt Service Funds - The long-term payment of principal and interest on funds borrowed for general capital purchases is accounted for in these funds. Enterprise-related debt service is reported in the enterprise funds and is not included here.

Proprietary Funds

Enterprise Funds – These are funds for which the services provided are financed and operated similarly to a private business, where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital construction, maintenance, public policy, management control, accountability, or other purposes. Queen Creek has enterprise funds for Water, Sewer and Solid Waste.

Internal Service Fund - Internal Service Funds are used to account for the financing, on a cost-reimbursement basis, of commodities or services provided by one program for the benefit of other programs within the Town. Queen Creek maintains one Internal Service Fund to account for self-insurance activities related to healthcare.



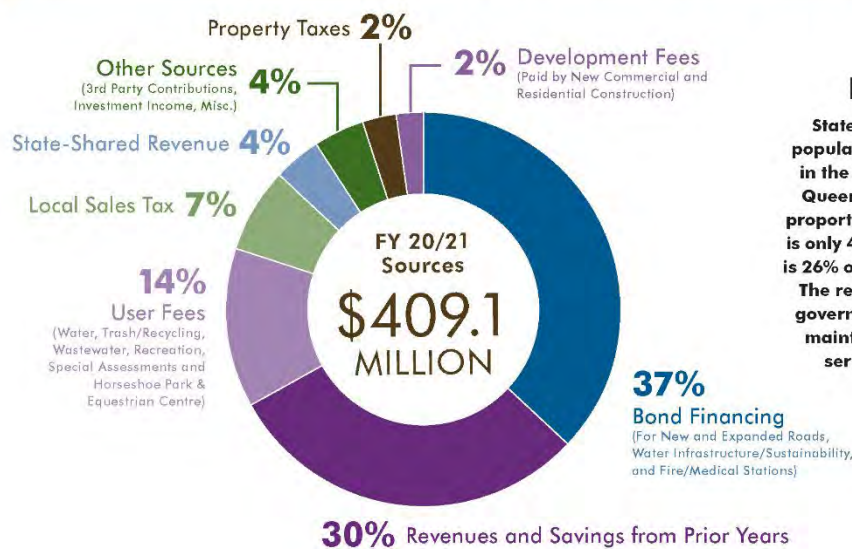


FY 2020/21 Budget Infographic

TOWN OF QUEEN CREEK FY 2021 BUDGET

The Town of Queen Creek is required to pass a balanced budget annually. Expenditures must not exceed revenues. The budget is based on strategic and master plans that include community input and long-term goals.

WHERE DOES THE MONEY COME FROM?



Did You Know?

State Shared Revenue is based on population, which makes participating in the 2020 Census important so that Queen Creek continues to receive its proportionate share of funding. While it is only 4% of the Town's total revenue, it is 26% of the Town's Operating Revenue. The revenue is used to fund essential government services including streets maintenance, law enforcement, fire services, parks and recreation.

WHERE DOES THE MONEY GO?



Did You Know?

Queen Creek reduced expenditures by nearly 10% from last year's budget to reflect the projected reduction in revenues as a result of COVID-19. The Town's budget is dynamic and the Town will continue to monitor the financial conditions.





FY 2020/21 Budget Infographic

TOWN OF QUEEN CREEK

Infrastructure and public safety investments are critical to preserving and improving what defines Queen Creek and makes a Town that works for everyone — both now and into the future.

Since 2016, the town has refinanced and retired debt early, **saving taxpayers \$33.9 million** over the next 20 years.



FOR THE FY2021 BUDGET, THE COUNCIL UNANIMOUSLY

APPROVED REDUCING THE PRIMARY PROPERTY TAX RATE

FROM \$1.95 TO \$1.83 PER \$100 OF ASSESSED VALUE.

The Town continues to prioritize opportunities to make strategic financial decisions. For example, last year, the Town paid off a loan for the Town's portion of the Greenfield Wastewater Reclamation Plant, **saving \$3.7 million** in future interest costs. As a result, the Town reduced monthly rates for wastewater customers. One-time savings over the past five years from **the Town's strategic financial decisions total \$79.3 million.**

QueenCreek.org/Budget



BUILDING A COMMUNITY

78% of the FY2021 budget is dedicated to infrastructure and public safety.

IMPROVING TRANSPORTATION **\$100.5M**



INVESTING IN THE FUTURE OF QC FIRE & MEDICAL DEPARTMENT **\$29.5M**



3 Fire Stations and a Resource Center
Permanent replacement Station 2, permanent replacement Station 5, and new fire Station 4 (under construction).

Funding for **15 new firefighters**
to staff Station 5 in the southeast area of Town.

CREATING THE QC POLICE DEPARTMENT

\$2.8M

Police Chief and administrative staff; start-up capital, including technology and software; and support staffing in areas of IT and fleet.

ENHANCING PARKS & TRAILS **\$11.2M**



- **\$8.6M** is for the regional drainage project around the future East Park site, of which Maricopa County Flood Control District is paying 50%.
- **\$2.6M** is for the Sonoqui Wash Trail paid for 100% with impact fees.

REDUCING RELIANCE ON **\$60M** CAGR & GROUNDWATER

EXPANDING WATER & WASTEWATER

\$86.6M





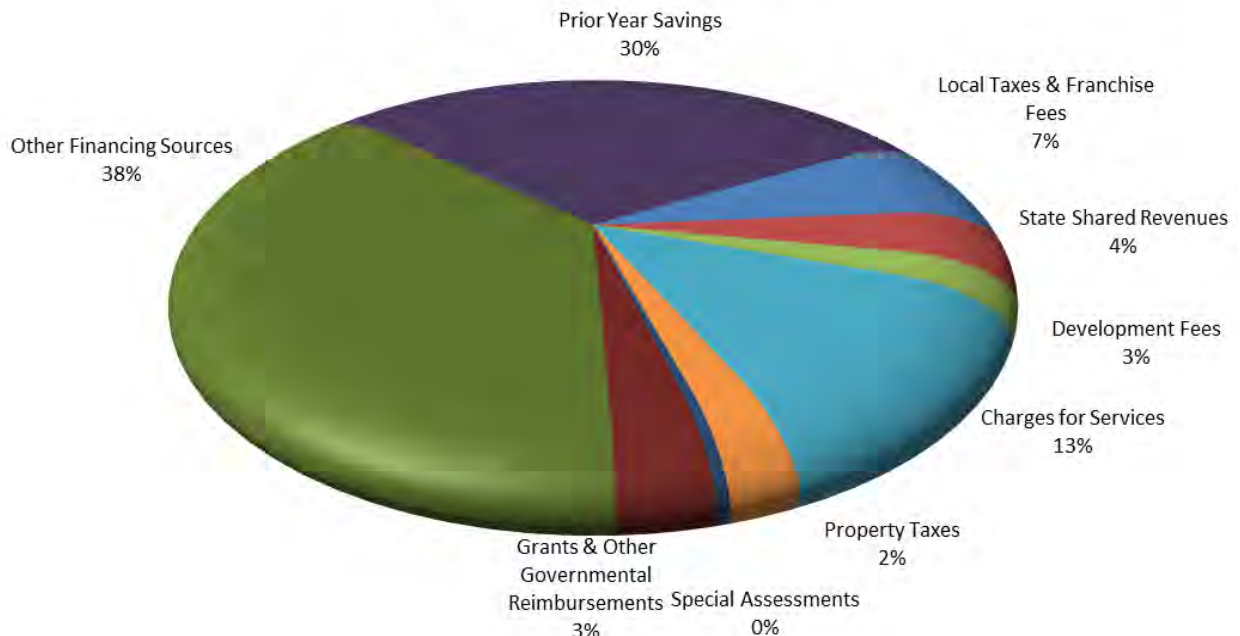
Sources

Where the Money Comes From

Sources	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget	% increase/ (decrease) year over year
Local Taxes & Franchise Fees	\$ 43,123,730	\$ 28,690,249	(33.5%)
State Shared Revenues	14,804,665	17,148,100	15.8%
Development Fees	19,817,400	9,999,115	(49.5%)
Licenses & Permits	99,300	85,500	(13.9%)
Charges for Services	52,976,067	52,866,512	(0.2%)
Property Taxes	8,343,197	9,779,705	17.2%
Special Assessments	2,435,235	1,804,021	(25.9%)
Grants & Other Governmental Reimbursements	14,628,933	13,153,922	(10.1%)
Other Financing Sources*	128,009,957	153,919,433	20.2%
<i>Subtotal Revenues</i>	<i>\$ 284,238,484</i>	<i>\$ 287,446,557</i>	<i>1.1%</i>
Prior Year Savings	168,480,434	121,664,785	
Total Sources	\$ 452,718,918	\$ 409,111,342	

Inter-fund transfers of \$88.5M have not been included in FY 2020/21 budget figures pursuant to Auditor General Budget guidelines.
*Includes \$95M of Bond Proceeds in FY 2019/20 and \$150M of Bond Proceeds in FY 2020/21.

FY 2020/21 Sources \$409.1M as a Percent of Total





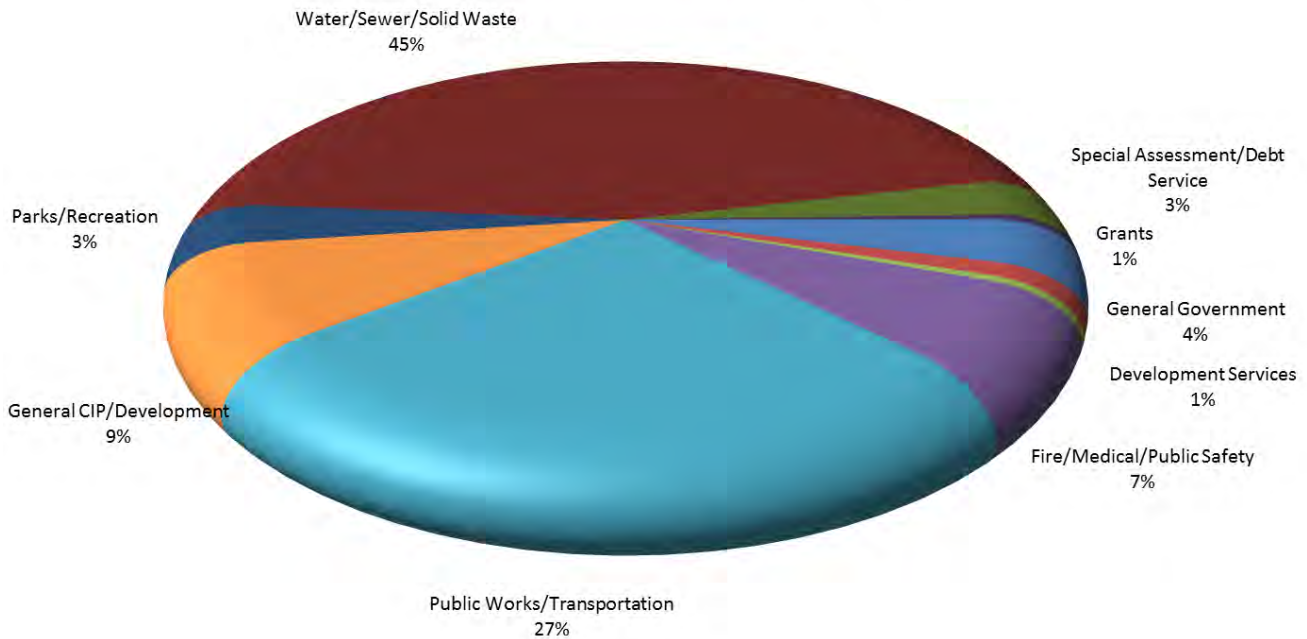
Uses

Where the Money Goes

Expenditures	FY 2019/20 Revised Budget	FY 2020/21 Adopted Budget	% increase/ (decrease) year over year
General Government	\$ 15,714,921	\$ 15,771,492	0.4%
Development Services	5,301,936	4,904,260	(7.5%)
Economic Development/Town Center	2,087,784	1,937,274	(7.2%)
Fire/Medical/Public Safety	20,796,487	28,168,396	35.4%
Public Works/Transportation	129,907,145	110,596,550	(14.9%)
General CIP/Development	13,787,296	34,784,402	152.3%
Parks/Recreation	13,171,076	14,016,445	6.4%
Water/Sewer/Solid Waste	239,567,837	184,243,521	(23.1%)
Special Assessment/Debt Service	10,384,436	12,689,002	22.2%
Grants	2,000,000	2,000,000	0.0%
Total Expenditures	\$ 452,718,918	\$ 409,111,342	(9.6%)

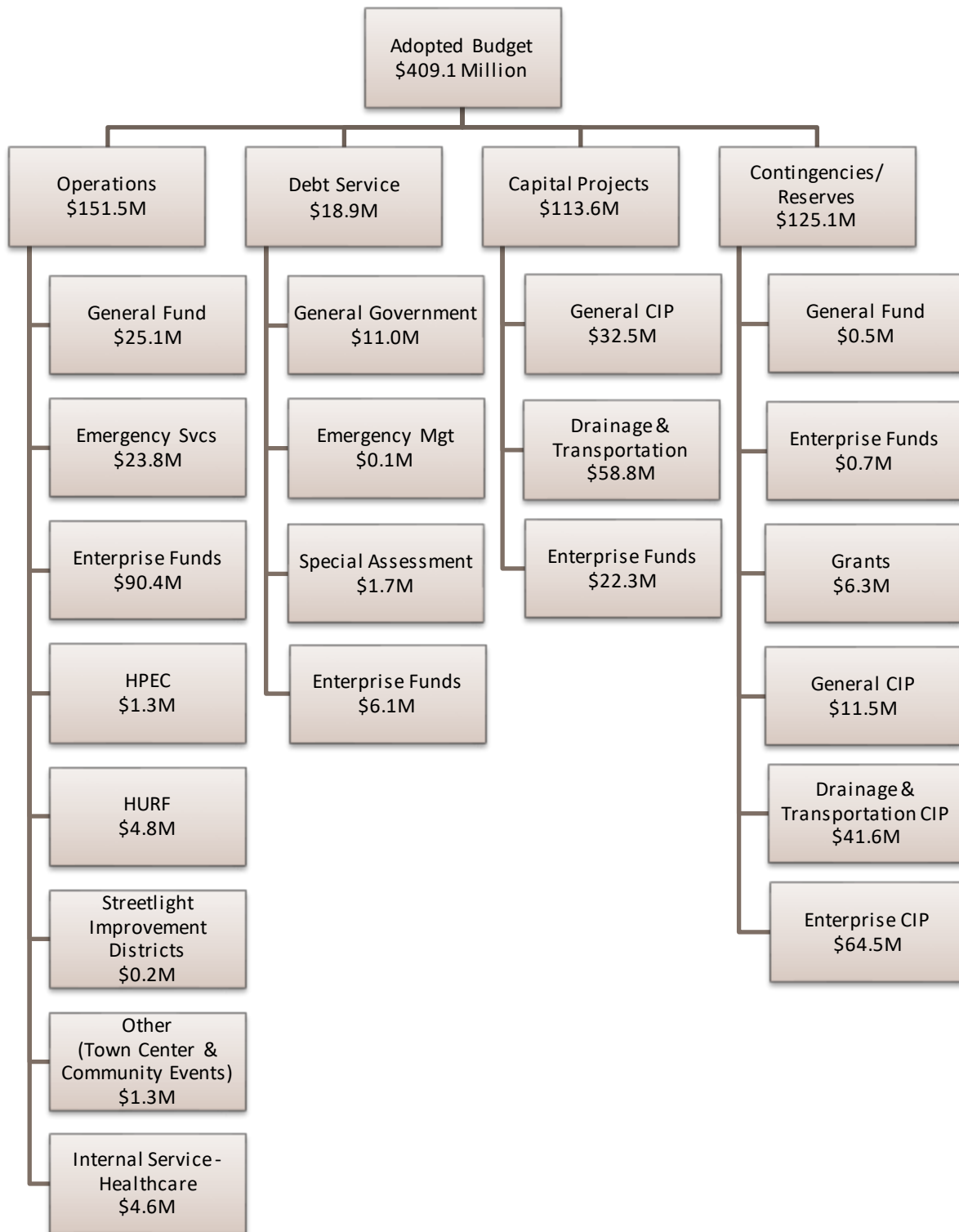
Inter-fund transfers of \$88.5M have not been included in FY 2020/21 budget figures pursuant to Auditor General Budget guidelines.

FY 2020/21 Adopted Budget \$409.1M
Expenditures by Function as a Percent of Total





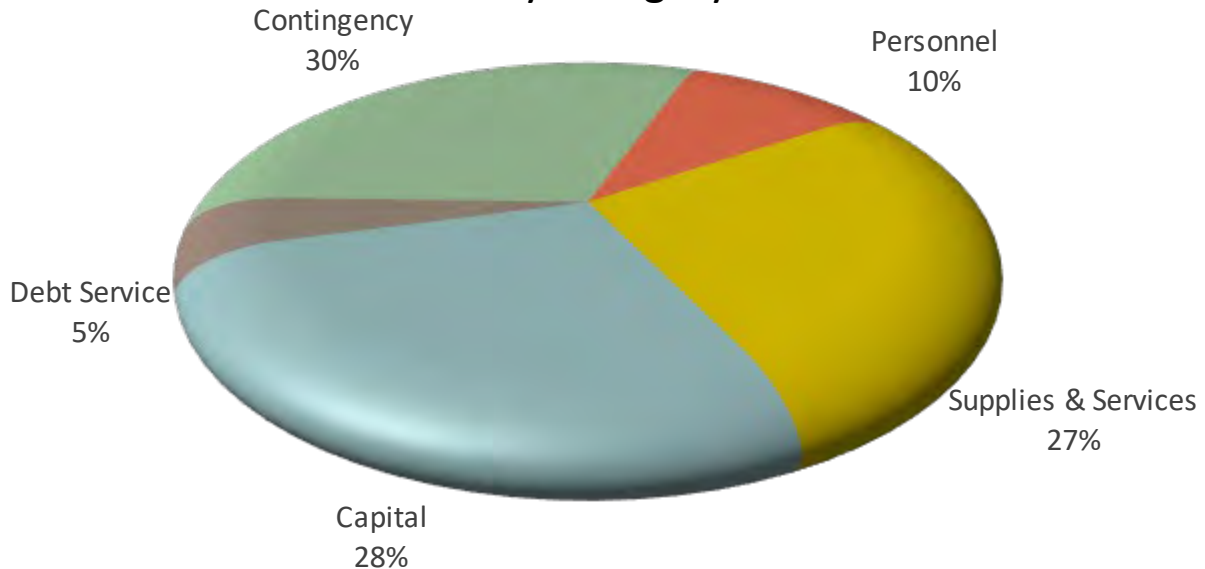
Uses





Uses / Total Appropriations Schedule

FY 2020/21 Adopted Budget \$409.1M by Category



FY 2020/21 Total Appropriations - Budget by Fund

	General Fund	EMS Fund	HURF	HPEC	Enterprise	Special Revenue	Capital	Debt	Healthcare	Grand Total
Sources										
Local Sales Tax	\$ 16,692,324	\$ 2,086,540	\$ -	\$ -	\$ -	\$ 669,998	\$ -	\$ -	\$ -	\$ 19,448,862
Construction Sales Tax	4,134,393	527,601	-	-	-	4,134,393	-	-	-	8,796,387
State Shared Revenue	12,212,500	-	4,935,600	-	-	-	-	-	-	17,148,100
Property Tax	-	9,779,705	-	-	-	-	-	-	-	9,779,705
Charges for Services	6,719,060	4,589,121	-	430,193	36,535,673	93,850	-	-	4,498,615	52,866,512
License & Fees	85,500	-	-	-	-	-	-	-	-	85,500
Franchise Fees	445,000	-	-	-	-	-	-	-	-	445,000
Special Assessments	-	-	-	-	-	67,370	-	1,736,651	-	1,804,021
Interest Income	472,000	-	-	-	345,618	126,070	-	-	12,900	956,588
Capacity Fees	-	-	-	-	3,836,595	-	-	-	-	3,836,595
Impact Fees	-	-	-	-	-	6,162,520	-	-	-	6,162,520
Other	103,500	374,000	-	1,000	150,029,345	2,075,000	13,433,922	-	100,000	166,116,767
Total Revenues	\$ 40,864,277	\$ 17,356,967	\$ 4,935,600	\$ 431,193	\$ 190,747,231	\$ 13,329,201	\$ 13,433,922	\$ 1,736,651	\$ 4,611,515	\$ 287,446,557
Transfers In	-	10,432,373	97,161	1,232,769	36,012,685	90,000	29,681,910	10,952,351	-	88,499,249
Total Sources	\$ 40,864,277	\$ 27,789,340	\$ 5,032,761	\$ 1,663,962	\$ 226,759,916	\$ 13,419,201	\$ 43,115,832	\$ 12,689,002	\$ 4,611,515	\$ 375,945,806

Uses										
Personnel	14,691,878	\$ 11,450,689	\$ 1,569,860	\$ 692,595	\$ 7,508,944	\$ -	\$ 805,140	\$ -	\$ 4,159,048	\$ 40,878,154
Supplies & Services	9,557,111	\$ 11,788,531	\$ 3,097,530	\$ 651,182	83,012,191	2,561,500	283,305	-	452,467	111,403,817
Capital	829,000	\$ 583,000	\$ 101,500	\$ 25,000	22,133,096	931,541	90,039,538	-	-	114,642,675
Debt Service	-	\$ 83,380	\$ -	\$ -	6,129,629	146,147	-	12,689,002	-	19,048,158
Contingency	500,000	\$ -	\$ -	\$ -	65,203,769	4,262,796	53,171,973	-	-	123,138,538
Total Expenses	\$ 25,577,989	\$ 23,905,600	\$ 4,768,890	\$ 1,368,777	\$ 183,987,629	\$ 7,901,984	\$ 144,299,956	\$ 12,689,002	\$ 4,611,515	\$ 409,111,342
Transfers Out	20,704,624	\$ 360,000	\$ 263,871	\$ 294,185	35,263,568	31,613,001	-	-	-	88,499,249
Total Uses	\$ 46,282,613	\$ 24,265,600	\$ 5,032,761	\$ 1,662,962	\$ 219,251,197	\$ 39,514,985	\$ 144,299,956	\$ 12,689,002	\$ 4,611,515	\$ 497,610,591
Change in Fund Balance	\$ (5,418,336)	\$ 3,523,740	\$ -	\$ 1,000	\$ 7,508,719	\$ (26,095,784)	\$ (101,184,124)	\$ -	\$ -	\$ (121,664,785)



Budget

Budget Development

Budget Overview FY 2020/21

Policy Issues Addressed

Budget Calendar

Budget Assumptions - Revenues

Revenues/Sources by Fund

Expenditures/Uses by Fund

Adopted General Fund Budget

Three-Year Summaries by Fund





Budget Development

The budget is evaluated by a group composed of the Town Manager, Assistant Town Manager, Finance Director/Chief Financial Officer (CFO), Budget Administrator, department directors and three Town Council members acting as the Town Council Budget Committee. The Town Council Budget Committee makes recommendations for funding to the full Town Council. The major steps in preparation of the budget are:

- Council input on priorities through a Council Strategic Planning Session, underlying strategic plan and community input through citizen surveys
- Forecast revenue and fund balances
- Identify reserve/debt requirements
- Determine base staffing priorities
- Determine base expenditure levels
- Determine amount of supplemental requests that can be funded to ensure a balanced budget
- Present to Council's Budget Committee for review
- Present to full Council for review, tentative and final adoption

The budget process for the ensuing fiscal year typically begins in early December with necessary staff to complete a comprehensive long-range forecast of revenues. A meeting of all Town staff who are involved in the budget development process occurs in early January to discuss revenue forecasts and share base budget targets and assumptions.

Assumptions are developed during December based upon:

- Projected revenues for all revenue sources
- Estimated wage increases for staff
- Increases in Arizona State Retirement System contributions and/or health insurance
- Inflation rate nationally and in the local area
- Use of Consumer Price Index for additional inflationary factors
- The status of the local economy based upon data from the Arizona Department of Economic and Business Research

Estimates of projected state-shared revenues for the upcoming fiscal year are usually provided in lump sum figures from the state departments actually distributing the funds. These funds are distributed on a population basis.

An analysis of all factors results in a recommendation to the Town Manager of the growth and inflation factor, if any, that should be allotted to each department in order to maintain its base budget and provide the same level of service in the coming fiscal year. Queen Creek operates under home rule, so it is not limited by the State of Arizona's expenditure limit for local jurisdictions. The home rule, which requires voter-approval, sets the expenditures limit as the total expenditure budget adopted by Council. Queen Creek voters approved a four-year continuation of home rule in the August 2018 primary election. The FY 2020/21 budget is the second budget in the current approved four-year cycle.





Budget Development

Once confident with the revenue estimates, the next step is to analyze the anticipated expenditures for the upcoming year. These estimates are developed in the budget preparation phase and are based on the following considerations:

1. Departmental Key Result Areas (KRAs) as identified in the Town's Corporate Strategic Plan - these KRAs should be related to departmental/divisional performance measures.
2. The variety, type and level of services the Town wants to provide. This includes the maintenance or abandonment of current programs, as well as the initiation of any new services. The Town Council plays a significant role in these decisions and the core service analysis that departments analyze during the budget process are also useful.
3. A comprehensive price list is developed for anticipated costs on items in the general category of supplies and contractual services, including operating costs for infrastructure placed into service. This list includes costs for any new anticipated major capital expenditures since expenditures of this nature usually require a considerable amount of budget planning.
4. Known cost factors, including such items as debt service schedules, employee benefits increases such as contribution rates to employee pension and retirement funds, medical and dental insurance coverage premiums, changes to worker's compensation rates and other similar costs.
5. The main business of the Town is service, and service requires employees. The cost of employee salaries is one of the largest expenditures in the Town's budget. In 2014 Town Council voted to maintain a competitive compensation policy whereby employee base salary ranges are adjusted at the beginning of each fiscal year in relation to the Employment Cost Index (ECI).
6. Changes in employee fringe benefits includes any changes affecting vacation policy, overtime, holiday, health insurance and sick leave. Changes in any of these areas could affect expenditures.

Once this analysis is completed, priorities are set based on department needs to maintain current service levels and the revenues needed to accomplish them. If there is sufficient revenue over expenses, the decision may be made to fund new budget requests. Following several reviews with the Town Manager, Assistant Town Manager, Finance Director/CFO, Budget Administrator and department directors, the Town Manager presents a proposed balanced budget to the Town Council Budget Committee for review preceding submission to the full Town Council for consideration and approval.





Budget Overview FY 2020/21

The Town’s expenditure budget for FY 2020/21 is \$409.1 million. This budget includes appropriations for the General Fund of \$25.7 million, Emergency Services of \$23.9 million, HURF of \$4.8 million, and HPEC of \$1.3 million, collectively referred to as the Town’s Operating Budget. The Enterprise portion of the FY 2020/21 budget consists of the Water Fund at \$82.4 million, the Sewer Fund at \$4.9 million and Solid Waste at \$3.8 million. Capital Improvement Funds (CIP) total \$231.2 million. The remaining dollars that comprise the budget include appropriations for grants, special assessments, special districts, and debt service.

The FY 2020/21 budget was developed in the midst of an unprecedented economic upheaval caused by the COVID-19 pandemic. While it is too early to know the long-term impacts of the pandemic to the economy, the Town’s budget process remains committed to the Council’s strategic priorities identified in the Corporate Strategic Plan. Accordingly, the budget includes funding for a new Queen Creek Police Department, new staffing for the Town’s fifth fire station, and funding for acquisition of water resources, as follows:

- **Police Services:** The budget includes funding to hire a police chief and command staff, and to acquire the necessary software, hardware, equipment and fleet vehicles in anticipation of bringing on the new department in FY 2021/22. Also, the Budget includes four additional positions in information technology and fleet services to assist the new police department with initial start-up activities. The Town expects the transition to a new police department will take about 18 months.
- **Fire/EMS Staffing:** With permanent Fire Station #5 expected to be built and operational by late 2020, the budget includes funding for 15 new firefighters to staff this facility in the southeast section of the Town.
- **Acquisition of Water Rights:** An additional \$60 million is included in the budget for the potential acquisition of additional water rights and groundwater extinguishment credits. These water resources are critical to the Town’s long-term strategy to ensure an adequate water supply for Queen Creek’s future.

Overall, 23 new positions (Full-Time Equivalent, FTE) are included in the FY 2020/21 Budget:

Fire Captain (3.0 FTE)	Sr. Administrative Assistant - Police(1.0 FTE – Police)
Fire Engineer (3.0 FTE)	Fleet Mechanic – Police Support (1.0 FTE)
Firefighter (9.0 FTE)	IT Analyst – Police Support (1.0 FTE)
Police Chief (1.0 FTE)	IT Communications Tech – Police Support (1.0 FTE)
Police Lieutenant (2.0 FTE)	IT Project Manager & Security Analyst (1.0 FTE)

The ending Operating fund balance for FY 2020/21 is estimated to be \$42.2 million or 66% of Operating revenues, which remains well above the Council’s adopted Operating reserve policy of 25%.

Capital projects are also included in the FY 2020/21 budget. The transportation capital program comprises the largest capital program at \$100.5 million funded mostly from bond proceeds. The water and wastewater capital programs total \$46.2 million and \$40.6 million, respectively, and include a new debt issue of approximately \$90 million to pay for current and future CIP projects. The general capital program totals \$43.9 million for construction of two fire stations, a fire resource center, parks, and trails, all of which are funded through a combination of bond funds, impact fees, and operating funds.





The FY 2020/21 budget was adopted by the Mayor and Town Council on June 17, 2020.





Policy Issues FY 2020/21

During the development of the FY 2020/21 Budget, the following policy issues were addressed:

Issue/Link to CSP	Town Manager Recommendation
Police Services 	Include funding for creating a Queen Creek Police Department to replace the contract with the Maricopa County Sheriff’s Office.
Fire Department Staffing 	Provide funding for staffing Fire Station #5. This completes the build out of fire stations identified in the Fire/EMS Master Plan.
Transportation and Utility Infrastructure 	Provide resources through cash and debt financing to continue building roads, water and sewer infrastructure, fire stations, and trails to meet the needs of our fast-growing community.
Water Resources Acquisition 	Include funding for potential acquisition of Water Rights and/or Groundwater Exchange Credits in an effort to meet the Town’s 100-year water supply.





Budget Calendar

November 2019	
November 12	Budget Development Email From Budget Office Sent to Departments
November 19	Performance Measures Distributed to Departments
December 2019	
December 9	Department 5-Year Staffing Projections to Departments
December 10	Budget Development Kickoff with Department Directors
January 2020	
January 2	Department Capital Budgets Due
January 9	Department Base Operating Budgets and Staffing Projections Due
January 16	Department Performance Measures Due
February 2020	
February 13	Department Budgets / Budget Overview Due to Town Manager
February 18	Property Tax Forecast Due (County Assessor Valuation Received)
February 20	Post Required Public Notice of Increased Rates and Fees
February 20-27	Department Budget Reviews with Town Manager
February 28-29	Council Strategic Planning Session – Budget Policy Direction
March 2020	
March 5	Preliminary Changes to Recommended Budget Due Post to Website 60 Day Notice of Potential Increases to Taxes/Fees
March 13	League Estimate for State Shared Revenue Due
April 2020	
April 9	Final Changes to Recommended Budget Due
April 23	Town Manager Recommended Budget Released
May 2020	
May 11-12	Budget Committee Meetings
May 26	Tentative Budget Materials Due to Town Clerk for June 3, 2020 Council Meeting
June 2020	
June 3	Tentative Budget Presented to Council for Approval 1 st Truth in Taxation (TNT) Newspaper Ad Runs (14 Days Before TNT Hearing)
June 4	Post Tentative Budget Schedules on Town Website, Send Materials to Newspaper
June 8	Adopted Budget Materials Due to Town Clerk for June 17, 2020 Council Meeting
June 10	1 st Tentative Budget Newspaper Ad (Schedule A)
June 16	2 nd Tentative Budget Newspaper Ad (Schedule A)
June 17	Final Budget Adoption
June 18	Post Adopted Budget Schedules on Town Website
July 2020	
July 6	Property Tax Levy / SLIDs Materials Due to Town Clerk for July 15, 2020 Council Meeting
July 15	Primary Property Tax Levy and SLID Levies Presented to Council for Approval
July 16	Tax Levy Information Sent to Counties and Property Oversight Commission





Budget Assumptions - Revenues

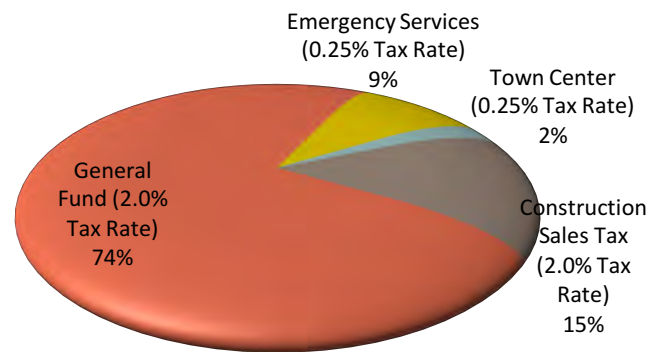
Queen Creek anticipates to collect revenue in FY 2020/21 equal to the amount necessary to pay the costs of operating and maintaining levels of service provided by the Town. Sales tax revenue forecasts are determined by a revenue trend analysis in conjunction with known commercial facilities opening and closing, as well as economic indicators available for the region and nation. The budgeted revenues for FY 2020/21 reflect economic uncertainty surrounding the COVID-19 pandemic. Based on growth projections, the total adopted FY 2020/21 sales tax is 34% lower than the revised FY 2019/20 budget. Construction sales tax is estimated to decrease by 48% for next year. The remaining sales tax base is projected to decrease by 25%.

Town Sales Tax – The Town collects sales tax revenues at a rate of 2.25%, of which 2.0% is dedicated to the General Fund and 0.25% to the Emergency Services Fund. In addition, the Town collects an additional 0.25% from transactions from major retail developments in the Town Center district, which is dedicated to the Town Center Fund for projects specific to this part of the Town. Town Sales tax accounts for 48% of the General Fund revenues in FY 2020/21.

Construction Sales Tax – In addition to the 2.25% sales tax, a 2.0% construction or contracting sales tax is collected specifically for the Capital Improvement Program (CIP) and is the revenue source for the Construction Sales Tax Fund. Revenue from construction activity is also based on trend analysis and the region’s anticipated economic factors. Approved Town projects will add to this revenue stream in the coming years. However, the majority of this revenue is generated by homebuilders. In recent history, single-family home construction constitutes approximately 73% of all construction sales tax revenue.

Sales Tax Category	FY 2020/21 Sales Tax Budget
Construction	\$8,796,387
Retail	12,530,000
Restaurants & Bars	1,876,000
Communications & Utilities	1,840,000
Real Estate, Rental & Leasing	1,886,443
All Other Categories	1,316,419
Total Town Sales Tax	\$ 28,245,249

Fund	FY 2020/21 Sales Tax Budget
General Fund (2.0% Tax Rate)	\$20,826,717
Emergency Services (0.25% Tax Rate)	2,614,141
Town Center (0.25% Tax Rate)	669,998
Construction Sales Tax (2.0% Construction Tax Rate)	4,134,393
Total Town Sales Tax	\$ 28,245,249

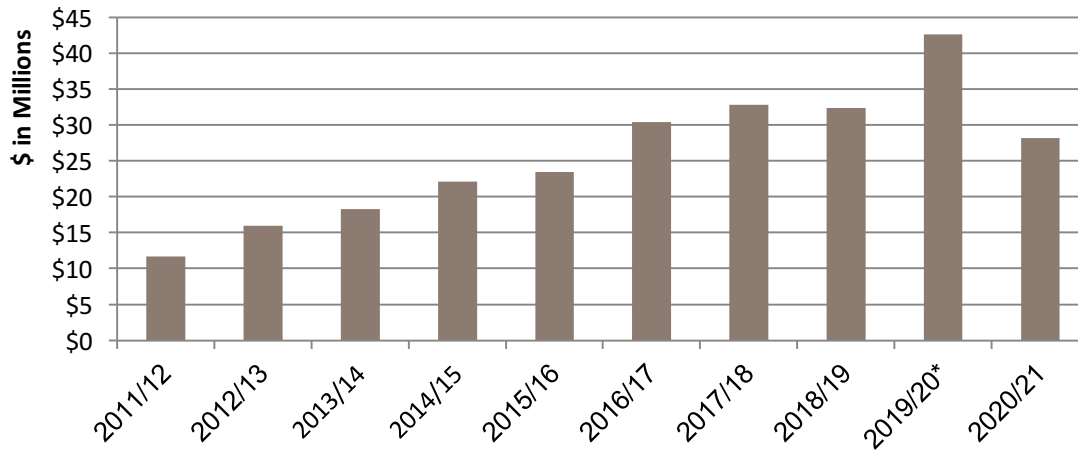




Budget Assumptions - Revenues

Sales Tax History/Projection - All Transactions				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected*	Actual % Change
2011/12	\$11,715,000	(5.6%)	\$11,700,710	13.0%
2012/13	11,358,000	(3.0%)	15,977,567	36.6%
2013/14	13,119,117	15.5%	18,294,821	14.5%
2014/15	18,777,000	43.1%	22,151,449	21.1%
2015/16	20,700,300	10.2%	23,450,410	5.9%
2016/17	25,069,480	21.1%	30,395,632	29.6%
2017/18	29,416,310	17.3%	32,799,384	7.9%
2018/19	29,042,730	(1.3%)	38,184,041	16.4%
2019/20	35,396,930	21.9%	42,655,538	11.7%
2020/21	28,245,249	(20.2%)	28,245,249	(33.8%)

Sales Tax History/Projection



*Revised Budget



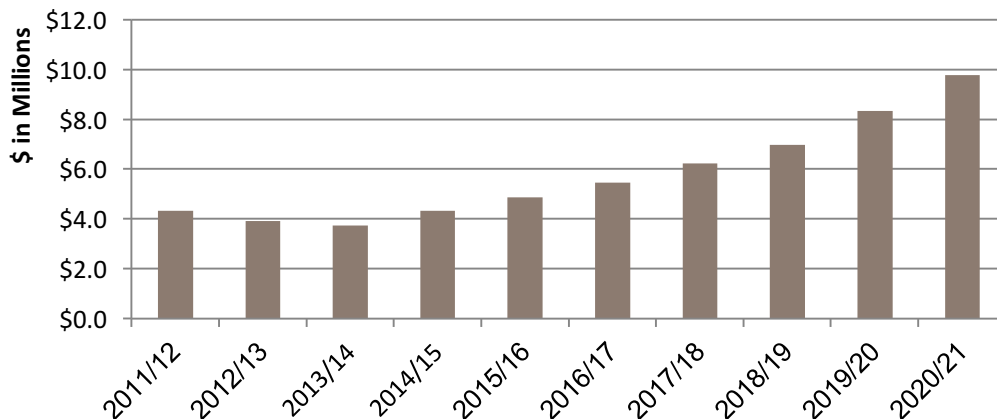


Budget Assumptions - Revenues

Property Tax – Beginning in FY 2007/08, the Town of Queen Creek began levying a primary ad valorem property tax for Public Safety uses at a rate not to exceed \$1.95 per \$100 of assessed limited property value. Property valuations are determined by the county. There are two parameters by which limited property valuations increase: appreciation and new construction. Appreciation is capped by state statute at 5% for properties with no physical change to the land or improvements, no change in land use, and were included in the previous year tax roll. Other increases to valuations that fall into the appreciation category are properties that have changed land use category or were subject to changes in existing improvements since the preceding valuation year. New construction increases capture new improvements to land – for example, new home or commercial construction on previously vacant land. Valuations associated with annexations are also included in new construction. For FY 2020/21, total limited property values are estimated to have increased by \$108M or 25% over FY 2019/20 of which \$46M or 11% is attributed to the annexation of the Encanterra subdivision (which equates to an additional \$836K in revenue), \$29M or 6% is appreciation in values (which equates to \$532K) and \$32.9 or 8% is attributed to new construction (which equates to \$600K). For FY 2020/21, the primary ad valorem property tax rate for Public Safety uses was set at a rate of \$1.8257 per \$100 of assessed limited property value.

Property Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected	Actual % Change
2011/12	\$4,216,000	(20.9%)	\$4,328,481	(19.2%)
2012/13	3,780,217	(10.3%)	3,917,854	(9.5%)
2013/14	3,628,882	(4.0%)	3,739,042	(4.6%)
2014/15	4,404,000	21.4%	4,323,971	15.6%
2015/16	4,769,000	8.3%	4,866,564	12.5%
2016/17	5,379,190	12.8%	5,462,547	12.3%
2017/18	6,189,464	15.1%	6,234,137	14.1%
2018/19	6,962,716	12.5%	7,022,388	12.6%
2019/20	8,343,197	19.8%	8,343,197	18.8%
2020/21	\$9,779,705	17.2%	\$9,779,705	17.2%

Property Tax History/Projection





Budget Assumptions - Revenues

Development Impact Fees – Development impact fees are collected with each building permit issued and may be spent only for specific capital expenses or debt service. These funds are restricted by Arizona law and may be spent only for the purpose defined in the fee ordinances. In 2011, Arizona’s Fiftieth Legislature passed Senate Bill 1525, which legislated a series of significant changes to the calculation, collection, and use of development fees. This legislation fundamentally moved away from the principle of new growth paying for itself, and shifted the burden of paying for this infrastructure on to existing residents and businesses. In addition, city and town councils previously had the ability to determine what constitutes “necessary public services” for their communities; the new bill now narrowly defines what these are allowed to include. The law took effect on January 1, 2012 and included a series of implementation dates, with a requirement that all development fee programs become fully compliant by August 1, 2014. In response to the established deadlines, the Town Council passed Resolution 892-11 on December 21, 2011, which dropped fees from \$15,007 to \$13,883 per single family home. The next change for development fees under SB 1525 went into effect August 1, 2014, further reducing the fees to \$6,794 from \$8,941 (excluding the wastewater fee, which has been replaced by a capacity fee). In 2018 and 2019, the Town collaborated with a focus group of stakeholders and consultants to further revise its impact fees. The new impact fees went into effect on February 10, 2020 and effectively increased fees per single family home from \$6,794 to \$7,365.

Revenues collected in this category are projected through a collaborative effort, working with Development Services to come to a consensus on the anticipated five-year projection. This process takes into consideration current data on all active and inactive subdivisions within the Town, as well as information in the planning and engineering pipelines, including information from the Economic Development group. New single-family housing units are projected at 700 for FY 2020/21. Five-year projections are conservatively based on a slight increase in single-family housing units as the housing sector recovers from the COVID-19 pandemic, while also considering current housing products that are building out and new subdivisions are in the planning stages. The Town is also anticipating moderate commercial building activity.

Capacity Fees – Capacity fees are one-time charges used to pay the proportionate share of costs for the utility infrastructure needed to support new growth. The fees are collected at the time of building permit issuance for residential, commercial, or other non-residential development. Because system development fees may only be charged within municipal boundaries per state statute and the Town’s water service area extends beyond Town limits, the Town opted to shift toward water and wastewater capacity charges in lieu of water and wastewater development fees in 2014. Following a capacity fee study conducted in FY 2018/19, Council voted to reduce capacity fees for both water and sewer from \$4,014 to \$2,382 and \$5,082 to \$2,901, respectively, per single family home. The new fees became effective on July 1, 2019. Similar to Development Impact Fees, revenues collected in this category are based on projected development and estimated system growth.

Building Revenue – A regression analysis is done on this very unpredictable revenue stream. Additional knowledge of housing sector and building community trends is sought monthly. Revenues collected in this category are projected through a collaborative effort, working with Development Services to come to a consensus on the anticipated five-year projection.

Utility User Fees - Solid Waste fees are based on the rate schedule that went into effect in fall 2013 and will not be changing in FY 2020/21 under the Town’s new Solid Waste contract. Regarding sewer user fees, a planned sewer usage cap is being delayed due to the current economic uncertainty and will be reconsidered next fiscal year. While no other changes to utility rates are planned at this time, a water rate study is underway and will be completed in FY 2020/21.





Budget Assumptions - Revenues

State-Shared Revenue – The State of Arizona distributes a portion of state income tax, sales tax, HURF and vehicle license tax to municipalities based on population. State shared sales tax and state shared income tax are included in the General Fund and for FY 2020/21, account for 30% of the General Fund revenues. As a result of newly developed distribution method, annually the state-shared proportion are recalculated based on Census estimates. This will eliminate the large jumps in revenue amounts every five years and smooth those increases out between official Census counts.

The Arizona Joint Legislative Budget Committee releases a four-sector projection annually for all state-shared revenues. Preliminary numbers are shared with municipalities each October with more accurate projections released each spring from the League of Arizona Cities and Towns. Both entities share long-term state projections for sales tax and income tax. This information is used in conjunction with Town trend analysis and other news and research on anticipated economic trends.



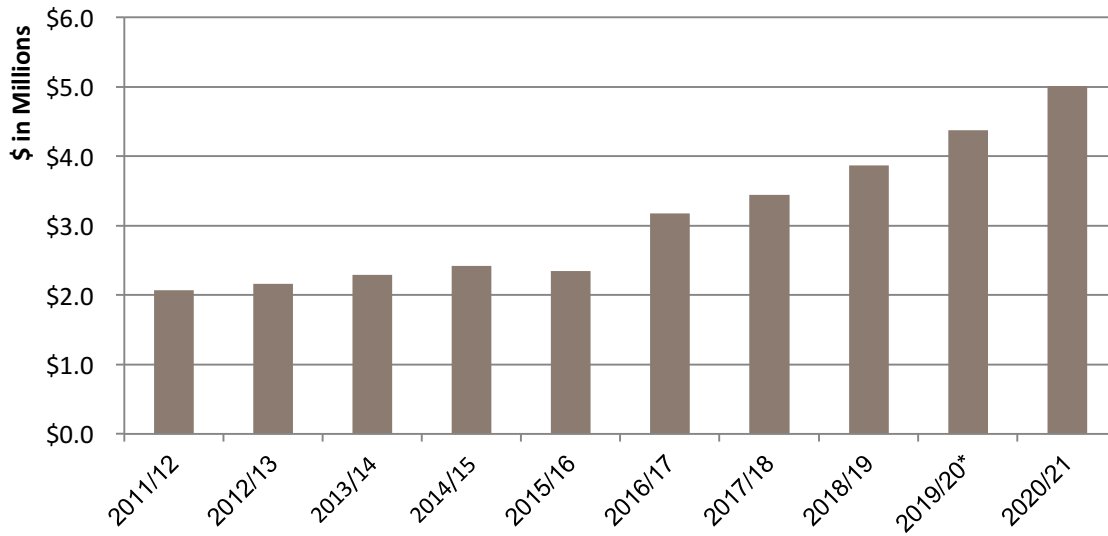


Budget Assumptions - Revenues

State-Shared Sales Tax - Cities and towns share in a portion of the 5.6% sales tax collected by the State. The distribution base (shared portion) varies by category. For example, retail sales is 40% shared and 60% non-shared (retained by the State). Of the shared portion, 25% is returned to incorporated cities and towns, 40.51% is returned to counties and 34.49% is returned to the State General Fund.

State-Shared Sales Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
2011/12	\$1,994,378	62.3%	\$2,068,235	56.5%
2012/13	2,204,313	10.5%	2,167,053	4.8%
2013/14	2,278,000	3.3%	2,298,195	6.1%
2014/15	2,382,000	4.6%	2,419,249	5.3%
2015/16	2,518,348	5.7%	2,349,301	(2.9%)
2016/17	3,258,371	29.4%	3,175,351	35.2%
2017/18	3,560,500	9.3%	3,442,520	8.4%
2018/19	3,871,400	8.7%	3,969,582	15.3%
2019/20	4,490,100	16.0%	4,378,658	10.3%
2020/21	\$5,011,800	11.6%	\$5,011,800	14.5%

State-Shared Sales Tax History/Projection



*Revised Budget



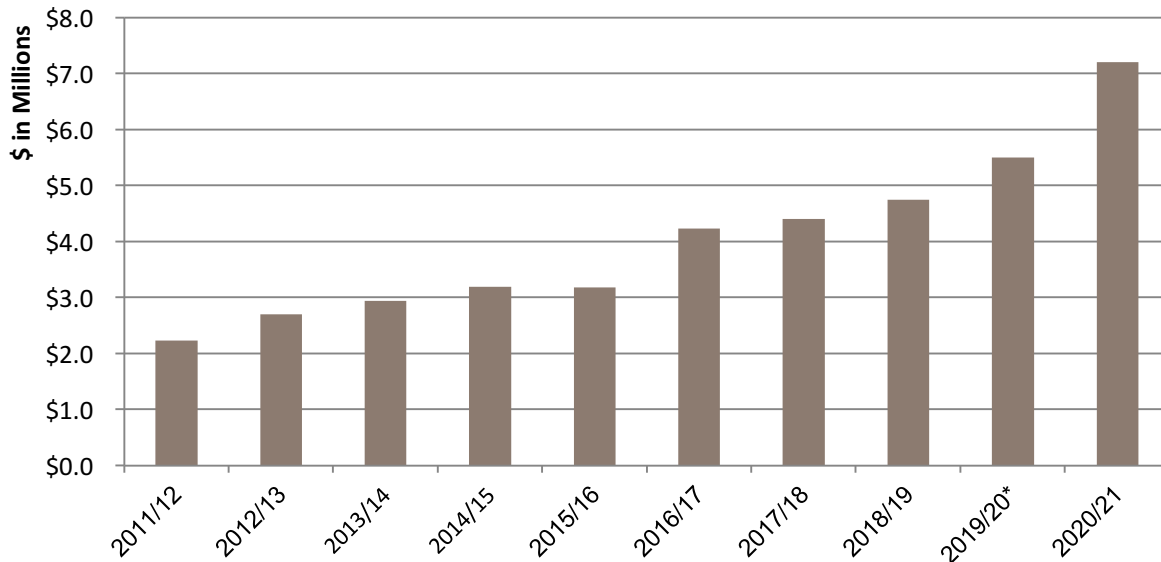


Budget Assumptions - Revenues

State-Shared Income Tax - Cities and towns in Arizona are prohibited from levying a local income tax; however, 15% of the state income tax collections are shared with the cities and towns. There is a two-year lag between the time citizens report income to the State and when the State remits shared income tax revenues to cities and towns.

State-Shared Income Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
2011/12	\$2,224,980	39.3%	\$2,224,888	39.3%
2012/13	2,692,475	21.0%	2,692,719	21.0%
2013/14	2,941,000	9.2%	2,938,268	9.1%
2014/15	3,191,000	8.5%	3,191,162	8.6%
2015/16	3,173,861	(0.5%)	3,173,861	(0.5%)
2016/17	4,235,175	33.4%	4,234,773	33.4%
2017/18	4,552,500	7.5%	4,399,985	3.9%
2018/19	4,699,000	3.2%	4,745,177	7.8%
2019/20	5,510,900	17.3%	5,496,252	15.8%
2020/21	\$7,200,700	30.7%	\$7,200,700	31.0%

State-Shared Income Tax History/Projection



*Revised Budget



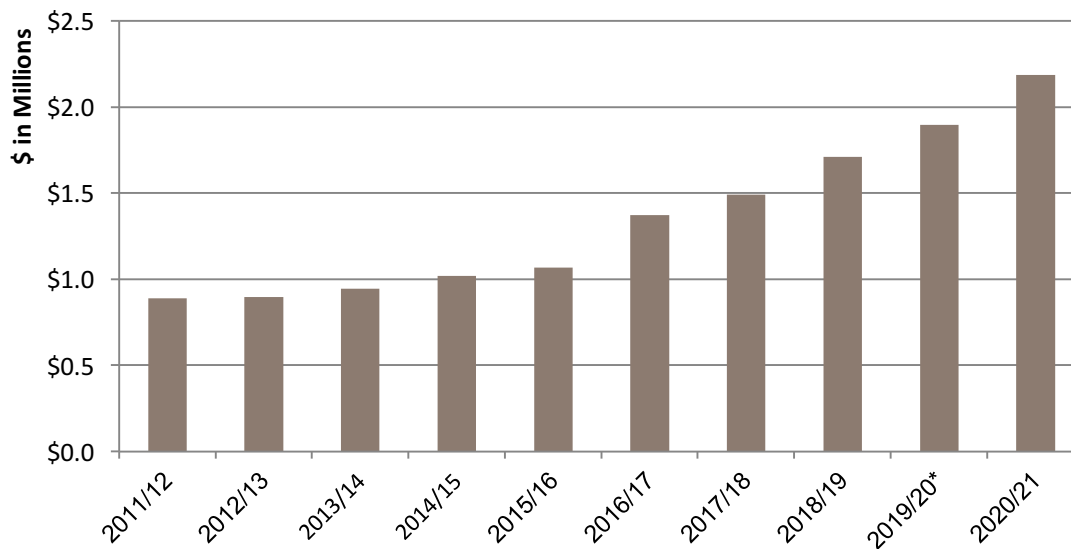


Budget Assumptions - Revenues

State-Shared Vehicle License Tax (VLT) – This tax is part of the vehicle license fees collected when registering a vehicle with the Arizona Department of Transportation. Twenty-five percent of the net revenues are distributed back to the cities and towns based on population. The only stipulation on the use of this revenue is that it must be spent on a public purpose. Prior to FY 2015/16, this revenue was recorded in the General Fund but is now recorded in the Highway User Revenue Fund (HURF).

State-Shared VLT History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
2011/12	\$888,969	55.9%	\$890,371	57.6%
2012/13	873,907	(1.7%)	895,188	0.5%
2013/14	879,000	0.6%	942,652	5.3%
2014/15	932,000	6.0%	1,018,304	8.0%
2015/16	1,041,872	11.8%	1,066,106	4.7%
2016/17	1,345,029	29.1%	1,370,993	28.6%
2017/18	1,441,000	7.1%	1,489,257	8.6%
2018/19	1,600,800	11.1%	1,708,391	14.7%
2019/20	1,804,700	12.7%	1,894,479	10.9%
2020/21	\$2,186,800	21.2%	\$2,186,800	15.4%

State Shared VLT History/Projection



*Revised Budget



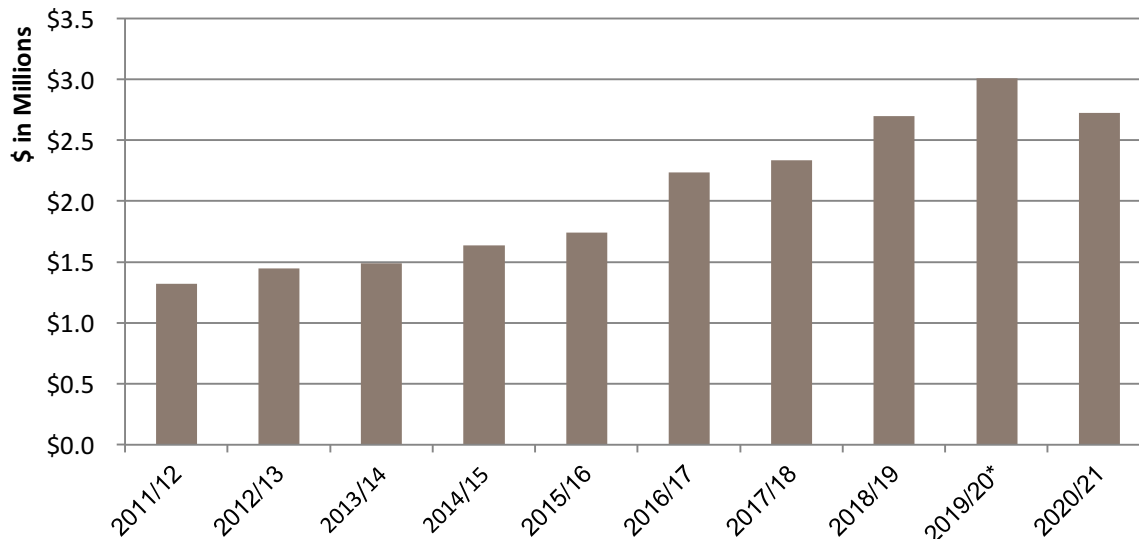


Budget Assumptions - Revenues

Highway User Revenue Fund (HURF) - The State of Arizona taxes motor fuels and collects a variety of fees and charges relating to the registration and operation of motor vehicles on the public highways of the state. 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. Revenues received by the Town must be used for expenditures in the right-of-way, including streets, sidewalks, curb and gutter, etc. These revenues fund a portion of the Town’s pavement maintenance plan.

HURF History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
2011/12	\$1,327,292	37.5%	\$1,323,269	31.7%
2012/13	1,483,531	11.8%	1,446,984	9.3%
2013/14	1,487,000	0.2%	1,492,216	3.1%
2014/15	1,500,000	0.9%	1,637,127	13.1%
2015/16	1,644,939	9.7%	1,742,531	6.4%
2016/17	2,091,787	27.2%	2,235,438	28.3%
2017/18	2,277,000	8.9%	2,336,392	4.5%
2018/19	2,531,700	11.2%	2,697,128	15.4%
2019/20	2,542,900	0.4%	3,011,676	11.7%
2020/21	\$2,725,200	7.2%	\$2,725,200	(9.5%)

HURF History/Projection



*Revised Budget





Revenues/Sources by Fund

Fund	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted	FY 2020/21 % of Total Budget
General Fund	\$46,524,899	\$44,971,180	\$49,584,490	\$40,864,277	14.2%
Sewer/Wastewater	19,131,655	7,244,570	9,184,971	7,609,634	2.6%
Waste Water – Capacity	6,217,537	2,718,192	4,690,041	1,949,540	0.7%
Waste Water – Capital	-	-	-	40,000,000	13.9%
Solid Waste	2,961,878	3,150,618	3,150,618	3,834,045	1.3%
Water Operating	25,414,241	75,871,105	74,731,514	85,278,486	29.7%
Water Debt Service	52	50,000,000	50,000,000	-	-%
Water – Capacity	6,170,761	2,268,067	4,670,579	2,075,526	0.7%
Water – Capital	-	-	-	50,000,000	17.4%
Drainage & Transportation	1,898,664	101,683,333	101,683,333	7,433,922	2.6%
General CIP	8,365	-	1,805,393	6,000,000	2.1%
Streets – HURF	4,435,595	4,371,200	4,929,755	4,935,600	1.7%
Town Center	2,218,127	1,046,830	1,046,830	770,348	0.3%
Street Lighting Districts	412,719	700,000	700,000	67,370	0.0%
Housing Rehab Fund	1,298	-	-	-	-%
Construction Sales Tax	7,552,166	4,888,900	7,920,000	4,134,393	1.4%
Parks & Open Space	5,053,876	3,128,994	5,702,693	2,609,550	0.9%
Town Buildings	738,502	98,415	581,170	83,330	0.0%
Transportation Dev Fees	2,127,454	2,121,906	2,432,715	1,975,820	0.7%
Library Development	994,674	175,392	814,881	150,920	0.1%
Public Safety Development	264,256	172,936	431,672	508,400	0.2%
Emergency Services	14,686,027	16,283,152	16,664,877	17,356,967	6.0%
Fire Development Fees	762,641	875,277	1,012,239	954,070	0.3%
Parks & Rec Trust Fund	235	-	-	-	-%
Community Events Fund	99,286	75,000	75,000	75,000	0.0%
Horseshoe Park Equestrian Ctr.	611,862	757,500	757,500	431,193	0.2%
Grants	528,004	2,000,000	2,000,000	2,000,000	0.7%
Special Assess. Improvement	1,707,069	1,735,253	1,735,235	1,736,651	0.6%
Medical Self-Insurance	4,390,040	4,430,949	4,430,949	4,611,515	1.6%
Sub-Total Revenues	\$154,911,884	\$330,768,751	\$349,238,484	\$287,446,557	100.0%
Inter-fund Transfers **	186,377,600	83,367,250	88,844,779	88,499,249	
Total Sources	\$341,289,484	\$414,136,001	\$438,083,263	\$375,945,806	

* Grant funding is placed in the budget to account for any unanticipated grant awards

** Inter-fund Transfers are used to cover debt service, operating expenditures and one-time capital improvements in Development Fee Funds, Capital Funds and Special Revenue/Public Safety Funds.





Expenditures/Uses by Fund

Fund	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted	FY 2020/21 % of Total Budget
General Fund	23,254,488	25,356,121	28,326,916	25,577,989	6.3%
Wastewater/Sewer	38,798,336	43,152,759	42,898,909	45,878,587	11.2%
Solid Waste	2,786,461	3,371,202	3,538,202	3,834,045	0.9%
Water	86,934,913	192,876,876	192,876,876	134,274,997	32.8%
Drainage & Transportation	24,565,638	121,883,321	116,824,864	100,359,623	24.5%
General CIP	2,406,015	10,970,774	16,375,593	43,940,333	10.7%
Construction Sales Tax	356,679	317,900	317,900	146,147	-%
Streets Program – HURF	5,391,571	5,601,257	5,701,869	4,768,890	1.2%
Streets & Roads - LTAF	-	-	-	-	-%
Town Center	230,582	874,900	1,184,853	1,146,441	0.3%
Street Light Districts	597,404	700,000	700,000	181,600	-%
Parks, Open Space Rec.	4,510,929	6,090,148	4,550,610	-	-%
Town Building & Vehicles	1,294	-	-	-	-%
Transportation Development	347,524	-	-	-	-%
Library Development	2,088	-	-	-	-%
Public Safety Development	17,532	-	19,568	-	-%
Emergency Services	16,284,277	20,161,570	20,757,351	23,905,600	5.8%
Fire Development	17,532	-	19,568	-	-%
Community Events	105,779	165,000	165,000	165,000	-%
Horseshoe Park	1,445,266	1,587,453	1,916,302	1,368,777	0.3%
Grants	528,004	2,000,000	2,000,000	6,262,796	1.5%
Special Assessment	1,884,799	1,735,235	1,735,235	1,736,651	0.4%
Debt Service	7,803,661	9,894,201	8,649,201	10,952,351	2.7%
Healthcare Self-Insurance	4,716,494	4,160,101	4,160,101	4,611,515	1.1%
Actual/Adopted Expenditures	\$222,987,266	\$450,083,619	\$452,718,918	\$409,111,342	100%
Inter-fund Transfers *	186,377,600	80,358,655	85,924,779	88,499,249	
Total Uses	\$409,364,865	530,442,274	538,643,697	497,610,591	

* Inter-fund Transfers are used to cover debt service, operating expenditures and one-time capital improvements in development fee funds, capital funds and public safety funds where revenues are projected to be less than budgeted obligations.





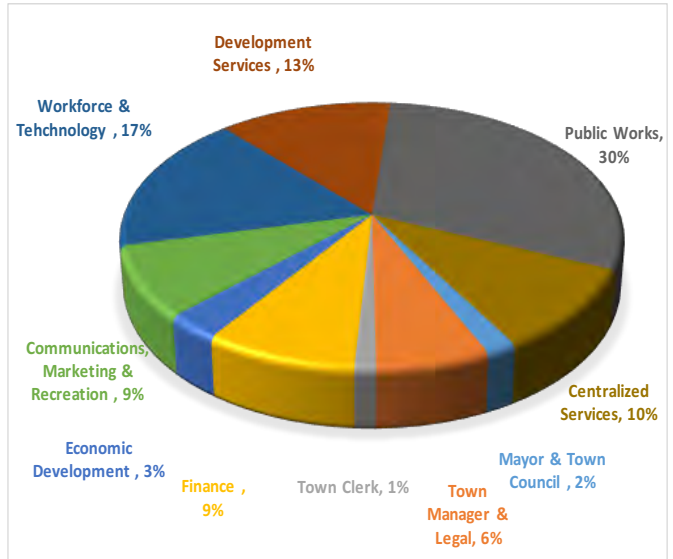
Adopted General Fund Budget

The FY 2020/21 General Fund is budgeted at \$25.6 million excluding inter-fund transfers. This is a decrease of \$2.2 million, mainly the result of removing one time budget included in FY 2019/20. The inter-fund transfers for public safety, debt service, capital improvement programs and various other approved programs amount to \$20.7 million for FY 2020/21, \$11.8 million of which is for operational funding of the Fire/EMS, HURF, and HPEC funds. The remaining \$8.9 million is related to the funding for capital infrastructure improvements and debt service.

Departments by Dollars

Department	Budget Amount
Mayor and Town Council	\$ 439,120
Town Manager & Legal Services	1,633,570
Town Clerk	306,598
Finance	2,203,392
Economic Development	790,833
Communications, Marketing & Recreation Services	2,212,438
Workforce & Technology	4,364,109
Development Services	3,319,502
Public Works	7,714,677
Centralized Services	2,593,750
Adopted Expenditures	\$ 25,577,989
Inter-fund Transfers	20,704,624
Total Uses	\$ 46,282,613

Departments by Percentage



Historical General Fund Expenditures and Inter-fund Transfers

	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Expenditures	24,164,280	21,825,923	23,254,488	28,326,916	25,577,989
Inter-fund Transfers	26,215,320	9,733,572	19,106,957	18,067,489	20,704,624
Total	\$50,379,600	\$31,559,494	\$42,361,444	\$46,394,405	\$46,282,613

Historical General Fund Expenditures by Type

Expenditure Type	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Salaries & Fringes	\$10,678,240	\$11,668,207	\$12,831,677	\$14,724,720	\$14,768,558
Supplies & Services	5,965,274	6,942,626	7,533,427	10,618,196	9,480,331
Capital	265,459	394,345	784,136	1,741,000	829,000
Operating Projects	308,108	593,380	454,817	167,700	-
Transportation Development	6,947,199	2,227,365	1,650,431	1,075,400	-
Reserves/Contingency	-	-	-	-	500,000
Expenditure Total	\$24,164,280	\$21,825,923	\$23,254,488	\$28,326,916	\$25,577,989
Inter-fund Transfers	26,215,320	9,733,572	19,108,833	18,067,489	20,704,624
Total Uses	\$50,379,600	\$31,559,494	\$42,363,321	\$46,394,405	\$46,282,613





Three-Year Summaries by Fund Types

General Fund

General Fund pays for the daily operations of Queen Creek government including the majority of staff salaries and benefits, and maintenance and operating expenditures related to Town services and programs.

Funding Sources	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Local Sales Tax	\$ 26,493,016	\$26,224,200	\$29,993,300	\$20,826,717
State Shared Revenues	8,714,759	10,001,000	9,874,910	12,212,500
Charges for Services	9,581,874	7,841,880	8,652,180	6,719,060
Interest Income	768,115	266,800	426,800	472,000
Franchise/License Fees	423,428	434,500	434,500	445,000
License & Permits	95,053	99,300	99,300	85,500
Miscellaneous	448,654	103,500	103,500	103,500
Subtotal Revenues	\$46,524,899	\$44,971,180	\$49,584,490	\$40,864,277
Inter-fund Transfers	13,544	-	-	-
Total Revenues & Other Financing Sources	\$46,538,443	\$44,971,180	\$49,584,490	\$40,864,277

Expenditures/Uses	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
General Government	\$12,325,170	\$12,807,295	\$14,094,795	\$11,913,677
Public Works*	5,645,332	5,789,874	8,211,947	7,714,677
Development Services	3,068,437	3,504,044	3,534,822	3,319,502
Economic Development	836,420	902,931	902,931	790,833
Parks/Recreation Services	1,379,129	1,403,197	1,582,422	1,339,300
Contingency	-	948,780	-	500,000
Adopted/Actual Expenditures	\$23,254,488	\$25,356,121	\$28,326,916	\$25,577,989
Inter-fund Transfers	19,106,957	15,829,804	18,067,489	20,704,624
Total Expenditures & Other Uses	\$42,361,444	\$41,185,925	\$46,394,405	\$46,282,613

<i>Beginning Fund Balance</i>	\$41,455,204	\$44,645,289
<i>Projected Ending Fund Balance</i>	\$44,645,289	\$39,226,953

Change in Fund Balance (\$5,418,336)

* Excludes Parks and Grounds Maintenance, which is reported under Parks/Recreation Services on this schedule.





Three-Year Summaries by Fund Types

Emergency Services

A 0.25% sales tax and dedicated primary property tax (\$1.9k/\$100 assessed value) help pay for fire and Maricopa County Sheriff's Office services in the community. Effective with the FY 2020/21 Budget, the creation of the Town's first stand-alone police department is included, as the Town is transitioning away from contracted law enforcement with the Maricopa County Sheriff. Despite rising assessed values, property tax collections revenues are not able to keep pace with rising expenditures. The creation of a county island fire district has alleviated some of the shortfall in this fund.

Funding Sources	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Local Taxes	\$3,311,625	\$3,278,000	\$3,770,100	\$2,614,141
Property Taxes	7,022,389	8,343,197	8,343,197	9,779,705
Utility ROI Dedicated to Public Safety	2,401,780	2,835,055	2,763,269	3,034,871
Fire District Revenue	1,473,447	1,493,400	1,419,731	1,445,000
Charges for Services	140,025	92,800	92,800	109,250
PSPRS Premium Tax Credit	120,643	102,000	137,080	144,000
Reimbursements	19,655	73,400	73,400	75,000
Miscellaneous	176,453	65,300	65,300	155,000
Subtotal Revenues	14,686,027	16,283,152	16,664,877	17,356,967
Inter-fund Transfers	2,150,434	5,006,018	5,246,443	10,432,373
Total Revenues & Other Financing Sources	\$16,836,461	\$21,289,170	\$21,911,320	27,789,340

Expenditures/Uses	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Police	\$ 6,429,080	\$8,293,582	\$ 8,385,403	\$10,873,451
Fire & Medical	9,855,197	11,534,468	12,371,948	13,032,149
Contingency	-	333,520	-	-
Actual/Adopted Expenditures	\$16,284,277	\$20,161,570	\$20,757,351	\$23,905,600
Inter-fund Transfers	788,351	1,080,000	1,153,969	360,000
Total Expenditures & Other Uses	\$17,072,628	\$21,241,570	\$21,911,320	\$24,265,600

<i>Beginning Fund Balance</i>		\$ 0	\$ 0
<i>Projected Ending Fund Balance</i>		\$ 0	\$3,523,740
		<i>Change in Fund Balance</i>	\$ 3,523,740





Three-Year Summaries by Fund Types

Special Revenue

The majority of funds captured within Special Revenue Funds are Development Fee Funds. Also included in Special Revenue Funds are HURF, Construction Sales Tax Fund, the Town Center Fund, Horseshoe Park and Equestrian Centre, and the Town Street Light Improvement Districts (SLIDs) The Town currently has six development fee funds: Parks, Town Buildings and Vehicles, Transportation, Library, Public Safety, and Fire.

Funding Sources	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Local Taxes	\$8,214,685	\$1,005,830	\$8,925,830	\$4,804,391
State Shared Revenues	4,429,698	4,371,200	4,929,755	4,935,600
Charges for Services/User Fees	598,779	776,400	776,400	524,043
Interest Income	34,064	88,750	88,750	1,500
Contributions/Grants	1,926,929	2,000,000	2,000,000	2,124,570
Miscellaneous	185,367	370,840	370,840	75,000
Development Fees	9,672,092	6,209,330	10,611,780	6,162,520
Special Assessments	408,436	700,000	700,000	67,370
Property Sale Proceeds	-	-	-	-
Bond/Loan Proceeds	2,351	1,100	22,179,350	1,000
Subtotal Revenues	\$25,472,400	\$15,523,450	\$50,582,705	\$18,695,994
Inter-fund Transfers	5,694,608	3,228,458	3,308,458	1,419,930
Total Revenues & Other Financing Sources	\$31,167,008	\$18,751,908	\$53,891,163	\$20,115,924

Expenditures/Uses	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Public Safety	\$ 17,532	-	\$ 19,568	\$ -
Fire Development Fee Fund	17,532	-	19,568	-
Public Works/Transportation	6,095,773	5,919,157	6,019,769	4,915,037
Parks/Recreation Services	6,064,062	7,842,601	6,631,912	1,533,777
Town Building/Vehicle Dev Fund	1,294	-	-	-
Municipal Town Center	230,582	874,900	1,184,853	1,146,441
Streetlight Improvement District	597,404	700,000	700,000	181,600
Grants	528,004	2,000,000	2,000,000	6,262,796
Actual/Adopted Expenditures	\$ 13,552,184	\$17,336,658	\$16,575,670	\$14,039,651
Inter-fund Transfers	20,291,190	17,502,739	20,757,209	32,171,057
Total Expenditures & Other Uses	\$ 33,843,374	\$34,839,397	\$37,332,879	\$46,210,708
Allowance for Unexpended			(\$6,810,145)	
<i>Beginning Fund Balance</i>			\$ 15,975,874	\$ 39,344,303
<i>Projected Ending Fund Balance</i>			\$ 39,344,303	\$ 13,249,519

Change in Fund Balance (\$26,094,784)





Three-Year Summaries by Fund Types

Debt Service and Capital

The funds reported here include Drainage and Transportation capital improvement projects as well as Public Safety and General Government capital improvement projects. Construction sales tax revenue is reported under Special Revenue Funds and is transferred into the Drainage and Transportation Fund to pay for eligible projects. Debt service on the Town's debt issued to pay for capital improvement projects is also included here.

Funding Sources	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Reimbursements	\$ 277,067	\$11,683,333	\$11,683,333	\$7,433,922
Interest Income	-	-	-	-
Contributions/Grants	15,613	-	-	-
Special Assessments	1,707,069	1,735,235	1,735,235	1,736,651
Loan/Bond Proceeds	-	25,000,000	40,873,663	-
Other		65,000,000	65,000,000	
Misc.	8,365	-	1,805,393	6,000,000
Subtotal Revenues	\$2,008,113	\$103,418,568	\$121,097,624	\$15,170,573
Inter-fund Transfers	38,032,819	19,257,940	33,086,220	40,634,261
Total Revenues & Other Financing Sources	\$ 40,040,932	\$122,676,508	\$154,183,844	\$55,804,834

Expenditures/Uses	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Drainage and Transportation	\$24,565,638	\$121,717,629	\$117,274,864	\$100,359,623
General Government	830,407	6,970,774	6,650,643	20,741,333
Public Safety	1,575,608	4,000,000	7,724,950	23,199,000
Debt Service	9,688,460	11,795,128	10,384,436	12,689,002
Actual/Adopted Expenditures	\$36,660,113	\$144,483,531	\$142,034,893	\$156,988,958
Inter-fund Transfers	-	591,578	591,578	-
Total Expenditures & Other Uses	\$36,660,113	\$145,075,109	\$142,626,471	\$156,988,958
Allowance for Unexpended			(\$95,671,973)	
<i>Beginning Fund Balance</i>			\$ 41,593,767	\$148,823,113
<i>Projected Ending Fund Balance</i>			\$148,823,113	\$ 47,638,989

Change in Fund Balance (\$101,184,124)





Three-Year Summaries by Fund Types

Enterprise Funds

Enterprise Funds for the Town include Water, Sewer, and Solid Waste services. It is intended that all expenditures necessary, including capital and debt service costs, are captured in the fees related to the utility.

Funding Sources	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Interest Income	\$ 969,505	\$ 684,152	\$ 684,152	\$ 345,618
Miscellaneous	6,889	17,343	17,343	11,968
Charges for Services	344,879	365,756	365,756	419,102
Reimbursements	17,377	21,899	21,899	17,377
Capacity Fees	12,113,698	4,831,259	9,205,620	3,836,595
Bond/Loan Proceeds	-	50,000,000	100,000,000	150,000,000
User Fees	33,480,185	35,332,143	34,634,982	36,108,621
Subtotal Revenues	\$46,932,534	\$91,252,552	\$144,929,752	\$190,739,281
Inter-fund Transfers	140,486,195	45,354,534	47,444,083	36,012,685
Total Revenues & Other Financing Sources	\$187,418,729	\$136,607,086	\$192,373,835	\$226,751,966

Expenditures/Uses	FY 2018/19 Actual	FY 2019/20 Adopted	FY 2019/20 Revised	FY 2020/21 Adopted
Sewer Operating*	\$27,272,335	\$4,488,642	\$4,361,762	\$5,282,874
Sewer Capital	11,526,002	\$18,238,245	\$37,030,707	9,152,918
Water Operating*	71,818,670	129,507,926	130,702,254	87,373,021
Water Capital	15,116,243	18,348,724	44,521,239	13,141,002
Solid Waste	2,786,461	3,371,202	3,538,202	3,834,045
Operating Contingency	-	699,747	197,564	718,538
CIP Carry Forward/Contingency		63,931,152	18,962,260	64,485,231
Actual/Adopted Expenditures	\$128,519,711	\$238,585,638	\$239,313,987	\$183,987,629
Inter-fund Transfers	129,301,589	45,354,534	45,354,534	35,263,568
Total Expenditures & Other Uses	\$257,821,299	\$283,940,172	\$284,668,521	\$ 219,251,197
Allowance for Unexpended			(\$59,485,231)	
<i>Beginning Fund Balance</i>			<i>\$ (373,135)</i>	<i>(\$33,182,590)</i>
<i>Projected Ending Fund Balance</i>			<i>(\$33,182,590)</i>	<i>(\$25,681,821)</i>

Change in Fund Balance \$ 7,508,719

* includes Debt Service





Reserves/Fund Balances

Fund balances are the result of sources exceeding uses over time. Fund balances of the governmental funds are reported separately within classifications based on a hierarchy of the constraints placed on the use of those resources. The classifications are based on the relative strength of the constraints that control how the specific amounts can be spent. Per Town Council policy, specific approval is required to spend fund balance.

Fund Balance	FY 2016/17 Actual Year End	FY 2017/18 Actual Year End	FY 2018/19 Actual Year End
General Fund	\$ 17,600,360	\$ 35,578,560	\$41,455,204
Development Fee Funds	22,805,223	15,212,726	14,617,829
Emergency Services Fund	539,493	326,906	0
Improvement District Debt Service	326,216	160,812	(16,917)
Drainage & Transportation Fund	7,338,718	53,493,362	41,522,235
General CIP Fund	-	1,077,551	81,385
HURF	1,629,995	244,318	0
LTAf	596,696	423,850	423,850
Municipal Town Center Fund	1,908,853	593,626	598,261
SLIDs	89,134	329,047	130,806
Other Non-Major Govt Funds	1,377,043	1,747,090	212,192
Total	\$54,211,731	\$111,187,848	\$99,024,845

Fund Balance	FY 2019/20 Projected Year End	FY 2020/21 Projected Year End	Increase/ (Decrease)
General Fund	\$44,645,289	\$39,226,953	(\$5,418,336)
Development Fee Funds	32,644,385	14,426,765	(18,217,620)
Emergency Services Fund	0	3,523,740	3,523,740
Improvement District Debt Service	0	0	0
Drainage & Transportation Fund	126,073,270	47,228,028	(78,845,242)
General CIP Fund	22,747,779	408,897	(22,338,882)
HURF	507,943	507,943	0
LTAf	298,850	298,850	0
Municipal Town Center Fund	943,004	168,036	(774,968)
SLIDs	130,806	16,576	(114,230)
Other Non-Major Govt Funds	4,821,379	(2,166,587)	(6,987,966)
Total	\$232,812,705	\$103,639,201	(\$129,173,504)



Programs

How to Use this Section

Expenditure Glossary

Town Programs & Performance Overview

Departments - Descriptions, Missions, Objectives, Budget, Staffing, Organizational Chart, Performance & Analysis

Mayor & Town Council

Town Manager & Legal

Town Clerk

Finance

Workforce & Technology

Communications, Marketing & Recreation

Economic Development

Development Services

Public Works

Utility Services Department

Public Safety

Fire & Emergency Medical Services

Police Services

Centralized Services





How to Use This Section

How to Use This Section

The following provides a breakdown of the information provided for each operating department in the Town.

Department Org Chart showing FTE

If no FTE is indicated for a position then it is budgeted elsewhere, but has functional reporting in this department; shared positions are noted

Describes services and divisions within department

Describes departmental purpose

Economic Development

Assistant Town Manager

Director 1.0 FTE

- Sr. Admin Assistant 1.0 FTE
- Real Estate & Right of Way Coord. 1.0 FTE
- Economic Dev. Coordinator 1.0 FTE
- Downtown Dev. Manager 1.0 FTE
- HPEC General Manager 1.0 FTE
 - Sr. Admin Assistant 1.0 FTE
 - M&O Supervisor 1.0 FTE
 - M&O Specialist 4.0 FTE

Position partially funded:
0.4 FTE Enterprise
0.4 FTE CIP
0.2 FTE General

Department Description and Programs

The Economic Development Department consists of two divisions: Economic Development and Horseshoe Park and Equestrian Centre (HPEC). The Economic Development Division is responsible for business attraction, retention and expansion, as well as the promotion of opportunities available for private investment in the community.

The Real Estate division is responsible for all aspects of real estate activity within the Town, including capital improvement and utility project property acquisitions, managing leases on Town-owned property, and assisting with the sale of Town-owned property.

The HPEC division is responsible for the management of HPEC, including event planning and coordination, promoter relations and facility maintenance.

Department Mission

The goal of the Economic Development Department is to provide for the long-term economic sustainability of the community through a comprehensive and coordinated program of economic development, which includes business attraction, retention and expansion, real estate activities, event development and tourism activities.

Town of Queen Creek, Arizona





How to Use This Section

Indicates link to Corporate Strategic Plan Strategic Priorities

Indicates specifically what the department aims to achieve this fiscal year

Summarizes the full-time equivalents by division within the department and provides details regarding the FTE changes.

Economic Development

Strategic Priorities

- Secure Future** (Icon: Bar chart)
- Quality Lifestyle** (Icon: Family)

FY 2020/21 Objectives

- Implement strategies outlined in the Economic Development Strategic Plan focusing on business development, entrepreneurship, agritainment/destination tourism, economic foundations and enhanced marketing and promotion.
- Enhance opportunities for business success and the Town as a premier investment choice within the region. Proactively market the Town as the place for new business investment and job creation; actively market existing businesses to residents.
- Implement the key action items identified in the adopted Town Center Plan. Generate more economic synergy within the Town Center, and enhance the sense of place by attracting additional investment.
- Assist with the real estate activities associated with key capital improvement and utility projects.

Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Economic Development	5.00	5.00	5.00	5.00	5.00
Horseshoe Park Equestrian Center	7.00	7.00	7.00	7.00	7.00
Department FTE	12.00	12.00	12.00	12.00	12.00

FTE Changes
No staffing changes are included for FY 2020/21.

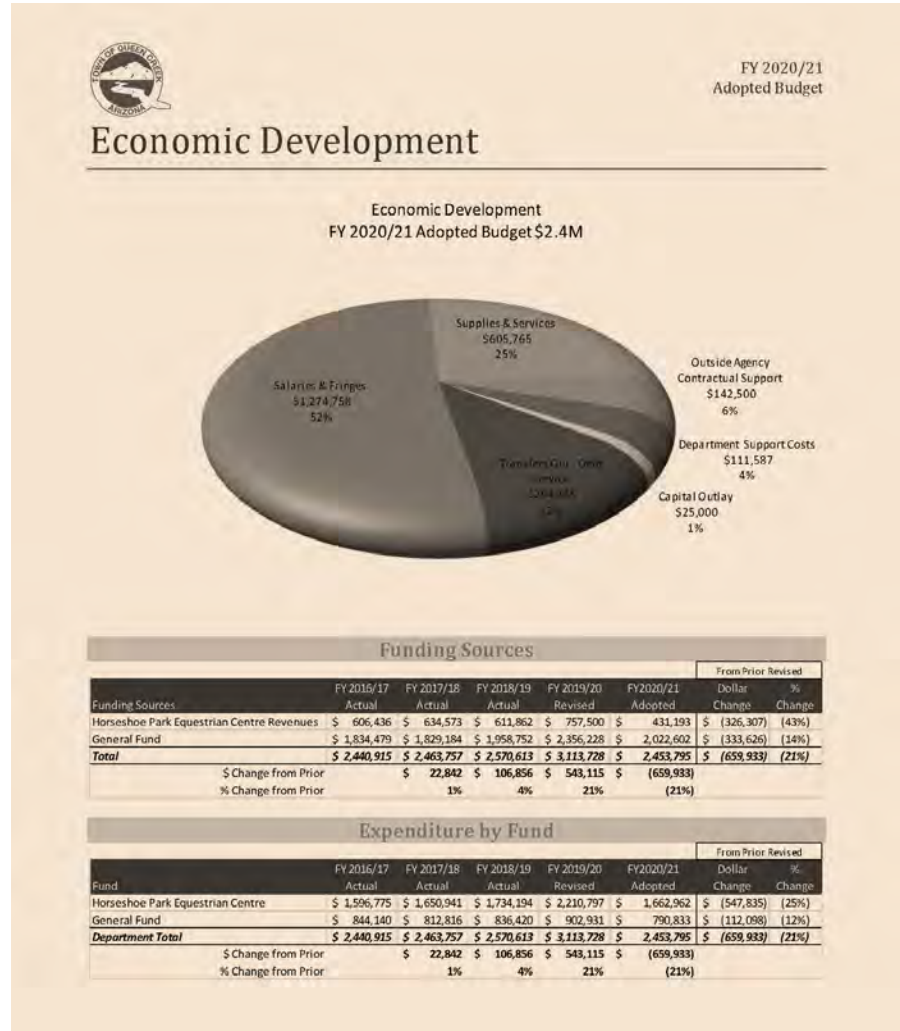




How to Use This Section

Provides graphical breakdown of department expenditure by type

Highlights funding source for departments that span multiple funds





How to Use This Section

Provides detail by expenditure type for the department – Refer to the Glossary in this section for a description of the expenditure types

Provides totals by division within the department

FY 2020/21
Adopted Budget

Economic Development

Expenditure by Type						From Prior Revised	
Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 1,172,779	\$ 1,155,939	\$ 1,217,550	\$ 1,282,095	\$ 1,274,758	\$ (7,337)	(1%)
Supplies & Services	\$ 526,286	\$ 590,166	\$ 572,219	\$ 616,771	\$ 605,765	\$ (11,006)	(2%)
Outside Agency Contractual Support	\$ 210,000	\$ 210,000	\$ 210,023	\$ 210,000	\$ 142,500	\$ (67,500)	(32%)
Department Support Costs	\$ 174,273	\$ 173,054	\$ 107,730	\$ 109,459	\$ 111,587	\$ 2,128	2%
Capital Outlay	\$ 146,625	\$ 11,708	\$ 174,164	\$ 573,158	\$ 25,000	\$ (548,158)	(96%)
Contingency	\$ -	\$ -	\$ -	\$ 27,750	\$ -	\$ (27,750)	(100%)
Subtotal Expenses	\$ 2,229,963	\$ 2,140,877	\$ 2,281,685	\$ 2,819,233	\$ 2,159,610	\$ (659,623)	(23%)
Transfers Out - Debt Service	\$ 210,952	\$ 322,880	\$ 288,928	\$ 294,495	\$ 294,185	\$ (310)	(0%)
Department Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
\$ Change from Prior		\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
% Change from Prior		1%	4%	21%	(21%)		

Expenditure by Division						From Prior Revised	
Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	Dollar Change	% Change
Economic Development	\$ 844,140	\$ 812,816	\$ 836,420	\$ 902,931	\$ 790,833	\$ (112,098)	(12%)
Horseshoe Park Equestrian Centre	\$ 1,596,775	\$ 1,650,941	\$ 1,734,194	\$ 2,210,797	\$ 1,662,962	\$ (547,835)	(25%)
Department Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
\$ Change from Prior		\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
% Change from Prior		1%	4%	21%	(21%)		



How to Use This Section

Provides detail by expenditure type for each division within the department

Describes significant changes to the budget since last fiscal year



Economic Development

Operating Expenditures - Economic Development

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 539,553	\$ 508,508	\$ 543,362	\$ 576,796	\$ 578,563	\$ 1,767	0%
Supplies & Services	\$ 94,588	\$ 94,308	\$ 83,035	\$ 116,135	\$ 69,770	\$ (46,365)	(40%)
Outside Agency Contractual Support	\$ 210,000	\$ 210,000	\$ 210,023	\$ 210,000	\$ 142,500	\$ (67,500)	(32%)
Division Total	\$ 844,140	\$ 812,816	\$ 836,420	\$ 902,931	\$ 790,833	\$ (112,098)	(12%)
	\$ Change from Prior	\$ (31,324)	\$ 23,604	\$ 66,511	\$ (112,098)		
	% Change from Prior	(4%)	3%	8%	(12%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY 2020/21 Economic Development division reflects a net decrease of \$46K (or 40%).

To align more with actuals, a decrease totaling \$4.2K reflects in the subscription, and software line items. Because of the Covid-19 pandemic, Economic Development has identified additional budget reductions totaling a \$42.9K affecting professional development, membership dues, and advertising within general services. Alternatively, the community outreach line reflects a slight increase (\$1K) to ensure supplies are in place for a number of localized commissions, workshops and meetings had by the Economic Development team.

Outside Agency Contractual Support:


This category reflects the amount of support the Town of Queen Creek provides the Queen Creek Performing Arts Center (\$135K), and the Queen Creek Chamber of Commerce (\$75K). Because of the Covid-19 pandemic, funding for the Performing Arts Center has been reduced by 50% (\$67.5) based on the assumption services will be on hold, or greatly reduced for the first half of the fiscal year.





How to Use This Section

Provides performance metrics detail for the division and the linkage to Key Result Areas of the Corporate Strategic Plan



FY 2020/21
Adopted Budget

Economic Development

Program Performance - Economic Development

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement Image & Identity	Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects (1)	41	45	46	48
	Average weekly users of Gangplank Program (2)	16	15	11	15
Land Use & Economic Development	Percentage increase in sales tax revenue (3)	20%	10%	17%	10%

Analysis of Performance

1. This includes the number of total prospects, including GPEC RFIs, staff assisted business expansion and retention projects.
2. Number of average weekly users of Gangplank Program. These numbers do not include weekly Hacknight attendance or any other special programs that Gangplank hosts outside the hours of 8am-5pm, Mon-Fri.
3. Sales tax revenue is highly dependent on the larger Arizona economy. The target and actual are based on year over year increases in sales tax collections excluding construction sales tax, communications and utilities, and real estate and rentals activity.





Expenditure Glossary

Salaries & Fringes:

- All pay for employees (includes over-time, call-out, and stand-by pay)
- All benefits and deductions paid by the Town on behalf of employees
 - FICA, Medicare, Workers Compensation
 - Retirement
 - Arizona State Retirement System
 - Public Safety Retirement System
 - Premiums for health, dental, vision, life ins, disability
 - Stipends (cell phone, mileage)

Supplies & Services:

- Contractual Services
 - Professional services (engineering, legal)
 - Any inter-governmental agreements (IGA's, MCSO)
 - General services (uniform cleaning, bee removal, custodial)
- Fees & Services
 - All dues and memberships for the Town and employees
 - Equipment leases (computers, copiers)
 - Advertising costs
 - Bank fees
 - Liability insurance
- Materials
 - Supplies (office, shop, safety, landscape, printing)
 - Medical supplies
 - Firefighter equipment (protective clothing, allied equipment, hazardous material response)
 - Subscriptions for Town and employees
 - Gasoline
 - Uniforms
 - Postage

- Other: Things that do not fall any place else
 - Not for profit funding
 - Special interest classes
- Repair & Maintenance (R&M)
 - All maintenance and repairs to Town facilities and equipment
 - Grounds (sprinkler, playground equipment)
 - Streets
 - Vehicles
 - Information Technology (printers, copiers, software)
- Professional Development
 - All training and associated travel for employees
- Utilities
 - All utility cost for Town: Electrical, Water, Natural Gas, Waste Disposal, Telephones, Cell Phones, iPad service

Departmental Support:

- Costs of services received from the General Fund by other funds (Emergency Services, Water, Sewer, Solid Waste, Horseshoe Park)

Debt Service:

- Financed equipment and infrastructure

Capital Outlay:

- Equipment and assets that require asset tracking





Town Programs & Performance - Overview

Measuring Performance

The Town of Queen Creek strives to provide quality services to our residents. Knowing what services are expected and at what level is important in determining program deliverables. The performance scorecards that are included in the following section are metrics established as a means to evaluate program performance and outcomes. Each department has developed performance measures that are monitored as part of the performance-based budget process.

Once departments collect data and establish appropriate outcomes and benchmarks, an analysis of performance is conducted and reported upon. Analysis of performance is an important step in identifying necessary policy and procedural changes. For this reason, each department provides a narrative of its performance, and where applicable, next steps.

The Town conducts periodic citizen surveys that provide feedback from residents on services provided by the Town. The survey allows Town Council and management to establish goals by identifying citizen preferences and satisfaction with current programs and services. Results from the Town’s Fall 2017 survey can be found in many departments performance measures reported here. The entire document, as well as prior citizen surveys, can be located on the website <http://www.queencreek.org/about-us/community-profile/citizen-survey>. The most recent survey occurred in Fall 2019 and the results from this survey are forthcoming.

Key Result Areas of the Corporate Strategic Plan

Ultimately, each program’s performance is tied to the Corporate Strategic Plan (CSP) through Key Result Area (KRA) Mission Statements. Within the scorecards presented in this section is a direct link to individual KRAs for each strategic priority. In some instances, multiple KRAs are identified. For full information on the CSP, KRAs and goals, please see the Organizational Planning section of this book.

Effective Government:

- KRA : Town Council Professional Development
- KRA : Financial Stability
- KRA : Intergovernmental Relations

Safe Community:

- KRA : Public Safety
- KRA : Community Involvement

Secure Future

- KRA : Environment
- KRA : Land Use & Economic Development

Superior Infrastructure

- KRA : Capital Improvement Program (CIP) And Transportation Improvement Program
- KRA : Technology

Quality Lifestyle

- KRA : Image & Identity

The complete Corporate Strategic Plan can be accessed at <http://www.queencreek.org/town-hall/town-council/vision-mission-values-strategic-plan> (Queen Creek Corporate Strategic Plan 2019-2024).





Mayor and Town Council

Department Description and Programs

The Town Council serves as the elected legislative leadership of the community. It bears the ultimate responsibility for competent, responsive, efficient and fiscally sound local government. The Town Council appoints the Town Manager who serves as the chief administrative officer and directs the work of the entire staff. The Town Council also appoints the Town Attorney (contracted position), the Town Clerk, and the Town Magistrate (contracted with the Town of Gilbert). The Town Council adopts ordinances and resolutions governing operations and establishes goals to be carried out by the municipal staff under the direction of the Town Manager. This department is funded solely by the General Fund.

Department Mission

It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public service in a caring, ethical, innovative and accountable manner.

Strategic Priorities

Effective Government



Secure Future



Safe Community



Superior Infrastructure



Quality Lifestyle



FY 2020/21 Objectives

The Town Council's strategic priorities and key result areas are found in the Corporate Strategic Plan. These high-level priorities are the FY 2020/21 objectives of the Town Council and are as follows:

EFFECTIVE GOVERNMENT

- Financial Stability
- Intergovernmental Relations
- Council Professional Development

SAFE COMMUNITY

- Public Safety
- Community Involvement

SECURE FUTURE

- Environment
- Land Use/Economic Development

SUPERIOR INFRASTRUCTURE

- Capital Improvement Program (CIP)
- Technology

QUALITY LIFESTYLE

- Image/Identity

Staffing by Division

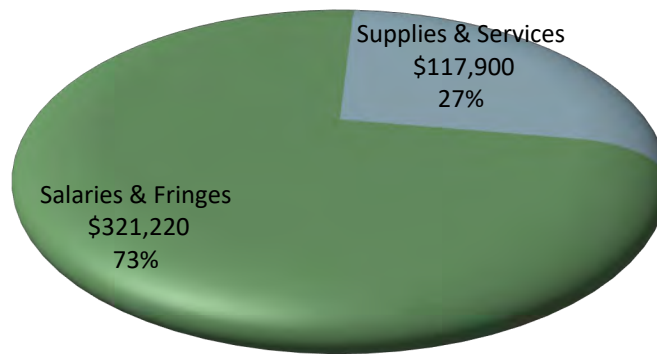
Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Town Council	7.0	7.0	7.0	7.0	7.0
Total Staffing	7.0	7.0	7.0	7.0	7.0





Mayor and Town Council

Town Council FY 2020/21 Adopted Budget \$0.4M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 381,032	\$ 374,715	\$ 370,995	\$ 439,120	\$ 439,120	\$ -	0%
Total	\$ 381,032	\$ 374,715	\$ 370,995	\$ 439,120	\$ 439,120	\$ -	0%
	\$ Change from Prior	\$ (6,316)	\$ (3,720)	\$ 68,125	\$ -		
	% Change from Prior	(2%)	(1%)	18%	0%		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 296,381	\$ 304,548	\$ 311,380	\$ 321,220	\$ 321,220	\$ -	0%
Supplies & Services	\$ 84,650	\$ 70,167	\$ 59,615	\$ 117,900	\$ 117,900	\$ -	0%
Department Total	\$ 381,032	\$ 374,715	\$ 370,995	\$ 439,120	\$ 439,120	\$ -	0%
	\$ Change from Prior	\$ (6,316)	\$ (3,720)	\$ 68,125	\$ -		
	% Change from Prior	-2%	-1%	18%	0%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market or merit increases. Medical Premiums did not increase for FY 2020/21.

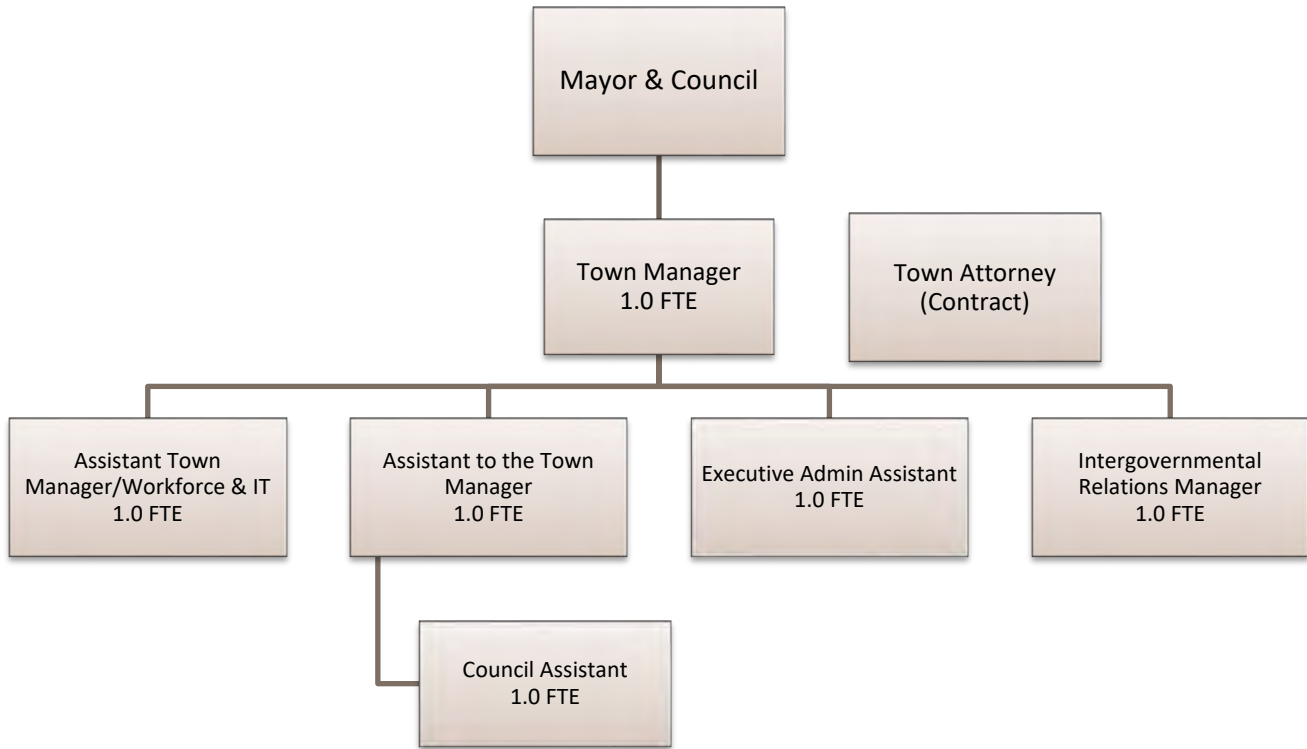
Supplies & Services:

There are no changes to the Mayor and Town Council budget in FY 2020/21.





Town Manager & Legal Services



Department Description and Programs

The Town Manager is the chief administrative officer of the Town and is responsible for implementation of all policies and procedures adopted by the Town Council, daily management of local government operations and service delivery to citizens. The Town Manager provides direction to departments and oversees all Town employees. Intergovernmental relations are also under the Town Manager’s purview. The Town Manager and Intergovernmental Relations Manager maintain relationships with state, local, and tribal entities to serve the best interests of the community and encourage beneficial public-private partnerships.

Legal services for the municipality are contracted with the law firm Dickinson Wright. The professional services contract is approved by, and the lead Town Attorney serves at the pleasure of, the Town Council. The Town Attorney works closely with the Town Manager to advise the Town Council and all departments.

All programs in these areas are funded by the General Fund, with support from enterprise funds via interdepartmental cross charges.

Department Mission

The Town Manager strives to ensure residents and employees are treated with equality and respect, communication with residents is part of the decision-making process, and the Town’s resources are dedicated to effective and efficient implementation of the Town Council’s policies, goals, and objectives.





Town Manager & Legal Services

Strategic Priorities

Effective Government



Secure Future



Safe Community



Superior Infrastructure



Quality Lifestyle



FY 2020/21 Objectives

- Cultivate relationships with the state, counties, local, regional, and statewide partners to: encourage other levels of government to work collaboratively with the Town on issues of mutual interest; protect local funding and self-determination; enhance opportunities to improve the Town’s economic sustainability; and secure existing revenue to provide for public safety and needed infrastructure development
- Sustain collaboration with the community’s schools on issues that are of benefit to the Town as a whole
- Work to ensure that Queen Creek has a voice in regional organizations, and enhance where appropriate Queen Creek’s leadership opportunities in groups such as, but not limited to, Maricopa Association of Governments, Central Arizona Governments, East Valley Partnership, League of Cities and Towns, and other regional or national organizations

Staffing by Division

Division	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
	Actual	Actual	Actual	Revised	Adopted
Town Manager	6.0	6.0	6.0	6.0	6.0
Department FTE	6.0	6.0	6.0	6.0	6.0

FTE Changes

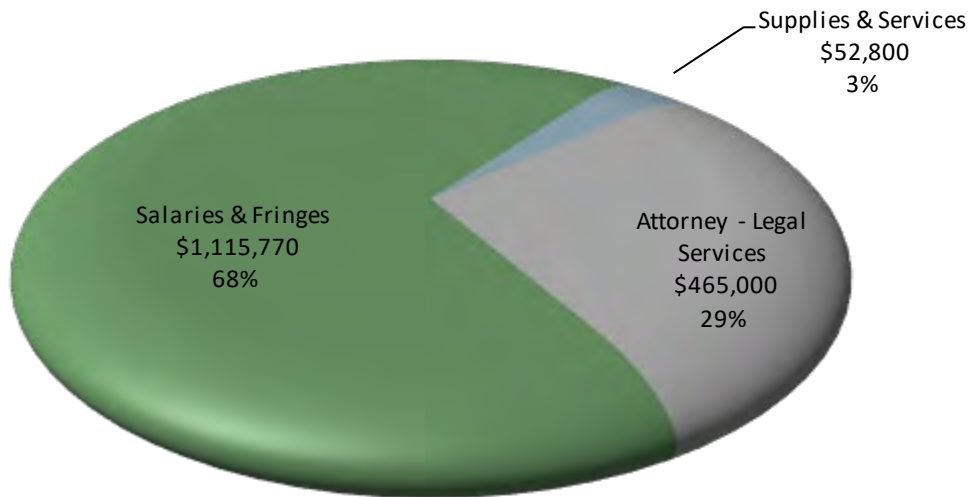
No staffing changes are included for FY 2020/21.





Town Manager & Legal Services

Town Manager & Legal FY 2020/21 Adopted Budget \$1.6M



Funding Source

Funding	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery	\$ 208,730	\$ 214,992	\$ 221,440	\$ 228,084	\$ 228,084	\$ -	0%
General Fund	\$ 1,149,190	\$ 1,375,761	\$ 1,277,223	\$ 1,380,018	\$ 1,405,486	\$ 25,468	2%
Total	\$ 1,357,920	\$ 1,590,753	\$ 1,498,663	\$ 1,608,102	\$ 1,633,570	\$ 25,468	2%
	\$ Change from Prior	\$ 232,832	\$ (92,090)	\$ 109,439	\$ 25,468		
	% Change from Prior	17%	(6%)	7%	2%		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 911,617	\$ 1,003,867	\$ 977,037	\$ 1,071,202	\$ 1,115,770	\$ 44,568	4%
Supplies & Services	\$ 44,272	\$ 65,943	\$ 67,923	\$ 71,900	\$ 52,800	\$ (19,100)	(27%)
Attorney - Legal Services	\$ 402,032	\$ 520,943	\$ 453,703	\$ 465,000	\$ 465,000	\$ -	0%
Department Total	\$ 1,357,920	\$ 1,590,753	\$ 1,498,663	\$ 1,608,102	\$ 1,633,570	\$ 25,468	2%
	\$ Change from Prior	\$ 232,832	\$ (92,090)	\$ 109,439	\$ 25,468		
	% Change from Prior	17%	-6%	7%	2%		



Town Manager & Legal Services

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustment or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Changes to employee benefits elections and the inclusion of vacation payout budgets accounts for the majority of the increase in this category.

Supplies & Services:

The FY 2020/21 Town Manager supplies and service budget reflects a net decrease of \$19K (27%). Reductions totaling \$24.5K are located within the professional services and development budgets. Rounding out the changes within this budget reflect increases totaling \$5.4K (8%) to accommodate an increase to membership dues (\$400), and support annual fees associated with a financial transparency software to improve capital project communications (\$5K).

Program Performance – Town Manager

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement Image & Identity Land Use & Economic Development Public Safety	Percent of overall citizen satisfaction with Town-wide service on the biennial citizen survey ¹	N/A	95%	92%	N/A
	Percent of citizens rating the Town as an excellent/good place to live on the biennial citizen survey ¹	N/A	95%	97%	N/A
	Percent of citizens rating the Town as having an excellent/good overall quality of life in the biennial citizen survey ¹	N/A	95%	95%	N/A
Financial Management, Internal Services & Sustainability	Population served per FTE	174 ²	176	176	176
	Unassigned General Fund balance as a percentage of the next fiscal year budgeted General Fund revenues ³	% ³	25%	25% ³	25% ³

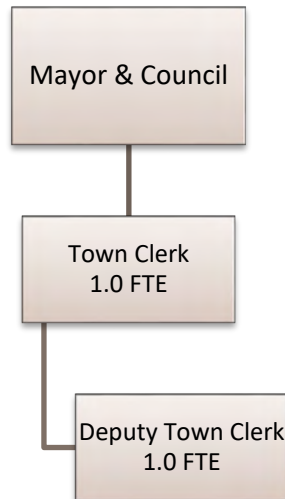
Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2022 (FY 2022/23).
2. This measure includes population from the April 2018 Ironwood Crossing annexation (approximately 5,600 residents).
3. Town policy sets the unassigned General Fund balance at 25% of budgeted revenues for the following fiscal year. The Town also adopted a pension reserve policy in June 2018 whereby any fund balance in excess of the 25% reserve amount is committed toward unfunded pension liabilities.





Town Clerk



Department Description and Programs

The Town Clerk is responsible for administering local elections, recording and storing minutes of official meetings, and maintaining municipal ordinances and resolutions. The Town Clerk’s Office issues municipal business licenses, manages public records requests and answers public inquiries. The Town Clerk reports directly to the Town Council.

Department Mission

It is the Town Clerk’s mission to provide the community open access to local government processes and provide services to Town officials, employees and residents.

Strategic Priorities

Effective Government



FY 2020/21 Objectives

- Enhance availability of information on the Town’s website related to ordinances, codes, and business licensing
- Develop on-line payment options for business licenses

Staffing by Division

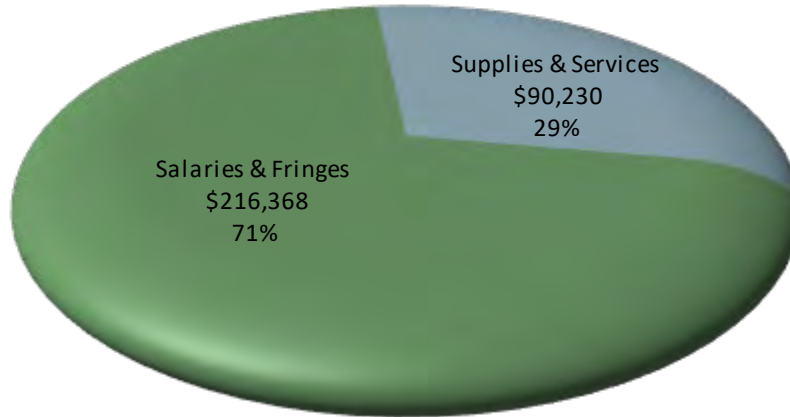
Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Town Clerk	2.0	2.0	2.0	2.0	2.0
Department FTE	2.0	2.0	2.0	2.0	2.0





Town Clerk

Town Clerk FY 2020/21 Adopted Budget \$0.3M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 87,053	\$ 82,932	\$ 95,053	\$ 99,300	\$ 85,500	\$ (13,800)	(14%)
General Fund - Dept Support Cost Reco	\$ 30,650	\$ 31,568	\$ 32,521	\$ 33,498	\$ 33,498	\$ -	0%
General Fund	\$ 140,844	\$ 196,292	\$ 152,790	\$ 136,124	\$ 187,600	\$ 51,476	38%
Total	\$ 258,547	\$ 310,792	\$ 280,364	\$ 268,922	\$ 306,598	\$ 37,676	14%
\$ Change from Prior		\$ 52,245	\$ (30,427)	\$ (11,442)	\$ 37,676		
% Change from Prior		20%	(10%)	(4%)	14%		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 225,233	\$ 232,248	\$ 240,306	\$ 248,642	\$ 216,368	\$ (32,274)	(13%)
Supplies & Services	\$ 33,314	\$ 78,544	\$ 40,058	\$ 20,280	\$ 90,230	\$ 69,950	345%
Department Total	\$ 258,547	\$ 310,792	\$ 280,364	\$ 268,922	\$ 306,598	\$ 37,676	14%
\$ Change from Prior		\$ 52,245	\$ (30,427)	\$ (11,442)	\$ 37,676		
% Change from Prior		20%	-10%	(4%)	14%		



Town Clerk

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustment or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Thee slight decrease was because of employee turnover.

Supplies & Services:

The FY 2020/21 Town Clerk budget increased by \$70K (345%) which reflects the general election scheduled for August 2020.

Program Performance – Town Clerk

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement	Percent of public record requests responded to within 24 hours of filing	70%	80%	75%	80%
	Number of registered voters participating in elections	20,953	No Election	No Election	21,000
	Percent of agendas or notices posted in compliance with state law and/or Town policy	100%	100%	100%	100%

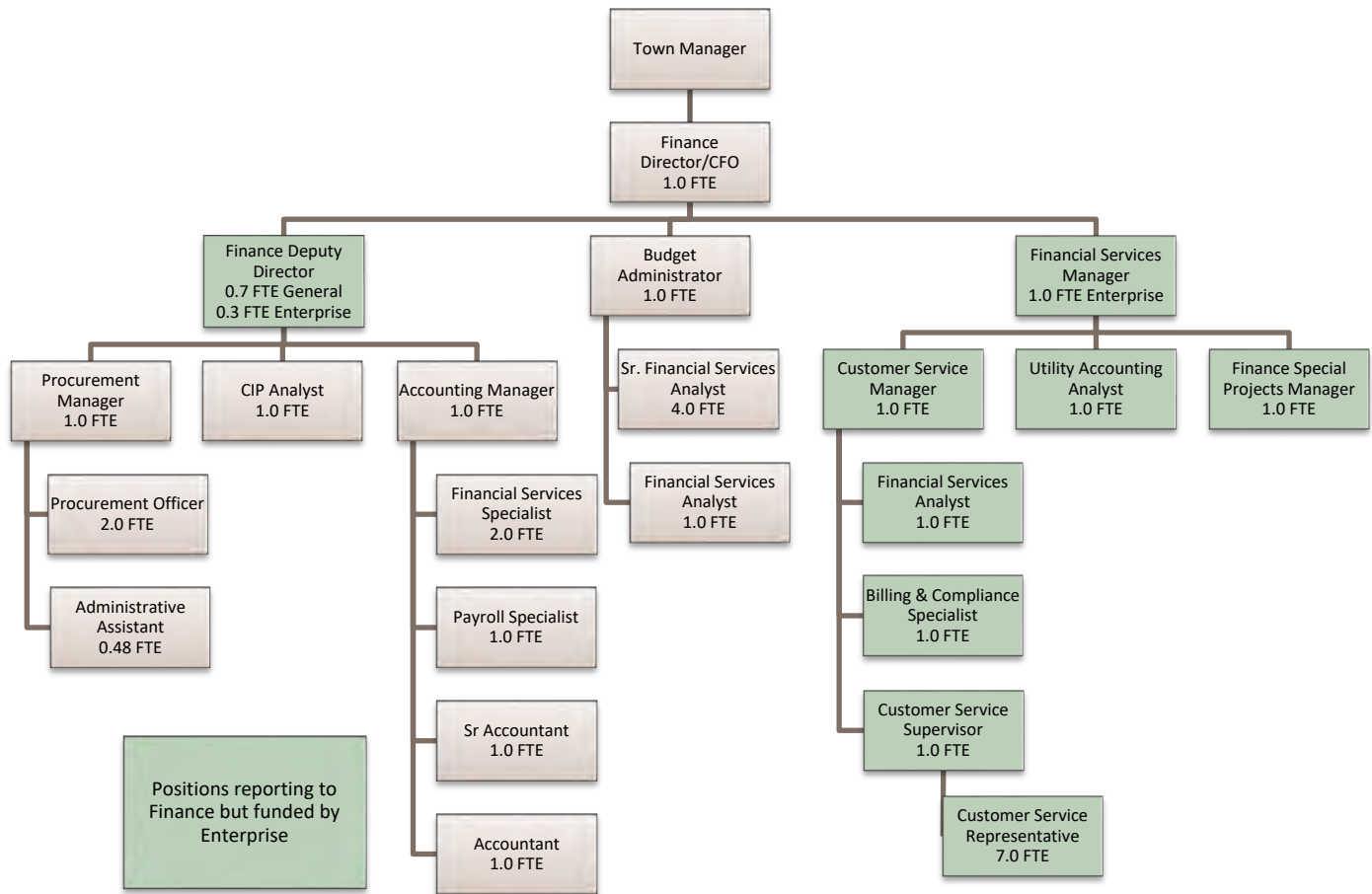
Analysis of Performance

1. May General Plan – Registered Voters 23,700





Finance



Department Description and Programs

The Finance Department includes three divisions: Finance (includes Procurement), Budget, and Utility Customer Service. The Budget and Accounting Divisions are core support units for the Town. The Budget Division prepares, presents and monitors the Town’s annual budget and Capital Improvement Program. It researches and prepares long-range revenue forecasts, and it assists in developing and monitoring organizational performance measures. The Accounting Division conducts all accounting, purchasing, payroll and asset tracking functions of the Town. There is support received from enterprise funds via interdepartmental cross charges for the accounting and budget functions. The Utility Customer Service division reports to Finance but is 100% funded from Utilities.

Department Mission

It is the mission of the Finance Department to support the Town Council, Town Manager, and Town department goals and programs by:

- Ensuring the effective and efficient allocation of Town resources
- Safeguarding public funds
- Conducting the Town’s budgetary and financial affairs in a transparent manner in conformance with all applicable laws
- Providing timely, accurate, and friendly service to internal and external customers





Finance

Strategic Priorities

Effective Government



Secure Future



Safe Community



FY 2020/21 Objectives

- Continue to evaluate opportunities for managing the Town’s cost and revenue structure ensuring that cost recovery is maintained wherever feasible
- Finalize work on Water and Wastewater rates studies
- Continue to pursue the Town’s first Water and Wastewater System Utility bond rating.

Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Finance	9.98 ¹	12.18 ²	13.48 ³	13.48 ³	13.48 ³
Budget	2.00	4.00	5.00	6.00	6.00
Utility Customer Service	6.00*	6.00*	12.00*	13.00*	13.00*
Department FTE	17.98	22.18	30.48	32.48	32.48

¹1.50 FTE allocated to Enterprise Funds

²1.70 FTE allocated to Enterprise Funds

³1.00 FTE allocated to Enterprise Funds

*Fully funded by Enterprise while reporting to Finance

FTE Changes

FY 2020/21: No Changes in FTE.

FY 2019/20: Added 2.0 Permanent FTE (Sr Accountant and Sr Financial Services Analyst) in anticipation of the elimination of the Budget Administrator position during FY 2020/21. One temporary Customer Service position was added to aide in the implementation of a new Utility Billing System so that employees could be pulled off-line to train. Reclassified a Customer Service Coordinator position to a Finance Special Projects position dedicated to the implementation of the new utility billing system. Reclassified the Administrative Assistant in Customer Service to a Customer Service Representative. Reclassified one Sr. Financial Services Analyst in the Budget Office to a Financial Services Analyst to allow for internal succession planning. Moved 1.0 FTE Sr Financial Services Analyst to IT.

FY 2018/19: There were 8.3 positions added which included a CIP Analyst, a Senior Budget Analyst, 0.3 FTE in part-time hours, and the remainder were Utility Customer Service positions both added and reclassified from Enterprise Funds, related to the Raftelis study recommendations for water operations.

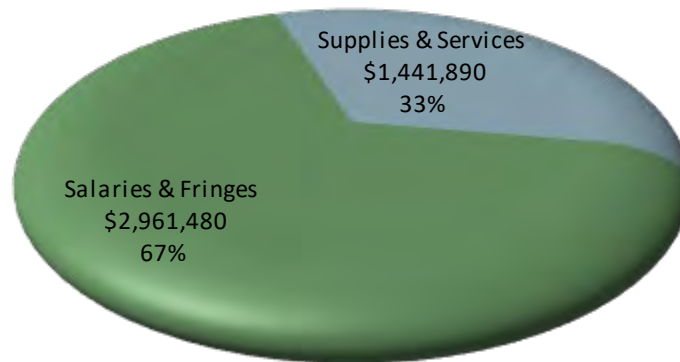
FY 2017/18: There were additional positions added to Finance and Budget including two Senior Budget Analysts, a Procurement Manager, a Financial Services Specialist, and additional part time hours for a Financial Services Specialist. The Town has faced ongoing growth affecting financial operations including volume and complexity of transactions and operations.





Finance

Finance FY 2020/21 Adopted Budget \$4.4M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery R	\$ 291,680	\$ 300,431	\$ 309,453	\$ 318,738	\$ 318,738	\$ -	0%
General Fund	\$ 1,217,070	\$ 1,588,794	\$ 2,036,368	\$ 2,685,350	\$ 1,884,654	\$ (800,696)	(30%)
Water Fund	\$ -	\$ 1,156,759	\$ 1,720,708	\$ 2,139,222	\$ 2,199,978	\$ 60,756	3%
Total	\$ 1,508,750	\$ 3,045,984	\$ 4,066,529	\$ 5,143,310	\$ 4,403,370	\$ (739,940)	(14%)
\$ Change from Prior		\$ 1,537,234	\$ 1,020,545	\$ 1,076,781	\$ (739,940)		
% Change from Prior		102%	34%	26%	(14%)		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,137,929	\$ 1,938,485	\$ 2,610,399	\$ 3,283,451	\$ 2,961,480	\$ (321,971)	(10%)
Supplies & Services	\$ 370,821	\$ 1,107,499	\$ 1,456,130	\$ 1,859,859	\$ 1,441,890	\$ (417,969)	(22%)
Department Total	\$ 1,508,750	\$ 3,045,984	\$ 4,066,529	\$ 5,143,310	\$ 4,403,370	\$ (739,940)	(14%)
\$ Change from Prior		\$ 1,537,234	\$ 1,020,545	\$ 1,076,781	\$ (739,940)		
% Change from Prior		102%	34%	26%	(14%)		





Finance

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Finance	\$ 1,251,574	\$ 1,407,276	\$ 1,698,499	\$ 2,226,156	\$ 1,660,628	\$ (565,528)	(25%)
Budget	\$ 257,175	\$ 481,949	\$ 647,322	\$ 777,932	\$ 542,764	\$ (235,168)	(30%)
Water Customer Service	\$ -	\$ 1,156,759	\$ 1,720,708	\$ 2,228,591	\$ 2,199,978	\$ (28,613)	(1%)
Department Total	\$ 1,508,750	\$ 3,045,984	\$ 4,066,529	\$ 5,232,679	\$ 4,403,370	\$ (829,309)	(16%)
	\$ Change from Prior	\$ 1,537,234	\$ 1,020,545	\$ 1,166,150	\$ (829,309)		
	% Change from Prior	102%	34%	29%	(16%)		

Program Operating Budget - Finance

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 895,549	\$ 1,028,256	\$ 1,121,181	\$ 1,390,466	\$ 1,332,403	\$ (58,063)	(4%)
Supplies & Services	\$ 356,025	\$ 379,020	\$ 577,318	\$ 835,690	\$ 328,225	\$ (507,465)	(61%)
Division Total	\$ 1,251,574	\$ 1,407,276	\$ 1,698,499	\$ 2,226,156	\$ 1,660,628	\$ (565,528)	(25%)
	\$ Change from Prior	\$ 155,702	\$ 291,223	\$ 527,657	\$ (565,528)		
	% Change from Prior	12%	21%	31%	(25%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). There is one vacant Sr. Accountant position which does not have any budget included for FY 2020/21, and accounts for the decrease from FY 2019/20. This savings was offset by an allowance for vacation payout included in the FY 2020/21 budget.

Supplies & Services:

The FY 2020-21 Finance budget reflects a net decrease totaling \$507K (or 61%).

Carry forward budget totaling \$30K specific to auditing services have been removed from the FY 2020-21 budget. A 2019/20 mid-year adjustment totaling \$300K was added for credit card fees, this amount has been removed from the FY 2020-21 budget. An additional \$182K has been reduced from areas within the Finance budget including technical services, professional development, and credit card fees because of the Covid-19 pandemic.





Finance

Program Performance – Finance

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Financial Stability	Receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes Year 14	Yes Year 15	Yes Year 15	Yes Year 16
	Percent of citizens rating service provided for taxes paid as “good” or “excellent” (1)	N/A	85%	85%	N/A
	Bond rating Excise Tax & State Shared Revenue Bonds: Standard & Poor's Fitch	AA AA	AA AA	AA AA	AA AA
	Unqualified audit opinion by external CPA firm (2)	Yes Year 29	Yes Year 30	Yes Year 30	Yes Year 31
	Compliance with Town investment and financial policies	100%	100%	100%	100%

Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey was completed in early 2020.
2. The Town has received an unqualified audit opinion every year since incorporation in 1989.





Finance

Program Operating Budget - Budget

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 242,380	\$ 468,043	\$ 634,596	\$ 763,552	\$ 530,139	\$ (233,413)	(31%)
Supplies & Services	\$ 14,796	\$ 13,906	\$ 12,726	\$ 14,380	\$ 12,625	\$ (1,755)	(12%)
Division Total	\$ 257,175	\$ 481,949	\$ 647,322	\$ 777,932	\$ 542,764	\$ (235,168)	(30%)
	\$ Change from Prior	\$ 224,774	\$ 165,373	\$ 130,610	\$ (235,168)		
	% Change from Prior	87%	34%	20%	(30%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). There are two vacant budget analyst positions which do not have any budget included for FY 2020/21, which accounts for the decrease from FY 2019/20.

Supplies & Services:

The FY 2020-21 Budget division supplies and service budget reflects a net decrease totaling \$1.8K (12%).

Professional development reflects a \$6.7K decrease because of the Covid-19 pandemic. Rounding out the changes reflects an increase to professional services for an economic analysis study to complete in FY 2020-21 (\$5K).

Program Performance - Budget

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Financial Stability	Maintain ±5% variance in operating revenues from budget to actual (1)	+10%	<5%	<5%	<5%
	Maintain ±5% variance in operating expenses from budget to actual (1)	+9%	<5%	<5%	<5%
	Receipt of GFOA Budget Book award	Yes	Yes	Yes	Yes

Analysis of Performance

1. Operating Funds are the General Fund, Emergency Services Fund, Highway User Revenue Fund (HURF) and Horseshoe Park Fund (HPEC). A positive indicates a favorable variance (more revenues than budgeted, less expenses than budgeted).





Finance

Program Operating Budget - Water Customer Service

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 442,186	\$ 854,622	\$ 1,129,433	\$ 1,098,938	\$ (30,495)	(3%)
Supplies & Services	\$ -	\$ 714,573	\$ 866,086	\$ 1,009,789	\$ 1,101,040	\$ 91,251	9%
Division Total	\$ -	\$ 1,156,759	\$ 1,720,708	\$ 2,139,222	\$ 2,199,978	\$ 60,756	3%
	\$ Change from Prior	\$ 1,156,759	\$ 563,949	\$ 418,514	\$ 60,756		
	% Change from Prior	N/A	49%	24%	3%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market or merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Employee turnover is creating the reduction in this category in FY 2020/21.

Supplies & Services:

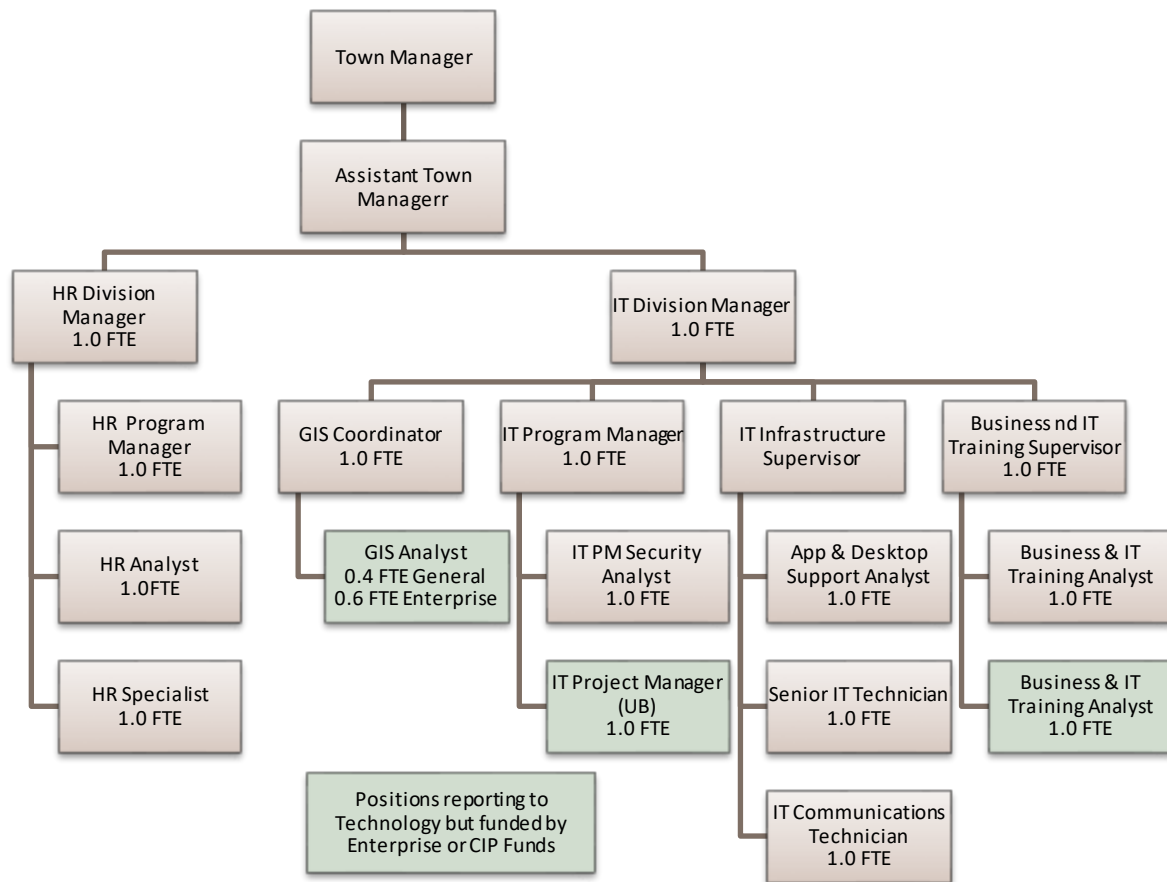
The Water Customer Service Division includes utility billing for water, sewer, and solid waste. Overall, the supplies and service budget is estimated to increase by about 9% or \$91K in FY 2020-21.

Increases to the general services, membership dues, licensing, credit card fees, printing, and minor equipment lines total \$122K. A mid-year adjustment totaling \$5K to the office supply line has been removed from the FY 2020-21 budget. Software support reflects a reduction as older software is being phased out and no longer supported (\$16K). Lastly, the professional development budget has been reduced \$9K because of the Covid-19 pandemic.





Workforce & Technology



Department Description and Programs

The Workforce and Technology Department is a core support unit for the Town and staff. The Human Resources Division is responsible for workforce planning and employment, compensation, classification and benefits, employee relations, training and development, policy and procedure development, and worker’s compensation. The Technology Division administers all technology-related services, including local area computer networks, voice, data and network infrastructure planning, maintenance and security, IT governance, project management, database administration, application development, desktop and application support, geographic information systems (GIS), technology-use training, backups and data retention, and telecommunications. All programs in these areas are funded by the General Fund, with support received from enterprise funds via interdepartmental cross charges.

Department Mission

The Workforce and Technology Department motivates the workforce through empowerment, education and excellent customer service.

The Workforce and Technology Department will work in a collaborative environment to support and educate employees, the Town Council and Town residents by implementing standards and technologies through professional expertise.





Workforce & Technology

Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure



FY 2020/21 Objectives

- Continue to monitor and update employee benefits strategies and evaluate trends
- Continue progressive strategies to attract and retain high-performing staff
- Maintain staffing levels that are consistent with the community's goals
- Enhance innovative technologies for public facilities that improve efficiencies and reduce long-term recurring costs
- Implement recommendations and strategies of the Information Technology Strategic Plan
- Ensure succession-planning efforts are mobilized in areas of need
- Review options for establishing an accessible fiber network to elevate the Town's economic competitiveness within the region
- Continue to research and identify relevant technologies, innovations and practices that have the potential to advance a resilient and high quality of life for our residents
- Centralize Smart City projects by identifying public and private industry projects in Queen Creek. Identify future opportunities. Develop a report structure for tracking of Smart City initiatives.

Staffing by Division

Division	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
	Actual	Actual	Actual	Revised	Adopted
Human Resources	3.0	3.0	3.0	4.0	4.0
Information Technology	7.0 ¹	9.0 ¹	11.0 ²	11.0 ²	14.0 ²
Department FTE	10.0	12.0	14.0	15.0	18.0

¹1.0 FTE Funded by Enterprise

²2.6 FTE Funded by Enterprise

FTE Changes

The Town continues to face ongoing technology impacts due to growth. The following changes have occurred over the past 5 years:

FY 2020/21: Added 3.0 FTE in IT - one to restore the IT Analyst position traded to HR in FY 2019/20, one IT Analyst to support the newly created Police Department, and one IT Communications Tech to support both Fire and the newly created Police Department

FY 2019/20: One FTE moved from IT to HR midyear to accommodate the increased HR workload, one FTE moved from Finance to IT to accommodate the setup and implementation of the new utility billing system.

FY 2018/19: Added 2.0 FTE in IT - a Business Systems & IT Training Analyst, and Senior IT Technician.

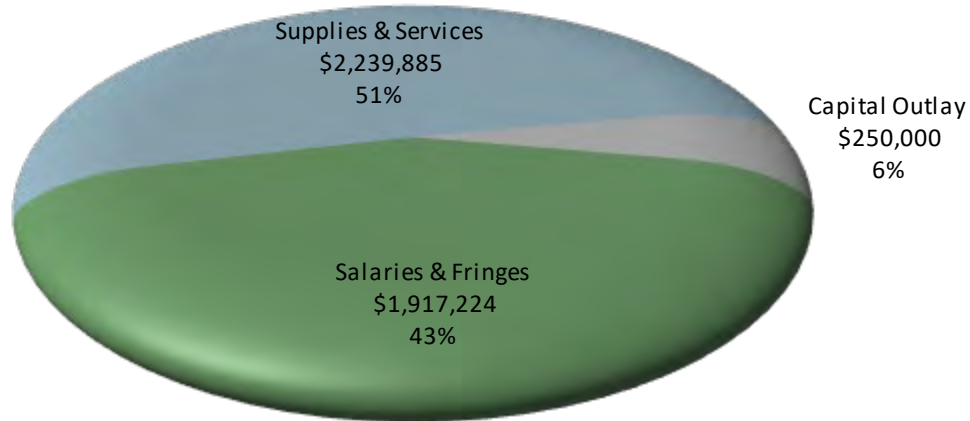
FY 2017/18: Added 2.0 FTE in IT - a Business Systems & IT Training Supervisor, and a GIS Analyst.





Workforce & Technology

Workforce & Technology FY 2020/21 Adopted Budget \$4.4M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery Revenue	\$ 414,390	\$ 457,881	\$ 543,697	\$ 573,096	\$ 684,156	\$ 111,060	19%
General Fund	\$ 1,917,418	\$ 2,358,874	\$ 2,655,588	\$ 3,680,613	\$ 3,722,953	\$ 42,340	1%
Total	\$ 2,331,808	\$ 2,816,755	\$ 3,199,285	\$ 4,253,709	\$ 4,407,109	\$ 153,400	4%
		\$ Change from Prior	\$ 484,948	\$ 382,530	\$ 1,054,424	\$ 153,400	
		% Change from Prior	21%	14%	33%	4%	

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,110,691	\$ 1,244,220	\$ 1,357,236	\$ 1,470,749	\$ 1,917,224	\$ 446,475	30%
Supplies & Services	\$ 913,009	\$ 1,204,965	\$ 1,398,784	\$ 2,300,260	\$ 2,239,885	\$ (60,375)	(3%)
Capital Outlay	\$ -	\$ 16,493	\$ 36,987	\$ 315,000	\$ 250,000	\$ (65,000)	(21%)
Operating Projects	\$ 308,108	\$ 351,077	\$ 406,278	\$ 167,700	\$ -	\$ (167,700)	(100%)
Department Total	\$ 2,331,808	\$ 2,816,755	\$ 3,199,285	\$ 4,253,709	\$ 4,407,109	\$ 153,400	4%
		\$ Change from Prior	\$ 484,948	\$ 382,530	\$ 1,054,424	\$ 153,400	
		% Change from Prior	21%	14%	33%	4%	





Workforce & Technology

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Human Resources	\$ 409,567	\$ 416,848	\$ 490,432	\$ 624,336	\$ 766,332	\$ 141,996	23%
Information Technology	\$ 1,922,240	\$ 2,399,907	\$ 2,708,853	\$ 3,629,373	\$ 3,640,777	\$ 11,404	0%
Department Total	\$ 2,331,808	\$ 2,816,755	\$ 3,199,285	\$ 4,253,709	\$ 4,407,109	\$ 153,400	4%
	\$ Change from Prior	\$ 484,948	\$ 382,530	\$ 1,054,424	\$ 153,400		
	% Change from Prior	21%	14%	33%	4%		

Program Operating Budget - Human Resources

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 341,515	\$ 360,792	\$ 388,411	\$ 517,361	\$ 544,857	\$ 27,496	5%
Supplies & Services	\$ 68,053	\$ 56,057	\$ 102,021	\$ 106,975	\$ 221,475	\$ 114,500	107%
Subtotal Expenses	\$ 409,567	\$ 416,848	\$ 490,432	\$ 624,336	\$ 766,332	\$ 141,996	23%
	\$ Change from Prior	\$ 7,281	\$ 73,584	\$ 133,904	\$ 141,996		
	% Change from Prior	2%	18%	27%	23%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market or merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The increase is related to filling a vacant position above the budget that was included in FY 2019/20, as well as including an allowance for anticipated vacation payouts in the FY 2020/21 budget.

Supplies & Services:

The FY 2020/21 Human Resource division reflects a net increase of \$114K (or 107%).

Increases to professional service budget (\$52K) signify a succession plan for anticipated personnel changes scheduled to take place in FY 2020/21. One-time budget totaling \$100K have been added to the Human Resource budget to prepare for police recruitment during the next twelve (12) months. Decreases involving tuition reimbursement (\$30K), reduction to travel specific to training (\$6K), and retreat events (\$1.5K) round out the changes to this budget for the upcoming fiscal year.





Workforce & Technology

Program Performance - Human Resources

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Financial Stability	Percent of employee performance reviews completed on schedule(1)	74%	90%	78%	90%
	Average number of applications received per external recruitment	106	95	80	95
	Average number of days to fill vacant external recruitment (2)	55	<42	47	<42
	Average number of days to fill vacant internal recruitment(3)	29	<25	16	<25
	Turnover rate of full-time employees	5%	≤6%	5%	≤6%
	Number of worker's compensation claims due to injury	10	≤12%	10	≤12%

Analysis of Performance

1. Percentage based on supervisory completion of the review so that the employee receives any increase on time, with no retroactive pay. A combination of the NeoGov and MUNIS system assists in the data collection for this measure.
2. Average number of days to fill vacant external recruitments remain on target and consistent with prior years. Target is set for 42 days - 6 weeks or less.
3. Average number of days to fill vacant internal recruitment remain on target and consistent with prior years. Target is set for 25 days - 3.5 weeks or less.





Workforce & Technology – IT

Program Operating Budget – Information Technology

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 769,176	\$ 883,428	\$ 968,825	\$ 953,388	\$ 1,372,367	\$ 418,979	44%
Supplies & Services	\$ 844,956	\$ 1,148,908	\$ 1,296,763	\$ 2,193,285	\$ 2,018,410	\$ (174,875)	(8%)
Capital Outlay	\$ -	\$ 16,493	\$ 36,987	\$ 315,000	\$ 250,000	\$ (65,000)	(21%)
Operating Projects	\$ 308,108	\$ 351,077	\$ 406,278	\$ 167,700	\$ -	\$ (167,700)	(100%)
Division Total	\$ 1,922,240	\$ 2,399,907	\$ 2,708,853	\$ 3,629,373	\$ 3,640,777	\$ 11,404	0%
	\$ Change from Prior	\$ 477,667	\$ 308,946	\$ 920,520	\$ 11,404		
	% Change from Prior	25%	13%	34%	0%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market or merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Three new positions (IT Project Manager & Security Analyst, IT Analyst and IT Communication’s Tech) account for the increase in this category. These three positions are necessary to support the expansion of the Fire Department, as well as the creation of the Town’s first Police Department.

Supplies & Services:

The FY 2020/21 I.T. supplies and service budget reflects a \$175K (or 8%) decrease.

Funding for FY 2019/20 one-time annual projects including Cisco phone upgrade and conference room remodel have been removed from the FY 2020/21 budget (\$475K). An additional \$60K reduction affects the general services and professional development budgets because of the Covid-19 pandemic. Increases reflect in multiple areas throughout the I.T. budget and is associated with updated/changing technology, growth in staff, and aging infrastructure. The software support budget is anticipated to increase \$160K due to the increasing contractual licensing demand with systems including Velocimo (payment adapter specific to Accela), ZenCity (social media tracking), ClearGov (Public Works web-based reporting tool), Verkada (standardized security camera system), and SeeClickFix (Cartegraph module used for resident texting solution). Linked to the increasing software demand is the need for professional services. Information Technology staff is finding value by incorporating managed/outsourced services to administer multiple systems and security levels as the Town continues to progress in growth and technological advancements. In order to maintain an existing level of service over the next year, Information Technology anticipates the need to increase budget by \$135K to professional services. FY 2019/20 Information Technology placed emphasis on disaster recovery as outlined in the Information Technology strategic plan. This ongoing process will continue to enhance security to the Town’s technical infrastructure. This continuous improvement process results in the need for an additional \$50K in FY 2020/21 to the repair/maintenance budget to extend infrastructural support and expansion accomplishments. Budget requests totaling \$17K have been included in the FY 2020/21 budget as a placeholder for equipment and supplies for new public safety positions scheduled to be filled in FY 2020/21.





Workforce & Technology – IT

Capital Outlay

Budget included for capital outlay is to address aging equipment as a part of the IT Strategic Plan. For FY 2020/21 the capital outlay budget reflects a \$75K (23%) reduction because of the Covid-19 pandemic. This budget is used for an annual replacement budget, and outlines operating projects as shown in the schedule below:

- IT Strategic Plan (\$65)
- Disaster Recovery / CCTV Traffic Project (\$100K)
- Server Refresh (\$25K)
- Security Camera Replacement (\$50K)

Operating Projects:

FY 2019/20 funds totaling \$167K have been removed from the FY 2020/21 Information Technology budget. Funding included one (1) carry forward adjustment totaling \$167K for a traffic system refresh. Expenditure authority for contractual services are typically included in the budget as a placeholder for potential projects falling outside the scope of the scheduled Capital Outlay. Funds requested would address needed professional services/systems management and end of life system upgrades. No projects falling within these parameters have been identified for the upcoming fiscal year.

Program Performance – Information Technology

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Technology	Unplanned down time hours affecting business continuity on major operating systems (Server 2008 and 2012)	0	≤10	≤5	≤10
	Unplanned down time hours of major applications affecting business continuity (MUNIS, Firehouse, InHance, LIS, Accela)	1 ⁽¹⁾	≤15	≤5	≤15
	Unplanned down time hours due to user behavior (1)	12.5 ⁽²⁾	≤2	≤2	≤2
	Unplanned down time hours affecting business continuity on major hardware (servers, routers, and switches)	12 ⁽³⁾	≤10	≤10	≤10
	Percent of employees rating overall satisfaction with IT department as “good” or “excellent”	90%	95%	91%	95%

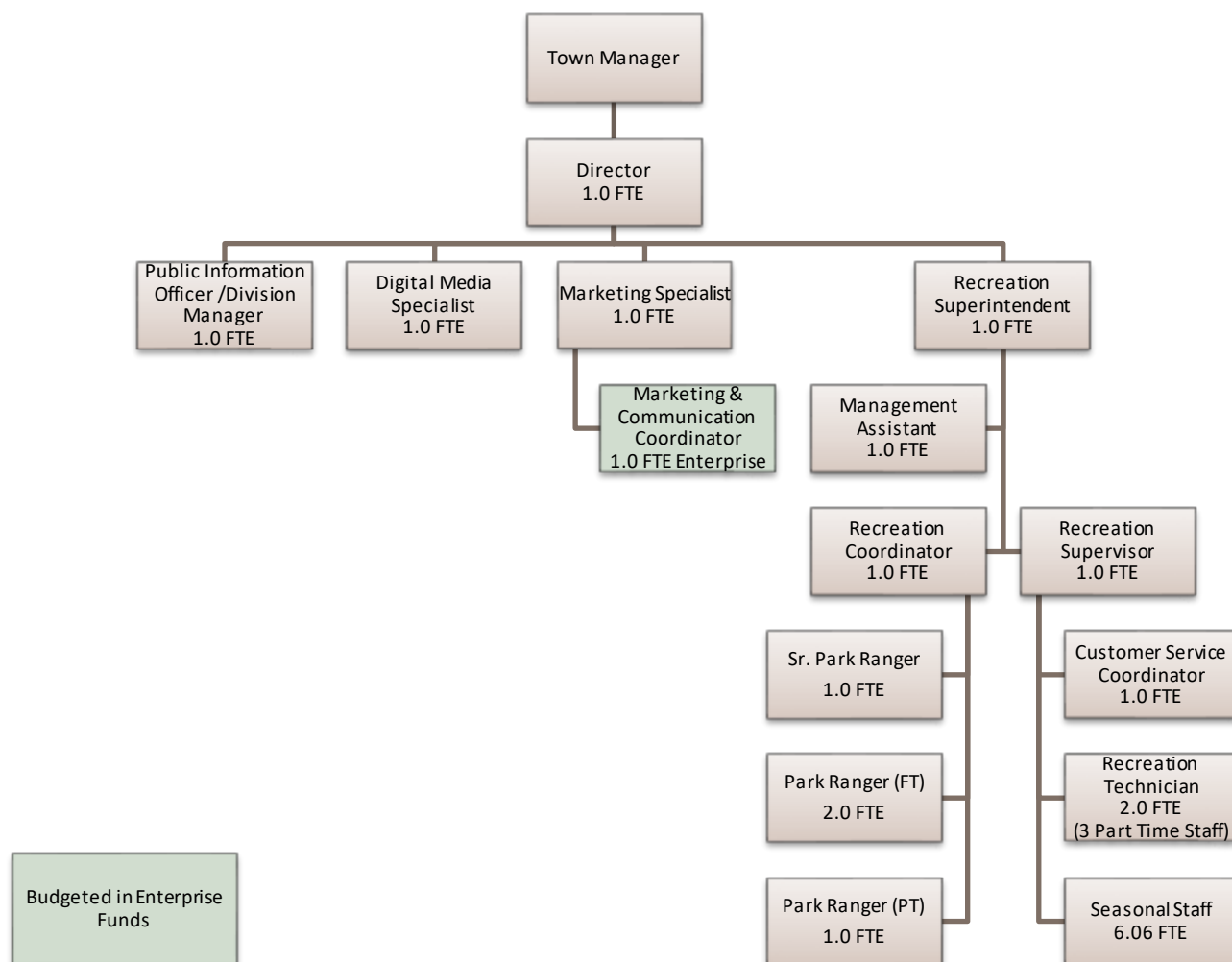
Analysis of Performance

1. Test database (inHance) taken offline that unexpectedly affected product. Total downtime: 1 hour.
2. inHance billing error. Decision to rollback made at 4pm causing entire day’s work to be re-keyed. Total downtime: 12.5 hours.
3. (February 2019) Both internet routers taken offline for maintenance and both failed. Work occurred on a Sunday so outage resulted in minimal effect. Total downtime: 6 hours. (June 2019) Misconfigured switch at FOF location resulted in lost routing information from Core. Work occurred on a Friday creating minimal effect. Total downtime: 3 hours. (June 2019) Power outage at FOF resulted in network outage and configuration loss. Total downtime: 3 hours.





Communications, Marketing & Recreation



Department Description and Programs

The department is comprised of three divisions: Communications and Marketing, Recreation Services, and Park Rangers. Through these divisions, the department is responsible for:

- Coordinating the Town’s public outreach programs, including events, publications and digital media
- Managing media and community relations
- Coordinating and marketing Town-hosted special events
- Managing the Town's brand
- Coordinating tourism efforts in the community
- Providing recreational programs and classes for all ages and interests
- Managing partnerships, including the Town’s Youth Sports Partnership Program, the Boys & Girls Club, Town-sponsored events and Visit Mesa
- Administering the Town’s Special Event Permit Application process
- Coordinating the rental of parks, ramadas, fields, courts and meeting rooms

All programs in these areas are funded by the General Fund, with support received from enterprise funds via interdepartmental cross charges for marketing and communication services.





Communications, Marketing & Recreation

Department Mission

The goal of the Communications, Marketing and Recreation Department is to create a strong sense of community through public outreach programs, events, partnerships and marketing campaigns, in order to enhance the quality of life in Queen Creek.

Strategic Priorities

Quality Lifestyle



Safe Community



FY 2020/21 Objectives

- Improve the mix of park amenities, including updating older facilities
- Continue advancements in resident participation through multiple opportunities and strategies, such as community events and targeted outreach programs in public safety
- Continue development of the Town's brand awareness via existing and new partnerships
- Continue advancements in parks, trails and open space design by encouraging frequent use by members of the community
- Providing parks, trails and amenities to create a strong sense of community
- Strengthening the Town's identity by providing cohesive marketing, branding and collateral for all Town departments
- Providing a variety of recreational programs and opportunities to continue the tradition of a high quality of life for all Queen Creek residents





Communications, Marketing & Recreation

Staffing by Division					
Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Communications & Marketing	4.00 ¹	5.00 ¹	5.00 ¹	5.00 ¹	5.00 ¹
Recreation Programs	8.71	8.71	13.06	14.06	14.06
Parks Ranger	3.00	3.00	4.00	4.00	4.00
Department FTE	15.71	16.71	22.06	23.06	23.06

¹1.00 FTE allocated to Enterprise Funds

FTE Changes

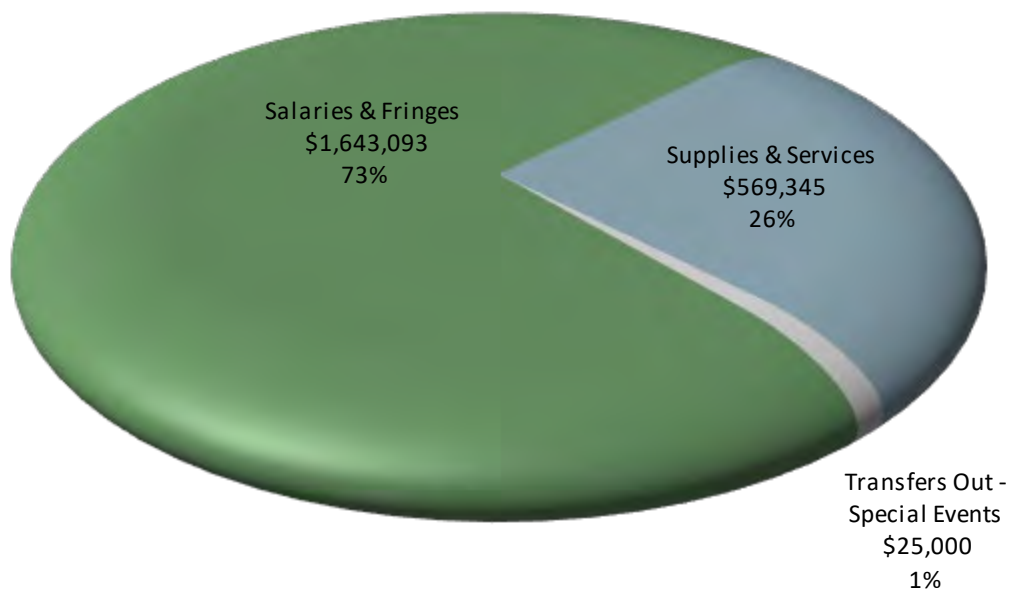
FY 2020/21: There are no changes in FTE.

FY 2019/20: An increase of 1.0 FTE - a Recreation Coordinator for the setup and implementation of a new Recreation Programs software.

FY 2018/19: An increase of 1.0 FTE – a Park Ranger needed due to the opening of Mansel Carter Park, an increase of 0.75 FTE for Recreation Technician, and an increase of 7,748 seasonal hours (3.6 FTE) related to the expansion of recreation programs and the opening of Mansel Carter Park

FY 2017/18: An increase of 1.0 FTE - a Marketing and Communications Coordinator was added to improve the Town’s outreach and communications.

Communications, Marketing & Recreation Services
FY 2020/21 Adopted Budget \$2.2M





Communications, Marketing & Recreation

Funding Source

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 430,374	\$ 478,402	\$ 639,601	\$ 660,600	\$ 327,842	\$ (332,758)	(50%)
General Fund - Dept Support Cost Recovery Revenue	\$ 111,255	\$ 99,798	\$ 32,366	\$ 33,337	\$ 33,337	\$ -	
General Fund	\$ 1,167,056	\$ 1,570,761	\$ 1,583,681	\$ 1,919,347	\$ 1,876,259	\$ (43,088)	(2%)
Total	\$ 1,708,685	\$ 2,148,961	\$ 2,255,648	\$ 2,613,284	\$ 2,237,438	\$ (375,846)	(14%)
		\$ 440,277	\$ 106,687	\$ 357,636	\$ (375,846)		
		26%	5%	16%	(14%)		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,067,132	\$ 1,339,634	\$ 1,466,947	\$ 1,697,619	\$ 1,643,093	\$ (54,526)	(3%)
Supplies & Services	\$ 541,567	\$ 729,013	\$ 616,931	\$ 840,665	\$ 569,345	\$ (271,320)	(32%)
Capital Outlay	\$ -	\$ 10,315	\$ 96,771	\$ -	\$ -	\$ -	N/A
Outside Agency Contractual Support	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ (50,000)	(100%)
Operating Projects	\$ 24,985	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Transfers Out - Special Events	\$ 25,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0%
Department Total	\$ 1,708,685	\$ 2,148,961	\$ 2,255,648	\$ 2,613,284	\$ 2,237,438	\$ (375,846)	(14%)
		\$ 440,277	\$ 106,687	\$ 357,636	\$ (375,846)		
		26%	5%	16%	(14%)		

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Communications & Marketing	\$ 784,398	\$ 912,224	\$ 851,519	\$ 1,005,862	\$ 873,138	\$ (132,724)	(13%)
Recreation Services	\$ 924,286	\$ 1,053,240	\$ 1,143,651	\$ 1,354,848	\$ 1,105,485	\$ (249,363)	(18%)
Park Rangers	\$ -	\$ 183,498	\$ 260,478	\$ 252,574	\$ 258,815	\$ 6,241	2%
Department Total	\$ 1,708,685	\$ 2,148,961	\$ 2,255,648	\$ 2,613,284	\$ 2,237,438	\$ (375,846)	(14%)
		\$ 440,277	\$ 106,687	\$ 357,636	\$ (375,846)		
		26%	5%	16%	(14%)		





CMR- Communications & Marketing

Program Operating Budget – Communications & Marketing

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 454,567	\$ 492,764	\$ 518,049	\$ 561,852	\$ 569,313	\$ 7,461	1%
Supplies & Services	\$ 304,846	\$ 419,459	\$ 333,470	\$ 444,010	\$ 303,825	\$ (140,185)	(32%)
Operating Projects	\$ 24,985	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Division Total	\$ 784,398	\$ 912,224	\$ 851,519	\$ 1,005,862	\$ 873,138	\$ (132,724)	(13%)
	\$ Change from Prior	\$ 127,825	\$ (60,705)	\$ 154,343	\$ (132,724)		
	% Change from Prior	16%	(7%)	18%	(13%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY21 supplies and service budget reflects a net decrease of \$140K (or 32%).

One-time funding totaling \$50K have been removed from the FY 2020/21 budget which included bi-annual citizen survey (\$25K), and the implementation of a text based customer relationship management system (\$25K). Additional decreases within general services (\$6K), professional development (\$9K), community outreach (\$15K), and marketing (\$78K) have been made to the budget because of the Covid-19 pandemic. Alternatively, increases to this budget mainly reflect in the subscription line to address annual maintenance fees for the newly implemented text based customer relationship management system (\$17K), and various licensing fees have been adjusted to be in alignment with actuals (\$.8).

Program Performance – Communications & Marketing

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement Image & Identity	Percent of residents rating effectiveness of Town communication as “good” or “excellent” ¹	N/A	90%	88%	N/A
	Millions of impressions generated by earned media directed at Queen Creek through the Visit Mesa marketing program	40	19	18	19
	Website activity on VisitMesa.com featuring Town of Queen Creek products and / or content	142,000	73,500	144,700	100,000

Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2021 (FY 2021/22).





CMR – Recreation Services

Program Operating Budget – Recreation Services

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 612,565	\$ 666,074	\$ 695,777	\$ 889,953	\$ 828,565	\$ (61,388)	(7%)
Supplies & Services	\$ 236,721	\$ 306,851	\$ 276,104	\$ 389,895	\$ 251,920	\$ (137,975)	(35%)
Capital Outlay	\$ -	\$ 10,315	\$ 96,771	\$ -	\$ -	\$ -	N/A
Outside Agency Contractual Support	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ (50,000)	(100%)
Transfers Out - Special Events	\$ 25,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 25,000	\$ -	0%
Division Total	\$ 924,286	\$ 1,053,240	\$ 1,143,651	\$ 1,354,848	\$ 1,105,485	\$ (249,363)	(18%)
		\$ Change from Prior	\$ 128,953	\$ 90,412	\$ 211,197	\$ (249,363)	
		% Change from Prior	14%	9%	18%	(18%)	

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). This accounts for about half of the increase in this category. A vacant Recreation Coordinator position does not include any budget for FY 2020/21, which is creating the decrease from FY 2019/20.

Supplies & Services:

The FY 2020/21 supplies and service budget for Recreation reflects a net decrease of \$138K (or 35%).

One-time funding totaling \$90K have been removed from the FY 2020/21 budget which included funding for a box trailer (\$10K), and budget to implement the new recreation registration software (\$80K). Additional reductions reflect within professional development (\$8.3K), and subscriptions based on trend spending (\$1.3K). Contracted classes reflects a reduction of \$44K based on the assumption that special instructor classes will be closed or reduced for the first quarter because of the Covid-19 pandemic. Alternatively, program budget increases reflect in, uniforms (\$1K), repairs/maintenance (\$1K), and senior programs (\$3.6K).

Capital Outlay:

There were no capital outlay requests submitted for FY 2020/21.

Outside Agency Contractual Support:

This category reflects the amount of support the Town of Queen Creek provides to the Boys and Girls Club on an annual basis. Based on the Covid-19 pandemic, the annual support agreement to the Boys and Girls Club has been reduced \$50K (100%).

Transfers Out – Special Events

This category reflects the amount of support the General Fund provides to the Town-sponsored special events - Founders Day (\$5K), 4th of July (\$5K), Spring into QC (\$5K), Holiday Tree Lighting (\$5K), and Trunk or Treat (\$5K).





CMR – Recreation Services

Program Performance – Recreation Services

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement	Percent of residents rating opportunities and service related to community parks and recreation services as “good” or “excellent” (1)	N/A	90%	90%	90%
	Total number of Special Interest Class (SIC) participants (3)	9,062	7,500	8,554	9,000
Image & Identity	Percent of recreation program users rating overall satisfaction with quality of program as good or better	97%	95%	95%	97%
Financial Stability	Percent of special event process participants ranking the process as "good" or "excellent" (2)	99%	90%	90%	90%

Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2021 (FY 2021/22).
2. New and varying class offerings (Karate, Zumba, Silver Sneakers, etc.) and population growth are driving special interest class attendance higher
3. Population growth and additional class offerings (Karate, Zumba) are driving higher than expected participation.





CMR – Park Rangers

Program Operating Budget – Park Rangers

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 180,795	\$ 253,121	\$ 245,814	\$ 245,215	\$ (599)	(0%)
Supplies & Services	\$ -	\$ 2,703	\$ 7,357	\$ 6,760	\$ 13,600	\$ 6,840	101%
Division Total	\$ -	\$ 183,498	\$ 260,478	\$ 252,574	\$ 258,815	\$ 6,241	2%
	\$ Change from Prior	\$ 183,498	\$ 76,980	\$ (7,904)	\$ 6,241		
	% Change from Prior			(3%)	2%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute. Slight changes in employee benefit elections is creating the decrease in this category.

Supplies & Services:

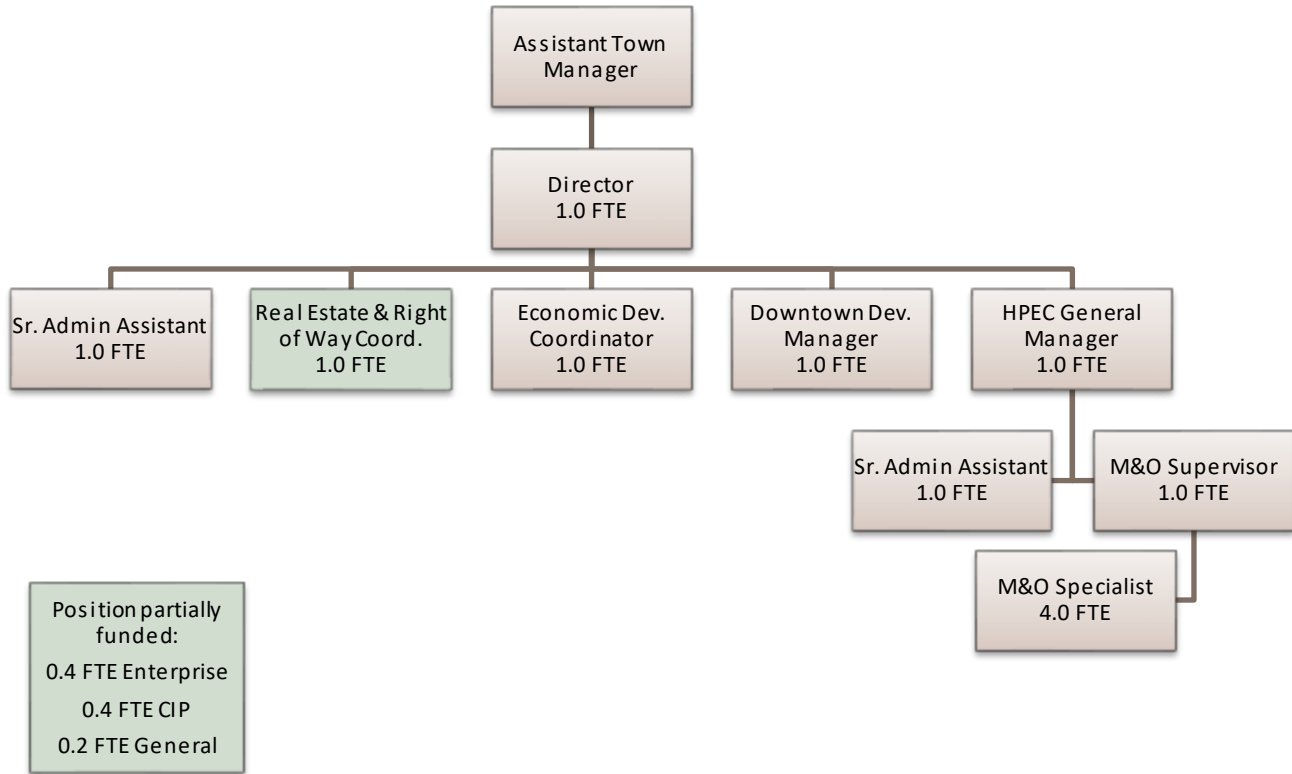
The FY 2020/21 supplies and service budget for the Park Ranger budget reflects a \$7K increase (or 101%).

A \$5.8K increase to the minor equipment budget has been added to the Ranger division budget to address repair and replacement needs to a camera system installed at the Mansel Carter Oasis Park. Categories including cellular service reflect an increase to budget (\$1K) as an adjustment to trend spending.





Economic Development



Department Description and Programs

The Economic Development Department consists of two divisions: Economic Development and Horseshoe Park and Equestrian Centre (HPEC). The Economic Development Division is responsible for business attraction, retention and expansion, as well as the promotion of opportunities available for private investment in the community.

The Real Estate division is responsible for all aspects of real estate activity within the Town, including capital improvement and utility project property acquisitions, managing leases on Town-owned property, and assisting with the sale of Town-owned property.

The HPEC division is responsible for the management of HPEC, including event planning and coordination, promoter relations and facility maintenance.

Department Mission

The goal of the Economic Development Department is to provide for the long-term economic sustainability of the community through a comprehensive and coordinated program of economic development, which includes business attraction, retention and expansion, real estate activities, event development and tourism activities.





Economic Development

Strategic Priorities

Secure Future



Quality Lifestyle



FY 2020/21 Objectives

- Implement strategies outlined in the Economic Development Strategic Plan focusing on business development, entrepreneurship, agritainment/destination tourism, economic foundations and enhanced marketing and promotion.
- Enhance opportunities for business success and the Town as a premier investment choice within the region. Proactively market the Town as the place for new business investment and job creation; actively market existing businesses to residents.
- Implement the key action items identified in the adopted Town Center Plan. Generate more economic synergy within the Town Center, and enhance the sense of place by attracting additional investment.
- Assist with the real estate activities associated with key capital improvement and utility projects.

Staffing by Division

Division	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
	Actual	Actual	Actual	Revised	Adopted
Economic Development	5.00	5.00	5.00	5.00	5.00
Horseshoe Park Equestrian Center	7.00	7.00	7.00	7.00	7.00
Department FTE	12.00	12.00	12.00	12.00	12.00

FTE Changes

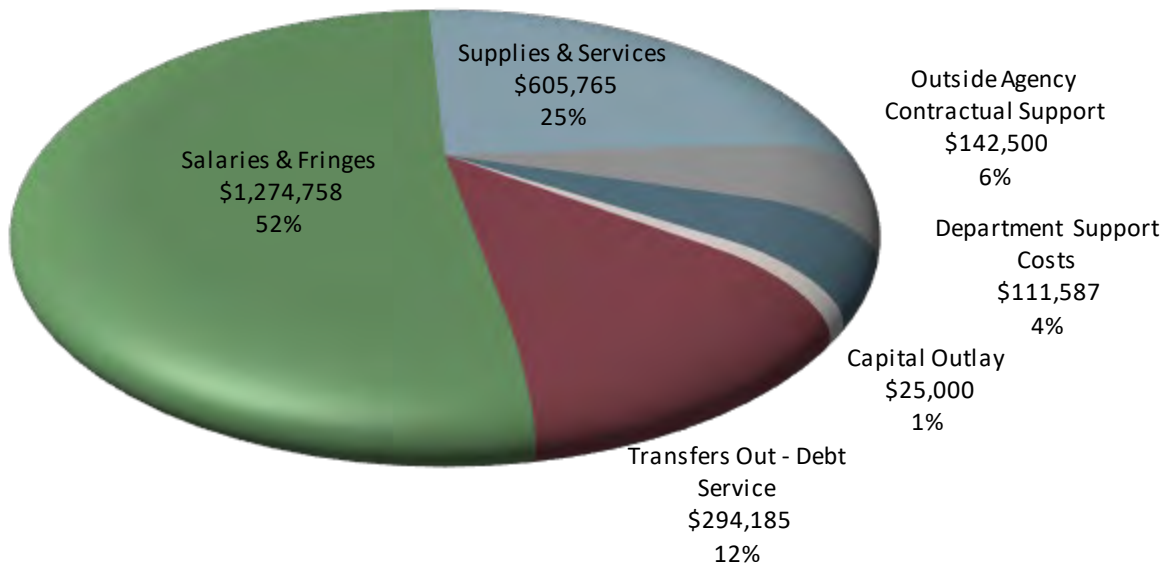
No staffing changes are included for FY 2020/21.





Economic Development

Economic Development FY 2020/21 Adopted Budget \$2.4M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre Revenues	\$ 606,436	\$ 634,573	\$ 611,862	\$ 757,500	\$ 431,193	\$ (326,307)	(43%)
General Fund	\$ 1,834,479	\$ 1,829,184	\$ 1,958,752	\$ 2,356,228	\$ 2,022,602	\$ (333,626)	(14%)
Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
\$ Change from Prior		\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
% Change from Prior		1%	4%	21%	(21%)		

Expenditure by Fund

Fund	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre	\$ 1,596,775	\$ 1,650,941	\$ 1,734,194	\$ 2,210,797	\$ 1,662,962	\$ (547,835)	(25%)
General Fund	\$ 844,140	\$ 812,816	\$ 836,420	\$ 902,931	\$ 790,833	\$ (112,098)	(12%)
Department Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
\$ Change from Prior		\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
% Change from Prior		1%	4%	21%	(21%)		





Economic Development

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,172,779	\$ 1,155,939	\$ 1,217,550	\$ 1,282,095	\$ 1,274,758	\$ (7,337)	(1%)
Supplies & Services	\$ 526,286	\$ 590,166	\$ 572,219	\$ 616,771	\$ 605,765	\$ (11,006)	(2%)
Outside Agency Contractual Support	\$ 210,000	\$ 210,000	\$ 210,023	\$ 210,000	\$ 142,500	\$ (67,500)	(32%)
Department Support Costs	\$ 174,273	\$ 173,064	\$ 107,730	\$ 109,459	\$ 111,587	\$ 2,128	2%
Capital Outlay	\$ 146,625	\$ 11,708	\$ 174,164	\$ 573,158	\$ 25,000	\$ (548,158)	(96%)
Contingency	\$ -	\$ -	\$ -	\$ 27,750	\$ -	\$ (27,750)	(100%)
Subtotal Expenses	\$ 2,229,963	\$ 2,140,877	\$ 2,281,685	\$ 2,819,233	\$ 2,159,610	\$ (659,623)	(23%)
Transfers Out - Debt Service	\$ 210,952	\$ 322,880	\$ 288,928	\$ 294,495	\$ 294,185	\$ (310)	(0%)
Department Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
	\$ Change from Prior	\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
	% Change from Prior	1%	4%	21%	(21%)		

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Economic Development	\$ 844,140	\$ 812,816	\$ 836,420	\$ 902,931	\$ 790,833	\$ (112,098)	(12%)
Horseshoe Park Equestrian Centre	\$ 1,596,775	\$ 1,650,941	\$ 1,734,194	\$ 2,210,797	\$ 1,662,962	\$ (547,835)	(25%)
Department Total	\$ 2,440,915	\$ 2,463,757	\$ 2,570,613	\$ 3,113,728	\$ 2,453,795	\$ (659,933)	(21%)
	\$ Change from Prior	\$ 22,842	\$ 106,856	\$ 543,115	\$ (659,933)		
	% Change from Prior	1%	4%	21%	(21%)		





Economic Development

Program Operating Budget – Economic Development

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 539,553	\$ 508,508	\$ 543,362	\$ 576,796	\$ 578,563	\$ 1,767	0%
Supplies & Services	\$ 94,588	\$ 94,308	\$ 83,035	\$ 116,135	\$ 69,770	\$ (46,365)	(40%)
Outside Agency Contractual Support	\$ 210,000	\$ 210,000	\$ 210,023	\$ 210,000	\$ 142,500	\$ (67,500)	(32%)
Division Total	\$ 844,140	\$ 812,816	\$ 836,420	\$ 902,931	\$ 790,833	\$ (112,098)	(12%)
	\$ Change from Prior	\$ (31,324)	\$ 23,604	\$ 66,511	\$ (112,098)		
	% Change from Prior	(4%)	3%	8%	(12%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY 2020/21 Economic Development division reflects a net decrease of \$46K (or 40%).

To align more with actuals, a decrease totaling \$4.2K reflects in the subscription, and software line items. Because of the Covid-19 pandemic, Economic Development has identified additional budget reductions totaling a \$42.9K affecting professional development, membership dues, and advertising within general services. Alternatively, the community outreach line reflects a slight increase (\$1K) to ensure supplies are in place for a number of localized commissions, workshops and meetings had by the Economic Development team.

Outside Agency Contractual Support:

This category reflects the amount of support the Town of Queen Creek provides the Queen Creek Performing Arts Center (\$135K), and the Queen Creek Chamber of Commerce (\$75K). Because of the Covid-19 pandemic, funding for the Performing Arts Center has been reduced by 50% (\$67.5) based on the assumption services will be on hold, or greatly reduced for the first half of the fiscal year.





Economic Development

Program Performance – Economic Development

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement Image & Identity	Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects (1)	41	45	46	48
	Average weekly users of Gangplank Program (2)	16	15	11	15
Land Use & Economic Development	Percentage increase in sales tax revenue (3)	20%	10%	17%	10%

Analysis of Performance

1. This includes the number of total prospects, including GPEC RFIs, staff assisted business expansion and retention projects.
2. Number of average weekly users of Gangplank Program. These numbers do not include weekly Hacknight attendance or any other special programs that Gangplank hosts outside the hours of 8am-5pm, Mon-Fri.
3. Sales tax revenue is highly dependent on the larger Arizona economy. The target and actual are based on year over year increases in sales tax collections excluding construction sales tax, communications and utilities, and real estate and rentals activity.





Economic Development - HPEC

Program Operating Budget – Horseshoe Park & Equestrian Centre (HPEC)

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 633,227	\$ 647,431	\$ 674,188	\$ 705,299	\$ 696,195	\$ (9,104)	(1%)
Supplies & Services	\$ 431,698	\$ 495,858	\$ 489,184	\$ 500,636	\$ 535,995	\$ 35,359	7%
Department Support Costs	\$ 174,273	\$ 173,064	\$ 107,730	\$ 109,459	\$ 111,587	\$ 2,128	2%
Capital Outlay	\$ 146,625	\$ 11,708	\$ 174,164	\$ 573,158	\$ 25,000	\$ (548,158)	(96%)
Contingency	\$ -	\$ -	\$ -	\$ 27,750	\$ -	\$ (27,750)	(100%)
Transfers Out - Debt Service	\$ 210,952	\$ 322,880	\$ 288,928	\$ 294,495	\$ 294,185	\$ (310)	(0%)
Division Total	\$ 1,596,775	\$ 1,650,941	\$ 1,734,194	\$ 2,210,797	\$ 1,662,962	\$ (547,835)	(25%)
	\$ Change from Prior	\$ 54,166	\$ 83,253	\$ 476,603	\$ (547,835)		
	% Change from Prior	3%	5%	27%	(25%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Changes to employee benefit elections is creating the decrease in this category.

Supplies & Services:

The FY 2020/21 supplies and service budget reflects a net increase of \$35K (or 7%).

To align more with actuals increases totaling \$85K affect areas including fleet repair and maintenance, utilities, and rental equipment. Offsetting this increase involves budget reductions throughout the operating budget totaling \$31K, based on the assumption this facility will be closed for the 1st quarter of the fiscal year due to the Covid-19 pandemic.

Support Costs:

Support Costs (overhead) are the charges from the General Fund for services such as Human Resources, Finance, Payroll, Information Technology, Town Manager and Town Clerk. Any changes identified in this budget are the result of a service/support change from partnering departments.

Capital Outlay:

The FY 2020/21 capital outlay budget reflects a decrease totaling \$548K (or 96%). One-time funding totaling \$473K that involved carry forward budget to complete the new arena 3 cover, wash rack repairs, and one-time purchase of a new 10-yard dump truck, and have been removed from the FY2020/21 budget as projects have successfully completed. The FY 2020/21 budget includes a reduced \$25K in annual funding to address significant park repair and replacement needs. No one-time budgetary requests were addressed for FY 2020/21.

Contingency:

HPEC contingency budget has been moved to the Centralized Service budget for FY 2020/21.





Economic Development - HPEC

Program Performance – Horseshoe Park & Equestrian Centre

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Community Involvement Image & Identity	Number of HPEC event days - Equestrian Driven (1)	262	260	232	240
	Number of HPEC event days – Non- Equestrian Driven (2) (3)	70	80	72	72

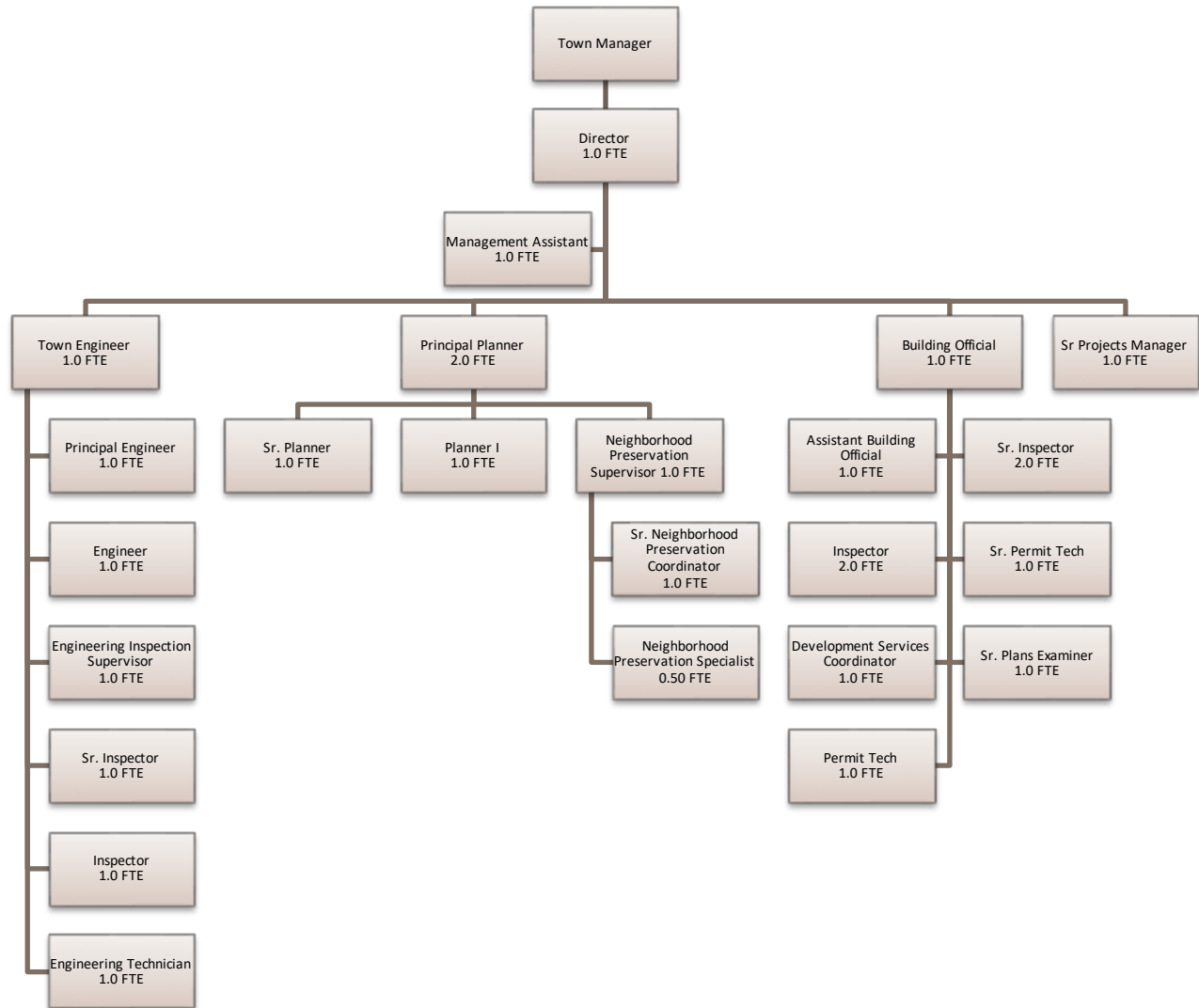
Analysis of Performance

1. Projected figure reflects a change in event type using the facility. Fewer overall event days are expected through the end of the fiscal year, but the events are using larger numbers of stalls and supplies.





Development Services



Department Description and Programs

The Development Services Department provides current and long-range planning programs, along with building safety and inspection, code enforcement, and engineering services. The department executes directives from the Town Manager and Council for the benefit of the Town’s residents, businesses and visitors.

Department Mission

Development Services serves the Queen Creek community by planning and administering land use, transportation, housing, and economic development opportunities. Development Services works to encourage investment in the community by providing excellent services oriented towards sustaining and creating a community with a high quality of life and environmental benefits for all.





Development Services

Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure



Quality Lifestyle



FY 2020/21 Objectives

- Plan for an economically sustainable build-out
- Continue to provide quality customer service and efficient plan review using the Town’s electronic plan review and permitting system
- Continue to update the Town’s Zoning Ordinance and Design Guidelines to reflect current needs and continue to provide high quality service to our citizens and the development community
- In partnership with the State Land Department, proactively plan for the development of state trust lands
- Continue evaluating potential annexations of strategic lands within the Town’s planning area
- Facilitate the implementation and realization of the Town Center Plan Update and Downtown Core Zoning District
- Preserve and enhance neighborhoods

Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Development Services Admin	4.00	2.00	1.00	1.00	3.00
Planning	5.00	6.00	6.00	5.00	4.00
Engineering	5.00	6.00	6.00	7.00	7.00
Building Safety	10.00	9.00	10.00	11.00	10.00
Neighborhood Preservation	1.50	2.50	2.50	2.50	2.50
Department FTE	25.50	25.50	25.50	26.50	26.50

FTE Changes

FY 2020/21: One FTE (Management Assistant) was moved from Building Safety to Development Services Admin and one Sr. Planner was moved from Planning and reclassified to Sr. Projects Manager in Development Services Admin

FY 2019/20: One additional FTE Inspector position due to ongoing growth in construction related activity, a vacant FTE in Planning was moved to the Building Safety Division in response to the inspection workload created in part by the Encanterra annexation.

FY 2018/19: no staffing increases, only internal reclassifications that were used to align existing staff with current service requirements.

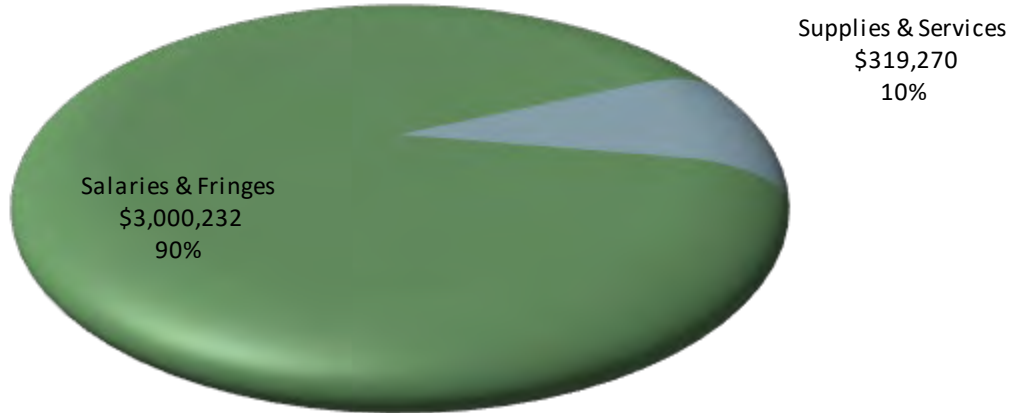
FY 2017/18: no staffing increases, only modifications to existing staff assignments between divisions





Development Services

Development Services FY 2020/21 Adopted Budget \$3.3M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 5,086,792	\$ 6,228,399	\$ 7,211,396	\$ 6,093,700	\$ 4,545,000	\$ (1,548,700)	(25%)
General Fund	\$ (2,211,035)	\$ (2,964,270)	\$ (4,142,959)	\$ (2,558,878)	\$ (1,225,498)	\$ 1,333,380	(52%)
Total	\$ 2,875,757	\$ 3,264,129	\$ 3,068,437	\$ 3,534,822	\$ 3,319,502	\$ (215,320)	(6%)
	\$ Change from Prior	\$ 388,372	\$ (195,692)	\$ 466,385	\$ (215,320)		
	% Change from Prior	14%	(6%)	15%	(6%)		

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 2,622,952	\$ 2,702,964	\$ 2,681,712	\$ 3,027,549	\$ 3,000,232	\$ (27,317)	(1%)
Supplies & Services	\$ 252,805	\$ 561,165	\$ 386,725	\$ 477,273	\$ 319,270	\$ (158,003)	(33%)
Capital Outlay	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ (30,000)	(100%)
Department Total	\$ 2,875,757	\$ 3,264,129	\$ 3,068,437	\$ 3,534,822	\$ 3,319,502	\$ (215,320)	(6%)
	\$ Change from Prior	\$ 388,372	\$ (195,692)	\$ 466,385	\$ (215,320)		
	% Change from Prior	14%	(6%)	15%	(6%)		





Development Services

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Development Services Admin	\$ 533,906	\$ 501,659	\$ 334,426	\$ 275,654	\$ 479,508	\$ 203,854	74%
Planning	\$ 727,668	\$ 911,632	\$ 644,005	\$ 709,582	\$ 513,825	\$ (195,757)	(28%)
Building Safety	\$ 865,088	\$ 925,866	\$ 1,097,883	\$ 1,241,625	\$ 1,123,836	\$ (117,789)	(9%)
Engineering	\$ 570,733	\$ 711,193	\$ 771,473	\$ 1,057,706	\$ 955,984	\$ (101,722)	(10%)
Neighborhood Preservation	\$ 178,362	\$ 213,778	\$ 220,650	\$ 250,255	\$ 246,349	\$ (3,906)	(2%)
Department Total	\$ 2,875,757	\$ 3,264,129	\$ 3,068,437	\$ 3,534,822	\$ 3,319,502	\$ (215,320)	(6%)
	\$ Change from Prior	\$ 388,372	\$ (195,692)	\$ 466,385	\$ (215,320)		
	% Change from Prior	14%	(6%)	15%	(6%)		





Development Services

Program Operating Budget – Development Services Admin

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 513,599	\$ 485,864	\$ 318,551	\$ 248,474	\$ 458,768	\$ 210,294	85%
Supplies & Services	\$ 20,307	\$ 15,795	\$ 15,875	\$ 27,180	\$ 20,740	\$ (6,440)	(24%)
Division Total	\$ 533,906	\$ 501,659	\$ 334,426	\$ 275,654	\$ 479,508	\$ 203,854	74%
	\$ Change from Prior	\$ (32,247)	\$ (167,233)	\$ (58,772)	\$ 203,854		
	% Change from Prior	(6%)	(33%)	(18%)	74%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Two positions are being moved into Admin for FY 2020: A Sr. Planner/Project Manager and a Management Assistant (from Building Safety), which increased the budget by \$209K.

Supplies & Services:

The FY 2020/21 supplies and service budget reflects a net decrease of \$6.4K (or 24%).

Decreases totaling \$7K mainly affect professional development budget as all travel is removed because of the COVID-19 pandemic. Slight increases affect professional development, and membership dues based on two (2) positions (senior planner/project manager and management assistant) moving to the Development Services Administrative budget from Building Safety, and Planning divisions (\$0.6).

Program Performance – Development Services Admin

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Land Use & Economic Development	Percent of citizens ranking the overall quality of new development in Queen Creek as “Good” to “Excellent” (1)	N/A	85%	85%	85%
Capital Improvement Program (CIP)	Percent of citizens ranking the overall appearance of Queen Creek roads, parks, trails, and public facilities as “Good” to “Excellent” (1)	N/A	90%	90%	90%

Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2021 (FY 2021/22).





Development Services

Program Operating Budget – Planning

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 561,270	\$ 486,633	\$ 508,798	\$ 629,605	\$ 484,875	\$ (144,730)	(23%)
Supplies & Services	\$ 166,398	\$ 424,999	\$ 135,208	\$ 79,977	\$ 28,950	\$ (51,027)	(64%)
Division Total	\$ 727,668	\$ 911,632	\$ 644,005	\$ 709,582	\$ 513,825	\$ (195,757)	(28%)
	\$ Change from Prior	\$ 183,964	\$ (267,626)	\$ 65,577	\$ (195,757)		
	% Change from Prior	25%	(29%)	10%	(28%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The movement of a Sr. Planner position to Admin to take over project related duties, and the movement of one vacant FTE from Planning to Building Safety to cover address inspection workload are creating the decrease in this category.

Supplies & Services:

The FY 2020/21 Planning supplies and service a net decrease of \$51K (or 64%).

Based on trends, commission support and minor equipment have been adjusted down (\$4K). An additional \$48K was reduced from the professional development and technical budgets because of the COVID-19 pandemic.

Program Performance – Planning

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Land Use & Economic Development	Average number of days from plan submittal to pre-application meeting	14	14	14	14
	Percentage of Planning construction plan reviews completed within established timeframes (1)	100%	100%	100%	100%
	Percentage of Planning case reviews completed within established timeframes (1)	100%	100%	100%	100%
	Percentage of Planning inspections completed within established timeframes	100%	100%	100%	100%





Development Services

Program Operating Budget – Building Safety

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 828,273	\$ 864,158	\$ 935,538	\$ 1,122,750	\$ 1,006,031	\$ (116,719)	(10%)
Supplies & Services	\$ 36,815	\$ 61,708	\$ 162,344	\$ 118,875	\$ 117,805	\$ (1,070)	(1%)
Division Total	\$ 865,088	\$ 925,866	\$ 1,097,883	\$ 1,241,625	\$ 1,123,836	\$ (117,789)	(9%)
	\$ Change from Prior	\$ 60,778	\$ 172,017	\$ 143,742	\$ (117,789)		
	% Change from Prior	7%	19%	13%	(9%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The movement of a Management Assistant FTE to Development Services Admin is creating the decrease in this category.

Supplies & Services:

The FY 2020/21 Building Safety supplies and service budget is decreasing by \$1K (or 1%).

Based on trend spending, cellular and minor equipment budgets were adjusted down (\$1K). An additional \$4K was reduced from the professional development and membership dues budgets because of the COVID-19 pandemic. Alternatively, book purchases will increase one-time as the Town works to adopt the 2018 Code (\$4K).

Program Performance – Building Safety

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Land Use & Economic Development	Percent of building permits processed in 5 days or less from plan review completion to applicant notification	100%	100%	100%	100%
	Percent of inspections completed within 1 business day of the requested inspection	100%	100%	100%	100%





Development Services

Program Operating Budget – Engineering

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 550,534	\$ 665,287	\$ 709,882	\$ 796,125	\$ 817,809	\$ 21,684	3%
Supplies & Services	\$ 20,199	\$ 45,907	\$ 61,591	\$ 231,581	\$ 138,175	\$ (93,406)	(40%)
Capital Outlay	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ (30,000)	(100%)
Division Total	\$ 570,733	\$ 711,193	\$ 771,473	\$ 1,057,706	\$ 955,984	\$ (101,722)	(10%)
	\$ Change from Prior	\$ 140,460	\$ 60,279	\$ 286,233	\$ (101,722)		
	% Change from Prior	25%	8%	37%	(10%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The remaining increase in this category is the result of hiring a vacant position higher than budgeted in FY 2019/20 as a result of a promotion (\$8K), as well as an additional allowance (\$10K) related to vacation payouts that is included in FY 2020/21.

Supplies & Services:

The FY 2020/21 Engineering supplies and service budget is decreasing by \$93K (or 40%).

Based on trend spending, shop supplies, subscriptions, and minor equipment budgets were adjusted down (\$1.2K). An additional \$78.4K was reduced from the general services (Engineer consulting), professional development, and membership dues budgets because of the COVID-19 pandemic. Lastly, one-time funds totaling \$8K have been removed from the FY 2020/21 Engineering budget. These funds included one (1) carry forward adjustment totaling \$.08K, equipment / set up costs to on-board a consultant (\$7K), and fleet/fuel budget has been transferred to appropriate department (\$6K).

Capital Outlay:

One-time vehicle purchase costs have been removed from the capital budget for the vehicle purchase for Engineering Inspector position that was added in FY 2019/20 (\$30K).

Program Performance – Engineering

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Land Use & Economic Development	Percent of Engineering construction plan reviews completed within 20 business days	100%	100%	100%	100%
	Percent of encroachment permit requests processed within established timeframes (1)	100%	100%	100%	100%
	Percent of final plat case reviews completed within 20 business days	100%	100%	100%	100%

Analysis of Performance

1. Established timeframes for street maintenance, construction projects, and private development construction permits is 2-5 business days. Timeframes for general franchise utilities is up to 8 business days.





Development Services

Program Operating Budget – Neighborhood Preservation

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ 169,276	\$ 201,023	\$ 208,942	\$ 230,595	\$ 232,749	\$ 2,154	1%
Supplies & Services	\$ 9,086	\$ 12,756	\$ 11,708	\$ 19,660	\$ 13,600	\$ (6,060)	(31%)
Division Total	\$ 178,362	\$ 213,778	\$ 220,650	\$ 250,255	\$ 246,349	\$ (3,906)	(2%)
	\$ Change from Prior	\$ 35,417	\$ 6,872	\$ 29,605	\$ (3,906)		
	% Change from Prior	20%	3%	13%	(2%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY2020/21 supplies and service budget reflects a net decrease of \$6K (or 31%). Based on trends, community outreach, shop supplies, postage, and food for board meetings have been adjusted down (\$2.9K). An additional \$3.3K reduction was completed within professional services and development lines because of the COVID-19 pandemic.

Program Performance – Neighborhood Preservation

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Land Use & Economic Development	Total number of unique (individual) staff initiated actions completed monthly (1)	192	120	183	140
	Average calendar days between receiving complaint to first investigation	<1	<1	<1	<1
	Average number of cases managed per FTE inspector monthly	121	110	112	110

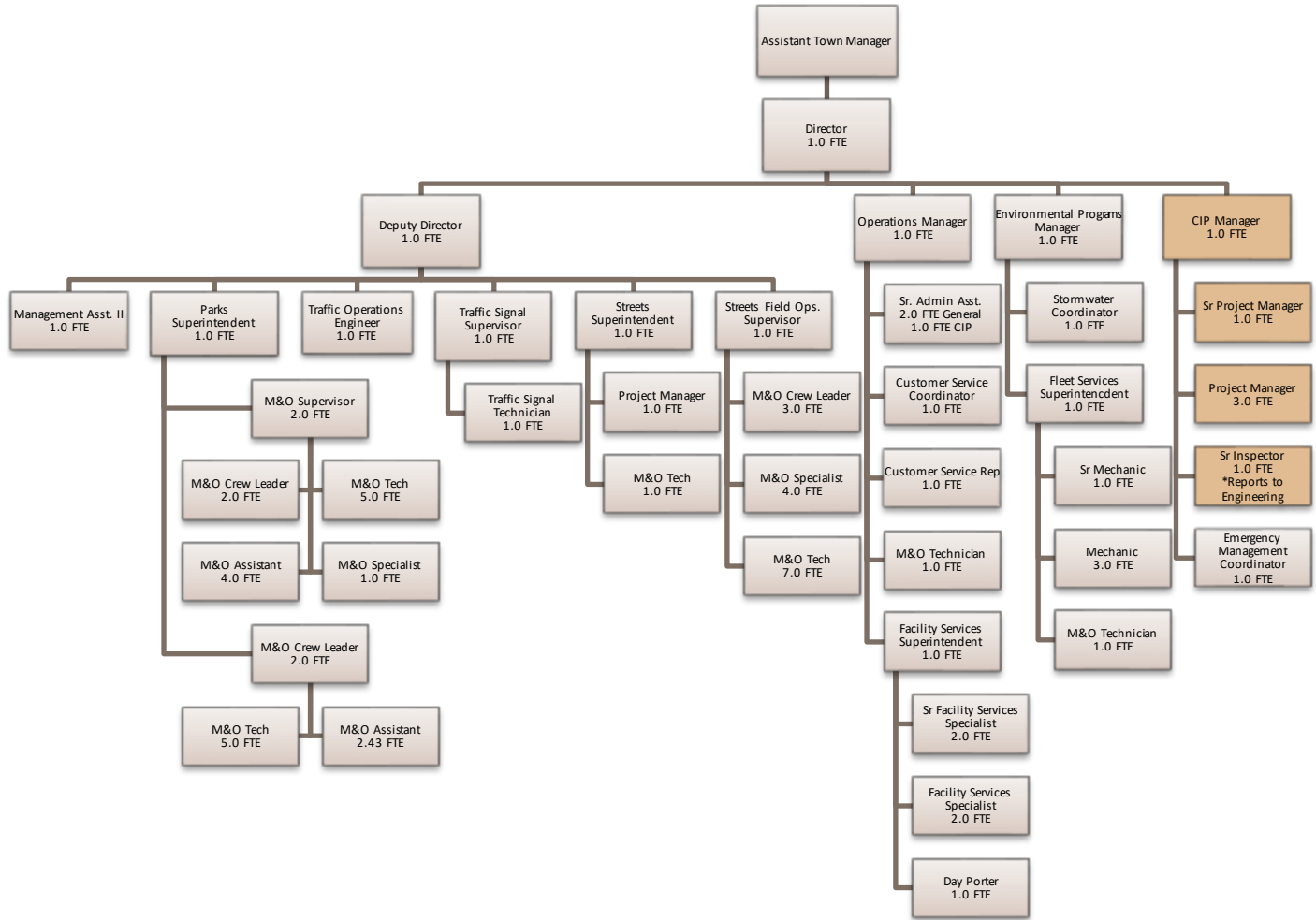
Analysis of Performance

1. This division now requires staff to complete a minimum number of assignments daily and implemented improved tracking processes, resulting in an increased FY 2018/19 Actuals, Projected FY 2019/20, and Target for FY 2020/21.





Public Works



Department Description

The Public Works Department oversees the maintenance of facilities, fleet, streets, grounds and provides solid waste services. The department actively implements the Capital Improvement Program (CIP), the pavement maintenance plans, and maintains public parks and grounds. This department is vital in managing Queen Creek’s rapid growth.

Solid Waste is a contracted program within the Public Works Department. The services provided through Solid Waste are refuse collection, recycling and community outreach. The Solid Waste program is funded by rate-payers. The current rate for a residential customer who has one refuse bin and one recycling bin is \$16.22 per month.

Department Mission

Building a sustainable community and maintaining superior Town infrastructure through innovation and dedication to excellence.





Public Works

Strategic Priorities

Effective Government



Superior Infrastructure



Quality Lifestyle



FY 2020/21 Objectives

- Implementation of a traffic management system for the Town Center area and major thoroughfares. Traffic management system will include real time data for signal timing of traffic signals during peak and off-peak traffic flows including weekends in the Town Center area.
- Design and construction of the Regional Flood Basins at the East Park site as well as associated channel conveyance system to Rittenhouse Road Channel.
- Coordination with Arizona Department of Transportation and the City of Mesa for the construction of State Route 24 including an overpass at Ellsworth Rd.
- Coordination with Pinal County for the design and construction of Meridian Road from Queen Creek Road to State Route 24.
- Continued implementation of the Town's Transportation Improvement Plan.
- Design and construction of fleet fueling stations for fuel independence to ensure adequate fueling supply for Town operations and Police Services.
- Develop an implementation plan for the acquisition and outfitting of Police Service vehicles.
- Continued coordination with partner agencies for improvement to shared roadways.





Public Works

Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Public Works Administration	4.00	5.00	7.00	7.00	7.00
Facilities Maintenance	4.75	5.00	6.00	6.00	6.00
Fleet Maintenance	4.00	4.00	4.00	6.00	7.00
Street Maintenance	14.00	15.00	17.00	18.00	18.00
Traffic	3.00	4.00	3.00	3.00	3.00
Parks & Grounds Maintenance	16.61	18.43	24.43	24.43	24.43
Solid Waste	4.75	4.00	4.00	4.00	4.00
Stormwater	-	-	1.00	1.00	1.00
CIP- Drainage & Transportation	5.50	5.50	7.00	7.00	7.00
Department FTE	56.61	60.93	73.43	76.43	77.43

FTE Changes

FY 2020/21: 1.0 FTE is added - a Mechanic (Fleet) in response to creating the Town's first Police Department.

FY 2019/20: 3.0 FTE are added - a Mechanic and an M&O Tech (Fleet), and an M&O Crew Leader (Streets). These additions are due to growing demands the Town continues to face and aiding in maintaining service levels.

FY 2018/19: 12.5 FTE are added - Facility Services Specialist, an M&O Specialist and M&O Tech in Streets, 6 additional positions in Parks & Grounds due to the opening of Mansel Carter Park, 1.5 additional FTE in CIP which included a 1.0 FTE Sr. Inspector and an increase of 0.5 FTE Admin Asst. position to full-time, and a Stormwater Coordinator now rolling up to Public Works versus Wastewater.

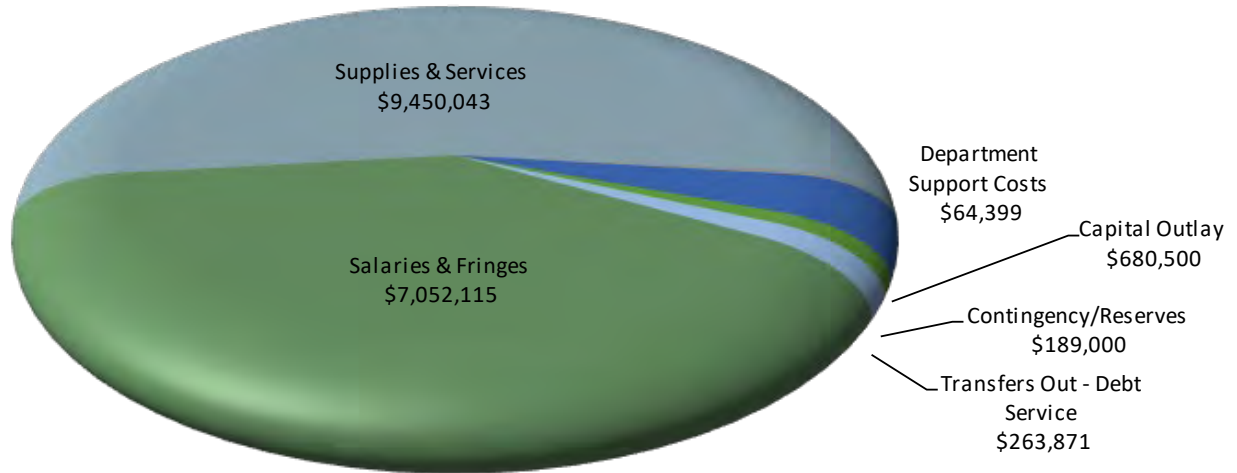
In previous years, there have been additions which have all been related to the Town's overall growth and include new roads, parks, and Town facilities and assets, all of which requires ongoing maintenance and support.





Public Works

Public Works FY 2020/21 Adopted Budget \$17.7M



Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund-Department Support Cost Recovery Revenue	\$ 306,104	\$ 331,941	\$ 353,529	\$ 384,668	\$ 442,198	\$ 57,530	15%
General Fund	\$ 4,778,242	\$ 6,092,526	\$ 6,691,024	\$ 8,413,346	\$ 7,399,640	\$ (1,013,706)	(12%)
Streets/HURF Revenues	\$ 3,637,819	\$ 3,857,635	\$ 4,435,595	\$ 4,929,755	\$ 4,935,600	\$ 5,845	0%
Solid Waste Revenues	\$ 2,416,919	\$ 2,632,324	\$ 2,961,878	\$ 3,150,618	\$ 3,834,045	\$ 683,427	22%
CIP	\$ 750,227	\$ 723,062	\$ 882,298	\$ 867,788	\$ 1,088,445	\$ 220,657	25%
Total	\$ 11,889,310	\$ 13,637,488	\$ 15,324,324	\$ 17,746,175	\$ 17,699,928	\$ (46,247)	(0%)
		\$ Change from Prior	\$ 1,748,178	\$ 1,686,836	\$ 2,421,851	\$ (46,247)	
		% Change from Prior	15%	12%	16%	(0%)	

Expenditure by Fund

Funding	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 4,322,807	\$ 4,689,651	\$ 5,777,669	\$ 7,761,947	\$ 7,744,677	\$ (17,270)	(0%)
Streets/HURF	\$ 4,399,357	\$ 5,592,451	\$ 5,702,479	\$ 5,965,822	\$ 5,032,761	\$ (933,061)	(16%)
Solid Waste	\$ 2,601,470	\$ 2,338,071	\$ 2,786,461	\$ 3,538,202	\$ 3,834,045	\$ 295,843	8%
CIP	\$ 750,227	\$ 723,062	\$ 882,298	\$ 867,788	\$ 1,088,445	\$ 220,657	25%
Department Total	\$ 12,073,862	\$ 13,343,235	\$ 15,148,907	\$ 18,133,759	\$ 17,699,928	\$ (433,831)	(2%)
		\$ Change from Prior	\$ 1,269,373	\$ 1,805,672	\$ 2,984,851	\$ (433,831)	
		% Change from Prior	11%	14%	20%	(2%)	





Public Works

Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,723,118	\$ 5,134,822	\$ 6,105,059	\$ 6,867,761	\$ 7,052,115	\$ 184,354	3%
Supplies & Services	\$ 6,019,066	\$ 6,993,431	\$ 7,627,336	\$ 8,934,016	\$ 9,450,043	\$ 516,027	6%
Department Support Costs	\$ 67,215	\$ 65,787	\$ 64,749	\$ 72,309	\$ 64,399	\$ (7,910)	(11%)
Debt Service	\$ 424,292	\$ 20,396	\$ 20,396	\$ 3,220	\$ -	\$ (3,220)	(100%)
Capital Outlay	\$ 571,871	\$ 839,838	\$ 1,020,458	\$ 1,803,500	\$ 680,500	\$ (1,123,000)	(62%)
Contingency/Reserves	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
Subtotal Expenses	\$ 11,805,562	\$ 13,054,274	\$ 14,837,999	\$ 17,869,806	\$ 17,436,057	\$ (433,749)	(2%)
Transfers Out - Debt Service	\$ 268,300	\$ 288,961	\$ 265,617	\$ 263,953	\$ 263,871	\$ (82)	(0%)
Transfers Out-Grant Match	\$ -	\$ -	\$ 45,292	\$ -	\$ -	\$ -	N/A
Department Total	\$ 12,073,862	\$ 13,343,235	\$ 15,148,907	\$ 18,133,759	\$ 17,699,928	\$ (433,831)	(2%)
	\$ Change from Prior	\$ 1,269,373	\$ 1,805,672	\$ 2,984,851	\$ (433,831)		
	% Change from Prior	11%	14%	20%	(2%)		

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Public Works Admin	\$ 518,584	\$ 626,809	\$ 893,958	\$ 1,032,515	\$ 1,043,573	\$ 11,058	1%
Facilities Maintenance	\$ 640,441	\$ 693,102	\$ 879,324	\$ 1,230,449	\$ 1,042,926	\$ (187,523)	(15%)
Fleet Maintenance	\$ 740,258	\$ 883,419	\$ 847,051	\$ 1,307,000	\$ 1,571,276	\$ 264,276	20%
Traffic	\$ 728,818	\$ 879,756	\$ 635,394	\$ 1,767,114	\$ 1,584,758	\$ (182,356)	(10%)
Streets & Pavement Maintenance	\$ 4,399,357	\$ 5,592,451	\$ 5,702,479	\$ 5,965,822	\$ 5,032,761	\$ (933,061)	(16%)
Grounds Maintenance	\$ 1,622,404	\$ 1,536,188	\$ 2,389,605	\$ 2,171,019	\$ 2,246,252	\$ 75,233	3%
Solid Waste	\$ 2,601,470	\$ 2,338,071	\$ 2,786,461	\$ 3,538,202	\$ 3,834,045	\$ 295,843	8%
Stormwater	\$ 72,302	\$ 70,377	\$ 132,337	\$ 253,850	\$ 255,892	\$ 2,042	1%
CIP Management	\$ 750,227	\$ 723,062	\$ 882,298	\$ 867,788	\$ 1,088,445	\$ 220,657	25%
Department Total	\$ 12,073,862	\$ 13,343,235	\$ 15,148,907	\$ 18,133,759	\$ 17,699,928	\$ (433,831)	(2%)
	\$ Change from Prior	\$ 1,269,373	\$ 1,805,672	\$ 2,984,851	\$ (433,831)		
	% Change from Prior	11%	14%	20%	(2%)		



Public Works

Program Operating Budget - PW Admin

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 507,878	\$ 576,638	\$ 872,880	\$ 998,180	\$ 1,012,313	\$ 14,133	1%
Supplies & Services	\$ 10,706	\$ 50,171	\$ 21,077	\$ 34,335	\$ 31,260	\$ (3,075)	(9%)
Division Total	\$ 518,584	\$ 626,809	\$ 893,958	\$ 1,032,515	\$ 1,043,573	\$ 11,058	1%
	\$ Change from Prior	\$ 108,225	\$ 267,149	\$ 138,557	\$ 11,058		
	% Change from Prior	21%	43%	15%	1%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The Public Works Administrative budget reflects a net decrease of \$3K (or 9%) for FY 2020-21.

A reduction to the professional technical budget totaling \$2.5K is the result of relocating an assessment program to the Queen Creek Fire department. Additionally, professional development reflects a \$7K reduction because of the COVID-19 pandemic. Alternatively, increases to areas including professional development (\$825), cellular/data plans (\$600), office supplies (\$4K), and divisional programs/events including open houses (\$1K) have been completed to adjust budget to align better with trend spending.

Performance - PW Admin

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Capital Improvement Projects (CIP)	Percent of design and construction contracts not exceeding 10% of bid award amount	100%	95%	100%	95%
	Percent of Town projects completed per adopted contractors construction schedule (excluding unforeseen delays)	100%	95%	90%	90%





Public Works

Program Operating Budget - Facilities Maintenance

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 331,489	\$ 369,034	\$ 425,257	\$ 457,864	\$ 465,426	\$ 7,562	2%
Supplies & Services	\$ 308,952	\$ 308,757	\$ 405,361	\$ 772,585	\$ 577,500	\$ (195,085)	(25%)
Capital Outlay	\$ -	\$ 15,311	\$ 48,706	\$ -	\$ -	\$ -	N/A
Division Total	\$ 640,441	\$ 693,102	\$ 879,324	\$ 1,230,449	\$ 1,042,926	\$ (187,523)	(15%)
		\$ Change from Prior	\$ 52,661	\$ 186,222	\$ 351,125	\$ (187,523)	
		% Change from Prior	8%	27%	40%	(15%)	

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY 2020/21 Facilities supplies and service budget reflects a net decrease of \$195K (25%).

One-time funding totaling \$114K for projects/purchases involving new ice machines at various locations, updating maintenance work order system, and carry forward funding for a fire suppression system has been removed from the FY 2020/21 budget. Additional reductions totaling \$202K reflect in professional development, and maintenance/repairs because of the COVID-19 pandemic. Alternatively, budget increases affect areas involving general services, cellular, A/C repairs, equipment rentals and janitorial supplies to address additional square footage requiring housekeeping and maintenance services on an annual basis (\$119K).

Capital Outlay:

No new budget requests were considered for FY 2020/21.





Public Works

Program Performance - Facilities Maintenance

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Financial Stability	Custodial expenditures per square foot: all facilities (total, in-house and contractual) (1)	\$2.17	\$1.38	\$1.87	\$2.07
	Percent of preventative maintenance activities completed by town staff versus contracted services as a percent of total preventative maintenance activities (2)	90%	90%	90%	89%
	Percent of high-priority service requests addressed within 24 hours of notification	92%	91%	92%	92%

Analysis of Performance

1. Custodial expenditures projected in FY 2019/20 reflects no contract wage increase, no FTE wage increase, additional facilities (utility facility at FOF, 18,000 sq. ft.) additional contracted employee and consumables to maintain; Custodial Target 2019/20 reflects addition of Utility building B at 13,000 sq. ft. and additional consumable costs as well as an addition of Fleet modular at 2,000 sq. ft. and additional consumable costs. Custodial Actual 2018/19 reflected the addition of deep cleaning services town wide, the addition of after hour emergency contracted services, additional contracted hours at Rec annex, and additional contracted labor for Town run special events.
2. Target 2020/21 reflects a decrease due to the anticipated addition of an automated door and gate maintenance contract associated with the new Field Operations Facility.





Public Works

Program Operating Budget - Fleet Maintenance

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 306,750	\$ 312,515	\$ 310,218	\$ 491,592	\$ 539,881	\$ 48,289	10%
Supplies & Services	\$ 209,614	\$ 244,123	\$ 320,475	\$ 358,908	\$ 464,395	\$ 105,487	29%
Capital Outlay	\$ 223,894	\$ 326,781	\$ 216,358	\$ 456,500	\$ 567,000	\$ 110,500	24%
Division Total	\$ 740,258	\$ 883,419	\$ 847,051	\$ 1,307,000	\$ 1,571,276	\$ 264,276	20%
	\$ Change from Prior	\$ 143,161	\$ (36,368)	\$ 459,949	\$ 264,276		
	% Change from Prior	19%	(4%)	54%	20%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The budget increased by \$74K for the addition of 1.0 FTE Mechanic related to the addition of Police Services. These increases are offset by the new FY 2019/20 budgeted positions costing less than was originally budgeted based on medical elections.

Supplies & Services:

FY 2020/21 reflects a \$105K (or 29%) increase to the Fleet Services supplies and service budget.

The Public Works Fleet division is experiencing an increase of \$92K in regards to vehicle maintenance and repairs associated with consumable supplies involving oils, cleaners and replacement parts (hoses, belts, etc.). In combination with an increased workload being placed on equipment and vehicles, the Fleet division is experiencing a rising cost of fuel of \$8K. This increase of use is also affecting the Town's contracted fuel supplier (Queen Creek Unified Schools) that sometimes causes the site to run out of fuel - requiring users to utilize commercial fuel sites at a higher rate. GPS monitoring services increase 13% (\$3K) based on increasing numbers of vehicles carrying this technology (115 to 180). Areas involving membership dues, license/fees, and uniforms reflect an increase to budget totaling \$2K.

Capital Outlay:

The capital budget fluctuates each year based on the vehicles and equipment that are replaced. Vehicle replacement is based on a combination of factors including age, mileage and overall condition of vehicle engine systems.

The FY 2020/21 Fleet capital outlay budget totals \$567K, a net increase of \$111K (or 24%) from the prior year. FY 2020-21 reflects a vehicle safety up fitting budget (\$20K). In addition to vehicle purchases, Fleet division is requesting an additional \$547K to be added to the FY 2020/21 budget to address one-time project to construct a fuel island to support Town fleet vehicles and equipment internally. One time funding totaling \$456.5K has been removed from the FY 2020/21 budget as replacement vehicle purchases are scheduled for completion.





Public Works

Program Performance - Fleet Maintenance

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Financial Stability	Percent of repair and maintenance activities completed by Town fleet staff	95%	95%	95%	97%
	Percent of vehicle and equipment repairs completed within one day of dropoff with Fleet Services (1)	53%	95%	88%	95%

Analysis of Performance

1. The FY 2018/19 Actual reflects a decrease in level of service due to the constraints of operating out of a temporary one-bay facility. The missed target for 2019/20 was due to a delay moving into the new fleet services building and therefore, the continuation or working out of a one-bay facility longer than anticipated.





Public Works

Program Operating Budget – Traffic

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 317,245	\$ 361,147	\$ 269,078	\$ 303,734	\$ 306,733	\$ 2,999	1%
Supplies & Services	\$ 411,573	\$ 276,306	\$ 366,316	\$ 569,180	\$ 1,278,025	\$ 708,845	125%
Capital Outlay	\$ -	\$ 242,303	\$ -	\$ 894,200	\$ -	\$ (894,200)	(100%)
Subtotal Expenses	\$ 728,818	\$ 879,756	\$ 635,394	\$ 1,767,114	\$ 1,584,758	\$ (182,356)	(10%)
		\$ 150,938	\$ (244,362)	\$ 1,131,720	\$ (182,356)		
		21%	(28%)	178%	(10%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The FY 2020-21 Traffic Supplies and Services budget reflects a net increase totaling \$709K (125%).

The FY 2020-21 professional/technical budget reflects a \$342K increase as it includes Town portion MAG ITS application fees (Signal Performance Phase 1 - \$264K), and a joint application with Mesa, Queen Creek, and Arizona Department of Transportation (ADOT) is in process for the State Route 24 Enhancement Grant potentially committing the Town to design match fees (\$78K). A net increase totaling \$170K to the Traffic repair and maintenance budget includes a \$50K increase to the signage budget to maintain the goal of replacing/refreshing approximately 96 signs at signalized intersections each year. Increases totaling \$155K reflect within the accident repair budget. This increase allows the replacement of one traffic cabinet and additional wiring to be completed annually. Budget totaling \$35K for event traffic control has been moved from the traffic budget to the streets budget. Because of the increasing number of locations and intersections, consumable stock items including tools, minor equipment and supplies reflect an increase of \$11K to maintain current levels of service. Budget requests totaling \$235K have been included in the FY 2020/21 budget as a placeholder for potential projects falling outside the scope of the scheduled supplies and service budget. Funds requested will address a traffic study and signal optimization project. Rounding out the changes to this budget, traffic has reduced street light repairs by \$50K because of the COVID-19 pandemic.

Capital Outlay:

Special one-time annual projects included in the FY 2019/20 budget for traffic street face signage replacement (\$35K), vehicle purchase (\$44K), and SRP street light purchase (\$815K) have been removed from the FY 2020/21 budget.





Public Works

Program Performance – Traffic

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Capital Improvement Projects (CIP) & Transportation Improvement Plan (TIP)	Percent of residents rating the overall traffic flow on major streets as "Good" to "Excellent" (1)	26%	55%	50%	60%
	Percent of emergency signal malfunction responses within one hour of notification	100%	95%	100%	100%

Analysis of Performance

1. Measurement is based on bi-annual survey results. Projected/Target numbers are assumed as traffic congestion is expected to increase due to construction activities, and before the SR 24 opening (Fall 2022).





Public Works

Program Operating Budget - Street Maintenance

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,138,522	\$ 1,230,696	\$ 1,444,166	\$ 1,583,607	\$ 1,569,860	\$ (13,747)	(1%)
Supplies & Services	\$ 2,657,087	\$ 3,824,745	\$ 3,656,400	\$ 3,860,542	\$ 3,097,530	\$ (763,012)	(20%)
Debt Service	\$ 20,396	\$ 20,396	\$ 20,396	\$ 3,220	\$ -	\$ (3,220)	(100%)
Capital Outlay	\$ 538,946	\$ 554,433	\$ 486,967	\$ 711,000	\$ 101,500	\$ (609,500)	(86%)
Transfers Out - Debt Service	\$ 268,300	\$ 288,961	\$ 265,617	\$ 263,953	\$ 263,871	\$ (82)	(0%)
Division Total	\$ 4,623,251	\$ 5,919,232	\$ 5,873,546	\$ 6,422,322	\$ 5,032,761	\$ (1,389,561)	(22%)
		\$ Change from Prior	\$ 1,295,980	\$ (45,686)	\$ 548,777	\$ (1,389,561)	
		% Change from Prior	28%	(1%)	9%	(22%)	

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Employee turnover is resulting in a decrease for this category.

Supplies & Services:

Of the \$3.1 budgeted, \$2.2M will be used for arterial and residential pavement preservation, targeted pavement repairs and upgrades, as well as concrete repairs. The FY 2020/21 budget reflects a \$1.4M reduction to repairs and maintenance projects because of the COVID-19 pandemic. Projects excluded from the 2020/21 plan were deemed appropriate to delay for one year, as they do not currently affect health and safety standards. FY 2020/21 budget reflects an estimated 31.6 additional lane miles brought on by new development (15.4 miles), annexations (16.2 miles), and event traffic control services (\$50K) resulting in a 18% increase to arterial and residential preventative maintenance.

Capital Outlay:

The one-time nature of capital outlay creates fluctuations from year to year. Included in the FY 2020/21 budget is expenditure authority to replace a crew truck (\$42K), a trailer spray mount (\$14K), a replacement water tank (\$30K) and the purchase of a new suitcase message board (\$15K).





Public Works

Program Performance – Street Maintenance

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
CIP, TIP, Image & Identity	Percent of pavement in satisfactory or better condition per Pavement Condition Index (PCI)	84%	85%	84%	84%
	Percent of potholes repaired within 24 hours of notification	100%	100%	100%	100%
	Percent of responses to street maintenance issues within 24 hours of notification	98%	98%	95%	96%

Analysis of Performance

1. The decrease in the Target for response to maintenance issues is a result of taking on the annexation of roadways that were not maintained to the same level as Queen Creek roadways. This resulted in an increase in maintenance issues.





Public Works

Program Operating Budget – Parks/Grounds Maintenance

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,303,391	\$ 1,216,586	\$ 1,620,487	\$ 1,706,494	\$ 1,786,267	\$ 79,773	5%
Supplies & Services	\$ 286,088	\$ 295,657	\$ 335,265	\$ 419,225	\$ 447,985	\$ 28,760	7%
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 32,925	\$ 23,945	\$ 433,853	\$ 45,300	\$ 12,000	\$ (33,300)	(74%)
Division Total	\$ 1,622,404	\$ 1,536,188	\$ 2,389,605	\$ 2,171,019	\$ 2,246,252	\$ 75,233	3%
		\$ Change from Prior % Change from Prior	\$ (86,216) (5%)	\$ 853,417 56%	\$ (218,586) (9%)	\$ 75,233 3%	

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Reclassifications that occurred in FY 2019/20 are creating the increase in this category.

Supplies & Services:

The FY 2020/21 Grounds supplies and service budget reflects a net increase totaling \$29K (7%).

Increases to this budget reflect in multiple areas, and can mostly be attributed to growth. Both landscape and shop supplies is experiencing a \$21K increase to budget based on additional locations, and warranty period for Mansel Carter Park expiring. Irrigation repairs reflect a \$6K increase in budget based on newly added facilities and increasing repairs needed on aging equipment. Right of way maintenance is expected to increase an additional \$5K to address service areas added in 2019/20. Minor equipment and landscape tools collectively reflect increases (\$23K) to ensure sufficient funding is in place to address consumable item needs including small engine equipment (lawn mowers), rakes and shovels. Alternatively, budget lines including license fees, cellular, program supplies have been reduced \$8K based on trend spending. Lastly, an additional \$18K was reduced from professional and general services because of the COVID-19 pandemic.

Capital Outlay:

Funds totaling \$45K for one-time purchases in FY 2019/20 have been removed from the FY 2020/21 budget. Funding included in the FY 2020/21 budget totaling \$12K is earmarked for a one-time purchase to replace an existing utility vehicle.

Program Performance – Parks/Grounds Maintenance

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Image & Identity	Percent of graffiti or vandalism repaired within 24 hours of notification	98%	95%	95%	95%





Public Works

Program Operating Budget - Solid Waste

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 457,754	\$ 429,895	\$ 478,664	\$ 487,223	\$ 488,469	\$ 1,246	0%
Supplies & Services	\$ 1,672,606	\$ 1,842,390	\$ 2,224,130	\$ 2,639,670	\$ 3,092,177	\$ 452,507	17%
Department Support Costs	\$ 67,215	\$ 65,787	\$ 64,749	\$ 72,309	\$ 64,399	\$ (7,910)	(11%)
Debt Service	\$ 403,896	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ -	\$ -	\$ 18,918	\$ 150,000	\$ -	\$ (150,000)	(100%)
Contingency	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
Division Total	\$ 2,601,470	\$ 2,338,071	\$ 2,786,461	\$ 3,538,202	\$ 3,834,045	\$ 295,843	8%
		\$ Change from Prior	\$ 448,390	\$ 751,741	\$ 295,843		
		% Change from Prior	19%	27%	8%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

This category contains the contract to provide trash, recycling, and bulk services. The price of the solid waste contract is expected to increase from \$2.0M in FY 2019/20 to \$2.6M in FY 2020/21 due primarily to increased customer growth and the annexation of the Encanterra community in FY 2019/20. This increase was partially offset by a reduction in solid waste cart purchase costs \$(166K) for carts that were already purchased for Encanterra in FY 2019/20, reduced professional service costs \$(47,900), and reduced minor equipment costs (\$17K) related to a one-time purchase of recycling bins for the Public Space Recycling Pilot Program.

Support Costs:

Support Costs (overhead) are the charges from the General Fund for services such as Human Resources, Finance, Payroll, Information Technology, Town Manager and Town Clerk. In FY 2020/21, IT related department support expenses have been reduced because various software costs have been reallocated to the General Fund.

Capital Outlay:

The decrease in Capital Outlay reflects the postponement of the recycling center relocation project, which will now be moving to the new corporation yard after the East Park design is completed.

Contingency:

The Solid Waste Fund operates as an Enterprise fund, which includes its own, separate contingency. No changes to contingency are projected in FY 2020/21.





Public Works

Program Performance – Solid Waste

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Environment	Percent of recycled or diverted material relative to total solid waste collections	20%	21%	20%	20%
	Percent increase of non-contaminated residential curbside recycling collections as a result of targeted inspection program	90%	90%	90%	90%

Analysis of Performance

1. The department performs an audit on residential collections within a subdivision to establish a starting point, then performs targeted outreach and education efforts for 2-3 months and then measures the impact of the program on the amount of non-contaminated, recyclable material.





Public Works

Program Operating Budget – Stormwater

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ 74,134	\$ 76,026	\$ 1,892	3%
Supplies & Services	\$ 72,302	\$ 70,377	\$ 132,337	\$ 179,716	\$ 179,866	\$ 150	0%
Division Total	\$ 72,302	\$ 70,377	\$ 132,337	\$ 253,850	\$ 255,892	\$ 2,042	1%
	\$ Change from Prior		\$ (1,925)	\$ 61,960	\$ 121,513	\$ 2,042	
	% Change from Prior		(3%)	88%	92%	1%	

Budget Notes and Changes

Salaries & Fringe:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The budget for Supplies & Services represents compliance costs to operate and maintain Stormwater permitting as required by the Arizona Department of Environmental Quality (ADEQ).

Program Operating Budget – CIP Management

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 360,089	\$ 638,311	\$ 684,309	\$ 764,933	\$ 807,140	\$ 42,207	6%
Supplies & Services	\$ 390,138	\$ 80,905	\$ 165,975	\$ 99,855	\$ 281,305	\$ 181,450	182%
Capital Outlay	\$ -	\$ 3,846	\$ 32,014	\$ 3,000	\$ -	\$ (3,000)	(100%)
Division Total	\$ 750,227	\$ 723,062	\$ 882,298	\$ 867,788	\$ 1,088,445	\$ 220,657	25%
	\$ Change from Prior		\$ (27,165)	\$ 159,235	\$ (14,510)	\$ 220,657	
	% Change from Prior		(4%)	22%	(2%)	25%	

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The remainder of the increase is the result of employee turnover - new staff compensation exceeds prior incumbent.

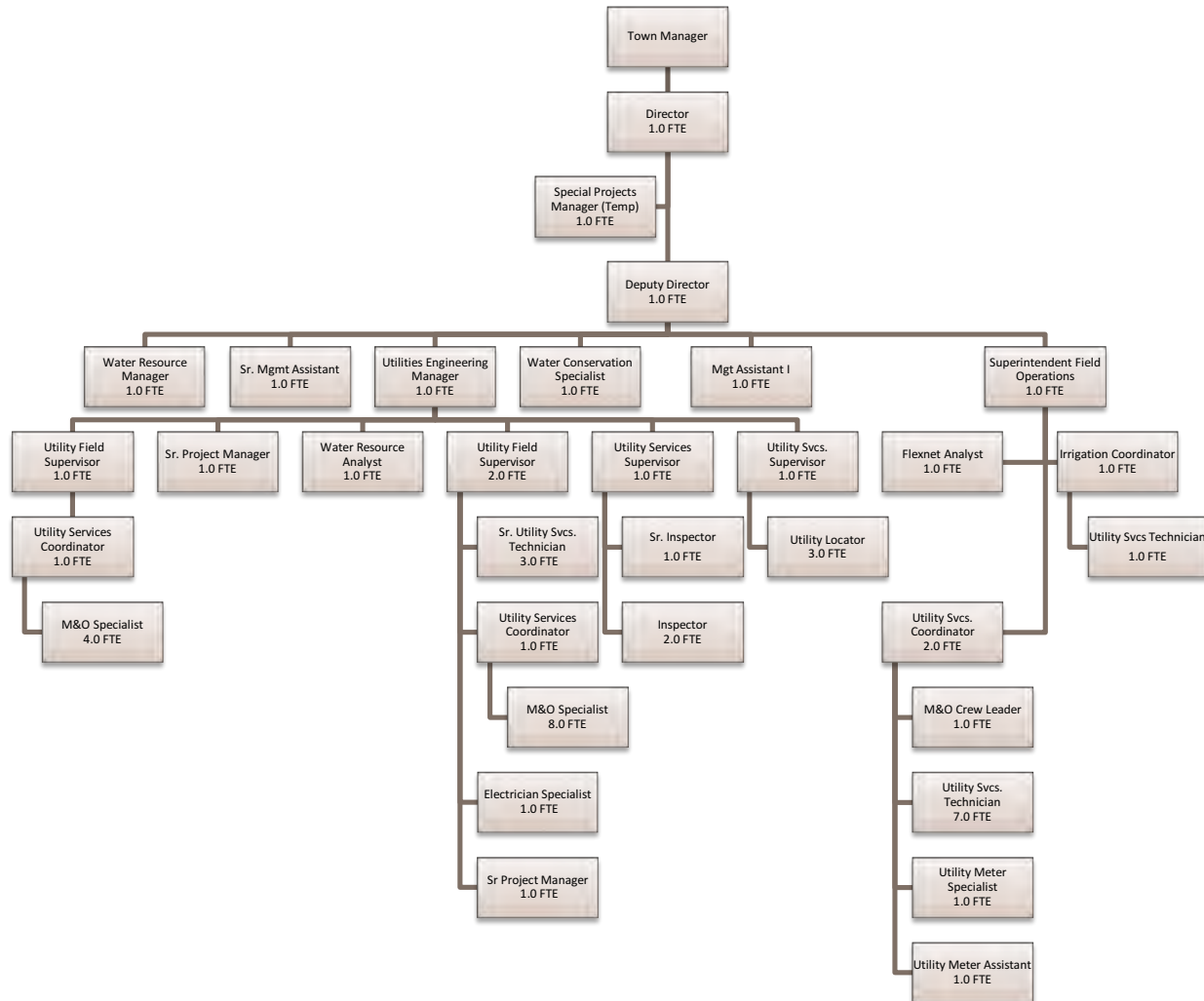
Supplies & Services:

The FY 2020/21 budget includes increases for various construction management/review consulting services contracts. These include services for construction review and outside professional services that would otherwise require Town staff time. A portion of this increase is in lieu of additional staffing requests for ongoing personnel. The construction life cycle of the Town requires many large-scale projects but over the next few years should recede to a more manageable level.





Utility Services – Water & Wastewater



Department Description and Programs

The Utility Services Department is composed of the water and sewer enterprise funds, which are used to account for the services provided to the Town’s utility customers. The department is responsible for the operation and maintenance of Queen Creek’s potable water, irrigation, reclaimed water, sewer facilities, and infrastructure in a manner that satisfies federal, state, county and local agency permits and ensures regulatory compliance through regular sample collection, laboratory testing, and backflow prevention. The Town is the sole water utility provider for the residents of Queen Creek. All programs in these areas are funded through water and sewer funds.

Department Mission

The Utility Services Department is committed to excellence in providing safe, reliable, and efficient water and wastewater services in a manner that is environmentally responsible and maintains quality of life for the community and its residents. The department strives to meet or exceed the expectations of Queen Creek residents, businesses, outside customers, and visitors whom we serve.





Utility Services – Water & Wastewater

Strategic Priority

Secure Future



FY 2020/21 Objectives

- Continue development of sustainable long-range plans for water, reclaimed water, and wastewater by adjusting projections for community growth
- Ensure a continued safe and sustainable water supply that fully implements the General Plan
- Proactively work to secure the best opportunity for the 5.5 square miles of state lands and include them in the Town’s planning area. Work with the State Land Department on a CAG 208 permit

Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Water – Administration	2.00	3.00	3.00	5.00	5.00
Water – Customer Service*	1.00	-	-	-	-
Water – Engineering	1.00	1.00	2.00	2.00	2.00
Water – Field Ops Meters	11.00	10.00	13.00	14.00	14.00
Water – GIS	3.00	4.00	4.00	4.00	4.00
Water – Irrigation	1.00	1.00	2.00	2.00	2.00
Water – CIP	3.00	3.00	3.00	4.00	4.00
Water – Conservation*	1.25	2.0	1.00	1.00	1.00
Water – Distribution	10.00	11.00	15.00	16.00	16.00
Water – Resources	1.00	1.00	2.00	2.00	2.00
Sewer – Water Reclamation	5.00	5.00	5.00	6.00	6.00
Department FTE	39.25	41.00	50.00	56.00	56.00

*Beginning in FY 2019/20, Water – Customer Service positions are shown in the Finance section where these positions have always reported while still being funded by Water.

FTE Changes

FY 2020/21: No changes in FTE

FY 2019/20: Management Assistant I, Utility Meter Assistant (Temp), an Inspector for CIP Projects, and an M&O FTE in Water Distribution, a Utility Technician in Water Reclamation.

FY 2018/19: Added 9 additional positions, seven of which were recommended in a business assessment completed by an outside consultant hired to review water operations. These positions included a Deputy Director, Water Flexnet Analyst, Sr. Project Engineer, Irrigation Coordinator, Electrician Specialist, M&O Specialist, and Utility Meter Specialist. The remaining position includes a Water Resource Manager for departmental technical assistance, and a M&O Crew Leader to align staffing with workload.

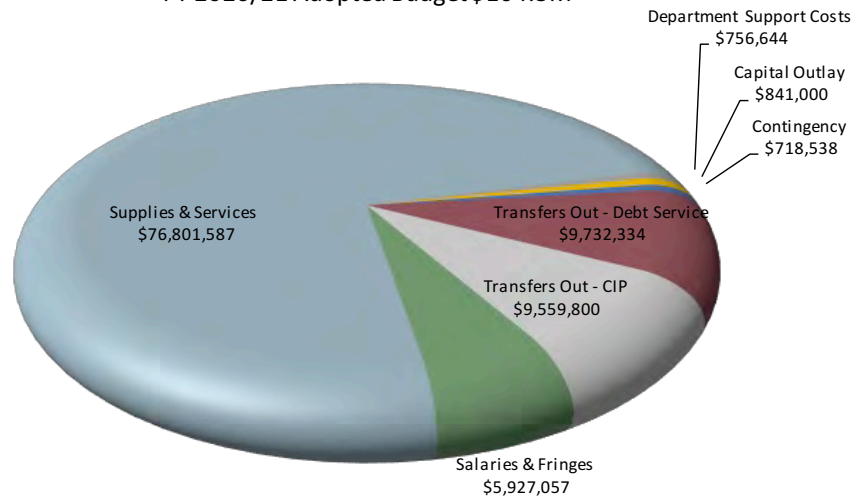
In prior fiscal years other positions were added - all of which were to sustain an ongoing growth and expansion of the utility system.





Utility Services – Water & Wastewater

Utilities - Water/Wastewater
FY 2020/21 Adopted Budget \$104.3M



Funding Source

Funding Source	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Water Revenues	\$ 21,004,652	\$ 27,050,538	\$ 72,863,048	\$ 74,731,514	\$ 85,278,486	\$ 10,546,972	14%
Sewer Revenues	\$ 5,997,816	\$ 6,901,651	\$ 8,076,339	\$ 7,687,000	\$ 7,601,684	\$ (85,316)	(1%)
Department Total	\$ 27,002,468	\$ 33,952,189	\$ 80,939,388	\$ 82,418,514	\$ 92,880,170	\$ 10,461,656	13%
	\$ Change from Prior	\$ 6,949,721	\$ 46,987,198	\$ 1,479,126	\$ 10,461,656		
	% Change from Prior	26%	138%	2%	13%		

Department Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,468,230	\$ 4,219,136	\$ 4,870,983	\$ 6,236,186	\$ 5,927,057	\$ (309,129)	(5%)
Supplies & Services	\$ 7,805,339	\$ 8,215,530	\$ 60,629,717	\$ 65,780,227	\$ 76,801,587	\$ 11,021,360	17%
Department Support Costs	\$ 905,835	\$ 929,250	\$ 733,490	\$ 827,207	\$ 756,644	\$ (70,563)	(9%)
Capital Outlay	\$ 317,402	\$ 33,673	\$ 392,784	\$ 1,292,605	\$ 841,000	\$ (451,605)	(35%)
Contingency	\$ -	\$ -	\$ -	\$ 218,568	\$ 718,538	\$ 499,970	229%
Subtotal Expenses	\$ 13,496,806	\$ 13,397,589	\$ 66,626,974	\$ 74,354,793	\$ 85,044,826	\$ 10,690,033	14%
Transfers Out - Debt Service	\$ 8,574,402	\$ 7,154,109	\$ 13,992,514	\$ 8,767,565	\$ 9,732,334	\$ 964,769	11%
Transfers Out - CIP	\$ -	\$ -	\$ 22,015,529	\$ 24,327,729	\$ 9,559,800	\$ (14,767,929)	(61%)
Transfers Out-Operating	\$ 128,351	\$ 959,255	\$ 1,713,449	\$ -	\$ -	\$ -	N/A
Department Total	\$ 22,199,559	\$ 21,510,954	\$ 104,348,466	\$ 107,450,087	\$ 104,336,960	\$ (3,113,127)	(3%)
	\$ Change from Prior	\$ (688,606)	\$ 82,837,513	\$ 3,101,620	\$ (3,113,127)		
	% Change from Prior	(3%)	385%	3%	(3%)		





Utility Services – Water & Wastewater

Program Performance – Utilities

Key Result Area	Program Performance	Actual FY2017/18	Target FY2018/19	Projected FY2018/19	Target FY2019/20
Environment	Number of violations of state and federal drinking water standards	0	0	0	0
	Total water service cost per million gallons produced annually ¹	\$1,850	\$2,100	\$2,200	\$2,100
Financial Management, Internal Services & Sustainability	Percentage of lost/unaccounted for water (non-metered water due to leaks, theft, meter inefficiencies, etc.) ²	6.50%	6.50%	6.50%	6.50%
	Number of sanitary sewer overflows	0	0	0	0
	Total wastewater service costs (dollars) per million gallons generated annually ¹	\$4,450	\$3,900	\$4,100	\$4,000

Analysis of Performance

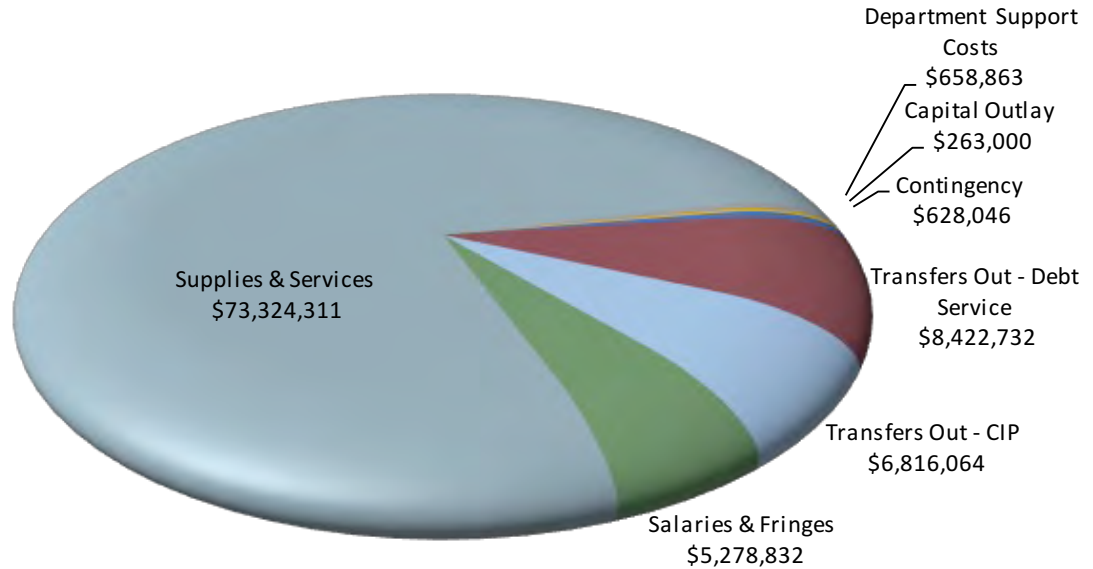
1. Based only on direct operation and maintenance costs. Operating expenditures are increasing due to aging infrastructure requiring costlier maintenance or replacement.
2. According to the Arizona Department of Water Resources (ADWR), lost/unaccounted for water should not account for more than 10% of water losses annually.





Utility Services – Water Operating

Water
FY 2020/21 Adopted Budget \$95.4M



Water Operating Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 3,947,461	\$ 3,689,860	\$ 4,327,833	\$ 5,506,611	\$ 5,278,832	\$ (227,779)	(4%)
Supplies & Services	\$ 5,906,031	\$ 6,376,286	\$ 58,086,819	\$ 62,660,800	\$ 73,324,311	\$ 10,663,511	17%
Department Support Costs	\$ 817,731	\$ 829,424	\$ 630,600	\$ 723,782	\$ 658,863	\$ (64,919)	(9%)
Capital Outlay	\$ 256,396	\$ 33,673	\$ 371,332	\$ 1,207,605	\$ 263,000	\$ (944,605)	(78%)
Contingency	\$ -	\$ -	\$ -	\$ 218,568	\$ 628,046	\$ 409,478	187%
Subtotal Expenses	\$ 10,927,620	\$10,929,242	\$ 63,416,584	\$ 70,317,366	\$ 80,153,052	\$ 9,835,686	14%
Transfers Out - Debt Service	\$ 1,710,987	\$ 686,967	\$ 2,775,947	\$ 4,437,091	\$ 8,422,732	\$ 3,985,641	90%
Transfers Out - CIP	\$ -	\$ -	\$ 13,646,175	\$ 13,032,358	\$ 6,816,064	\$ (6,216,294)	(48%)
Transfers Out-Operating	\$ 128,351	\$ -	\$ 1,713,449	\$ -	\$ -	\$ -	N/A
Department Total	\$ 12,766,958	\$11,616,209	\$ 81,552,155	\$ 87,786,815	\$ 95,391,848	\$ 7,605,033	9%
	\$ Change from Prior	\$ (1,150,749)	\$ 69,935,945	\$ 6,234,660	\$ 7,605,033		
	% Change from Prior	(9%)	602%	8%	9%		





Utility Services – Water Operating

Water Operating Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Water (All Operations)	\$ 11,055,915	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Water Admin	\$ 56	\$ 2,880,763	\$ 7,400,485	\$ 6,652,115	\$ 6,435,570	\$ (216,545)	(3%)
Engineering	\$ -	\$ 244,820	\$ 332,557	\$ 474,344	\$ 449,134	\$ (25,210)	(5%)
Field Operations - Meters	\$ -	\$ 1,873,606	\$ 2,075,240	\$ 2,345,650	\$ 2,585,989	\$ 240,339	10%
GIS	\$ -	\$ 447,681	\$ 470,535	\$ 531,119	\$ 529,937	\$ (1,182)	(0%)
Irrigation	\$ -	\$ 252,142	\$ 323,461	\$ 355,279	\$ 356,803	\$ 1,524	0%
CIP	\$ -	\$ 324,461	\$ 332,398	\$ 478,956	\$ 386,313	\$ (92,643)	(19%)
Conservation	\$ -	\$ 236,886	\$ 245,586	\$ 259,527	\$ 234,328	\$ (25,199)	(10%)
Distribution	\$ -	\$ 4,358,574	\$ 4,136,704	\$ 7,833,351	\$ 6,924,784	\$ (908,567)	(12%)
Water Resources	\$ -	\$ 310,309	\$ 49,813,067	\$ 51,476,394	\$ 62,250,194	\$ 10,773,800	21%
Water Debt Transfers	\$ 1,710,987	\$ 686,967	\$ 2,775,947	\$ 4,437,091	\$ 8,422,732	\$ 3,985,641	90%
Water CIP Transfers	\$ -	\$ -	\$ 13,646,175	\$ 13,032,358	\$ 6,816,064	\$ (6,216,294)	(48%)
Department Total	\$ 12,766,958	\$ 11,616,209	\$ 81,552,155	\$ 87,876,184	\$ 95,391,848	\$ 7,515,664	9%
	\$ Change from Prior	\$ (1,150,749)	\$ 69,935,945	\$ 6,324,029	\$ 7,515,664		
	% Change from Prior	(9%)	602%	8%	9%		

Program Operating Budget – Water Admin

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 3,947,461	\$ 661,427	\$ 707,884	\$ 1,029,032	\$ 940,278	\$ (88,754)	(9%)
Supplies & Services	\$ 5,906,031	\$ 1,356,239	\$ 3,977,220	\$ 4,275,733	\$ 3,945,383	\$ (330,350)	(8%)
Department Support Costs	\$ 817,731	\$ 829,424	\$ 630,600	\$ 723,782	\$ 658,863	\$ (64,919)	(9%)
Capital Outlay	\$ 256,396	\$ 33,673	\$ 371,332	\$ 405,000	\$ 263,000	\$ (142,000)	(35%)
Contingency	\$ -	\$ -	\$ -	\$ 218,568	\$ 628,046	\$ 409,478	187%
Transfers Out - Debt Service	\$ 5,391,241	\$ 3,985,254	\$ 7,384,594	\$ 8,374,865	\$ 8,422,732	\$ 47,867	1%
Transfers Out - CIP	\$ -	\$ -	\$ 13,646,175	\$ 13,032,358	\$ 6,816,064	\$ (6,216,294)	(48%)
Miscellaneous Transfers	\$ 128,351	\$ -	\$ 1,713,449	\$ -	\$ -	\$ -	N/A
Division Total	\$ 16,447,211	\$ 6,866,017	\$ 28,431,255	\$ 28,059,338	\$ 21,674,366	\$ (6,384,972)	(23%)
	\$ Change from Prior	\$ (9,581,195)	\$ 21,565,238	\$ (371,917)	\$ (6,384,972)		
	% Change from Prior	(58%)	314%	(1%)	(23%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The decrease in this category is the result of the vacant Deputy Director position, which is offset by an allowance for vacation payouts included in FY 2020/21.

Supplies & Services:

The Water Admin Division represents the costs associated with the management and oversight of the Town's water utility. Overall, supply and service costs are expected to fall by \$330K (8%) in FY 2020/21 compared to FY 2019/20's revised budget due to reduced costs associated with legal services \$(350K) and mainline agreements \$(125K). These decreases will be partially offset by a \$126K increase to lieu property tax costs, which are based on a percentage of the Town's water assets.





Utility Services – Water Operating

Department Support Costs:

Support costs (overhead) consist of charges from the General Fund for internal services such as Human Resources, Finance, Payroll, IT, Town Manager, and Town Clerk. Any changes identified in this budget are the result of a service or support change from supporting departments. In FY 2020/21, department support costs for IT are projected to fall by \$65K due to the fact that costs associated with the CIP Planner software have shifted to the General Fund.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. Vehicle and equipment replacement costs in FY 2020/21 are projected to be lower than last fiscal year producing a net reduction of \$142K.

Contingency:

Each year, an operational contingency equal to 3% of operating expenditures is included in Water’s Administration division. Due to various unexpected costs that are incurred throughout the year, this total is typically reallocated in full by the end of each fiscal year leading to the zero balance displayed in FY 17-19 above.

Transfers Out – Debt Service:

Budget in this category represents the non-growth share of debt service and is adjusted annually per the debt service schedule. Please refer to the Debt Section for additional information and details.

Transfers Out – CIP:

Budget in this category represents the non-growth share of infrastructure improvements that are planned for FY 2020/21.

Program Operating Budget – Water Engineering

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 144,647	\$ 245,898	\$ 296,686	\$ 299,134	\$ 2,448	1%
Supplies & Services	\$ -	\$ 100,174	\$ 86,659	\$ 177,658	\$ 150,000	\$ (27,658)	(16%)
Division Total	\$ -	\$ 244,820	\$ 332,557	\$ 474,344	\$ 449,134	\$ (25,210)	(5%)
	\$ Change from Prior	\$ 244,820	\$ 87,736	\$ 141,787	\$ (25,210)		
	% Change from Prior	N/A	36%	43%	(5%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The Water Engineering Division is responsible for the oversight of the Utilities Capital Improvement Program. The Supplies and Services budget consists of professional and technical services from outside engineering and consulting firms. In FY 2020/21, this division is projecting a \$27K decrease for consulting costs based on a new on-call contract.





Utility Services – Water Operating

Program Operating Budget – Water Field Ops (Meters)

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 870,459	\$ 968,126	\$ 1,298,059	\$ 1,215,699	\$ (82,360)	(6%)
Supplies & Services	\$ -	\$ 1,003,147	\$ 1,107,115	\$ 1,044,461	\$ 1,370,290	\$ 325,829	31%
Division Total	\$ -	\$ 1,873,606	\$ 2,075,240	\$ 2,342,520	\$ 2,585,989	\$ 243,469	10%
\$ Change from Prior		\$ 1,873,606	\$ 201,634	\$ 267,280	\$ 243,469		
% Change from Prior		N/A	11%	13%	10%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). The decrease in this category is the result of the vacant FlexNet Analyst position not being included in the FY 2020/21 budget.

Supplies & Services:

The Field Ops (Meters) Division is responsible for the installation, maintenance, and monthly reading of meters and their associated components. The Supplies and Services budget consists of shop supplies and meter reading software support. This division is projecting an increase of \$325K (31%) in new meter installation, repair, and replacement expenses due to increased customer growth and growing system size.

Program Operating Budget – Water GIS

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 435,801	\$ 456,081	\$ 509,119	\$ 510,937	\$ 1,818	0%
Supplies & Services	\$ -	\$ 11,880	\$ 14,455	\$ 22,000	\$ 19,000	\$ (3,000)	(14%)
Division Total	\$ -	\$ 447,681	\$ 470,535	\$ 531,119	\$ 529,937	\$ (1,182)	(0%)
\$ Change from Prior		\$ 447,681	\$ 22,855	\$ 60,584	\$ (1,182)		
% Change from Prior		N/A	5%	13%	(0%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The Water GIS Division provides visual and spatial data of the Town’s water system. The location based mapping assists with identifying buried assets, optimizing performance, and extending the life of the utility’s assets. A nominal decrease of \$3K is projected due to revised Blue Stake membership fees and software support costs.





Utility Services – Water Operating

Program Operating Budget – Water Irrigation

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 112,528	\$ 155,865	\$ 185,279	\$ 181,803	\$ (3,476)	(2%)
Supplies & Services	\$ -	\$ 139,614	\$ 167,595	\$ 170,000	\$ 175,000	\$ 5,000	3%
Division Total	\$ -	\$ 252,142	\$ 323,461	\$ 355,279	\$ 356,803	\$ 1,524	0%
	\$ Change from Prior	\$ 252,142	\$ 71,319	\$ 31,818	\$ 1,524		
	% Change from Prior	N/A	28%	10%	0%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). Savings from employee turnover is creating the decrease in this category.

Supplies & Services:

The Water Irrigation Division provides Flood Irrigation Services to approximately 350 residential customers as well as various schools and contractors. The Supplies and Services budget of \$175K supports the provision of irrigation services as well as related part and supply costs, which are increasing by \$5K in FY 2020/21.

Program Operating Budget – Water Construction and Inspection

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 303,759	\$ 331,938	\$ 417,236	\$ 355,593	\$ (61,643)	(15%)
Supplies & Services	\$ -	\$ 20,702	\$ 460	\$ 30,720	\$ 30,720	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ 31,000	\$ -	\$ (31,000)	(100%)
Division Total	\$ -	\$ 324,461	\$ 332,398	\$ 478,956	\$ 386,313	\$ (92,643)	(19%)
	\$ Change from Prior	\$ 324,461	\$ 7,936	\$ 146,558	\$ (92,643)		
	% Change from Prior	N/A	2%	44%	(19%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The Water Construction and Inspection Division is responsible for managing in-house construction and inspection services. The Supplies and Services budget of \$30K includes \$25K for outside engineering services as well as \$5K for shop supplies. No increases are projected in FY 2020/21.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. No new or replacement vehicles are being requested in FY 2020/21 causing a reduction of \$31K compared to last fiscal year.





Utility Services – Water Operating

Program Operating Budget – Water Conservation

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 197,301	\$ 195,028	\$ 141,096	\$ 139,138	\$ (1,958)	(1%)
Supplies & Services	\$ -	\$ 39,585	\$ 50,559	\$ 118,431	\$ 95,190	\$ (23,241)	(20%)
Division Total	\$ -	\$ 236,886	\$ 245,586	\$ 259,527	\$ 234,328	\$ (25,199)	(10%)
\$ Change from Prior		\$ 236,886	\$ 8,700	\$ 13,941	\$ (25,199)		
% Change from Prior		N/A	4%	6%	(10%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

The Water Conservation Division provides programs to educate residents on how to sustainably manage their water usage. The largest expense in this category is for conservation outreach, which includes marketing and educational materials as well as signage and outreach activities for HOA's, schools, business, and residential customers totaling \$85K. Overall, this division's supply and service budget is projecting a decrease of \$23K due to reductions in planned signage and travel costs.

Program Operating Budget – Water Distribution

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 946,754	\$ 1,146,953	\$ 1,462,115	\$ 1,385,634	\$ (76,481)	(5%)
Supplies & Services	\$ -	\$ 3,411,821	\$ 2,989,751	\$ 5,602,761	\$ 5,539,150	\$ (63,611)	(1%)
Capital Outlay	\$ -	\$ -	\$ -	\$ 768,475	\$ -	\$ (768,475)	(100%)
Division Total	\$ -	\$ 4,358,574	\$ 4,136,704	\$ 7,833,351	\$ 6,924,784	\$ (908,567)	(12%)
\$ Change from Prior		\$ 4,358,574	\$ (221,870)	\$ 3,696,647	\$ (908,567)		
% Change from Prior		N/A	(5%)	89%	(12%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). A vacant position in this division, which is not budgeted in FY 2020/21, is creating the decrease in this category.

Supplies & Services:

The Water Distribution Division is responsible for the maintenance and repairs of the Town's wells and water delivery systems. While electricity costs are projected to increase by \$331K, this will be offset by decreases to well site and distribution system repair costs (\$270K), professional and technical services (\$50K), shop supplies (\$45K), and equipment rental (\$25K) generating a net reduction of \$63K in FY 2020/21.





Utility Services – Water Operating

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. No new or replacement vehicles are being requested in FY 2020/21 causing a reduction of \$768K compared to last fiscal year.

Program Operating Budget – Water Resources

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 17,184	\$ 120,061	\$ 257,358	\$ 250,616	\$ (6,742)	(3%)
Supplies & Services	\$ -	\$ 293,125	\$ 49,693,006	\$ 51,219,036	\$ 61,999,578	\$ 10,780,542	21%
Division Total	\$ -	\$ 310,309	\$ 49,813,067	\$ 51,476,394	\$ 62,250,194	\$ 10,773,800	21%
	\$ Change from Prior	\$ 310,309	\$ 49,502,758	\$ 1,663,327	\$ 10,773,800		
	% Change from Prior	N/A	15953%	3%	21%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute). New employee benefit elections were less than budgeted, creating a decrease in this category for FY 2020/21.

Supplies & Services:

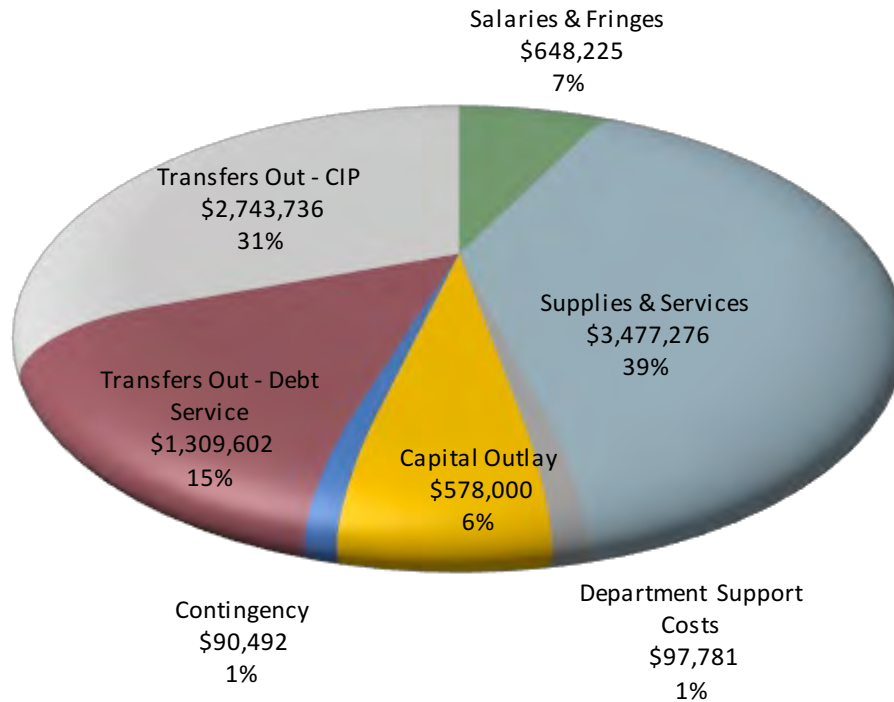
The Water Resources Division manages the Town’s water supplies and plans for the community’s future water needs. The FY 2020/21 budget includes \$60M for the acquisition of water rights and water extinguishment credits, \$735K for projected surface water orders, and \$352K related to water licenses and fees associated with expanded recharge activities. These amounts have been increased from \$50M, \$280K, and \$73K, respectively, generating an increase of \$10.7M (21%) in FY 2020/21.





Utility Services – Sewer/Wastewater Operating

Sewer/Wastewater FY 2020/21 Adopted Budget \$8.9M



Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 520,769	\$ 529,276	\$ 543,150	\$ 640,206	\$ 648,225	\$ 8,019	1%
Supplies & Services	\$ 1,899,307	\$ 1,839,244	\$ 2,542,898	\$ 3,119,427	\$ 3,477,276	\$ 357,849	11%
Department Support Costs	\$ 88,104	\$ 99,826	\$ 102,890	\$ 103,425	\$ 97,781	\$ (5,644)	(5%)
Capital Outlay	\$ 61,006	\$ -	\$ 21,452	\$ 85,000	\$ 578,000	\$ 493,000	580%
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 90,492	\$ 90,492	N/A
Transfers Out - Debt Service	\$ 3,183,161	\$ 3,168,856	\$ 6,607,919	\$ 392,700	\$ 1,309,602	\$ 916,902	233%
Transfers Out - CIP	\$ -	\$ -	\$ 8,369,354	\$ 11,295,371	\$ 2,743,736	\$ (8,551,635)	(76%)
Transfers Out-Operating	\$ -	\$ 959,255	\$ -	\$ -	\$ -	\$ -	N/A
Department Total	\$ 5,752,348	\$ 6,596,458	\$ 18,187,664	\$ 15,636,129	\$ 8,945,112	\$ (6,691,017)	(43%)
		\$ 844,110	\$ 11,591,206	\$ (2,551,535)	\$ (6,691,017)		
		15%	176%	(14%)	(43%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates experienced a modest increase of 0.91%, from 12.11% to 12.22% (driven by Arizona Revised Statute).





Utility Services – Sewer/Wastewater Operating

Supplies & Services:

The Sewer/Wastewater Operating fund accounts for the operation and administration of the Town's sewer and wastewater systems as well as the Greenfield Water Reclamation Plant (GWRP) – a shared wastewater treatment plant operated by the City of Mesa under an intergovernmental agreement (IGA) between Mesa, Gilbert, and Queen Creek.

Due to planned repair and replacement projects, GWRP's operations and maintenance costs are projected to increase by \$311K from \$1.5M to \$1.8M in FY 2020/21. Additionally, costs related to in lieu property taxes and chemicals are increasing by \$58K and \$45K, respectively. These costs are being partially offset by a reduction to professional and technical service costs of \$46K resulting in a net Supply and Services increase of \$357K or 11%.

Support Costs:

Support costs (overhead) consist of charges from the General Fund for internal services such as Human Resources, Finance, Payroll, IT, Town Manager, and Town Clerk. Any changes identified in this budget are the result of a service or support change from supporting departments. IT related department support costs for Sewer are projected to fall slightly (\$5,644, 5%) in FY 2020/21 because costs associated with the CIP Planner software have shifted to the General Fund.

Capital Outlay:

The capital outlay category contains funds for the purchase of new vehicles and equipment as well as the anticipated replacement of equipment and rolling stock. Costs in this category are estimated to increase by \$493K in FY 2020/21 due to the replacement of a vacuum truck and heavy utility truck.

Transfers Out – Debt Service:

Budget in this category represents the non-growth share of debt service and is adjusted annually per the debt service schedule. Please refer to the Debt Section for additional information and details.

Transfers Out – CIP:

Budget in this category represents the non-growth share of infrastructure improvements that are planned for FY 2020/21.





Public Safety

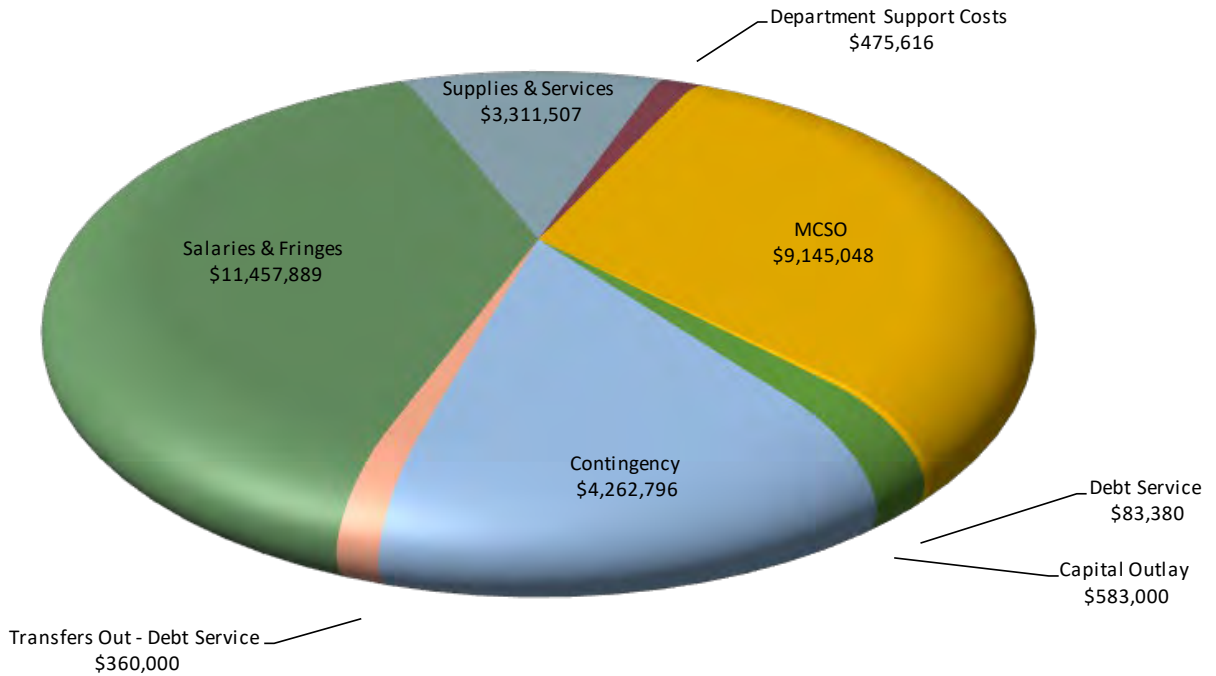
Strategic Priority Safe Community



Staffing by Function

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Fire	51.00	51.00	63.00	65.00	80.00
Police	-	-	-	-	4.00
MCSO (Contract FTE)	48.39	49.46	49.14	55.74	55.74
Public Safety FTE	99.39	100.46	112.14	120.74	139.74

Public Safety- Fire/Medical & Police
FY 2020/21 Adopted Budget \$29.6M





Public Safety

Funding Sources

Funding Sources	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
EMS Fund - Direct Revenues	\$ 9,777,271	\$ 10,927,263	\$ 12,284,247	\$ 13,901,608	\$ 14,322,096	\$ 420,488	3%
Pension Reserve Funding	\$ -	\$ -	\$ -	\$ 1,650,000	\$ 1,650,000	\$ -	0%
Utility ROI	\$ -	\$ -	\$ 2,401,780	\$ 2,763,269	\$ 3,034,871	\$ 271,602	10%
General Fund Subsidy	\$ 3,106,842	\$ 6,316,676	\$ 2,386,601	\$ 3,596,443	\$ 10,672,269	\$ 7,075,826	197%
Net Operating Result	\$ 12,884,113	\$ 17,243,939	\$ 17,072,628	\$ 21,911,320	\$ 29,679,236	\$ 7,767,916	35%
	\$ Change from Prior	\$ 4,359,826	\$ (171,311)	\$ 4,838,692	\$ 7,767,916		
	% Change from Prior	34%	(1%)	28%	35%		

Expenditures by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 5,624,493	\$ 6,968,997	\$ 7,777,200	\$ 9,110,658	\$ 11,457,889	\$ 2,347,231	26%
Supplies & Services	\$ 787,213	\$ 721,225	\$ 1,007,560	\$ 1,660,945	\$ 3,311,507	\$ 1,650,562	99%
Department Support Costs	\$ 348,936	\$ 404,100	\$ 415,350	\$ 453,064	\$ 475,616	\$ 22,552	5%
MCSO	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
Debt Service	\$ 83,380	\$ 83,380	\$ 83,380	\$ 83,381	\$ 83,380	\$ (1)	(0%)
Capital Outlay	\$ 57,742	\$ 496,099	\$ 571,707	\$ 1,063,900	\$ 583,000	\$ (480,900)	(45%)
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 4,262,796	\$ 4,262,796	N/A
Subtotal Expenses	\$ 12,884,113	\$ 14,888,657	\$ 16,284,277	\$ 20,757,351	\$ 29,319,236	\$ 8,561,885	41%
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	N/A
Transfers Out - CIP	\$ -	\$ 2,355,282	\$ 788,351	\$ 1,153,969	\$ -	\$ (1,153,969)	(100%)
Department Total	\$ 12,884,113	\$ 17,243,939	\$ 17,072,628	\$ 21,911,320	\$ 29,679,236	\$ 7,767,916	35%
	\$ Change from Prior	\$ 4,359,826	\$ (171,311)	\$ 4,838,692	\$ 7,767,916		
	% Change from Prior	34%	(1%)	28%	35%		

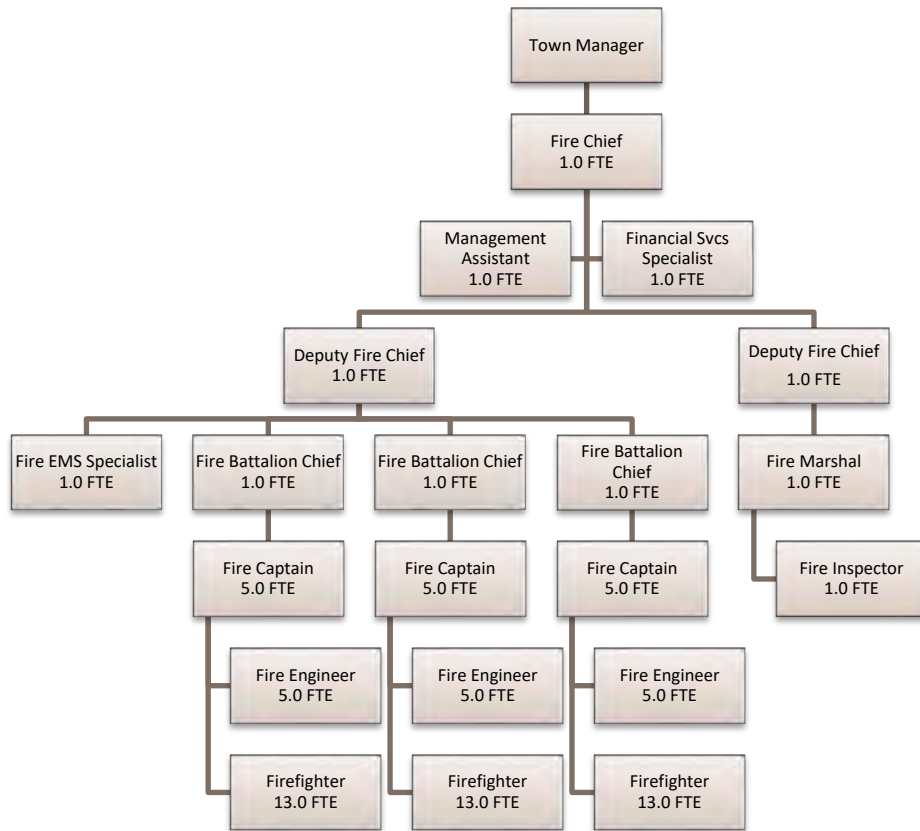
Expenditures by Function

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Fire	\$ 6,901,765	\$ 11,029,083	\$ 10,643,548	\$ 13,525,917	\$ 13,392,149	\$ (133,768)	(1%)
Police	\$ -	\$ -	\$ -	\$ -	\$ 7,142,039	\$ 7,142,039	N/A
MCSO	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
Fund Total	\$ 12,884,113	\$ 17,243,939	\$ 17,072,628	\$ 21,911,320	\$ 29,679,236	\$ 7,767,916	35%
	\$ Change from Prior	\$ 4,359,826	\$ (171,311)	\$ 4,838,692	\$ 7,767,916		
	% Change from Prior	34%	(1%)	28%	35%		





Fire & Medical



Department Description and Programs

The Fire and Medical Department provides programs and services that fall into two broad categories:

- 1) **Emergency Services**
Emergency services are provided to the citizens of Queen Creek by the Operations, Medical and Public Safety Divisions. These divisions are responsible for 911 responses to fires, medical emergencies, hazardous materials emergencies and technical rescue, as well as disaster response to a major or widespread incident in the Town. The Operations Division also conducts code enforcement, public safety education and safety preparations for special events.
- 2) **Non-Emergency Services**
Non-emergency services support the response capabilities for the department’s paramedic engine companies and include the Administration, Training, and Resource Management Divisions.





Fire & Medical

Department Mission

- Prevent or minimize the loss of life and property for our citizens through emergency planning and the response of skilled fire crews
- Provide the highest level of emergency medical services to each Queen Creek citizen and family
- Successfully mitigate the potential damage of man-made or natural disasters in cooperation with neighboring communities, county governments, and the State of Arizona
- Promote fire, safety, and medical training for families and businesses throughout the community
- Foster goodwill within the community by developing mutual respect and trust
- Safeguard the economic and environmental base of the Town and its neighbors

Strategic Priority

Safe Community



FY 2020/21 Objectives

- Continue efforts towards a reduction in overall response times through progressive, enhanced emergency service delivery to the east side of Queen Creek. Examples of these services include the opening of a permanent Fire Station #4 in the northeast part of Queen Creek in June 2020 and the continued staffing of the temporary Fire Station #5 in the southeast part of Queen Creek in June of 2020, pending the outcome of future annexations.
- Recruit, hire and train 15 new firefighters to staff the temporary Fire Station #5. This would also include promoting three Captains and three Engineers.
- Continue working with Maricopa County Sheriff's office and the school districts as well as other community partners in on-going training for hostile events within the community. These response plans will include working with regional fire department partners and Maricopa County Sheriff Office, District 6.
- Begin planning phases to add future buildings included in the Capital Improvements Plan that include a permanent Fire Station #2 (FY 20/21), Fire Station #5 (FY 2020/21) and a Resource/Skills Center Building (FY 2020/21).
- Continue to grow and support our public education program for a safe community. Examples include public interactions during school programs, fire safety talks during station and truck tours, CPR programs for the community and drowning awareness.
- Place into service Queen Creek's first ladder truck in the spring of 2020. This piece of equipment will supplement and increase the level of service provided to Queen Creek residents.
- Develop a Strategic Plan for the Queen Creek Fire and Medical Department that will be a part of an update to the Fire Master Plan completed in the spring of 2020.





Fire & Medical

Staffing by Division					
Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Administration	4.00	4.00	4.00	4.00	4.00
Operations	43.00	43.00	58.00	58.00	73.00
Training	1.00	1.00	-	-	-
Fire Prevention Bureau	1.00	1.00	1.00	2.00	2.00
Resource Management	1.00	1.00	-	-	-
Medical	1.00	1.00	-	1.00	1.00
Department FTE	51.00	51.00	63.00	65.00	80.00

FTE Changes

FY 2020/21: Staffing Fire Station #5 accounts for the increase of 15.0 sworn FTE in Operations (9 Firefighters, 3 Fire Engineers, and 3 Fire Captains).

FY 2019/20: Two new non-sworn FTE positions were added: an EMS Specialist in Medical to aid in training, management of certifications and other medical related best practices, and a Fire Inspector/Investigator in Fire Prevention to help with commercial inspections and fire investigations.

FY 2018/19: Staffing Fire Station #4 resulted in the hiring of 12 additional sworn FTE staff (6 Firefighters, 3 Fire Engineers, 3 Fire Captains), and a Deputy Chief to help manage the growing operations. There was additional re-organization within the department moving supervisory staff in alignment with existing staff.

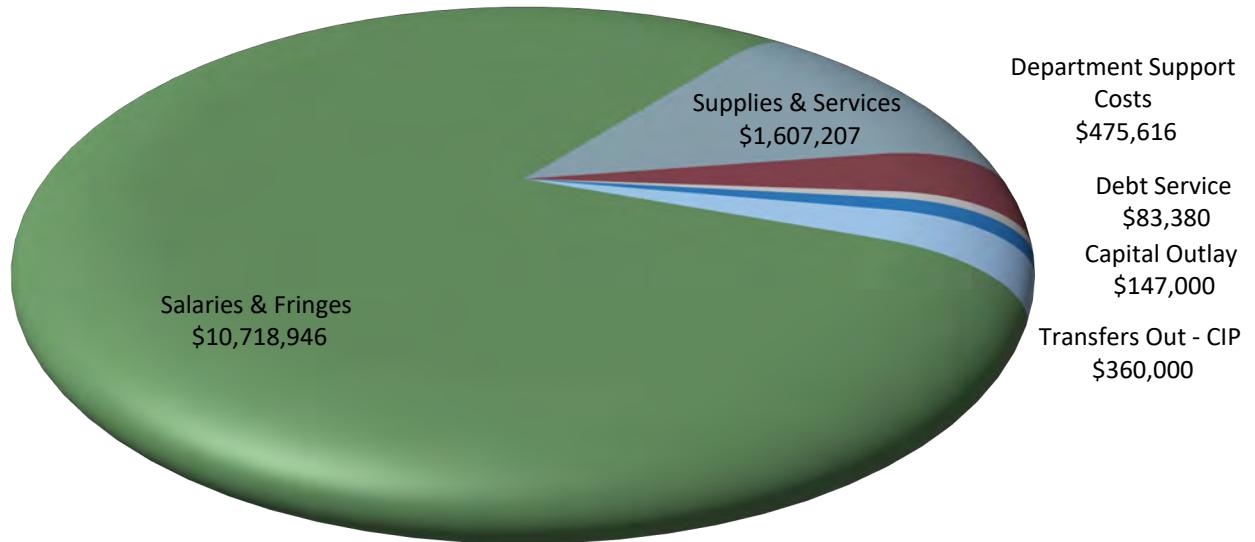
FY 2016/17: Staffing Fire Station #3 resulted in the hiring of 15 additional sworn FTE staff (9 Firefighters, 3 Fire Engineers, and 3 Fire Captains).





Fire & Medical

Fire & Medical FY 2020/21 Adopted Budget \$13.4M



Department Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 5,624,493	\$ 6,968,997	\$ 7,777,200	\$ 9,110,658	\$ 10,718,946	\$ 1,608,288	18%
Supplies & Services	\$ 787,213	\$ 721,225	\$ 1,007,560	\$ 1,660,945	\$ 1,607,207	\$ (53,738)	(3%)
Department Support Costs	\$ 348,936	\$ 404,100	\$ 415,350	\$ 453,064	\$ 475,616	\$ 22,552	5%
Debt Service	\$ 83,380	\$ 83,380	\$ 83,380	\$ 83,381	\$ 83,380	\$ (1)	(0%)
Capital Outlay	\$ 57,742	\$ 496,099	\$ 571,707	\$ 1,063,900	\$ 147,000	\$ (916,900)	(86%)
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Subtotal Expenses	\$ 6,901,765	\$ 8,673,801	\$ 9,855,197	\$ 12,371,948	\$ 13,032,149	\$ 660,201	5%
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	N/A
Transfers Out - CIP	\$ -	\$ 2,355,282	\$ 788,351	\$ 1,153,969	\$ -	\$ (1,153,969)	(100%)
Department Total	\$ 6,901,765	\$ 11,029,083	\$ 10,643,548	\$ 13,525,917	\$ 13,392,149	\$ (133,768)	(1%)
\$ Change from Prior		\$ 4,127,318	\$ (385,535)	\$ 2,882,369	\$ (133,768)		
% Change from Prior		60%	(3%)	27%	(1%)		





Fire & Medical

Expenditure by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Fire Administration	\$ 990,775	\$ 1,108,306	\$ 1,184,670	\$ 1,332,972	\$ 1,698,185	\$ 365,213	27%
Operations	\$ 4,665,621	\$ 5,919,911	\$ 6,779,893	\$ 8,374,980	\$ 10,204,610	\$ 1,829,630	22%
Training	\$ 250,113	\$ 193,708	\$ 187,096	\$ 53,084	\$ 118,459	\$ 65,375	123%
Fire Prevention	\$ 164,039	\$ 173,786	\$ 193,422	\$ 376,059	\$ 242,412	\$ (133,647)	(36%)
Resource Management	\$ 561,655	\$ 3,338,503	\$ 1,988,335	\$ 3,058,722	\$ 861,642	\$ (2,197,080)	(72%)
Medical	\$ 269,563	\$ 294,870	\$ 310,132	\$ 315,100	\$ 251,841	\$ (63,259)	(20%)
Wildland	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0%
Department Total	\$ 6,901,765	\$ 11,029,083	\$ 10,643,548	\$ 13,525,917	\$ 13,392,149	\$ (133,768)	(1%)
	\$ Change from Prior	\$ 4,127,318	\$ (385,535)	\$ 2,882,369	\$ (133,768)		
	% Change from Prior	60%	(3%)	27%	(1%)		

Program Performance - Non-Emergency

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Public Safety	Number of training hours in emergency response per operations employee (1)	Fire 389	Fire 250	Fire 250	Fire 250
		Medical 102	Medical 76	Medical 100	Medical 76
		Rescue 53	Rescue 25	Rescue 35	Rescue 25
	Number of annual commercial occupancy inspections by risk category (2)	High 170	High 168	High 1408	High 192
		Medium 3	Medium 44	Medium 3	Medium 53
		Low 17	Low 105	Low 6	Low 109
Public Safety & Community Involvement	Child car seat installations (3)	74	68	70	70
	Public education program hours delivered	515	300	400	300
	Community CPR (4)	285	1,000	750	1,000

Analysis of Performance

- To perform emergency response training required to meet National Fire Protection Association (NFPA) standards, state statutes, federal mandates, Insurance Services Office (ISO), and local requirements.
- High-risk occupancies inspections are conducted by the Fire Marshal once every year. Medium and Low risk occupancies are inspected by Fire Operations staff once every two years and once every three years, respectively.
- FY 2018/19 eight members of the department became Certified Child Car Seat Technicians and are hosting monthly car seat inspection events where the public can attend and receive instruction on installation.
- This is a new program beginning in FY 2018/19 and is a strategic initiative to train 10% of the Town's population in CPR





Fire & Medical

Program Performance – Fire Emergency

Key Result Area	Program Performance	Actual FY2018/19	Target FY2019/20	Projected FY2019/20	Target FY2020/21
Public Safety	Number of emergency response incidents / response time	4,169 / 4:45	4,900 / 4:00	4,800 / 4:00	5,200 / 4:00
Public Safety & Community Involvement	CERT Basic Training Class delivered (1)	1	1	2	1
	Disaster Management and Awareness Training Class delivered (2)	2	3	4	3

Analysis of Performance

1. Community Emergency Response Team (CERT) is a disaster-training program designed to teach citizens basic emergency preparedness skills to help themselves, their families, and their neighbors in the event of a catastrophic disaster where emergency services personnel will be unable to respond immediately.
2. Delivering disaster preparedness and awareness training classes, demonstrations and presentations to the community (CERT continuing education).

Program Operating Budget – Fire Admin

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 504,468	\$ 541,058	\$ 597,125	\$ 625,482	\$ 657,234	\$ 31,752	5%
Supplies & Services	\$ 137,371	\$ 163,148	\$ 152,794	\$ 254,426	\$ 205,335	\$ (49,091)	(19%)
Department Support Costs	\$ 348,936	\$ 404,100	\$ 415,350	\$ 453,064	\$ 475,616	\$ 22,552	5%
Subtotal Expenses	\$ 990,775	\$ 1,108,306	\$ 1,165,270	\$ 1,332,972	\$ 1,338,185	\$ 5,213	0%
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 360,000	N/A
Division Total	\$ 990,775	\$ 1,108,306	\$ 1,165,270	\$ 1,332,972	\$ 1,698,185	\$ 365,213	27%
	\$ Change from Prior	\$ 117,531	\$ 56,963	\$ 167,702	\$ 365,213		
	% Change from Prior	12%	5%	14%	27%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit/step increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates increased based on the actuarial results and statute. In the Public Safety Personnel Retirement System the rate paid by the employee and Town vary depending on the hire date of the employee and in certain instances the employee's plan selection. Non-sworn personnel budgets include an annual pension rate increase from 12.11% to 12.22% (driven by Arizona Revised Statute). Vacation payout allowances are creating the increase in this category.

Supplies & Services:

The FY2019/20 budget included one-time funding of \$50K for the CPSM Public Safety staffing and response study through the Center for Public Safety Management. This study was completed and removed from the FY2020/21 budget. While there is a savings with the removal of the one-time funds, \$4K was left in this category for professional services in the form of assistance with grant writing services and software license fees for the 15 new fire recruits into the departments' accountability software TeleStaff. FY 2020/21 budget reflects \$13K reduction to professional development because of the COVID-19 pandemic.





Fire & Medical

Support Costs:

Support costs (overhead) are the charges from the General Fund for services such as Human Resources, Finance, Payroll, Information Technology (IT), Town Manager and Town Clerk. Overall, this is an increase of 5% related to these services.

Contingency:

Contingency for FY 2020/21 have been moved from this budget to Centralized Services budget.

Program Operating Budget - Fire Operations

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,454,458	\$ 5,742,200	\$ 6,593,388	\$ 8,086,878	\$ 9,864,166	\$ 1,777,288	22%
Supplies & Services	\$ 171,357	\$ 144,561	\$ 180,077	\$ 269,162	\$ 314,444	\$ 45,282	17%
Capital Outlay	\$ 39,807	\$ 33,150	\$ 6,428	\$ 18,940	\$ 26,000	\$ 7,060	37%
Division Total	\$ 4,665,621	\$ 5,919,911	\$ 6,779,893	\$ 8,374,980	\$ 10,204,610	\$ 1,829,630	22%
	\$ Change from Prior	\$ 1,254,290	\$ 859,982	\$ 1,595,087	\$ 1,829,630		
	% Change from Prior	27%	15%	24%	22%		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit/step increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates increased based on the actuarial results and statute. Medical Premiums did not increase for FY 2020/21 and annual pension rates increased based on the actuarial results and statute. In the Public Safety Personnel Retirement System (PSPRS) the rate paid by the employee and Town vary depending on the hire date of the employee and in certain instances the employee’s plan selection. The budget increased by \$1.8M related to staffing of Fire Station #5. Overtime to account for leave coverage and holdover is increasing because of the new station and accounts for an additional \$150K. There is also a one-time overtime budget of \$100K included in FY 2020/21 related to the fire academy for Station #5. These increases are offset by a decrease in the PSPRS budget of \$0.4M related to the FY 2019/20 budget being revised for a one-time payment.

Supplies & Services:

The FY2019/20 budget included one-time costs associated with the purchase of mapping software and modems for fire emergency vehicles (\$48K). While these expenses are being removed, the 17% overall increase is related to dispatch services increasing by \$52K or 40% due to dispatch fees and run volume increases due to annexations, employee uniform costs by \$37K due to the hiring of 15 fire recruits, and smaller increases in other supplies that are largely related to the increase in sworn staff. Although there are increases in this category, FY 2020/21 budget reflects \$8K reduction to professional development and \$17K reduction in equipment purchases for drone operations because of the COVID-19 pandemic.

Capital Outlay:

The increase in this category is related to increases to the TOPAZ agreement costs. As the town grows and run volume increases, the Town will continue to see the fees associated with dispatch and automatic aid increase.





Fire & Medical

Program Operating Budget - Fire Training

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 200,552	\$ 169,572	\$ 134,186	\$ -	\$ -	\$ -	N/A
Supplies & Services	\$ 49,560	\$ 24,135	\$ 52,910	\$ 53,084	\$ 118,459	\$ 65,375	123%
Division Total	\$ 250,113	\$ 193,708	\$ 187,096	\$ 53,084	\$ 118,459	\$ 65,375	123%
	\$ Change from Prior	\$ (56,405)	\$ (6,611)	\$ (134,012)	\$ 65,375		
	% Change from Prior	(23%)	(3%)	(72%)	123%		

Budget Notes and Changes

Salaries and Fringes:

Beginning in FY 2019/20, all Battalion Chiefs reside in the Fire Operations budget.

Supplies & Services:

The supplies and services category in the Fire Training division reflects an increase due to one-time training costs related to the fire academy for 15 new members \$52K. Additionally funds have been included for additional license fees to add these new members to the department's online training program Target Safety where they conduct OSHA and NFPA required training.

Program Operating Budget - Fire Prevention

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 148,435	\$ 159,641	\$ 176,651	\$ 288,938	\$ 197,546	\$ (91,392)	(32%)
Supplies & Services	\$ 15,604	\$ 14,144	\$ 16,771	\$ 42,121	\$ 44,866	\$ 2,745	7%
Capital Outlay	\$ -	\$ -	\$ -	\$ 45,000	\$ -	\$ (45,000)	(100%)
Division Total	\$ 164,039	\$ 173,786	\$ 193,422	\$ 376,059	\$ 242,412	\$ (133,647)	(36%)
	\$ Change from Prior	\$ 9,747	\$ 19,637	\$ 182,637	\$ (133,647)		
	% Change from Prior	6%	11%	94%	(36%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit/step increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates increased based on the actuarial results and statute. In the Public Safety Personnel Retirement System the rate paid by the employee and Town vary depending on the hire date of the employee and in certain instances the employee's plan selection. Non-sworn personnel budgets include an annual pension rate increase from 12.11% to 12.22% (driven by Arizona Revised Statute). There is a vacant position in this division that will not have any budget allocated for FY 2020/21, which is causing a decrease in this category.

Supplies & Services:

The FY2019/20 budget included one-time costs associated with hiring and onboarding of the new Fire Inspector/Arson Investigator. Although these funds have been removed, one-time funds totaling \$15K are being included for the purchase of Automatic External Defibrillators (AED) for town parks. Although additional funds were included for the AED purchase, the FY 2020/21 budget reflects \$4K reduction to professional development and \$10K reduction in supplies supporting the department's community outreach programs because of the COVID-19 pandemic.





Fire & Medical

Capital Outlay:

One-time purchase of a Town vehicle for a new position has been removed from the FY 2020/21 budget.

Program Operating Budget – Fire Resource

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 158,006	\$ 178,158	\$ 136,773	\$ -	\$ -	\$ -	N/A
Supplies & Services	\$ 302,334	\$ 258,734	\$ 414,552	\$ 821,412	\$ 657,262	\$ (164,150)	(20%)
Debt Service	\$ 83,380	\$ 83,380	\$ 83,380	\$ 83,381	\$ 83,380	\$ (1)	(0%)
Capital Outlay	\$ 17,935	\$ 462,949	\$ 565,279	\$ 999,960	\$ 121,000	\$ (878,960)	(88%)
Transfers Out - CIP	\$ -	\$ 2,355,282	\$ 788,351	\$ 1,153,969	\$ -	\$ (1,153,969)	(100%)
Division Total	\$ 561,655	\$ 3,338,503	\$ 1,988,335	\$ 3,058,722	\$ 861,642	\$ (2,197,080)	(72%)
	\$ Change from Prior	\$ 2,776,848	\$ (1,350,168)	\$ 1,070,387	\$ (2,197,080)		
	% Change from Prior	494%	(40%)	54%	(72%)		

Budget Notes and Changes

Salaries and Fringes:

Beginning in FY 2019/20, all Battalion Chiefs reside in the Fire Operations budget.

Supplies & Services:

The FY 2019/20 budget in this category included funds for a one-time purchase of personal protective equipment (\$300K) for a back-up set of turnout gear for each sworn fire member, which has been removed from the FY 2020/21 budget. For FY2020/21, this category includes funding for several items, as follows:

- Radio maintenance one-time funding (\$53K) to replace the department’s Mobile Computer Terminals that are installed in all fire fleet emergency vehicles. The end-of-life cycle for MCTs are seven years, but these units are ten years old and are experiencing frequent repairs to keep them in service.
- One-time funding (\$67K) for personal protective equipment to outfit the 15 new fire personnel.
- Additional funding needed for fire apparatus repairs and maintenance (\$38K) to accommodate three additional fire apparatus’ as well as preventive maintenance needs on current fleet after separating from Gilbert Fire Resource.
- Increase in gasoline for vehicle usage (\$18K) due to the addition of new fleet vehicles as well as an increase in call volume related to annexations.

Moreover, additional funds have been included in the areas of utilities (combined water, gas and electricity), waste, maintenance and repairs, facility supplies, etc. for fire station #4 anticipated to open in the fall of 2020. While this area is seeing an increase, FY 2020/21 budget one-time funds were removed for the purchase of replacement fire hoses and nozzles \$63K due to the COVID-19 pandemic.

Capital Outlay:

The FY 2019/20 budget included one-time funding for the purchase of a new pumper truck for \$943K as well as \$56K for spare radios. However, one-time funding has been included for the removal of air pack seats installed in fire apparatus’ and replacing with vinyl seats as part of a health and wellness initiative at (\$50K). This change will enhance the firefighter health and wellness program as the air packs can be contaminated after responding to fire incidents. One-time funding is also included for an HVAC system installation in the BC Bay at FS #1 (\$20K). During design and construction of FS #1, cooling and ventilation was omitted from the BC Bay. Not having proper ventilation causes a direct impact on dispatch technology installed in the BC Truck. One-time funding is also included for the purchase of portable and mobile radios for the Fire Marshal and Fire Inspector who are subject





Fire & Medical

to respond and on-call status to incidents requiring fire investigations (\$35K). Finally, one-time supplemental funding is included for the purchase of a fire operations staff vehicle (\$60K).

Transfers Out - CIP Funding:

The amount in FY 2019/20 budget in this category was for the purchase of land for Fire Station #5.

Program Operating Budget - Fire Medical

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 158,575	\$ 178,367	\$ 139,078	\$ 109,360	\$ -	\$ (109,360)	(100%)
Supplies & Services	\$ 110,988	\$ 116,502	\$ 171,055	\$ 205,740	\$ 251,841	\$ 46,101	22%
Division Total	\$ 269,563	\$ 294,870	\$ 310,132	\$ 315,100	\$ 251,841	\$ (63,259)	(20%)
	\$ Change from Prior	\$ 25,307	\$ 15,262	\$ 4,968	\$ (63,259)		
	% Change from Prior	9%	5%	2%	(20%)		

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets do not include any increases related to market adjustments or employee merit/step increases. Medical Premiums did not increase for FY 2020/21 and annual pension rates increased based on the actuarial results and statute. In the Public Safety Personnel Retirement System the rate paid by the employee and Town vary depending on the hire date of the employee and in certain instances the employee’s plan selection. Non-sworn personnel budgets include an annual pension rate increase from 12.11% to 12.22% (driven by Arizona Revised Statute). There is a vacant position in this division that will not have any budget allocated for FY 2020/21, which is causing a decrease in this category.

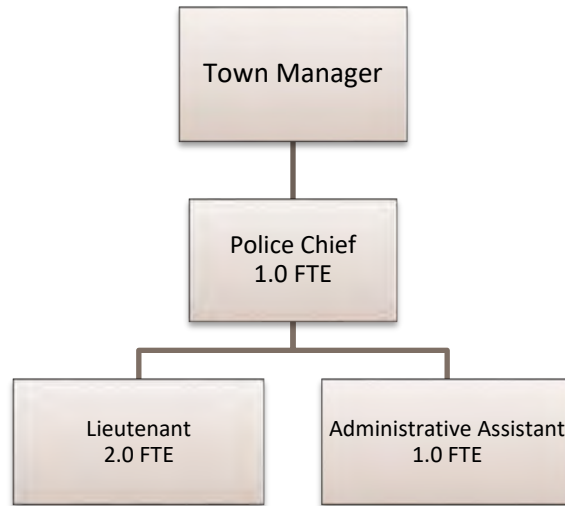
Supplies & Services:

The FY 2019/20 budget included one-time funds for the hiring and onboarding of a new EMS Coordinator (\$5,800). Whereas this is a cost savings in FY2020/21, increases in this category include drug replacements, which is forecasted to increase by \$13K. This increase is directly related to additional calls for service and recent annexations. The remainder of the increases (\$4K) is related to the need for cellular services to accommodate the additional fire fleet Patient Care Reporting, purchases of books in support of the Certified Emergency Paramedic Program, and funds for fitness trackers for new fire recruits.





Police Services



Department Description and Programs

The Police Department will be a new department starting in FY 2020/21. The first step will be hiring a Police Chief. Once the Police chief is hired, an 18-month transition process will begin that will include hiring lieutenants and administrative staff. These first few command staff would be responsible for developing the structure and policies of the department, and starting the process for purchasing and implementing the necessary technology and capital equipment such as the records management software and vehicles. This year will also begin the hiring process for the rest of the sworn and non-sworn staff. The first fully staffed year will be FY 2021/22.

Department Mission

The Department Mission will be created by the Police Chief.

Strategic Priority

Safe Community



FY 2020/21 Objectives

- Recruit and hire a Police Chief.
- Recruit and hire two Lieutenants and one Sr. Administrative Assistant.
- Develop a department mission, structure, and policies and procedures.
- Purchase and implement necessary technology and capital equipment such as the records management software, information technology equipment and vehicles.
- Recruit, hire and train sworn officers and non-sworn staff to start in FY 2021/22.





Police Services

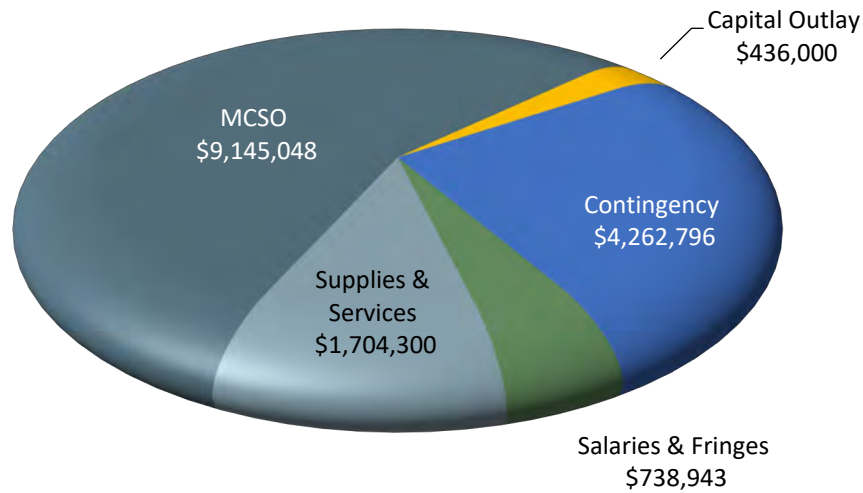
Staffing by Division

Division	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
QC Police Department	-	-	-	-	4.00
MCSO Contract	48.39	49.46	49.14	55.74	55.74
Department FTE	48.39	49.46	49.14	55.74	59.74

FTE Changes

Starting in FY 2020/21 the creation of an internal Police Department will necessitate the hiring of a Police Chief, two Police Lieutenants and a Sr. Administrative Assistant. The Town anticipates that once all sworn-staff hiring is completed the MCSO Contract will be greatly reduced for FY 2021/22.

Police Services
FY 2020/21 Adopted Budget \$16.2M



Department Expenditure by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ 738,943	\$ 738,943	+100%
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ 1,704,300	\$ 1,704,300	+100%
MCSO	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 436,000	\$ 436,000	+100%
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 4,262,796	\$ 4,262,796	N/A
Department Total	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 16,287,087	\$ 7,901,684	94%
	\$ Change from Prior		\$ 232,508	\$ 214,224	\$ 1,956,323	\$ 7,901,684	
	% Change from Prior		4%	3%	30%	94%	





Police Services

Expenditure by Division

Division	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Police	\$ -	\$ -	\$ -	\$ -	\$ 7,142,039	\$ 7,142,039	+100%
Public Safety (MCSO)	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
Department Total	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 16,287,087	\$ 7,901,684	94%
	\$ Change from Prior	\$ 232,508	\$ 214,224	\$ 1,956,323	\$ 7,901,684		
	% Change from Prior	4%	3%	30%	94%		

Program Operating Budget - Police

Division by Category	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	From Prior Revised	
	Actual	Actual	Actual	Revised	Adopted	Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ 738,943	\$ 738,943	+100%
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ 1,704,300	\$ 1,704,300	+100%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 436,000	\$ 436,000	+100%
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 4,262,796	\$ 4,262,796	N/A
Division Total	\$ -	\$ -	\$ -	\$ -	\$ 7,142,039	\$ 7,142,039	+100%
	\$ Change from Prior	\$ -	\$ -	\$ -	\$ 7,142,039		
	% Change from Prior				+100%		

Budget Notes and Changes

Salaries and Fringes:

The FY 2020/21 budget includes an allocation for the hiring of a Police Chief, two Police Lieutenants and a Sr. Administrative Assistant. These positions will establish the newly created Queen Creek Police Department. The hiring of the remainder of the department is anticipated in FY 2021/22.

Supplies & Services:

Funds have been allocated to purchase uniforms, weapons, ammunition, office supplies, and other items necessary to supply a new police department. The amounts budgeted are based on the Town's Police Services Study completed in December 2019.

Capital Outlay:

This category includes funding for new vehicles, IT software and equipment that will need to be in place prior to beginning police services as a new department. The amounts budgeted are based on the Town's Police Services Study completed in December 2019.

Contingency:

A special contingency amount is included in the FY 2020/21 budget to cover additional expenses identified in the Police Service Study. This amount is included as expenditure authority for purchases that may need to occur in advance of setting up the new Police Department. It is anticipated that purchases may be delayed until FY 2021/22, but this amount allows for the flexibility needed in the event the purchases must be made in FY 2020/21. This expenditure authority is shown here for reporting purposes, but is held in a separate (Grants/Contingency) fund.



Police Services

Program Operating Budget – Public Safety - MCSO

Division by Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
Division Total	\$ 5,982,348	\$ 6,214,856	\$ 6,429,080	\$ 8,385,403	\$ 9,145,048	\$ 759,645	9%
	\$ Change from Prior	\$ 232,508	\$ 214,224	\$ 1,956,323	\$ 759,645		
	% Change from Prior	4%	3%	30%	9%		

Budget Notes and Changes

Supplies & Services:

The contract with Maricopa County Sheriff’s Office (MCSO) for law enforcement services is expected to increase for FY 2020/21. The primary drivers of cost increases are increased pension costs and overtime hours. MCSO is now providing a credit on the Town’s invoices for vacancies at MCSO – the anticipated savings for FY 2020/21 is \$1.1 million, resulting in anticipated expenses of \$8 million.

The Town has reserved the Town’s estimated share of the MCSO unfunded liability (\$20.9M) and uses this reserve towards reducing the unfunded liability portion of the annual pension expense included in the MCSO contract. Approximately 74% of the pension cost included in the MCSO contract is attributed to the unfunded liability with Public Safety Pension Retirement System (PSPRS). By reserving this amount in fund balance, current-year revenues are not needed to cover that portion of the contract cost. This amounts to a savings of about \$1.7M annually.





Centralized Services

Department Description and Programs

The Centralized Services group of the General Fund contains expenditures for resources used by all departments or those that cannot be applied to any one individual department. They are not reported in individual departments' base budgets due to the high cost and variable nature of the expenses. These include obligations such as:

- Town liability and casualty insurance premiums
- The Town's charge from ADOR to administer the transaction privilege tax collection system
- Town dues and memberships in the Maricopa Association of Governments (MAG), League of Arizona Cities and Towns, and Alliance for Innovation
- The Town's annual assessment as a member of the Phoenix-Mesa Gateway Airport Authority
- Taxes on property owned by the Town
- Utility payments for Town facilities
- Town support of local non-profit agencies that provide social services for residents
- Transportation Development Agreements
- Transfers to fund debt service and capital programs

FY 2020/21 Objectives

- Monitor and control overhead expenditures, providing efficient and effective services to internal stakeholders, ensuring security and protection of Town interests, and ensuring payment of Town obligations

Expenditures by Type

Expense Category	FY 2016/17 Actual	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 1,695,254	\$ 1,771,667	\$ 2,096,287	\$ 2,250,285	\$ 2,093,750	\$ (156,535)	(7%)
Outside Agency Support - San Tan Historical Society Non-Profit Support*	\$ -	\$ -	\$ 12,768	\$ 13,000	\$ -	\$ (13,000)	(100%)
Transportation Development Agreements	\$ 19,475	\$ 17,972	\$ 19,036	\$ 51,380	\$ -	\$ (51,380)	(100%)
Capital Outlay	\$ 6,947,199	\$ 2,227,365	\$ 1,650,431	\$ 1,075,400	\$ -	\$ (1,075,400)	(100%)
Contingency	\$ 8,639	\$ 1,500	\$ -	\$ -	\$ -	\$ -	N/A
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ (0)	\$ 500,000	\$ 500,000	-
Transfers Out - CIP Funding	\$ 441,446	\$ 1,332,632	\$ 4,022,611	\$ 4,963,398	\$ 5,539,621	\$ 576,223	12%
Transfers Out - Operating	\$ -	\$ 1,092,669	\$ 10,502,482	\$ 6,324,200	\$ 3,377,700	\$ (2,946,500)	(47%)
Transfers Out - Operating	\$ 5,634,534	\$ 7,288,271	\$ 4,556,865	\$ 7,674,476	\$ 11,762,303	\$ 4,087,827	53%
Department Total	\$ 14,746,547	\$ 13,732,075	\$ 22,860,480	\$ 22,352,139	\$ 23,273,374	\$ 921,235	4%
	\$ Change from Prior	\$ (1,014,472)	\$ 9,128,405	\$ (508,341)	\$ 921,235		
	% Change from Prior	(7%)	66%	(2%)	4%		

*Non-Profit historical actuals are only reflective of monetary support. In-kind services are an absorbed expense in the appropriate departmental budget.

Budget Notes and Changes

Supplies & Services:

Supplies and services covers Town utility costs, liability insurance, contracts for auditing, studies and tests, and other town-wide professional and general services not specific to any one department. The decrease is the result of the SRP maintenance riders on the streetlights being removed from SRP billings now that the Town owns all the streetlights located within Town limits.





Centralized Services

Non-Profit Support:

Annually the Town accepts applications from non-profit groups requesting support for the programs they offer to the Queen Creek community. In February 2014, Town Council established a total funding level of not more than 0.2% of the General Fund expenditures be allocated to fund non-profit agency requests in total for both monetary as well as in-kind services. It is Council’s objective that funding provided offers direct benefit to Queen Creek residents. Per the Council approved funding level formula, the maximum funding level for FY 2020/21 would be \$60,000. However, given the economic uncertainty resulting from the COVID19 pandemic occurring at the time of budget adoption, the total award recommendation for FY 2020/21 is only for in-kind services totaling \$8,599, as noted below:

Entity	Program Name	FY 19/20 Approved	FY 20/21 Adopted
Monetary Support			
American Legion	Legion Programs	\$1,400	\$ -
American Legion Auxiliary Unit #129	Girls State Program	1,200	-
Pan de Vida Foundation	Health and Community Fair	5,000	-
American Cancer Society	Relay for Life	2,000	-
About Care	Support Services for the Homebound	5,000	-
Community Alliance Against Family Abuse (CAFA)	Educate QC residents of abuse awareness/prevention	1,450	-
Total Monetary Support		\$16,050	\$ -
In-Kind Support			
Queen Creek 4H	Various Events & Shows	6,950	\$2,052
Queen Creek 4H	Meeting Space	1,944	\$3,000
Pan de Vida Foundation	Health and Community Fair	-	\$547
American Legion	Office Space	3,000	\$3,000
American Cancer Society	Relay for Life	-	-
Total In-Kind Support		\$11,894	-
Total Town Support – Monetary and In-Kind		\$27,944	\$8,599





Centralized Services

Transportation Development Agreements:

These agreements are with the major developers to reimburse for their cost of public infrastructure they installed. The FY 2019/20 budget included reimbursement to Fulton Homes for infrastructure installed related to the Ironwood Crossing annexation approved in FY 2017/18. The agreement included permitting and impact fee waivers that the Town pays on the developer's behalf as permits are issued for new home construction in the Ironwood Crossing subdivision. For FY 2020/21 the amount has been removed now that Ironwood Crossing is built out.

CIP Transfers:

This is the support from the Operating Budget for cash funding the non-growth share of the Transportation Infrastructure Improvements. Funding of \$3.4M is included in the FY 2020/21 Budget. This represents that portion of the \$6.5M placeholder remaining after the 2018 debt service. This placeholder was created to fund road projects at the time the 2018 Bond for roads was issued.

Debt Transfers:

The non-growth share of debt service is transferred from the Operating Budget to the Debt Service fund. The FY 2020/21 budget anticipates the following debt transfers:

- \$0.2M for the 2016 Refunded 2004B GADA Loan (Town Buildings)
- \$0.1M for the 2016 Refunded 2005B GADA Loan (Library)
- \$0.4M for the 2016 Refunded 2006A GADA Loan (Library)
- \$0.3M for the 2016 Refunded 2007 Excise Tax Bond
- \$3.1M for the 2018 Excise Tax Bond (Transportation)

There is an increase of \$1.3 in this category for two new debt issues:

- \$0.3M for New Debt related to Mesa Roads (Interest Only)
- \$1.0M for debt related to roads in the Transportation IIP (Interest Only)

Interest expense related to a \$6.6 inter-fund loan included in the FY 2019/20 Revised Budget has now been paid off, reducing this expense by \$0.8M. The net change from the new debt added and the inter-fund loan paid off is \$0.5M.

Operating Transfers:

This is the FY 2020/21 budget support from the General Fund Operating Budget to Horseshoe Park, Emergency Services, and HURF.

Contingency:

The amount budgeted for FY 2020/21 is a set amount to cover unanticipated needs in the General Fund, HURF, HPEC and the Emergency Services Fund.



Capital Program & Debt

Capital Program Overview

- Five-Year Capital Improvement Summary
- CIP Funding Sources
- CIP Expenditures/Uses
- CIP Budget Year to Year Comparison
- Major Funding Sources for CIP
- CIP Impacts Operations & Maintenance
- Major Projects in Progress
- Capital Funds Carryforward

CIP Five-Year Fund Summaries

- Transportation Infrastructure Fund
- General Capital Fund
- Wastewater Infrastructure Fund
- Water Infrastructure Fund

Development Fee Funds

- Transportation
- Parks, Open Space, Recreation
- Public Safety
- Fire
- Town Buildings & Vehicles
- Library

Other Funds

- Town Center Fund
- Special Assessment Fund
- Construction Sales Tax Fund
- Healthcare Self-Insurance Fund
- Streetlight Improvement Districts Fund
- Community Events Fund
- Grants Fund
- Debt Limits & Guidelines
- Debt by Type
- Debt Service by Fund

Outstanding Debt Schedule





Capital Program Overview

Capital Program Mission

With community input, Queen Creek will plan for sustainable infrastructure improvements that strengthen economic viability and quality of life, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets in a cost-effective and safe manner.

Capital Program Summary FY 2021-FY 2025

The capital budget process determines which major projects will be financed and constructed. Capital projects are those with high monetary value (typically more than \$50,000) that add to the capital assets or infrastructure of the Town. These projects are long-term in nature (more than one year) and are funded using a wide range of strategies which can also include long-term financing.

Funding for capital programs is appropriated annually. However, due to the fact that these projects are rarely completed within the fiscal year, carry-forward contingencies are budgeted to cover purchase orders that remain open at the end of the fiscal year and for projects that were not expended or encumbered by fiscal year end.

During the annual budget cycle, the Town of Queen Creek prepares a five-year infrastructure/capital improvements program (IIP/CIP) budget. The CIP shown in this budget document provides estimates for the fiscal years ranging from FY 2020/21 through FY 2024/25 and identifies fiscal year needs and financing sources. The FY 2020/21 CIP program is balanced including the use of revenues, fund balances, transfers and bond proceeds; however, future years contain undetermined funding requirements that will be addressed prior to projects moving forward. Beginning in FY 2019/20 is a delegation resolution option approved by Town Council allowing for a more streamlined CIP approval process. This change requires the funding for a project to be recognized entirely during the first year the project has activity, despite the likelihood the project will span additional years. This can at times skew the appearance of a projects' budget with large appropriations during the onset of project approval, however as each project moves forward this large appropriation is reduced through spending.

The Town of Queen Creek's capital program budget for FY 2020/21 amounts to \$175.5 million in expenditure authority for capital improvements related to General Government and Transportation. That amount includes \$90.9 million in new appropriations for capital projects, and \$45.7 million in carry forward appropriation for projects approved in prior years' budgets. Water and Wastewater CIP includes \$90.0 million in expenditure authority for capital improvements, which includes \$22.3 million in new appropriations for capital projects, and \$59.5 million in carry forward for projects approved in prior years' budgets. In total, the budget for new appropriations for capital improvements for FY 2020/21 is \$113.2 million. Other capital expenditures for studies as well as the growth portion of debt are shown in each of the capital and development fund's five-year financial forecast later in this section.

The Town Council adopts the five-year CIP on the same date as final adoption of the annual operating budget. Capital projects are scheduled throughout the five-year plan; however, only those projects scheduled during the first year of the CIP or those being carried forward are financed and adopted as part of the annual budget. Details of the capital programs are presented in the following section along with funding sources.





Five-Year Capital Improvement Summary

Summary 5-Year CIP	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
New Single Family Home Permits	700	805	886	974	1,023	4,388
Revenues by Source						
Development Fees	\$ 6,162,520	\$ 6,493,806	\$ 7,689,513	\$ 8,265,700	\$ 8,056,175	\$ 36,667,714
Capacity Fees	3,836,595	7,227,911	5,302,088	10,545,861	5,849,506	\$ 32,761,961
Construction Sales Tax	4,134,393	4,601,813	4,699,872	5,170,093	5,572,139	\$ 24,178,310
Third-Party Contributions	10,933,922	-	3,644,013	-	-	\$ 14,577,935
Bond/Loan Proceeds	90,000,000	-	-	-	-	\$ 90,000,000
Interest Income	308,041	352,450	388,690	303,293	226,029	\$ 1,578,502
CIL - Formerly Restricted	-	1,675,216	250,000	-	-	\$ 1,925,216
Total Revenues	\$ 115,375,471	\$ 20,351,196	\$ 21,974,176	\$ 24,284,947	\$ 19,703,849	\$ 201,689,639
Transfers In - Operating	\$ 12,937,500	\$ 21,014,596	\$ 8,657,229	\$ 10,403,492	\$ 7,193,949	\$ 60,206,765
Transfers In - Other Funding	7,500,000	-	-	-	-	\$ 7,500,000
Transfers In - Within CIP	26,304,210	6,034,169	6,659,539	8,595,932	10,845,871	\$ 58,439,721
Total Sources by Type	\$ 162,117,181	\$ 47,399,961	\$ 37,290,944	\$ 43,284,371	\$ 37,743,668	\$ 327,836,125
Sources by Fund						
Drainage & Transportation	\$ 26,514,381	\$ 11,090,685	\$ 10,203,232	\$ 3,983,057	\$ 3,463,267	\$ 55,254,622
General CIP	21,601,451	11,065,000	3,731,520	8,000,000	11,276,272	\$ 55,674,243
Construction Sales Tax Fund	4,134,393	4,601,813	4,699,872	5,170,093	5,572,139	\$ 24,178,310
Wastewater Capital/Capacity	44,693,276	3,138,287	1,697,151	6,400,605	1,265,039	\$ 57,194,358
Water Capital/Capacity	58,891,590	10,812,920	9,035,966	11,316,624	8,039,748	\$ 98,096,846
Transportation Development Fund	1,975,820	1,931,495	2,341,086	2,565,627	2,389,914	\$ 11,203,942
Public Safety Development Fund	508,400	570,335	689,942	745,675	713,390	\$ 3,227,742
Fire Development Fund	954,070	1,080,075	1,296,130	1,396,893	1,331,969	\$ 6,059,137
Town Buildings Development Fund	83,330	86,182	94,825	98,004	98,218	\$ 460,559
Parks Development Fund	2,609,550	2,855,913	3,311,727	3,408,756	3,391,557	\$ 15,577,503
Library Development Fund	150,920	167,256	189,494	199,038	202,156	\$ 908,864
Total Sources by Fund	\$ 162,117,181	\$ 47,399,961	\$ 37,290,944	\$ 43,284,371	\$ 37,743,668	\$ 327,836,125
Uses by Fund						
Drainage & Transportation	\$ 100,359,623	\$ 14,656,983	\$ 9,213,026	\$ 9,706,853	\$ 7,748,327	\$ 141,684,811
General CIP	43,735,227	11,065,000	3,731,520	8,000,000	11,276,272	\$ 77,808,019
Construction Sales Tax Fund	6,860,563	5,030,248	5,263,418	2,717,762	2,496,675	\$ 22,368,666
Wastewater Capital/Capacity	41,957,027	5,852,287	4,411,151	9,114,605	3,979,039	\$ 65,314,109
Water Capital/Capacity	48,059,438	12,243,920	10,466,966	13,073,624	11,470,748	\$ 95,314,694
Transportation Development Fund	6,903,453	4,439,715	4,862,543	1,316,120	1,017,524	\$ 18,539,355
Public Safety Development Fund	1,893,637	140,075	158,175	139,175	139,175	\$ 2,470,237
Fire Development Fund	10,204,296	1,254,738	1,280,263	1,253,938	1,721,517	\$ 15,714,752
Town Buildings Development Fund	286,957	287,723	298,727	289,045	288,982	\$ 1,451,434
Parks Development Fund	4,978,457	507,543	2,823,156	8,509,878	10,812,028	\$ 27,631,062
Library Development Fund	232,910	232,116	242,731	231,601	228,919	\$ 1,168,277
Total Uses by Fund	\$ 265,471,588	\$ 55,710,347	\$ 42,751,676	\$ 54,352,600	\$ 51,179,205	\$ 469,465,416
Change in Fund Balance	\$ (103,354,407)	\$ (8,310,387)	\$ (5,460,732)	\$ (11,068,229)	\$ (13,435,536)	\$ (141,629,291)

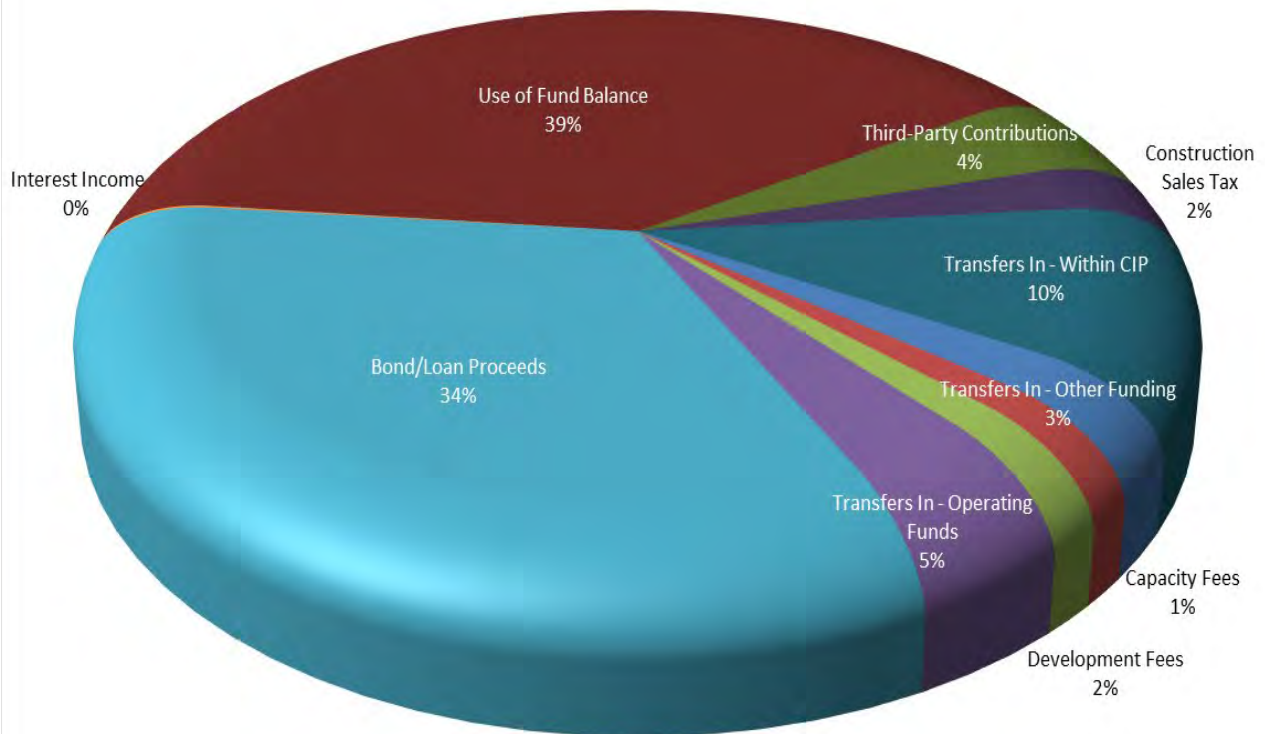




Funding Sources FY 2020/21

CIP FY 2020/21 Funding - \$265.5M

Capital Funding by Source	FY 2020/21 Adopted	% of Total
Development Fees	\$ 6,162,520	2%
Capacity Fees	3,836,595	1%
Construction Sales Tax	4,134,393	2%
Third-Party Contributions	10,933,922	4%
Bond/Loan Proceeds	90,000,000	34%
Interest Income	308,041	0%
Use of Fund Balance	103,354,407	39%
Total Revenues	\$ 218,729,878	82%
Transfers In - Operating Funds	\$ 12,937,500	5%
Transfers In - Other Funding	7,500,000	3%
Transfers In - Within CIP	26,304,210	10%
Total Sources	\$ 265,471,588	100%

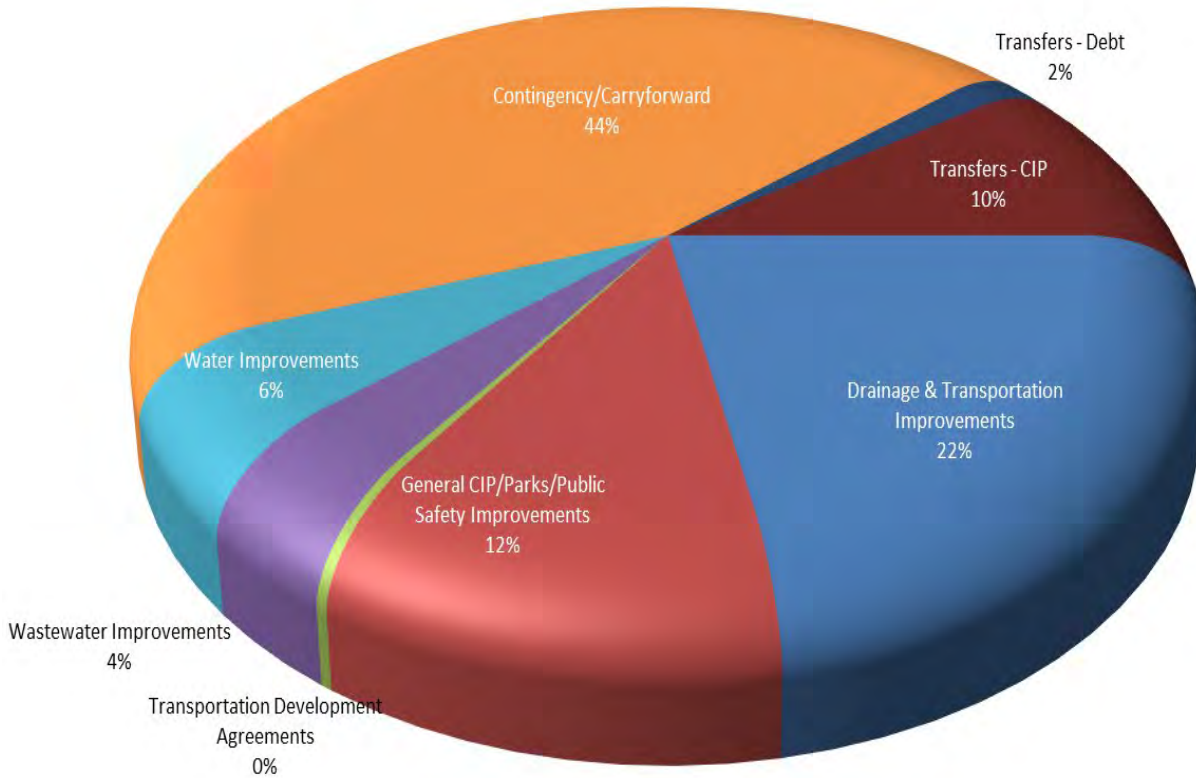




Expenditures/Uses FY 2020/21

CIP Expenditures/Uses FY 2020/21 - \$265.5M

Capital Expenditures by Program	FY 2020/21 Adopted	% of Total
Drainage & Transportation Improvements	\$ 58,773,052	22%
General CIP/Parks/Public Safety Improvements	32,149,825	12%
Transportation Development Agreements	895,264	0%
Wastewater Improvements	10,515,232	4%
Water Improvements	15,016,002	6%
Contingency/Carryforward	117,657,204	44%
Total Expenses	\$ 235,006,579	89%
Transfers - Debt	4,160,799	2%
Transfers - CIP	26,304,210	10%
Total Uses	\$ 265,471,588	100%





Capital Budgets Year to Year Comparison

Capital Funding by Source	FY 2019/20 Revised	FY 2020/21 Adopted	% of Total
Development Fees	\$ 10,611,779	\$ 6,162,520	2%
Capacity Fees	9,205,980	3,836,595	1%
Construction Sales Tax	7,920,000	4,134,393	2%
Third-Party Contributions	13,776,340	10,933,922	4%
Bond/Loan Proceeds	80,053,013	90,000,000	34%
Interest Income	222,750	308,041	0%
Use of Third Party Pre-Payments	757,270	-	0%
Use of Fund Balance	-	103,354,407	39%
Total Revenues	\$ 122,547,132	\$ 218,729,878	82%
Transfers In - Operating Funds	\$ 31,868,097	\$ 12,937,500	5%
Transfers In - Other Funding	-	7,500,000	3%
Transfers In - Within CIP	15,206,165	26,304,210	10%
Total Sources	\$ 169,621,394	\$ 265,471,588	100%

Capital Expenditures by Program	FY 2019/20 Revised	FY 2020/21 Adopted	% of Total
Drainage & Transportation Improvements	\$ 97,810,602	\$ 58,773,052	22%
General CIP/Parks/Public Safety Improvements	13,877,182	32,149,825	12%
Transportation Development Agreements	1,815,871	895,264	0%
Wastewater Improvements	37,817,291	10,515,232	4%
Water Improvements	44,997,514	15,016,002	6%
Contingency/Carryforward	(155,157,204)	117,657,204	44%
Total Expenses	\$ 41,161,256	\$ 235,006,579	89%
Transfers - Debt	3,545,850	4,160,799	2%
Transfers - CIP	14,756,165	26,304,210	10%
Total Uses	\$ 59,463,271	\$ 265,471,588	100%





Major Funding Sources for CIP

Capacity Fees

Capacity charges are a tool used by municipalities to pay the proportionate share of costs for utility infrastructure needs attributable to new growth. With the purchase of the H2O Water Company in 2014, the Town’s service area extends beyond the Town’s incorporated boundaries. Since development fee legislation only allows for fees in service areas within municipal boundaries, it is more appropriate to implement capacity charges, which are the only method allowed by state statute to collect for system improvement both inside and outside town boundaries. Like development fees, capacity charges are one-time charges paid at the time of building permit issuance for new construction and are based on meter size.

Capacity charges are assessed for both the water and wastewater functions and were most recently approved by Town Council on June 5, 2019 becoming effective July 1, 2019. Future revenue projections are based on projected development activity at the 2019 rates. The Study updated the charges based on Queen Creek’s recently updated Infrastructure Improvement Plans that capture the growth related projects over the next ten years, which serves as a basis for setting the fees.

Total projected capacity charges revenue (Water and Wastewater) anticipated for FY 2020/21 amounts to \$3.8 million. The forecast has seen recent revisions due to the anticipated impact to the economy of COVID-19.

Development Fees (Impact Fees)

Development impact fees are one-time payments assessed by the Town to help offset costs associated with providing necessary public services to new development. Currently, the Town of Queen Creek assesses six development fees, each housed in a separate fund, which will be discussed in further detail later in this section. Total projected development fee revenues anticipated for FY 2020/21 amounts to \$6.2 million. The forecast has seen recent revisions due to the anticipated impact to the economy of COVID-19.

In 2011, Arizona’s Fiftieth Legislature passed Senate Bill 1525, which legislated a series of significant changes to the calculation, collection, and use of development fees. This legislation fundamentally moved away from the principle of new growth paying for itself, and shifted the burden of paying for this infrastructure on to existing residents and businesses. In addition, city and town councils previously had the ability to determine what constitutes “necessary public services” for their communities; the new bill now narrowly defines what these are allowed to include. The law took effect on January 1, 2012 and included a series of implementation dates, with a requirement that all development fee programs become fully compliant by August 1, 2014. The Town published a development impact fee study on May 7, 2014, which incorporated the most recent legal changes in State Law. Most recently in November of 2019, the Town published an updated Development Impact Fee Study as state statute requires an updated study to be completed every five years. The result of this study was an overall increase of the six, non-utility fees which for a single family home increased to \$7,365 from \$6,794. The overall cost for a single family home was reduced from \$15,890 to \$12,648.

Future revenue projections are based on updated permitting forecasts. These forecasts are completed annually as part of the budget process and are used in forecasting the overall Capacity and Impact Fee Revenues for each individual fund.

The following is a table of development impact fees collected by category for a single-family home with a standard three-quarter inch water meter. Commercial construction development impact fees vary depending on type of commercial development and size of water connection.





Major Funding Sources for CIP

Category	Current Development Fees
Library	\$ 167
Parks, Open Space & Recreational Facilities	\$ 3,189
Transportation	\$ 2,118
Public Safety (Police Services)	\$ 640
Town Buildings & Vehicles	\$ 76
Fire	\$ 1,175
Subtotal Impact Fees	\$ 7,365
Wastewater Capacity Fee	\$ 2,901
Water Capacity Fee	\$ 2,382
Total single family home fee	\$ 12,648

Construction Sales Tax

Construction sales tax in the Town of Queen Creek is 4.25%, with 2.0% dedicated to financing projects in the Drainage and Transportation Fund. Effective in FY 2016/17, this funding source is also utilized to reimburse major development for the growth share of their contributions to transportation. This funding source also pays the growth share of debt service related to the Ellsworth Loop Road construction. For FY 2020/21, dedicated construction sales tax is projected at \$4.1 million.

Building Permit Activity

Since impact fees, capacity charges and construction sales tax are dependent on new construction, building permit activity is tracked and monitored throughout the year, with projections for future permitting estimated as part of the annual budget process. A table and chart of single family home activity, total building activity and total valuation of permits since FY 2001 follows.

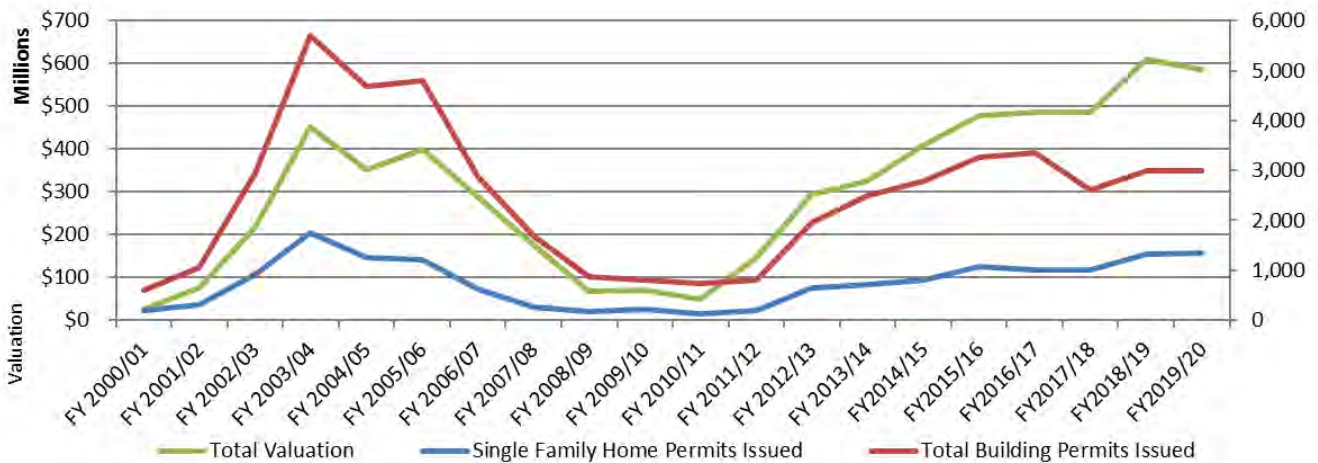
The increase in valuation in FY 2011/12 was due to commercial permitting of light industrial, office/institution and charter schools in the Town.





Major Funding Sources for CIP

Fiscal Year	Single Family		Total Valuation
	Home Permits Issued	Total Building Permits Issued	
FY 2000/01	188	609	\$24,656,951
FY 2001/02	307	1,061	\$74,891,686
FY 2002/03	920	2,943	\$216,559,217
FY 2003/04	1,754	5,703	\$452,591,435
FY 2004/05	1,265	4,692	\$352,657,045
FY 2005/06	1,215	4,789	\$400,141,504
FY 2006/07	627	2,876	\$287,343,796
FY 2007/08	268	1,684	\$174,150,962
FY 2008/09	180	875	\$68,056,680
FY 2009/10	224	812	\$70,811,968
FY 2010/11	125	731	\$49,554,857
FY 2011/12	193	801	\$147,525,972
FY 2012/13	647	1,946	\$292,920,680
FY 2013/14	719	2,485	\$326,593,909
FY 2014/15	792	2,783	\$410,805,749
FY 2015/16	1,073	3,265	\$477,847,810
FY 2016/17	1,003	3,347	\$486,694,589
FY 2017/18	996	2,606	\$486,045,529
FY 2018/19	1,325	2,992	\$610,498,813
FY 2019/20	1,350	3,000	\$585,830,851



Carryover Budget

As part of the Capital Budgeting process an assessment is made on the estimated completion of projects at year-end. In the event a project will not be completed within the fiscal year, provisions are made to move the remaining project budget into the next fiscal year. This process is completed on a project by project basis.





CIP Impacts on Operations and Maintenance

The CIP has direct and often substantial impacts on the operating budget expenditures. Once completed, most capital projects require ongoing costs for operation and maintenance. Examples of this include: utilities and maintenance for new facilities and street lights; regular sweeping for roadways as well as occasional crack filling, patching, and replacement; rights-of-way (such as medians and shoulders) require irrigation, weeding, and ongoing maintenance. Some projects even require additional employees be added to staff in order to maintain levels of service such as a new fire station.

Departments submitting capital projects estimate the operations and maintenance costs of each project based on operating costs and levels of service the Town has adopted. Additionally, departments consider if a project has the potential of producing revenues or savings in other areas of the organization.

Net operating costs are part of new project requests and are included in the long-range forecasts of the respective operating fund. Operating budget impact is a key criterion in deciding which projects to fund and when. When the Town cannot afford the additional operations and maintenance costs of a project, the project will not be funded. Departments must submit a supplemental request to obtain the additional budget allocation needed to operate and maintain capital projects. Supplemental requests for CIP operation and maintenance costs, like all expenditures, must compete with other funding requests.

Since substantial CIP funding has been approved over the past couple of years, the Town is currently assessing all maintenance and operation costs associated with infrastructure, for both existing as well as the future, to ensure adequate planning for long-term maintenance and operations cost. This data is used to:

- Ensure current maintenance and operation practices are sufficient for existing infrastructure
- Funded CIP maintenance and operations are planned for adequately
- Establish base-line maintenance and operations forecasts for potential future CIP considerations

The following are projections of operating and maintenance costs of projects that have recently been completed or are in the FY 2020/21 budget. It is not anticipated that a savings or new revenue stream will be realized through any FY 2020/21 capital projects





CIP Impacts on Operations and Maintenance

	FY 20/21 Requested	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 Year Projection
Street Improvements						
A0008 Town Center Street N/S: Duncan to Ocotillo	\$ -	\$ 3,750	\$ 3,863	\$ 3,978	\$ 4,098	\$ 15,689
A0009 Aldecoa & Munoz: Ellsworth Loop to Ellsworth	-	8,250	8,498	8,752	9,015	34,515
A0115 Ocotillo:signal Butte To Meridian	-	24,600	25,338	26,098	26,881	102,917
A0116 Ocotillo Road: West of Sossaman Rd to Hawes Rd	-	24,314	25,043	25,795	26,569	101,721
A0207 Ellsworth: Rittenhouse to UPRR-N	-	-	6,321	6,511	6,706	19,538
A0306 Rittenhouse Rd Village Loop North to Alliance Lumber	-	57,810	59,544	61,331	63,171	241,855
A0401 Hawes Road: Ocotillo to Rittenhouse	-	-	7,710	7,941	8,180	23,831
A0402 Hawes Road @ Creekview Ranches	1,475	1,519	1,565	1,612	1,660	7,831
A0510 Riggs Road: Ellsworth to Meridian	9,865	10,161	10,466	10,780	11,103	52,375
A0520 Riggs Road: Hawes to Power (QC Irrigation)	2,685	2,766	2,849	2,934	3,022	14,255
A0601 Chandler Hts - Hawes to Ellsworth	-	-	10,042	10,343	10,654	31,039
A0602 Chandler Hts-Sossaman to Hawes	-	-	-	11,765	12,118	23,883
A0603 Chandler Hts-Power to Sossaman	-	8,446	8,699	8,960	9,229	35,335
A0604 Chandler Heights: Recker to Power	8,750	9,013	9,283	9,561	9,848	46,455
A0702 Crismon Road: Queen Creek to Germann	6,175	6,360	6,551	6,748	6,950	32,784
A0801 Signal Butte: Ocotillo to Queen Creek	11,325	11,665	12,015	12,375	12,746	60,126
A0802 Signal Butte: Germann to SR24	-	-	12,750	13,133	13,526	39,409
A1002 Queen Creek Road - Ellsworth to Signal Butte	-	17,399	17,921	18,459	19,012	72,791
A1203 Germann Rd: Ellsworth to Crismon	-	-	-	13,126	13,520	26,646
A1403 Power Road: Ocotillo to Brooks Farms	9,786	10,080	10,382	10,693	11,014	51,955
A1404 Power Road: Brooks Farms to Chandler Heights	-	-	6,335	6,525	6,721	19,581
A1405 Power Road: Chandler Heights to Riggs	-	-	8,960	9,229	9,506	27,694
A1406 Power Road: Riggs to Hunt Hwy	-	-	-	-	8,960	8,960
A1505 Meridian Road: Combs to Queen Creek Wash	-	8,200	8,446	8,699	8,960	34,306
A1506 Meridian Rd: Germann to State Route 24 IGA	-	-	12,750	13,133	13,526	39,409
A1702 220th: Queen Creek to Ryan	2,175	2,240	2,307	2,377	2,448	11,547
A2001 Ryan Road: Crismon to Signal Butte	4,175	4,300	4,429	4,562	4,699	22,166
A2101 Hunt Hwy: Power to Sossaman	-	-	-	-	8,960	8,960
D0200 Sonoqui Wash Erosion Repairs	1,750	1,803	1,857	1,912	1,970	9,291
A2220 Ironwood Road Improvements	2,750	2,833	2,917	3,005	3,095	14,600
D0004 Cloud Road Drainage	1,350	1,391	1,432	1,475	1,519	7,167
D0013 Via Jardines Wash Crossing	-	1,652	1,702	1,753	1,805	6,911
P0620 East Park Drainage	-	-	4,250	4,378	4,509	13,136
Intersection Improvements & Traffic Signals						
I0010 Ellsworth & Queen Creek	\$ 6,525	\$ 6,721	\$ 6,922	\$ 7,130	\$ 7,344	\$ 34,642
A0605 Signal: Chandler Hts at 180th	1,050	1,082	1,114	1,147	1,182	5,575
I0032 Riggs @ Hawes Traffic Signal	-	6,150	6,335	6,525	6,720	25,729
I0071 Ellsworth @ San Tan Blvd	-	6,150	6,335	6,525	6,720	25,729
I0069 Ocotillo @ Scotland Ct Traffic Signal	-	6,150	6,335	6,525	6,720	25,729
TBD Power Road @ San Tan Blvd	-	-	-	-	6,150	6,150
Parks and Trail Improvements						
TE100 QC Wash Improvements	\$ 3,250	\$ 6,695	\$ 6,896	\$ 7,103	\$ 7,316	\$ 31,259
TE200 Sonoqui Wash: Hawes to Ellsworth	-	6,500	6,695	6,896	7,103	27,194
TE210 Sonoqui Wash: Ellsworth to Crismon	-	6,500	6,695	6,896	7,103	27,194
P0630 Eagle Park	-	21,117	21,751	22,403	23,075	88,346
P0620 East Park	-	-	-	-	94,342	94,342
Town Facilities						
MF005 Public Works Corp Yard	\$ 9,972	\$ 10,272	\$ 10,580	\$ 10,897	\$ 11,224	\$ 52,945
MF012 Street Sweeper Washout Facility	2,493	2,568	2,645	2,724	2,806	13,236
MF010 Fire Station #2	75,000	77,250	79,568	81,955	84,413	398,185
MF007 Fire Station #4	787,500	1,622,250	1,670,918	1,721,045	1,772,676	7,574,389
MF009 Fire Station #5	-	1,575,000	1,622,250	1,670,918	1,721,045	6,589,213
MF011 Fire Resource Center	28,500	28,500	29,355	30,236	31,143	147,733
Total General Government	\$ 976,552	\$ 3,601,454	\$ 3,778,615	\$ 3,916,865	\$ 4,152,783	\$ 16,426,268





CIP Impacts on Operations and Maintenance

	FY 20/21 Requested	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 Year Projection
Water Projects - Identified Needs						
WA123 Crimson Rd: Queen Creek to Germann	\$ -	\$ -	\$ -	\$ 1,500	\$ 1,545	\$ 3,045
WA077 Ironwood Rd & Ocotillo & Marilyn	-	-	2,100	2,163	2,228	6,491
WA062 Ocotillo Rd: 186th to Sossaman	-	-	1,950	2,009	2,069	6,027
WA141 Orchard Ranch Booster to Bello (WA141)	-	-	-	923	951	1,873
WA129 Hunt Hwy: Power to Sossaman - Upper Zone (WA129)	-	-	-	-	2,520	2,520
WA124 Germann Rd: Ellsworth to Crismon (WA124)	-	1,377	1,418	1,460	1,504	5,759
WA166 Chandler Heights: Power to Sossaman(PWP)	-	2,400	2,472	2,546	2,623	10,041
WA121 Ironwood Rd: Pima to Westbrook (WA121)	-	-	-	-	1,486	1,486
WA063 Germann Rd: Sossaman to 196th (WA063)	-	-	-	-	1,487	1,487
WA149 Duncan St: Ellsworth Loop to Ellsworth & North to Ocotillo (WA149)	-	1,231	1,268	1,306	1,345	5,150
WA150 Aldecoa: Ellsworth to Ellsworth Loop	-	600	618	637	656	2,510
WA167 Chandler Heights Rd: Sossaman to Hawes (PWP)	-	2,180	2,246	2,313	2,382	9,122
WA176 Ocotillo Rd: Sossaman to Hawes (PWP)	-	2,608	2,687	2,767	2,850	10,912
WA178 Signal Butte Rd: Ocotillo to Queen Creek (PWP)	-	3,041	3,132	3,226	3,323	12,721
T04 Thompson (Borgata): Empire to Skyline	-	2,991	3,080	3,173	3,268	12,512
T08 Germann Rd: Crismon to Signal Butte	-	-	-	-	2,973	2,973
T24 Red Fern: Meridian to Green Acres	-	-	-	-	350	350
T48 Bell Rd: Hunt to Sun Dance Transmission	-	-	-	-	2,850	2,850
WA199 Pecan North Well, Irrigation, and Transmission Lines	-	1,290	1,329	1,369	1,410	5,397
WA200 Sossaman Waterline: Appleby to Villa Del Jardine & West to Sossaman Tank	-	-	-	-	3,141	3,141
WA202 Harvest Tank, Boosters, & Site	-	-	-	16,262	16,750	33,013
WA258 Davidson Well	-	1,281	1,319	1,359	1,400	5,359
T19 Schnepf: Chandler Heights to Combs	-	2,628	2,706	2,788	2,871	10,993
WA205 SR-24 Crossing	-	525	541	557	574	2,196
WA066 Riggs Rd: Sossaman to Hawes Rd (PWP)	-	1,331	1,371	1,412	1,454	5,569
WA098 Ocotillo & Meridian PRV	-	162	167	172	177	678
WA099 Hashknife (Encanterra) Waterline & Transmission line: Shea Well to Gantzel Backup Well	-	1,329	1,369	1,410	1,452	5,560
WA104 Ellsworth Rd @ Rittenhouse Tie In	-	16	16	17	17	66
WA116 Meridian Rd & Queen Creek PRV (WA116)	-	210	216	223	229	879
WA119 Rittenhouse Rd: Combs to Cloud	-	1,541	1,588	1,635	1,684	6,448
WA138 Hastings Well & Site	-	7	7	7	7	28
WA143 Meridian Rd: Combs to Red Fern Phase II	-	1,049	1,081	1,113	1,147	4,390
WA147 Gary Rd:Combs to Empire (PWP)	-	389	401	413	425	1,627
WA156 Riggs Road: Railroad Bore	-	357	368	379	390	1,493
WA161 Signal Butte: Germann to Queen Creek (WA161)	-	1,650	1,700	1,750	1,803	6,903
WA162 Meridian Rd: Germann to Queen Creek (WA162)	-	2,472	2,547	2,623	2,702	10,344
WA163 Germann Rd: Signal Butte to Meridian	-	2,670	2,750	2,832	2,917	11,170
WA188 Gary East Transmission Line	-	860	886	913	940	3,599
WA190 Cloud Road Waterline: Signal Butte to Rittenhouse	-	773	796	820	845	3,234
WA191 Airport Road: Coyote Rd. to Schnepf	-	1,164	1,199	1,234	1,271	4,868
WA192 Meridian Rd & Combs PRV	-	180	185	191	197	753
WA196 Chandler Heights:Recker to Power	-	2,648	2,727	2,809	2,893	11,076
WA197 Links North Well, Site, Boosters, Waterlines, & Irrigation	-	5,093	5,246	5,403	5,566	21,308
WA198 Links South Well & Site	-	1,638	1,687	1,738	1,790	6,853
WA201 Gantzel Well Rehab & Equipping	-	688	708	729	751	2,876
WA204 Signal Butte: Riggs to Empire Water & Irrigation Lines	-	1,645	1,694	1,745	1,797	6,882
WA253 Meridian Rd: Red Fern to Queen Creek Wash (PWP)	-	1,693	1,744	1,796	1,850	7,082
WA255 Combs Rd: ALA to Schnepf	-	1,177	1,212	1,249	1,286	4,924
WA256 Twin Acres: 196th to Sossaman	-	2,049	2,110	2,174	2,239	8,571
WA257 Meridian Rd: Germann to Frye	-	2,520	2,596	2,673	2,754	10,543
WA259 Chandler Hghts: Meridian to Gantzel	-	1,800	1,854	1,910	1,967	7,531





CIP Impacts on Operations and Maintenance

	FY 20/21 Requested	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 Year Projection
Water Projects - Reconstruction Projects						
T39 Chandler Heights: Hawes to Ellsworth (PWP)	\$ -	\$ -	\$ -	\$ 831	\$ 856	\$ 1,686
WA173 Power Rd: Chandler Heights to Riggs (PWP)	-	-	-	341	351	692
WA007 Sossaman Well, Boosters, Site, & Tank	-	-	-	-	6,000	6,000
WA020 Barney Farm Well, Boosters, Site, & Tank	-	14,555	14,992	15,442	15,905	60,894
WA050 Cloud Rd: Power to Sossaman	-	-	-	-	2,517	2,517
WA078 Church Farm East Well, Boosters, Site, Tank, & Waterlines	14,986	15,436	15,899	16,376	16,867	79,563
WA079 Church Farms West Well & Site	150	155	159	164	169	796
WA125 Queen Creek Rd: Signal Butte to Meridian (PWP)	-	235	242	249	257	983
WA126 Power Rd: Ocotillo to Chandler Heights (PWP)	678	698	719	741	763	3,598
WA127 Power Rd: Riggs to Hunt (PWP)	-	-	-	2,739	2,822	5,561
WA130 Hawes Rd: Ocotillo to Rittenhouse (PWP)	-	-	247	255	262	764
WA133 Rancho Jardines Water Reconstruction (PWP)	-	-	1,231	1,268	1,306	3,805
WA145 West Park Well & Equipment	368	379	391	402	414	1,954
WA152 Queen Creek Rd: Ellsworth to Crismon (PWP)	231	238	245	252	260	1,226
WA157 Villages Well, Booster, Site, & Waterline	1,080	1,112	1,146	1,180	1,216	5,734
WA169 Ocotillo: Signal Butte to Meridian (PWP)	-	385	396	408	420	1,609
WA189 Gary Well & Site	255	263	271	279	287	1,355
WA193 Barney Farm Lake Well, Site, & Waterlines	2,400	2,472	2,546	2,623	2,701	12,742
WA195 Ocotillo: Meridian to Ironwood	-	1,050	1,082	1,114	1,147	4,393
WA254 Queen Creek Rd: Crismon to Signal Butte (PWP)	450	464	477	492	506	2,389
Water Projects - Resource/Recurring Projects						
MF005 Corp Yard Interim Building & Improvements	\$ 30,426	\$ 31,339	\$ 32,279	\$ 33,248	\$ 34,245	\$ 161,538
T47 Gravel Pit Lake	-	-	-	1,749	1,801	3,550
WA017 Emergency Generator Controls	-	-	-	2,770	2,853	5,623
WA049 Fire Hydrant Installation Project	77	79	82	84	87	409
T42 Water Line Replacement Improvements	-	-	769	793	816	2,378
T43 Well Site Upgrades	-	-	308	317	327	951
WA088 MSB Remodel - Utilities Offices	1,246	1,283	1,322	1,362	1,402	6,615
WA107 Utilities Billing System	2,896	2,982	3,072	3,164	3,259	15,373
WA139 Flexnet - Meter & MUX Replacement	2,105	2,169	2,234	2,301	2,370	11,178
WA148 Orchard Ranch Irrigation Improvements	-	-	1,077	1,110	1,143	3,330
WA194 Goldmine Mountain Parking Lot Water	-	-	308	317	327	951
WA206 Tank Rehabilitation	1,500	1,545	1,591	1,639	1,688	7,964
WA252 New Well Investigation	308	317	327	336	346	1,634
WA288 Utilities Admin Building (FOF)	53,090	54,682	56,323	58,013	59,753	281,860
WA900 Project Management & Inspections	900	927	955	983	1,013	4,778
Total Water Utility	\$ 113,146	\$ 132,765	\$ 140,689	\$ 153,339	\$ 166,456	\$ 706,395
	FY 20/21 Requested	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 Year Projection
Wastewater Projects - Identified Needs						
WW025 Ocotillo Rd: Sonoqui to 190th	\$ -	\$ 1,854	\$ 1,910	\$ 1,967	\$ 2,026	\$ 9,556
WW027 Cloud Rd: 220th to Rittenhouse	9,780	10,073	10,376	10,687	11,007	51,923
WW051 Combs Rd: ALA to Ironwood	2,925	3,013	3,103	3,196	3,292	15,529
WW060 Riggs Rd: Crismon to Rittenhouse	750	773	796	820	844	3,982
WW061 Sossaman & Riggs to Box Canyon	-	-	-	-	8,584	40,493
WW062 San Tan Flats to Borgata	-	3,399	3,501	3,606	3,714	17,520
WW063 Aldecoa: Ellsworth to Ellsworth Loop	-	1,268	1,306	1,345	1,386	6,536
WW068 Meridian Rd: Combs to Red Fern Phase II - Land Acquisition & Remediation	923	951	980	1,009	1,039	4,902
WW072 Duncan St: Ellsworth Loop to Ellsworth	-	1,347	1,388	1,429	1,472	6,944
WW076 Signal Butte: Ryan to Germann	2,400	2,472	2,546	2,623	2,701	12,742
ST16 Schnepf: Combs to Hashknife	-	4,079	4,201	4,327	4,457	21,024
ST17 Schnepf: Hashknife to Skyline	-	4,079	4,201	4,327	4,457	21,024
ST18 Schnepf: Hashknife Lift Station	-	1,452	1,496	1,541	1,587	7,486



CIP Impacts on Operations and Maintenance

	FY 20/21 Requested	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 Year Projection
Wastewater Projects - Identified Needs						
WW081 Signal Butte: Riggs to Empire	3,021	3,111	3,205	3,301	3,400	16,038
WW084 Germann: Signal Butte to Meridian	2,700	2,781	2,864	2,950	3,039	14,335
WW087 Signall Butte:FS#4 To Ryan Rd	841	866	892	919	946	4,463
WW091 Empire: 209th to 220th	300	309	318	328	338	1,593
WW092 RWCD Reclaimed Water Discharge	2,673	2,753	2,836	2,921	3,008	14,191
WW255 Combs ALA to Schnepf	8,475	8,729	8,991	9,261	9,539	44,995
WW256 Kenworthy: Combs to Hashknife	3,650	3,760	3,873	3,989	4,108	19,380
WW257 Meridian Rd: Germann to Frye	4,680	4,820	4,965	5,114	5,267	24,847
Wastewater Projects - Resource Projects						
WW501 Encanterra Construction	\$ -	\$ 1,545	\$ 1,591	\$ 1,639	\$ 1,688	\$ 6,464
WW502 Frisbee Park Recharge Facility	-	1,545	1,591	1,639	1,688	6,464
ST13 RWCD Basin	-	-	4,774	4,917	5,065	14,756
ST14 Frisbee Park Transmission Line	-	-	-	3,278	3,377	6,655
Wastewater Projects - Miscellaneous Projects						
MF005 Corp Yard Interim Building & Improvements	\$ 30	\$ 31	\$ 32	\$ 33	\$ 34	\$ 158
ST05 GWRP 2027 Plant Expansion (10% of \$40M)	12,000	12,360	12,731	13,113	13,506	63,710
ST06 GWRP 2027 Plant Expansion (90% of \$40M)	144,000	148,320	152,770	157,353	162,073	764,516
WW058 GWRP Capital Construction	1,662	1,712	1,763	1,816	1,870	8,823
WW059 Sewer Dosing Sites	-	927	955	983	1,013	3,878
WW075 Utilities Corp Yard Building and Improvements	6,463	6,657	6,857	7,062	7,274	34,314
WW089 WW089 - OCOTILLO:MERIDIAN TO IRONWOOD	3,408	3,510	3,616	3,724	3,836	18,093
WW090 WW090 - CHANDLER HTS:POWER TO SOSSAMAN	-	2,318	2,387	2,459	2,532	9,696
WWT07 GWRP 2018 Plant Expansion - Expansion Future Buildout 34%	-	9,593	9,881	10,177	10,483	40,134
WWT08 GWRP 2018 Plant Expansion - Rerating Capacity 29%	-	8,165	8,410	8,662	8,922	34,158
WWT09 GWRP 2018 Plant Expansion - Renovations 37%	-	10,510	10,826	11,150	11,485	43,971
WWT10 GWRP Plant Improvements	1,426	1,468	1,512	1,558	1,605	7,569
WWT11 GWRP Equipment Replacement / Lifecycle	2,527	2,603	2,681	2,761	2,844	13,416
WWT12 GWRP Major Plant Improvements	-	-	-	-	4,563	4,563
ST11 GWRP Reclaimed Water Storage Tank	-	-	-	-	9,114	9,114
WW258 Combs: Schnepf to Sierra Vista Reimbursement	-	1,236	1,273	1,311	1,351	5,171
Wastewater Projects - Reconstruction Projects						
WW026 Power Rd: Chandler Heights to South of Riggs (PWP)	\$ -	\$ -	\$ -	\$ -	\$ 669	\$ 669
WW064 Power: Ocotillo to Chandler Heights (PWP)	-	387	398	410	422	1,617
WW066 Hawes: Ocotillo to Rittenhouse (PWP)	-	-	262	270	278	810
WW070 Power Road T Lock Sleeving	-	5,408	5,570	5,737	5,909	22,623
WW073 Ocotillo Rd: Signal Butte to Meridian (PWP)	154	159	163	168	173	817
WW074 Chandler Heights: Hawes to Ellsworth (PWP)	-	-	262	270	278	810
WW079 Meridian Rd: Combs to Queen Creek Wash (PWP)	-	178	183	189	194	744
WW086 Queen Creek Rd: Ellsworth to Signal Butte (PWP)	-	567	584	602	620	2,372
WW205 SR24 Sleeving: Ironwood & Meridian	1,470	1,514	1,560	1,606	1,654	7,804
Wastewater Projects - Recurring Projects						
WW077 Sewer Line Rehabilitation	\$ -	\$ 8,549	\$ 8,806	\$ 9,070	\$ 9,342	\$ 35,767
WW078 Manhole Rehabilitation	-	1,617	1,666	1,716	1,767	6,766
WW900 Project Management	2,964	3,053	3,144	3,239	3,336	15,735
Total Wastewater Utility	\$ 202,443	\$ 261,060	\$ 274,191	\$ 285,695	\$ 308,612	\$ 1,332,001
Total All	\$ 1,292,141	\$ 3,995,279	\$ 4,193,494	\$ 4,355,898	\$ 4,627,851	\$ 18,464,663

Major Projects in Progress

A0116 – Ocotillo Rd – Sossaman to Hawes

The project consists of design and construction to widen Ocotillo Road to two lanes in each direction with a middle turn lane resulting in full street improvements with curb and gutter, bike lanes, sidewalk, drainage, irrigation, traffic signal and street light improvements. Project limits include half street improvements south along the east side of Sossaman Road about 1,000 feet and north along Hawes Road about 800 feet.

The Town is assessing a possibility to divide the construction into two phases. This staging could help reduce traffic impacts in the area due to other construction that will be occurring on Power Road and Chandler Heights Road on a similar schedule.



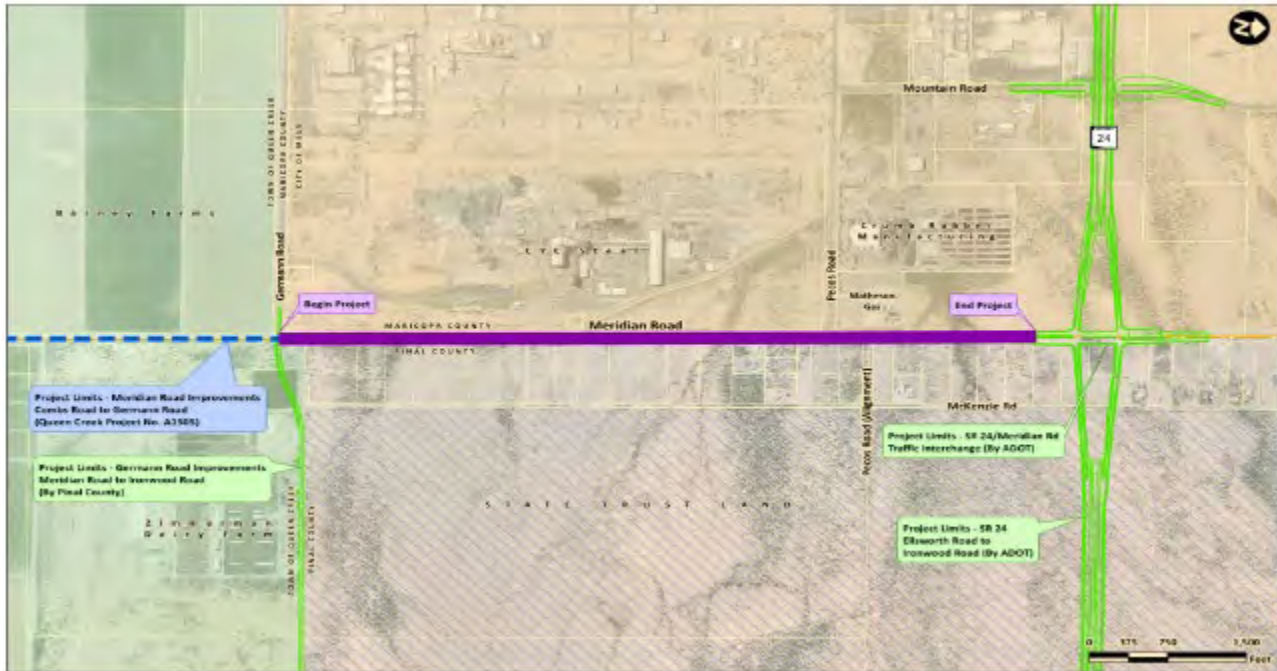
Design: Current – Summer 2020
Construction: Summer 2020 – Mid-2021
Status: Pre-Construction

Projected Inception to Date Expenses: \$0.8M
FY 2019/20 Budget Carry forward: \$7.5M
FY 2020/21 Budget (new): \$2.0M
Estimated Project Total: \$10.3M

Major Projects in Progress

A1506 - Meridian Road – Germann to SR24

A joint project with Pinal County to design and construct an improved half street to extend Meridian Road north from Germann Road to new State Route 24 including two lanes of pavement (one lane in each direction) and associated drainage improvements along the east side of the street. Remaining half-street improvements will be completed as development occurs.



Design: Spring 2019 – Fall 2020
Construction: Spring 2021 – Spring 2023
Status: In Design

Projected Inception to Date Expenses: \$0.3M
FY 2019/20 Budget Carry forward: \$0.4M
FY 2020/21 Budget (new): \$8.6M
Estimated Project Total: \$9.3M



Major Projects in Progress

A0306 & A0307 Rittenhouse Rd 213th St to Riggs & Wash Bridge

The project consists of design and construction to widen Rittenhouse Road from the 213th Street alignment to Riggs Road. The project will provide two traffic lanes in each direction, median turn lanes at intersections and bike lanes. Construction will include the MCDOT designed replacement at Queen Creek Wash (TT430). Improvements will include roadway replacement, curb and gutter, sidewalk, drainage, street lighting, and traffic signal upgrades.



Design: Spring of 2019 – Fall 2019
Construction: Current – Winter 2020
Status: Construction

Projected Inception to Date Expenses: \$4.1M
FY 2019/20 Budget Carry forward: \$15.7M
FY 2020/21 Budget (new): \$0.0M
Estimated Project Total: \$19.8M

A1505 - Meridian Road – Combs to Germann

The project consists of design and construction of various half street improvement segments and a full street width multi-barrel culvert crossing of Queen Creek Wash to include paving, curb and gutter, sidewalks, drainage, traffic signals and street lights. Adjacent development will build the other half street as it occurs.

Design: Spring 2019 – Fall 2019
Construction: Spring 2020 – Fall 2021
Status: Construction

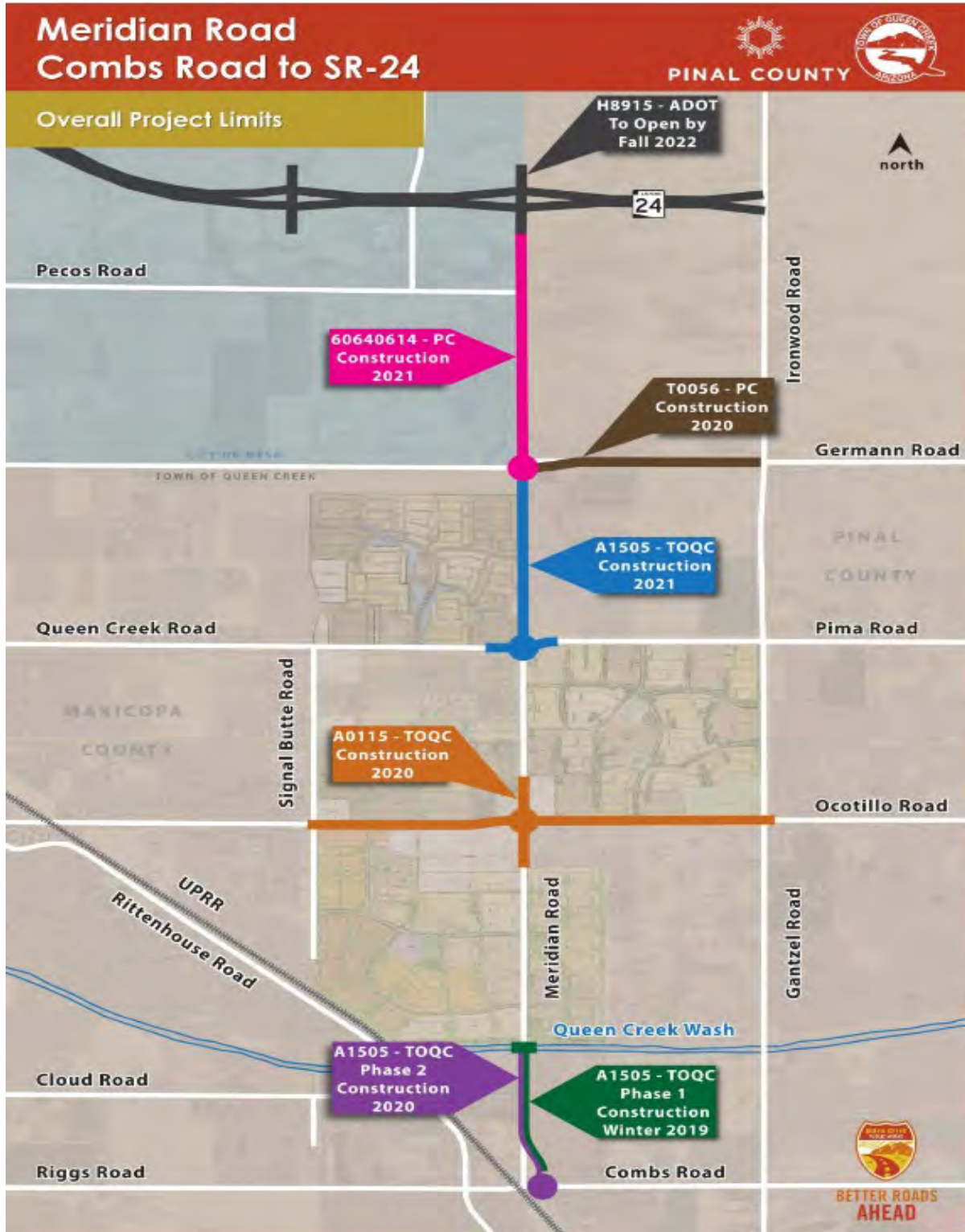
Projected Inception to Date Expenses: \$3.2M
FY 2019/20 Budget Carry forward: \$5.1M
FY 2020/21 Budget (new): \$10.4M
Estimated Project Total: \$18.7M





Major Projects in Progress

A1505 - Meridian Road - Combs to Germann cont'd



Major Projects in Progress

MF007 – Fire Station #4

Queen Creek's Fire Station 4, which will be located at the intersection of Queen Creek Road and Signal Butte Road (approximately 1/4-mile north of Queen Creek Road on the east side of Signal Butte Road) is currently under construction. The station is anticipated to open in the fall of 2020.



2 EXTERIOR ELEVATION - SOUTH
SCALE: 1/4" = 1'-0"



1 EXTERIOR ELEVATION - WEST
SCALE: 1/4" = 1'-0"

Design: Complete

Construction: Current – November 2020

Status: Construction

Projected Inception to Date Expenses: \$1.5M

FY 2019/20 Budget Carry forward: \$5.9M

FY 2020/21 Budget (new): \$ -

Estimated Project Total: \$7.4M



Capital Funds Carryforward

Transportation Carryforward			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
A0208 - ELLSWORTH & EMPIRE IMPROVEMENTS	-	3,990	
A0308 - RITTENHOUSE/OCOTILLO MEDIANS	-	7,893	
A0801 - SIGNAL BUTTE: OCOTILLO TO QC RD	-	2,051,723	
A1302 - UPRR/RITTENHOUSE	-	175,740	
A1506 - MERIDIAN - GERMANN TO SR24	-	370,391	
A0207 - ELLSWORTH: RITTENHOUSE TO UPRR-N	86,745	-	
A0010 - TC:ALDECOA ELLSWORTH TO ELLS LOOP	2,726	-	
A0306 - RITTENHOUSE: VILLAGE LP TO ALLIANCE	11,691,190	34,626	
A0307 - RITTENHOUSE BRIDGE AT QC WASH	3,773,708	198,480	
A0510 - RIGGS: ELLSWORTH TO MERIDIAN	1,907,330	1,455,768	
A0520 - RIGGS RD: POWER TO HAWES	635,000	119,739	
A0603 - CHANDLER HTS:SOSSAMAN TO POWER	61,396	12,571,777	
A0604 - CHANDLER HTS: RECKER TO POWER	87,087	6,064,144	
A0605 - SIGNAL:CHANDLER HTS AT 180TH	12,505	357,458	
A0702 - CRISMON: QUEEN CREEK RD TO GERMANN	65,829	1,256,370	
A1403 - POWER: OCOTILLO TO BROOKS FARM	56,589	561,506	
A1404 - POWER: BROOKS FARM TO CHAND HGTS	142,223	7,394,363	
A1702 - 220TH: RYAN RD TO QUEEN CREEK RD	51,711	431,522	
A2001 - RYAN: CRISMON TO 220TH	71,342	37,234	
A2220 - IRONWOOD - GERMANN TO OCOTILLO	15,372	667,280	
D0004 - CLOUD & SOSSAMAN DRAINAGE	7,743	381,908	
D0200 - SONOQUI WASH EROSION REPAIRS	2,239	23,496	
I0010 - ELLSWORTH @ QUEEN CREEK (TEMP T.S.)	311,649	1,068,042	
I0061 - OCOTILLO @ VICTORIA (TS)	144,487	84,912	
A0115 - OCOTILLO: 226TH TO IRONWOOD	90,675	7,000,328	
A0116 - OCOTILLO: SOSSAMAN TO HAWES	96,342	7,424,952	
A1002 - QC RD-ELLSWORTH TO SIGNAL BUTTE	3,692,950	8,761,631	
A1505 - MERIDIAN: COMBS TO GERMANN	384,512	4,689,948	
Current Year Projects Partially Under Contract & Remaining	23,391,350	63,195,221	28
Grand Total to Carry Forward		86,586,571	





Capital Funds Carryforward

Water Carryforward			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
WA062 - OCOTILLO TRANSMISSION	24,500	-	
WA120 - EMPIRE BLVD:GARY TO CRISMON	-	232,305	
WA143 - MERIDIAN:COMBS TO RED FERN PH II	-	303,749	
WA189 - GARY EAST WELL - MERIDIAN CROSSING	-	30,284	
WA199 - PECAN NORTH IRRIGATION & TRANS LINE	-	98,624	
WA800 - BARNEY FARMS GWEC	-	236,983	
WA801 - HARVEST GWEC	-	426,774	
MF005 - CORPORATION YARD-PHASE 1	1,352	867,381	
MF014 - MSB REMODEL PHASE 2	21,916	360,600	
WA007 - SOSSAMAN WELL	66,189	313,492	
WA020 - BARNEY WELL,RESERVOIR, BOOSTER	164,075	3,360,476	
WA067 - RIGGS RD PH1: ELLSWORTH CRISMON	30,545	283,948	
WA078 - CHURCH FARMS EAST WELL	923,387	640,450	
WA079 - CHURCH FARMS WEST WELL	7,724	226,834	
WA088 - MSB 1ST FLOOR REMODEL	35,810	348,138	
WA098 - PRV-OCOTILLO AND FULTON DR.	10,881	62,750	
WA099 - ENCANTERRA/SHEA LINE INSTALL	7,705	483,225	
WA104 - RITTENHOUSE TO ELLSWORTH LOOP NORTH	5,233	-	
WA107 - NEW UTILITIES BILLING SOFTWARE	499,603	-	
WA119 - RITTENHOUSE RD: COMBS TO CLOUD	369,389	544,382	
WA126 - POWER RD:OCOTILLO TO CHANDLER HEIGH	24,336	189,183	
WA138 - HASTINGS WELL REHAB	8,903	390,421	
WA139 - FLEXNET METER MXU REPLACEMENT	1,406,040	229,971	
WA147 - GARY:COMBS TO EMPIRE	27,398	111,282	
WA156 - RIGGS PH3:SIG BUTTE TO MERIDIAN	84,114	710,506	
WA157 - VILLAGES WELL REPLACEMENT	293,253	235,218	
WA158 - JORDE WELL SIGNAL BUTTE	39,684	144,276	
WA161 - SIGNAL BUTTE:QUEEN CREEK TO GERMANN	11,001	281,711	
WA162 - MERIDIAN:QUEEN CREEK TO GERMANN	345,227	418,540	
WA163 - GERMANN: SIGNAL BUTTE TO MERIDIAN	711,428	156,265	
WA166 - CHANDLER HTS:POWER TO SOSSAMAN	6,979	1,188,082	
WA190 - CLOUD RD:SIGNAL BUTTE TO RITTENHOU	204,833	23,569	
WA191 - AIRPORT RD: COYOTE RD TO SCHNEPF	44,140	225,187	
WA193 - BARNEY FARMS LAKE WELL	83,345	200,011	
WA195 - OCOTILLO: MERIDIAN TO IRONWOOD	7,753	2,927	
WA196 - CHANDLER HTS:RECKER TO POWER	10,494	837,440	
WA197 - LINKS NORTH WELL	26,151	1,362,237	
WA198 - LINKS SOUTH WELL	66,034	168,227	
WA200 - SOSSAMAN WTRLN:APPLEBY TO OCOTILLO	55,579	120,000	
WA201 - GANTZELWELL REHAB/EQUIPPING	75,246	-	
WA202 - HARVEST TANK & SITE	180,279	2,827,498	
WA204 - SIGNAL BUTTE:RIGGS TO EMPIRE & IRR	3,590	156,042	
WA250 - SCHNEPF: CHANDLER HEIGHTS TO COMBS	137,750	13,775	
WA252 - NEW WELL INVESTIGATION	600	102,590	
WA253 - MERIDIAN: RED FERN TO QC WASH	76,344	481,920	





Capital Funds Carryforward

Water Carryforward			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
WA255 - COMBS RD: ALA TO SCHNEPF	180,909	18,667	
WA256 - TWIN ACRES:196TH TO SOSSAMAN	50,386	18,143	
WA257 - MERIDIAN:GERMANN TO FRYE	74,339	10,928	
WA259 - CHANDLER HGHTS: MERIDIAN TO GANTZEL	182,668	-	
WA288 - UTILITIES ADMIN BUILDING (FOF)	1,507,711	1,954,631	
WA900 - PROJECT MANAGEMENT	60,558	988,414	
Current Year Projects Partially Under Contract & Remaining	8,155,380	22,388,056	51
Grand Total to Carry Forward		30,543,436	





Capital Funds Carryforward

Wastewater Carryforward			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
WW900 - PROJECT MANAGEMENT	-	76,943	
WW258 - COMBS: SCHNEPF TO SIERRA VISTA	2,305	436,750	
WW501 - RECHARGE LAKE CONSTRUCTION	-	1,025,900	
WW063 - ALDECOA: ELLSWORTH TO ELLSWORTH LOO	-	410,360	
WW025 - OCOTILLO RD - 188TH TO POWER	-	923,042	
MF005 - CORPORATION YARD-PHASE 1	-	201,994	
MF014 - MSB REMODEL PHASE 2	-	165,000	
WW051 - MERIDIAN & COMBS RD SEWER EXT. ALA	-	671,204	
WW052 - RIGGS RD. & SOSSAMAN INTERSE. SOUTH	-	307,409	
WW053 - RYAN RD: CRISMON TO SIGNAL BUTTE	-	349,078	
WW064 - POWER: OCOTILLO TO CHANDLER HEIGHTS	-	311,324	
WW068 - MERIDIAN RD:COMBS TO RED FERN PH II	-	307,770	
WW073 - OCOTILLO:SIGNAL BUTTE TO MERIDIAN	-	78,272	
WW081 - SIGNAL BUTTE:RIGGS TO EMPIRE	-	4,830	
WW086 - QUEEN CREEK: ELLSWORTH TO SIG BUTTE	-	208,926	
WW091 - EMPIRE: 209TH TO 220TH	-	100,000	
WW500 - ENCANTERRA RECHARGE AGREEMENT	-	2,051,800	
WW062 - EMPIRE & ELLSWORTH TO THOMPSON RD	1,976	782,304	
WW059 - SEWER DOSING SITES	85,911	221,859	
WWT09 - GWRP 2018 EXPANSION - RENOVATIONS	585,935	1,403,567	
WWT08 - GWRP 2018 EXPANSION - RERATING	577,507	1,084,726	
WWT07 - GWRP EXPANSION 2018 FUTURE BUILDOUT	531,428	1,276,103	
WW090 - CHANDLER HTS:POWER TO SOSSAMAN	9,085	689,575	
WW070 - POWER RD T LOCK SLEEVING	12,606	914,072	
WW084 - GERMANN:SIGNAL BUTTE TO MERIDIAN	425,363	279,392	
WW256 - KENWORTHY: COMBS TO HASHKNIFE	693,647	188,368	
WW255 - COMBS:ALA TO SCHNEPF	4,960,323	-	
WW027 - CLOUD RD - 220TH TO SIGNAL BUTTE	685,584	-	
WW075 - UTILITIES CORP YARD & IMPROVEMENTS	632,681	842,987	
WW092 - PECOS RD RECLAIMED WATER DISCHARGE	43,389	87,379	
WW257 - MERIDIAN: GERMANN TO FRYE	92,667	12,111	
WW071 - WATER RESOURCES MASTER PLAN	378,850	-	
WW067 - RIGGS RD SEWER:ELLSWORTH TO CRISMON	21,034	155,069	
WW089 - OCOTILLO:MERIDIAN TO IRONWOOD	21,702	1,107,553	
WW058 - GWRP CAPITAL CONSTRUCTION	44,118	343,612	
WW083 - QUEEN CREEK: 228TH TO MERIDIAN	2,410	6,491	
WW087 - SIGNAL BUTTE:FS#4 TO RYAN RD	3,051	25,017	
WW060 - RIGGS RD:CRISMON TO RITTENHOUSE	71,206	1,034,666	
WW076 - SB:RYAN TO GERMANN@BARNEY PROP	80,635	892,927	
Current Year Projects Partially Under Contract & Remaining	9,963,413	18,978,382	39
Grand Total to Carry Forward		28,941,795	





Capital Funds Carryforward

General Capital			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
MF012 - STREET SWEEPER WASHOUT FACILITY	-	450,000	
MF010 - FIRE STATION #2	186,460	18,646	
TE200 - SONOQUI WASH:HAWES TO ELLSWORTH	144,748	33,747	
TE210 - SONOQUI WASH: ELLSWORTH TO CRISMON	165,252	22,748	
MF005 - CORPORATION YARD-PHASE 1	109,168	127,647	
MF007 - FIRE STATION #4	4,846,039	726,678	
P0630 - LANDFILL/EAGLE PARK	14,205	220,288	
TE100 - QC WASH TRAIL: CRISMON TO UPRR	6,071	-	
MF009 - FIRE STATION #5	180,820	304,898	
MF011 - FIRE RESOUCE CENTER	584	-	
P0620 - EAST PARK	1,510,950	16,453	
Current Year Projects Partially Under Contract & Remaining	7,164,297	1,921,105	11
Grand Total to Carry Forward		9,085,402	

Town Center Fund			
Project	FY 19/20 Under Contract	FY19/20 Remaining Approved Budget	# of Projects
TC014 - TOWN CENTER INFRASTRUCTURE	156,541	-	
Current Year Projects Partially Under Contract & Remaining	156,541	-	1
Grand Total to Carry Forward		156,541	





Capital Funds Five-Year Projections

Transportation Infrastructure Improvement Fund

Drainage & Transportation Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Transfers In - Operating Budget	3,374,200	3,377,700	3,381,300	3,381,200	3,387,125	3,387,125	\$ 16,914,450
Transfer In - Construction Sales Tax (Growth Projects)	-	4,555,094	2,568,142	2,797,057	253,600	32,406	\$ 10,206,299
Transfers In - Impact Fees	9,583,020	6,147,665	3,466,027	3,774,975	342,332	43,736	\$ 13,774,735
Bond/Loan Proceeds	40,000,000	-	-	-	-	-	\$ -
Contingency Funding	-	5,000,000	-	-	-	-	\$ 5,000,000
Third Party Contributions	11,683,333	7,433,922	-	-	-	-	\$ 7,433,922
Use of Third Party Prepayments	757,270	-	1,675,216	250,000	-	-	\$ 1,925,216
TOTAL REVENUES/SOURCES	\$ 65,397,823	\$ 26,514,381	\$ 11,090,685	\$ 10,203,232	\$ 3,983,057	\$ 3,463,267	\$ 55,254,622
EXPENDITURES/USES							
Projects	96,942,814	57,684,607	28,525,000	18,035,764	18,482,500	21,475,000	\$ 144,202,871
Project Management Expenses	867,788	1,088,445	1,131,983	1,177,262	1,224,353	1,273,327	\$ 5,895,369
Funding Transfer (Fund 305 for P0620)	1,781,578	-	-	-	-	-	\$ -
Contingency/Carryforward	(86,586,571)	86,586,571	-	-	-	-	\$ 86,586,571
Allowance for Unexpended Cash Flow	-	(50,000,000)	(15,000,000)	(10,000,000)	(10,000,000)	(15,000,000)	\$ (100,000,000)
Fund Contingency	-	5,000,000	-	-	-	-	\$ 5,000,000
TOTAL EXPENDITURES/USES	\$ 13,005,609	\$ 100,359,623	\$ 14,656,983	\$ 9,213,026	\$ 9,706,853	\$ 7,748,327	\$ 141,684,811
Annual Result	52,392,214	(73,845,242)	(3,566,298)	990,206	(5,723,796)	(4,285,060)	
Beginning Balance	\$ 34,746,163	\$ 87,138,377	\$ 13,293,135	\$ 9,726,837	\$ 10,717,043	\$ 4,993,248	
Projected Ending Fund Balance	\$ 87,138,377	\$ 13,293,135	\$ 9,726,837	\$ 10,717,043	\$ 4,993,248	\$ 708,188	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the major transportation projects in the Town. Projects over the next five years are listed in the next table. Funding for these projects comes from various sources including bond proceeds, the operating budget, transportation development impact fees, a portion of construction sales tax, and third parties. In addition to construction costs, project management costs are included as a component of the overall program. In FY 2019/20 a Bond Issue is anticipated to fund the non-growth share of the Town's roadway projects. Given the size of the transportation capital improvement plan, the contingency amount included for FY 2020/21 is \$91.6M – of which \$86.6M is for projects currently under contract or approved in prior years that need to carry forward. In addition, \$5.0M of expenditure authority is included for any unplanned projects that may arise after budget adoption. The allowance for unexpended is to reduce the overall expenditure authority based on the actual spending and encumbering of these projects, minimizing to some extent the large overall appropriation.

Strategic Priorities that relate to the Drainage & Transportation fund are



Superior Infrastructure



Capital Funds Five-Year Projections

Transportation Project List

QUEEN CREEK TRANSPORTATION INFRASTRUCTURE IMPROVEMENT PLAN FY 2020/21												
Project Title	#	Project Total	3rd Party	Town	Prior Year Actuals	Revised FY 2020	Adopted FY2021	FY2022	FY2023	FY 2024	FY 2025	Beyond 5
Infrastructure Improvement Plan (IIP) Projects:												
Town Center Street N/S: Duncan to Ocotillo	A0008	966,444	-	966,444	-	-	966,444	-	-	-	-	-
Aldecoa & Munoz: Ellsworth Loop to Ellsworth (combined)	A0009	3,140,000	-	3,140,000	-	-	3,140,000	-	-	-	-	-
Aldecoa & Munoz: Ellsworth Loop to Ellsworth	A0010	30,612	-	30,612	7,568	23,044	-	-	-	-	-	-
Ocotillo Road: 226th to Ironwood	A0115	18,358,750	1,002,596	17,356,154	342,383	7,412,477	10,603,890	-	-	-	-	-
Ocotillo Road: West of Sossaman Rd to Hawes Rd	A0116	10,388,723	-	10,388,723	316,309	7,957,471	2,114,943	-	-	-	-	-
Ellsworth: Rittenhouse to UPRR-N	A0207	2,199,951	1,449,951	750,000	-	94,951	500,000	1,605,000	-	-	-	-
Rittenhouse Rd: Village Loop North to Alliance Lumber	A0306 / A0307	19,827,480	2,627,000	17,200,480	2,317,938	17,509,542	-	-	-	-	-	-
Hawes Road: Ocotillo to Rittenhouse	A0401	6,300,000	1,055,501	5,244,499	-	-	-	6,300,000	-	-	-	-
Chandler Hts: Hawes to Ellsworth	A0601	2,500,000	-	2,500,000	-	-	500,000	2,000,000	-	-	-	-
Chandler Hts: Sossaman to Hawes	A0602	8,775,000	-	8,775,000	-	-	500,000	1,500,000	6,775,000	-	-	-
Chandler Hts: Power to Sossman	A0603	13,076,054	-	13,076,054	93,048	12,983,006	-	-	-	-	-	-
Signal Butte: Ocotillo to Queen Creek	A0801	2,051,723	-	2,051,723	-	-	2,051,723	-	-	-	-	-
Queen Creek Road: Ellsworth to Signal Butte	A1002	25,563,586	1,457,685	24,105,901	1,014,391	12,242,028	12,307,167	-	-	-	-	-
Germann Rd: Ellsworth to Crismon	A1203	3,000,000	-	3,000,000	-	-	-	500,000	2,500,000	-	-	-
Power Road: Brooks Farms to Chandler Heights	A1404	7,763,997	-	7,763,997	89,703	7,674,294	-	-	-	-	-	-
Power Road: Chandler Heights to Riggs	A1405	7,500,000	452,315	7,047,685	-	-	1,000,000	6,500,000	-	-	-	-
Power Road: Riggs to Hunt Hwy	A1406	13,335,000	6,667,500	6,667,500	-	-	400,000	-	6,467,500	6,467,500	-	-
Meridian Road: Combs to Germann	A1505	18,650,950	9,325,475	9,325,475	125,950	8,272,837	10,252,163	-	-	-	-	-
Hunt Hwy: Power to Sossaman	A2101	6,043,264	3,021,632	3,021,632	-	-	-	-	2,293,264	3,750,000	-	-
Traffic Signal: Ocotillo & Scotland Court	I0069	300,000	-	300,000	-	-	300,000	-	-	-	-	-
Ocotillo Road : Power to Recker	A0107	3,345,546	3,108,678	236,868	3,345,546	-	-	-	-	-	-	-
Ocotillo Rd: West of Railroad to 218th	A0114	2,756,467	109,213	2,647,254	2,756,467	-	-	-	-	-	-	-
Ellsworth Rd: Ryan to Germann	A0206	3,932,144	161,348	3,770,795	3,932,144	-	-	-	-	-	-	-
Hawes Road @ Creekview Ranches	A0402	290,950	-	290,950	-	290,950	-	-	-	-	-	-
Riggs Road: Ellsworth to Meridian	A0510	24,700,156	5,205,000	19,495,156	20,014,024	4,686,132	-	-	-	-	-	-
Riggs Road: Hawes to Power (QC Irrigation)	A0520	1,408,000	-	1,408,000	653,261	754,739	-	-	-	-	-	-
Crismon Road: Queen Creek to Germann	A0702	3,793,748	1,998,363	1,795,385	2,363,587	1,430,161	-	-	-	-	-	-
Power Road: Ocotillo to Brooks Farms	A1403	7,041,307	-	7,041,307	6,305,644	735,663	-	-	-	-	-	-
220th: Queen Creek to Ryan	A1702	1,332,369	1,332,369	-	825,063	507,306	-	-	-	-	-	-
196th: Ocotillo to Appleby 2	A1802	1,682,548	-	1,682,548	-	-	-	-	-	-	-	-
Appleby 2: Sossaman to 196th	A1803	1,669,525	-	1,669,525	1,669,525	-	-	-	-	-	-	-
Ryan Road: Crismon to Signal Butte	A2001	502,373	502,373	-	384,881	117,492	-	-	-	-	-	-
Ellsworth @ Queen Creek Alignment	I0010	8,050,470	755,000	7,295,470	6,138,937	1,911,533	-	-	-	-	-	-
Traffic Signal: Riggs & Hawes	I0028	496,919	-	496,919	496,919	-	-	-	-	-	-	-
Traffic Signal: Ellsworth @ Via de Palmas	I0060	272,274	-	272,274	272,274	-	-	-	-	-	-	-
Traffic Signal: Ocotillo @ Victoria	I0061	375,000	250,000	125,000	-	375,000	-	-	-	-	-	-
Subtotal		231,421,330	40,511,094	190,910,236	55,148,109	87,030,349	42,584,607	18,405,000	18,035,764	10,217,500		
Other Road Projects:												
Ironwood Road Improvements	A2220	1,000,000	-	1,000,000	-	1,000,000	-	-	-	-	-	-
Chandler Heights: Recker to Power	A0604	6,384,862	6,384,862	-	70,279	6,314,583	-	-	-	-	-	-
Sossaman: Sonoqui Wash to Riggs	TBD	13,470,000	-	13,470,000	-	-	-	-	-	-	13,470,000	-
Sossaman: Riggs to Empire	TBD	8,005,000	-	8,005,000	-	-	-	-	-	-	8,005,000	-
Hawes: Chandler Heights to Ocotillo	TBD	7,865,000	-	7,865,000	-	-	-	-	7,865,000	-	-	-
Subtotal		36,724,862	6,384,862	30,340,000	70,279	7,314,583				7,865,000	21,475,000	
Roads Outside Town Limits:												
Signal Butte: Germann to State Route 24 (IGA)	A0802	12,000,000	12,000,000	-	-	-	7,000,000	5,000,000	-	-	-	-
Meridian Rd: Germann to State Route 24 (IGA)	A1506	9,334,099	4,667,050	4,667,050	214,099	385,901	4,000,000	5,120,000	-	-	-	-
Interchange @ Ellsworth and SR24 (IGA)	TBD	3,290,000	-	3,290,000	-	-	3,290,000	-	-	-	-	-
Subtotal		24,624,099	16,667,050	7,957,050	214,099	385,901	14,290,000	10,120,000				
Drainage Projects:												
Cloud Road Drainage	D0004	450,000	-	450,000	-	450,000	-	-	-	-	-	-
Sonoqui Wash Erosion Repairs	D0200	140,972	-	140,972	115,237	25,735	-	-	-	-	-	-
Via Jardines Wash Crossing	D0013	500,000	-	500,000	-	-	500,000	-	-	-	-	-
Subtotal		1,090,972		1,090,972	115,237	475,735	500,000					
Traffic Signal Projects:												
Traffic Signal: Chandler Heights @ 180th	A0605	394,744	350,000	44,744	195	394,549	-	-	-	-	-	-
Traffic Signal: Queen Creek @ 188th	I0032	400,000	155,000	245,000	-	-	400,000	-	-	-	-	-
Traffic Signal: Ellsworth @ San Tan Blvd	I0071	300,000	-	300,000	-	-	300,000	-	-	-	-	-
Traffic Signal: Ocotillo @ Scotland Court	I0072	400,000	-	400,000	-	-	400,000	-	-	-	-	-
Traffic Signal: Power Road @ San Tan	TBD	400,000	-	400,000	-	-	-	-	-	400,000	-	-
Subtotal		1,500,000	155,000	1,345,000	195	394,549	1,100,000			400,000		
Project Management Costs		8,232,703	-	8,232,703	-	867,788	1,088,445	1,131,983	1,177,262	1,224,353	1,273,327	1,469,546
Total		303,593,966	63,718,005	239,875,961	55,547,724	96,468,905	59,563,052	29,656,983	19,213,026	19,706,853	22,748,327	1,469,546



Capital Funds Five-Year Projections

General Capital Improvement Fund

General CIP Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Public Safety							
Public Safety Fire - Transfers from Fire Impact Fees (Growth)	3,499,930	9,384,758	-	-	-	467,579	\$ 9,852,337
Public Safety Fire - Transfers from Operating (Non-Growth)	1,491,386	-	1,065,000	-	-	506,543	\$ 1,571,543
Public Safety Police - Transfers from Public Safety Impact Fees (Growth)	722,500	1,750,762	-	-	-	-	\$ 1,750,762
Bond Proceeds	15,873,663	-	-	-	-	-	\$ -
Parks & Trails							
Parks - Transfers from Parks Impact Fees (Growth)	950,715	4,465,931	-	87,507	8,000,000	10,302,150	\$ 22,855,588
Parks - Transfers from Other Sources (Non-Growth)	-	-	10,000,000	-	-	-	\$ 10,000,000
Cost Share Reimbursement - Outside Agency (3rd Party)	1,797,167	3,500,000	-	3,644,013	-	-	\$ 7,144,013
Parks - Transfers from General Fund	1,480,415	-	-	-	-	-	\$ -
Other Project - Transfers							
Transfers from General Fund	644,367	-	-	-	-	-	\$ -
Transfers from Capital Contingency	450,000	-	-	-	-	-	\$ -
Contingency Funding	-	2,500,000	-	-	-	-	\$ 2,500,000
Interest Income	-	-	-	-	-	-	\$ -
TOTAL REVENUES/SOURCES	\$ 26,910,143	\$ 21,601,451	\$ 11,065,000	\$ 3,731,520	\$ 8,000,000	\$ 11,276,272	\$ 55,674,243
EXPENDITURES/USES							
CONSTRUCTION SERVICES							
Public Safety - Fire							
Fire Resource Center	19,395	5,025,000	-	-	-	-	\$ 5,025,000
Fire Station #2 (Police Impact Fees = \$845,662)	205,106	8,573,394	-	-	-	-	\$ 8,573,394
Fire Station #4 (Police Impact Fees = \$722,500)	7,056,873	-	-	-	-	-	\$ -
Fire Station #5 Land	1,080,253	-	-	-	-	-	\$ -
Fire Station - #5 (Police Impact Fees = \$905,100)	246,952	9,395,500	-	-	-	-	\$ 9,395,500
Pumper (Station #5)	974,122	-	-	-	-	974,122	\$ 974,122
Ladder Truck	142,249	-	-	-	-	-	\$ -
Ambulances	-	-	1,065,000	-	-	-	\$ 1,065,000
Parks							
Eagle Park (Old Landfill Park)	991,393	-	-	-	-	-	\$ -
QC Sports Complex (East Park - Phase I)*	1,628,000	7,000,000	-	-	8,000,000	8,000,000	\$ 23,000,000
Land Acquisition - Future Parks	-	-	10,000,000	-	-	-	\$ 10,000,000
Trails							
QC Wash Trail Improvements - Crismon Rd to Rittenhouse	43,904	-	-	3,731,520	-	-	\$ 3,731,520
Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth	187,000	1,043,931	-	-	-	-	\$ 1,043,931
Sonoqui Wash - Riggs Road Channel - Ellsworth to Crismon	188,000	1,112,000	-	-	-	-	\$ 1,112,000
Sonoqui Wash Power to Recker	-	-	-	-	-	1,346,000	\$ 1,346,000
SRP Utility Easement Trail - Ellsworth to Signal Butte	-	-	-	-	-	956,150	\$ 956,150
Other Project							
Street Sweeper Washout	450,000	-	-	-	-	-	\$ -
Field Operations Facility	644,367	-	-	-	-	-	\$ -
OTHER							
Contingency/Carry Forward	(9,085,402)	9,085,402	-	-	-	-	\$ 9,085,402
Fund Contingency	-	2,500,000	-	-	-	-	\$ 2,500,000
TOTAL EXPENDITURES/USES	\$ 4,772,212	\$ 43,735,227	\$ 11,065,000	\$ 3,731,520	\$ 8,000,000	\$ 11,276,272	\$ 77,808,019
Annual Result	22,137,932	(22,133,776)	-	-	-	-	
Beginning Balance	\$ 81,385	\$ 22,219,317	\$ 85,541	\$ 85,541	\$ 85,541	\$ 85,541	
Projected Ending Fund Balance	\$ 22,219,317	\$ 85,541	\$ 85,541	\$ 85,541	\$ 85,541	\$ 85,541	

Fund Description and Relation to Corporate Strategic Plan

General Capital Improvement is the Town's primary capital fund for other municipal facilities and general construction. Revenues into this fund are primarily transfers in from operating and development impact fee funds. Construction of the Town's newest fire stations is occurring in this fund, included in both FY 2019/20 & FY 2020/21, along with the fire apparatus needed for the new stations. New in FY 2020/21 is all construction relating to Parks and Trails, prior to this year these activities occurred in the Parks Development Impact Fee Fund. For continuity and consistency these activities will occur in General Capital moving forward. The funding for most projects in this



Capital Funds Five-Year Projections

fund includes a growth/non-growth split and the transfers in to fund individual projects reflect these splits. The growth/non-growth percentage split between each project is unique based on the services represented and again at the project level.

Strategic Priorities that relate to the General Government CIP fund are:



Effective Government



Superior Infrastructure



Safe Community



Capital Funds Five-Year Projections

Utility Enterprise Funds

The funding mechanisms for utility infrastructure improvements are capacity charges collected from new construction permits from improvements attributed to growth, and user rates for improvements attributed to non-growth (repair/replacement of existing infrastructure). Capacity fees are also used to make debt service payments on the growth share of capital that was financed, as identified in the current Capacity Fee Study from 2019.

Wastewater CIP

Wastewater Capacity Fee & Capital Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Wastewater Capacity Fee	4,604,401	1,863,540	2,240,597	1,190,620	4,780,632	593,477	\$ 10,668,866
Interest Income	86,000	86,000	86,000	86,000	86,000	86,000	\$ 430,000
Bond Proceeds	-	40,000,000	-	-	-	-	\$ 40,000,000
Transfers in from Sewer Operating Budget	11,295,371	2,743,736	811,690	420,531	1,533,973	585,562	\$ 6,095,492
TOTAL REVENUES/SOURCES	\$ 15,985,772	\$ 44,693,276	\$ 3,138,287	\$ 1,697,151	\$ 6,400,605	\$ 1,265,039	\$ 57,194,358
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2021 Debt Issue	-	1,362,314	2,800,000	2,800,000	2,800,000	2,800,000	\$ 12,562,314
PROJECTS							
Wastewater Projects	37,817,291	9,152,918	3,052,287	1,611,151	6,314,605	1,179,039	\$ 21,310,000
OTHER							
Fund Contingency	-	2,500,000	-	-	-	-	\$ 2,500,000
Contingency/Carryover	(28,941,795)	28,941,795	-	-	-	-	\$ 28,941,795
TOTAL EXPENDITURES/USES	\$ 8,875,496	\$ 41,957,027	\$ 5,852,287	\$ 4,411,151	\$ 9,114,605	\$ 3,979,039	\$ 65,314,109
Annual Result	7,110,276	2,736,249	(2,714,000)	(2,714,000)	(2,714,000)	(2,714,000)	
Beginning Balance	\$ (317,294)	\$ 6,792,982	\$ 9,529,231	\$ 6,815,231	\$ 4,101,231	\$ 1,387,231	
Projected Ending Fund Balance	\$ 6,792,982	\$ 9,529,231	\$ 6,815,231	\$ 4,101,231	\$ 1,387,231	\$ (1,326,769)	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Wastewater Capacity fees, which, like impact fees, are assessed at the time of building permit issuance and are based on water meter size. The capacity fee for a single family home with a ¾" meter is \$2,901. Capacity fees are used towards growth projects identified in the Wastewater Infrastructure Improvement Plan (IIP). The growth share of projects will also be funded by Bond Proceeds which are anticipated in FY 20/21. The non-growth share is funded by a transfer in from the Wastewater/Sewer Operating Fund.

Strategic priorities that relate to the Wastewater Capacity/CIP Fund are:



Effective Government



Secure Future



Superior Infrastructure





Capital Funds Five-Year Projections

Queen Creek Wastewater Capital Improvement Plan FY 2020/21

Project Title	Proj #	Project Total	FY2020 Revised	FY2021	FY2022	FY2023	FY2024	FY2025	Beyond 5
IDENTIFIED NEEDS									
Ocotillo Rd: Sonoqui to 190th	WW025	600,000	-	600,000	-	-	-	-	-
Cloud Rd: 220th to Rittenhouse	WW027	3,260,000	3,260,000	-	-	-	-	-	-
Combs Rd: ALA to Ironwood	WW051	975,000	975,000	-	-	-	-	-	-
Riggs Rd: Crismon to Rittenhouse	WW060	250,000	250,000	-	-	-	-	-	-
Sossaman & Riggs to Box Canyon	WW061	2,542,336	-	-	-	-	2,542,336	-	-
San Tan Flats to Borgata	WW062	1,100,000	450,000	650,000	-	-	-	-	-
Aldecoa: Ellsworth to Ellsworth Loop	WW063	410,360	-	410,360	-	-	-	-	-
Power: Riggs to Hunt Hwy	WW065	690,212	-	-	-	-	-	-	690,212
Meridian Rd: Combs to Red Fern Phase II - Land Acquisition & Remediation	WW068	307,770	307,770	-	-	-	-	-	-
Duncan St: Ellsworth Loop to Ellsworth	WW072	436,008	-	436,008	-	-	-	-	-
Signal Butte: Ryan to Germann	WW076	800,000	800,000	-	-	-	-	-	-
Crismon: Riggs to Empire	WW080	772,590	-	-	-	-	-	107,973	664,617
Future Reconstruction Projects	ST15	765,709	-	-	-	-	-	119,601	646,108
Schnepf: Combs to Hashknife	ST16	1,320,000	120,000	1,200,000	-	-	-	-	-
Schnepf: Hashknife to Skyline	ST17	1,320,000	120,000	1,200,000	-	-	-	-	-
Schnepf: Hashknife Lift Station	ST18	470,000	70,000	400,000	-	-	-	-	-
Signal Butte: Riggs to Empire	WW081	1,006,926	1,006,926	-	-	-	-	-	-
Germann: Signal Butte to Meridian	WW084	900,000	900,000	-	-	-	-	-	-
Signall Butte:FS#4 To Ryan Rd	WW087	280,222	280,222	-	-	-	-	-	-
Empire: 209th to 220th	WW091	100,000	100,000	-	-	-	-	-	-
RWCD Reclaimed Water Discharge	WW092	891,000	891,000	-	-	-	-	-	-
Combs ALA to Schnepf	WW255	2,825,000	2,825,000	-	-	-	-	-	-
Kenworthy: Combs to Hashknife	WW256	1,216,775	1,216,775	-	-	-	-	-	-
Meridian Rd: Germann to Frye	WW257	1,560,000	1,560,000	-	-	-	-	-	-
Subtotal		24,799,908	15,132,693	4,896,368	-	-	2,542,336	227,574	2,000,937
WATER RESOURCE PROJECTS									
Encanterra Construction	WW501	500,000	250,000	250,000	-	-	-	-	-
Frisbee Park Recharge Facility	WW502	500,000	250,000	250,000	-	-	-	-	-
RWCD Basin	ST13	1,500,000	-	-	1,500,000	-	-	-	-
Frisbee Park Transmission Line	ST14	1,000,000	-	-	-	1,000,000	-	-	-
Subtotal		3,500,000	500,000	500,000	1,500,000	1,000,000	-	-	-
MISCELLANEOUS PROJECTS									
Corp Yard Interim Building & Improvements	MF005	9,946	9,946	-	-	-	-	-	-
GWRP 2027 Plant Expansion (10% of \$40M)	ST05	4,000,000	-	-	-	-	-	-	4,000,000
GWRP 2027 Plant Expansion (90% of \$40M)	ST06	48,000,000	-	-	-	-	-	-	48,000,000
GWRP Capital Construction	WW058	553,970	553,970	-	-	-	-	-	-
Sewer Dosing Sites	WW059	300,000	100,000	200,000	-	-	-	-	-
Utilities Corp Yard Building and Improvements	WW075	2,154,390	2,154,390	-	-	-	-	-	-
WW089 - OCOTILLO:MERIDIAN TO IRONWOOD	WW089	1,135,993	1,135,993	-	-	-	-	-	-
WW090 - CHANDLER HTS:POWER TO SOSSAMAN	WW090	750,000	150,000	600,000	-	-	-	-	-
GWRP 2018 Plant Expansion - Expansion Future Buildout 34%	WWT07	3,104,589	3,023,915	80,674	-	-	-	-	-
GWRP 2018 Plant Expansion - Rerating Capacity 29%	WWT08	2,642,326	2,573,603	68,723	-	-	-	-	-
GWRP 2018 Plant Expansion - Renovations 37%	WWT09	3,401,358	3,313,214	88,144	-	-	-	-	-
GWRP Plant Improvements	WWT10	475,214	-	41,018	326,767	9,766	97,663	-	-
GWRP Equipment Replacement / Lifecycle	WWT11	842,326	-	278,025	256,286	61,603	61,603	61,603	123,206
GWRP Major Plant Improvements	WWT12	1,351,502	-	-	-	-	448,805	300,899	601,798
GWRP Reclaimed Water Storage Tank	ST11	2,699,325	-	-	-	-	2,699,325	-	-
Combs: Schnepf to Sierra Vista Reimbursement	WW258	400,000	200,000	200,000	-	-	-	-	-
Subtotal		71,820,939	13,215,031	1,556,584	583,053	71,369	3,307,396	362,502	52,725,004
RECONSTRUCTION PROJECTS									
Power Rd: Chandler Heights to South of Riggs (PWP)	WW026	198,150	-	-	-	-	27,692	170,458	-
Power: Ocotillo to Chandler Heights (PWP)	WW064	125,120	125,120	-	-	-	-	-	-
Hawes: Ocotillo to Rittenhouse (PWP)	WW066	82,378	-	26,993	55,385	-	-	-	-
Power Road T Lock Sleeving	WW070	1,750,000	-	1,750,000	-	-	-	-	-
Ocotillo Rd: Signal Butte to Meridian (PWP)	WW073	51,295	51,295	-	-	-	-	-	-
Chandler Heights: Hawes to Ellsworth (PWP)	WW074	82,378	-	26,993	55,385	-	-	-	-
Meridian Rd: Combs to Queen Creek Wash (PWP)	WW079	57,555	57,555	-	-	-	-	-	-
Queen Creek Rd: Ellsworth to Signal Butte (PWP)	WW086	183,518	183,518	-	-	-	-	-	-
SR24 Sleeving: Ironwood & Meridian	WW205	490,000	175,000	315,000	-	-	-	-	-
Subtotal		3,020,394	592,488	2,118,986	110,770	-	27,692	170,458	-



Capital Funds Five-Year Projections

Queen Creek Wastewater Capital Improvement Plan FY 2020/21

RECURRING PROJECTS									
Sewer Line Rehabilitation	WW077	2,766,749	-	-	276,924	284,096	291,454	299,003	1,615,272
Manhole Rehabilitation	WW078	523,348	-	-	55,385	56,819	58,291	29,801	323,052
Project Management	WW900	987,948	76,943	80,980	83,077	85,229	87,436	89,701	484,582
Subtotal		4,278,045	76,943	80,980	415,386	426,144	437,181	418,505	2,422,906
MASTER PLANNING PROJECTS									
Capacity Fee Study	ST08	396,412	-	-	-	113,638	-	-	282,774
Sewer Master Plan 2022	ST09	473,292	-	-	221,539	-	-	-	251,753
Water Resources Master Plan 2018	ST10	473,292	-	-	221,539	-	-	-	251,753
Subtotal		1,342,996	-	-	443,078	113,638	-	-	786,280
TOTAL		108,762,283	29,517,155	9,152,918	3,052,287	1,611,151	6,314,605	1,179,039	57,935,127

Water CIP

Water Capacity Fee & Capital Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Water Capacity Fee	4,601,579	1,973,055	4,987,314	4,111,468	5,765,230	5,256,029	\$ 22,093,095
Interest Income	69,000	102,471	69,000	69,000	69,000	69,000	\$ 378,471
Bond Proceeds	-	50,000,000	-	-	-	-	\$ 50,000,000
Transfer in from Water Operating Budget	13,032,358	6,816,064	5,756,606	4,855,498	5,482,394	2,714,719	\$ 25,625,280
TOTAL REVENUES/SOURCES	\$ 17,702,937	\$ 58,891,590	\$ 10,812,920	\$ 9,035,966	\$ 11,316,624	\$ 8,039,748	\$ 98,096,846
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2021 Debt Issue	-	1,875,000	3,500,000	3,500,000	3,500,000	3,500,000	\$ 15,875,000
PROJECTS							
Water Projects	44,997,514	13,141,002	8,743,920	6,966,966	9,573,624	7,970,748	\$ 46,396,258
OTHER							
Fund Contingency	-	2,500,000	-	-	-	-	\$ 2,500,000
Contingency/Carryover	(30,543,436)	30,543,436	-	-	-	-	\$ 30,543,436
TOTAL EXPENDITURES/USES	\$ 14,454,078	\$ 48,059,438	\$ 12,243,920	\$ 10,466,966	\$ 13,073,624	\$ 11,470,748	\$ 95,314,694
Annual Result	3,248,859	10,832,152	(1,431,000)	(1,431,000)	(1,757,000)	(3,431,000)	
Beginning Balance	\$ (171,839)	\$ 3,077,020	\$ 13,909,172	\$ 12,478,172	\$ 11,047,172	\$ 9,290,172	
Projected Ending Fund Balance	\$ 3,077,020	\$ 13,909,172	\$ 12,478,172	\$ 11,047,172	\$ 9,290,172	\$ 5,859,172	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Water Capacity fees, which, like development impact fees, are assessed at the time of building permit issuance and are based on meter size. The capacity fee for a single family home with a ¾" meter is \$2,382. The debt service transfers represent the growth share of debt service related to the purchase of the H2O Water Company. Capacity fees are also used towards growth projects identified in the Water Infrastructure Improvement Plan (IIP). The non-growth share is funded by a transfer in from the Water Operating Fund.

Strategic priorities that relate to the Water Development/CIP Fund are:



Secure Future: Environment



Superior Infrastructure



Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2020/21

Project Title	Proj#	Project Total	FY2020 Revised	FY2021	FY2022	FY2023	FY2024	FY2025	Beyond 5
Identified Needs									
Crismon Rd: Cloud to Riggs	T03	400,000	-	-	-	-	-	-	400,000
Thompson (Borgata): Empire to Skyline	T04	996,925	-	-	996,925	-	-	-	-
Germann Rd: Crismon to Signal Butte	T08	990,944	-	-	-	-	990,944	-	-
Mandarin: Riggs to Hunt	T09	874,362	-	-	-	-	-	874,362	-
Hunt Hwy: Sossaman to Hawes	T10	990,944	-	-	-	-	-	-	990,944
Crismon: Riggs to Empire	T12	100,000	-	-	-	-	-	-	100,000
Hunt Hwy: Hawes to Ellsworth	T16	1,039,842	-	-	-	-	-	119,601	920,241
Sherry: Kenworthy to Schnepf	T17	1,003,836	-	-	-	-	-	-	1,003,836
Hashknife: Kenworthy to Schnepf	T20	775,877	-	-	-	-	-	-	775,877
Schnepf: Hashknife to Combs	T21	775,877	-	-	-	-	-	-	775,877
Pima: Kenworthy to Schnepf	T22	850,000	-	-	-	-	-	-	850,000
Crismon: Queen Creek to Ocotillo	T23	850,000	-	-	-	-	-	-	850,000
Red Fern: Meridian to Green Acres	T24	475,385	-	-	-	-	116,582	358,803	-
Pima: Ironwood to Kenworthy	T25	850,000	-	-	-	-	-	-	850,000
Bell Rd: Hunt to Sun Dance Transmission (Box Canyon Upper Zone Tanks) (WA???)	T48	950,000	-	-	-	-	950,000	-	-
Crismon Rd: Empire to Hunt (WA059)	WA059	269,932	-	-	-	-	-	269,932	-
Ocotillo Rd: 186th to Sossaman	WA062	650,000	-	150,000	500,000	-	-	-	-
Germann Rd: Sossaman to 196th (WA063)	WA063	495,666	-	-	-	107,973	387,693	-	-
Sossaman Rd: Via Del Jardine to Empire Transmission (WA065)	WA065	2,467,217	-	-	-	-	-	2,467,217	-
Riggs Road: Ellsworth to Crismon (PWP)	WA067	321,000	321,000	-	-	-	-	-	-
Ironwood Rd & Ocotillo & Marilyn	WA077	700,000	-	100,000	600,000	-	-	-	-
Ironwood Rd: Pima to Westbrook (WA121)	WA121	495,472	-	-	-	-	495,472	-	-
Crismon Rd: Queen Creek to Germann	WA123	500,000	-	-	-	500,000	-	-	-
Germann Rd: Ellsworth to Crismon (WA124)	WA124	458,885	-	458,885	-	-	-	-	-
Hunt Hwy: Power to Sossaman - Upper Zone (WA129)	WA129	840,100	-	-	-	-	840,100	-	-
Orchard Ranch Booster to Bellerio (WA141)	WA141	307,618	-	-	-	307,618	-	-	-
Duncan St: Ellsworth Loop to Ellsworth & North to Ocotillo (WA149)	WA149	410,360	-	410,360	-	-	-	-	-
Aldecoa: Ellsworth to Ellsworth Loop	WA150	200,000	-	200,000	-	-	-	-	-
Chandler Heights: Power to Sossaman(PWP)	WA166	1,347,110	1,347,110	-	-	-	-	-	-
Chandler Heights Rd: Sossaman to Hawes (WA???) (PWP)	WA167	726,773	-	726,773	-	-	-	-	-
Ocotillo Rd: Sossaman to Hawes (PWP)	WA176	869,425	-	869,425	-	-	-	-	-
Signal Butte Rd: Ocotillo to Queen Creek (PWP)	WA178	885,008	-	885,008	-	-	-	-	-
Pecan North Well, Irrigation, and Transmission Lines	WA199	418,863	102,148	316,715	-	-	-	-	-
Sossaman Waterline: Appleby to Villa Del Jardine & West to Sossaman Tank	WA200	1,302,064	226,064	-	-	-	1,076,000	-	-
Harvest Tank, Boosters, & Site	WA202	8,232,348	3,051,553	-	3,128,995	2,051,800	-	-	-
Davidson Well	WA258	427,000	-	427,000	-	-	-	-	-
Subtotal		34,248,833	5,047,875	4,544,166	5,225,920	2,967,391	4,856,791	4,089,915	7,516,775
Miscellaneous/Recurring Projects									
Corp Yard Interim Building & Improvements	MF005	913,055	913,055	-	-	-	-	-	-
MSB Remodel - Phase II	MF014	385,000	385,000	-	-	-	-	-	-
Water Line Replacement Improvements	T42	2,308,275	-	-	256,475	256,475	256,475	256,475	1,282,375
Well Site Upgrades	T43	923,310	-	-	102,590	102,590	102,590	102,590	512,950
Gravel Pit Lake	T47	582,908	-	-	-	-	582,908	-	-
Emergency Generator Controls	WA017	1,031,030	-	415,490	307,770	307,770	-	-	-
Fire Hydrant Installation Project	WA049	205,181	-	51,296	25,648	25,648	25,648	25,648	51,295
MSB Remodel - Utilities Offices	WA088	404,338	404,338	-	-	-	-	-	-
Utilities Billing System	WA107	965,209	965,209	-	-	-	-	-	-
Flexnet - Meter & MUX replacement	WA139	6,671,538	4,645,926	701,824	720,002	603,786	-	-	-
West Park Lake	WA146	-	-	-	-	-	-	-	-
Orchard Ranch Irrigation Improvements	WA148	359,065	-	-	359,065	-	-	-	-
Goldmine Mountain Parking Lot Water	WA194	102,590	-	-	102,590	-	-	-	-
Tank Rehabilitation	WA206	3,500,000	-	500,000	500,000	500,000	500,000	500,000	1,000,000
New Well Investigation	WA252	616,140	103,190	102,590	102,590	102,590	-	102,590	102,590
Utilities Admin Building (FOF)	WA288	4,697,990	4,697,990	-	-	-	-	-	-
Project Management & Inspections	WA900	2,027,456	1,127,456	300,000	300,000	300,000	-	-	-
Subtotal		25,693,085	13,242,164	2,071,200	2,776,730	2,198,859	1,467,621	987,303	2,949,210
Reconstruction Projects									
Chandler Heights: Hawes to Ellsworth (PWP)	T39	303,917	-	-	26,993	276,924	-	-	-
Power Rd: Chandler Heights to Riggs (PWP)	WA173	141,330	-	27,692	-	113,638	-	-	-
Sossaman Well, Boosters, Site, & Tank	WA007	4,428,097	428,097	-	-	-	2,000,000	2,000,000	-
Barney Farm Well, Boosters, Site, & Tank	WA020	4,880,444	3,991,823	888,621	-	-	-	-	-
Cloud Rd: Power to Sossaman	WA050	838,852	-	-	-	-	838,852	-	-





Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2020/21

Project Title	Proj#	Project Total	FY2020 Revised	FY2021	FY2022	FY2023	FY2024	FY2025	Beyond 5
Church Farm East Well, Boosters, Site, Tank, & Waterlines	WA078	6,238,036	6,238,036	-	-	-	-	-	-
Church Farms West Well & Site	WA079	295,738	295,738	-	-	-	-	-	-
Ellsworth Intersection Improvements @ Queen Creek (PWP)	WA103	256,475	-	256,475	-	-	-	-	-
Queen Creek Rd: Signal Butte to Meridian (PWP)	WA125	78,288	-	78,288	-	-	-	-	-
Power Rd: Ocotillo to Chandler Heights (PWP)	WA126	230,077	230,077	-	-	-	-	-	-
Power Rd: Riggs to Hunt (PWP)	WA127	913,149	-	-	26,993	886,156	-	-	-
Hawes Rd: Ocotillo to Rittenhouse (PWP)	WA130	82,378	-	26,993	55,385	-	-	-	-
Rancho Jardines Water Reconstruction (PWP)	WA133	1,641,440	-	-	410,360	410,360	410,360	410,360	-
West Park Well & Equipment	WA145	154,788	-	154,788	-	-	-	-	-
Queen Creek Rd: Ellsworth to Crismon (PWP)	WA152	76,943	-	76,943	-	-	-	-	-
Villages Well, Booster, Site, & Waterline	WA157	597,347	597,347	-	-	-	-	-	-
Jorde Signal Butte Well and Waterline	WA158	195,823	195,823	-	-	-	-	-	-
Jorde - Empire West Well	WA159	800,000	-	-	-	-	-	-	800,000
Jorde - Empire South Well	WA164	2,023,100	-	-	-	-	-	243,968	1,779,132
Ocotillo: Signal Butte to Meridian (PWP)	WA169	128,238	-	128,238	-	-	-	-	-
Gary Well & Site	WA189	100,976	100,976	-	-	-	-	-	-
Barney Farm Lake Well, Site, & Waterlines	WA193	766,114	766,114	-	-	-	-	-	-
Ocotillo: Meridian to Ironwood	WA195	378,448	28,448	350,000	-	-	-	-	-
Queen Creek Rd: Crismon to Signal Butte (PWP)	WA254	51,295	-	51,295	-	-	-	-	-
Subtotal		25,601,293	12,872,479	2,039,333	519,731	1,687,078	3,249,212	2,654,328	2,579,132
Identified Needs Projects									
Schnepf: Chandler Heights to Combs	T19	875,877	875,877	-	-	-	-	-	-
SR-24 Crossing	WA205	175,000	-	175,000	-	-	-	-	-
Riggs Rd: Sossaman to Hawes Rd (PWP)	WA066	443,683	-	443,683	-	-	-	-	-
Ocotillo & Meridian PRV	WA098	73,641	73,641	-	-	-	-	-	-
Hashknife (Encanterra) Waterline & Transmission line: Shea Well to Gantzel Backup Well	WA099	733,649	733,649	-	-	-	-	-	-
Ellsworth Rd @ Rittenhouse Tie In	WA104	5,233	5,233	-	-	-	-	-	-
Meridian Rd & Queen Creek PRV (WA116)	WA116	102,590	-	102,590	-	-	-	-	-
Rittenhouse Rd: Combs to Cloud	WA119	913,771	913,771	-	-	-	-	-	-
Empire Water Line: Gary to Pegasus	WA120	233,649	233,649	-	-	-	-	-	-
Hastings Well & Site	WA138	459,781	459,781	-	-	-	-	-	-
Meridian Rd: Combs to Red Fern Phase II	WA143	305,447	305,447	-	-	-	-	-	-
Gary Rd: Combs to Empire (PWP)	WA147	144,215	144,215	-	-	-	-	-	-
Riggs Road: Railroad Bore	WA156	849,911	849,911	-	-	-	-	-	-
Meridian Road: Ocotillo to Ironwood Crossings	WA160	291,131	-	291,131	-	-	-	-	-
Signal Butte: Germann to Queen Creek (WA161)	WA161	868,505	868,505	-	-	-	-	-	-
Meridian Rd: Germann to Queen Creek (WA162)	WA162	824,159	824,159	-	-	-	-	-	-
Germann Rd: Signal Butte to Meridian	WA163	913,718	913,718	-	-	-	-	-	-
Gary East Transmission Line	WA188	298,433	-	298,433	-	-	-	-	-
Cloud Road Waterline: Signal Butte to Rittenhouse	WA190	302,583	302,583	-	-	-	-	-	-
Airport Road: Coyote Rd. to Schnepf	WA191	387,867	387,867	-	-	-	-	-	-
Meridian Rd & Combs PRV	WA192	102,590	-	102,590	-	-	-	-	-
Chandler Heights: Recker to Power	WA196	888,640	888,640	-	-	-	-	-	-
Links North Well, Site, Boosters, Waterlines, & Irrigation	WA197	1,697,765	1,697,765	-	-	-	-	-	-
Links South Well & Site	WA198	546,629	546,629	-	-	-	-	-	-
Gantzel Well Rehab & Equipping	WA201	229,172	229,172	-	-	-	-	-	-
Signal Butte: Riggs to Empire Water & Irrigation Lines	WA204	698,204	698,204	-	-	-	-	-	-
Schnepf: Chandler Heights to Combs	WA250	875,877	137,750	738,127	-	-	-	-	-
Meridian Rd: Red Fern to Queen Creek Wash (PWP)	WA253	664,245	664,245	-	-	-	-	-	-
Combs Rd: ALA to Schnepf	WA255	386,520	386,520	-	-	-	-	-	-
Twin Acres: 196th to Sossaman	WA256	686,125	686,125	-	-	-	-	-	-
Meridian Rd: Germann to Frye	WA257	840,000	120,207	719,793	-	-	-	-	-
Chandler Hgts: Meridian to Gantzel	WA259	821,056	86,076	734,980	-	-	-	-	-
Subtotal		17,639,666	14,033,339	3,606,327	-	-	-	-	-
Master Planning Projects									
Capacity Fee & Rate Study	T44	242,774	-	-	-	113,638	-	-	129,136
Water Master Plan	T45	473,292	-	-	221,539	-	-	-	251,753
Water Resources Master Plan	T46	456,933	205,180	-	-	-	-	-	251,753
Barney Farms GWEC	WA800	236,983	236,983	-	-	-	-	-	-
Harvest GWEC	WA801	426,774	426,774	-	-	-	-	-	-
Assured Water Supply Study	WA010	50,000	20,000	30,000	-	-	-	-	-
Well Site Security (WA005)	WA005	542,568	-	357,106	-	-	-	-	185,462
Repair & Replacement Master Plan (WA134)	WA134	287,291	-	167,690	-	-	-	119,601	-
Power Master Plan (WA142)	WA142	239,601	-	120,000	-	-	-	119,601	-
Subtotal		2,956,216	888,937	674,796	221,539	113,638	-	239,202	818,104
TOTAL		106,139,093	46,084,794	12,935,822	8,743,920	6,966,966	9,573,624	7,970,748	13,863,221



Capital Funds Five-Year Projections

Development Fee Funds

Development impact fees charged by the Town are used to pay for the growth portion of new infrastructure. Impact fees are collected for the library, municipal government buildings, parks, transportation, public safety and fire. The following five-year projections are provided to show the revenues anticipated and the transfers out from the various development funds to cover growth share of debt for completed capital improvements, as well as any the growth share of new capital anticipated along with projected fund balances.

Transportation Development

Transportation Development Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Transportation Development Fee	2,432,715	1,975,820	1,931,495	2,341,086	2,565,627	2,389,914	\$ 11,203,942
Bond Proceeds	10,000,000	-	-	-	-	-	\$ -
TOTAL REVENUES/SOURCES	\$ 12,432,715	\$ 1,975,820	\$ 1,931,495	\$ 2,341,086	\$ 2,565,627	\$ 2,389,914	\$ 11,203,942
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2018 Bond Debt Service	586,838	585,788	583,688	581,388	583,788	583,788	\$ 2,918,440
2020 Bond Debt Service	-	170,000	390,000	390,000	390,000	390,000	\$ 1,730,000
CIP Transfers							
Transportation Projects IIP	9,583,020	15,968,779	3,466,027	3,774,975	342,332	43,736	\$ 23,595,849
OTHER							
Infrastructure Improvement Plan Studies	-	-	-	116,180	-	-	\$ 116,180
Allowance for Unexpended cash Flow	(5,928,604)	(9,821,114)	-	-	-	-	\$ (9,821,114)
TOTAL EXPENDITURES/USES	\$ 4,241,254	\$ 6,903,453	\$ 4,439,715	\$ 4,862,543	\$ 1,316,120	\$ 1,017,524	\$ 18,539,355
Annual Result	8,191,461	(4,927,633)	(2,508,220)	(2,521,457)	1,249,507	1,372,390	
Beginning Balance	\$ 1,239,673	\$ 9,431,134	\$ 4,503,501	\$ 1,995,281	\$ (526,177)	\$ 723,330	
Projected Ending Fund Balance	\$ 9,431,134	\$ 4,503,501	\$ 1,995,281	\$ (526,177)	\$ 723,330	\$ 2,095,720	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Transportation Development Impact Fee assessed on new building activity in Queen Creek. The current fee for a single family home is \$2,118 and is collected when a building permit is issued. This revenue is used to pay for growth share of Transportation Improvements and/or debt service related to those improvements. The debt service transfers represent the growth share of the 2018 Excise Tax Bond issued to fund roadway improvements. In addition, a new debt issue is underway to aid in the funding, and timing of funding for construction projects related to Transportation.

Strategic priorities that relate to the Transportation Development Fund are:



Superior Infrastructure



Capital Funds Five-Year Projections

Parks, Open Space and Recreation

PARKS & OPEN SPACE RECREATION DEVELOPMENT FUND							
	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES							
Parks Development Fee	5,386,853	2,532,510	2,733,253	3,151,887	3,331,716	3,391,557	\$ 15,140,923
Interest Income	20,000	77,040	122,660	159,840	77,040	-	\$ 436,580
Operating Budget - Parks/Trails Non-growth	550,000	-	-	-	-	-	\$ -
Census Funding- QC Wash	295,840	-	-	-	-	-	\$ -
TOTAL REVENUES	\$ 6,252,693	\$ 2,609,550	\$ 2,855,913	\$ 3,311,727	\$ 3,408,756	\$ 3,391,557	\$ 15,577,503
EXPENDITURES							
DEBT SERVICE TRANSFERS							
2016 Refinancing of the 2007 Excise Tax Bond	203,937	203,873	203,038	203,886	203,801	203,801	\$ 1,018,399
2016 Refinancing of the 2007 Excise Tax Bond - HPEC	224,883	224,813	223,891	224,827	224,733	224,733	\$ 1,122,997
2016 Refinancing of the 2008A GADA Loan - HPEC	84,096	83,840	80,614	84,915	81,344	81,344	\$ 412,057
PROJECTS - TRANSFERS OUT							
Parks							
QC Sports Complex (East Park - Phase I)	531,811	-	-	-	8,000,000	8,000,000	\$ 16,000,000
QC Sports Complex (East Park - Drainage)	-	2,310,000	-	-	-	-	\$ 2,310,000
Trails							
QC Wash Trail Improvements - Crismon Rd to Rittenhouse	43,904	-	-	2,283,803	-	-	\$ 2,283,803
Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth	187,000	1,043,931	-	-	-	-	\$ 1,043,931
Sonoqui Wash - Riggs Road Channel - Ellsworth to Crismon	188,000	1,112,000	-	-	-	-	\$ 1,112,000
SRP Utility Easement Trail - Ellsworth to Signal Butte	-	-	-	-	-	956,150	\$ 956,150
Sonoqui Wash Power to Recker	-	-	-	-	-	1,346,000	\$ 1,346,000
OTHER							
Professional Services & Studies	48,427	-	-	25,725	-	-	\$ 25,725
TOTAL EXPENDITURES	\$ 1,512,058	\$ 4,978,457	\$ 507,543	\$ 2,823,156	\$ 8,509,878	\$ 10,812,028	\$ 27,631,062
Annual Result	4,740,635	(2,368,907)	2,348,370	488,571	(5,101,122)	(7,420,471)	
Beginning Balance	\$ 7,196,681	\$ 11,937,316	\$ 9,568,409	\$ 11,916,779	\$ 12,405,350	\$ 7,304,228	
Projected Ending Fund Balance	\$ 11,937,316	\$ 9,568,409	\$ 11,916,779	\$ 12,405,350	\$ 7,304,228	\$ (116,243)	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Parks Development Impact Fee assessed on new building activity within Queen Creek. The current fee for a single family home is \$3,189 and is collected when a building permit is issued.

The debt service transfers represent the growth share of debt related to Parks land and Horseshoe Park as well as the new debt issue for West Park. The refinancing in 2016 resulted in substantial long-term savings, creating capacity for investment in new infrastructure.

Major projects in the coming year include Eastpark design to 60%. This design is required for the Eastpark site Drainage project to occur, which is a partnership with Maricopa County Flood Control for regional flood retention and will roll in some preliminary park shaping. Also, the Sonoqui Wash Trail segments of Hawes to Ellsworth and Ellsworth to Crismon are in design with construction expected to start in the fall of 2020.

Strategic priorities that relate to the Parks Development Fund are:



Superior Infrastructure



Capital Funds Five-Year Projections

Public Safety

PUBLIC SAFETY DEVELOPMENT FUND	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Public Safety Development Fee	431,672	506,020	570,335	689,942	745,675	711,010	\$ 3,222,982
Interest Income	-	2,380	-	-	-	2,380	\$ 4,760
TOTAL REVENUES/SOURCES	\$ 431,672	\$ 508,400	\$ 570,335	\$ 689,942	\$ 745,675	\$ 713,390	\$ 3,227,742
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2018 Bond Issue - PS Admin Building	140,250	142,875	140,075	142,175	139,175	139,175	\$ 703,475
PROJECT TRANSFERS							
Police Space at Fire Station #2	-	845,662	-	-	-	-	\$ 845,662
Police Space at Fire Station #4	722,500	-	-	-	-	-	\$ -
Police Space at Fire Station #5	-	905,100	-	-	-	-	\$ 905,100
OTHER							
Professional Services and Studies	19,568	-	-	16,000	-	-	\$ 16,000
TOTAL EXPENDITURES/USES	\$ 882,318	\$ 1,893,637	\$ 140,075	\$ 158,175	\$ 139,175	\$ 139,175	\$ 2,470,237
Annual Result	(450,646)	(1,385,237)	430,260	531,767	606,500	574,215	
Beginning Balance	\$ 273,950	\$ (176,696)	\$ (1,561,933)	\$ (1,131,673)	\$ (599,906)	\$ 6,594	
Projected Ending Fund Balance	\$ (176,696)	\$ (1,561,933)	\$ (1,131,673)	\$ (599,906)	\$ 6,594	\$ 580,809	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Public Safety Development Impact Fee assessed on new building activity within Queen Creek. The current fee for a single family home is \$640 and is collected when a building permit is issued. The 2018 Excise Tax Bond was issued for the growth share of the recent construction of the Public Safety Administration Building. Development Impact fees will be used to pay the debt service on this portion of the bond. In addition, the growth share of the Public Safety portion of Fire Stations is being funded for Fire Stations #2, #4, and #5. The fire system is seeing increased expansion due to growth, and located within each of these public safety facilities are spaces for law enforcement.

Strategic priorities that relate to the Public Safety Development Fund are:



Superior Infrastructure



Capital Funds Five-Year Projections

Fire

Fire Development Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Fire Development Fee	1,012,239	954,070	1,050,525	1,266,580	1,368,820	1,305,300	\$ 5,945,295
Interest Income	-	-	29,550	29,550	28,073	26,669	\$ 113,841
Bond Proceeds	12,179,350	-	-	-	-	-	\$ -
TOTAL REVENUES/SOURCES	\$ 13,191,589	\$ 954,070	\$ 1,080,075	\$ 1,296,130	\$ 1,396,893	\$ 1,331,969	\$ 6,059,137
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2018 Bond - Fire Station 1 & Fire Station 3	497,863	494,538	494,738	494,538	493,938	493,938	\$ 2,471,690
2020 Bond - Fire Station 2, 4, 5, & RC	-	325,000	760,000	760,000	760,000	760,000	\$ 3,365,000
PROJECT TRANSFERS							
Fire Resource Center	-	2,412,000	-	-	-	-	\$ 2,412,000
Fire Station #2	-	3,368,018	-	-	-	-	\$ 3,368,018
Fire Station #4	2,794,592	-	-	-	-	-	\$ -
Fire Station #5 Land	637,058	-	-	-	-	-	\$ -
Fire Station #5	-	3,604,740	-	-	-	-	\$ 3,604,740
Pumper (Type 1)	-	-	-	-	-	467,579	\$ 467,579
Ladder Truck	68,280	-	-	-	-	-	\$ -
OTHER							
Professional Services and Studies	19,568	-	-	25,725	-	-	\$ 25,725
TOTAL EXPENDITURES/USES	\$ 4,017,361	\$ 10,204,296	\$ 1,254,738	\$ 1,280,263	\$ 1,253,938	\$ 1,721,517	\$ 15,714,752
Annual Result	9,174,227	(9,250,226)	(174,663)	15,867	142,955	(389,548)	
Beginning Balance	\$ 2,070,049	\$ 11,244,276	\$ 1,994,050	\$ 1,819,387	\$ 1,835,255	\$ 1,978,209	
Projected Ending Fund Balance	\$ 11,244,276	\$ 1,994,050	\$ 1,819,387	\$ 1,835,255	\$ 1,978,209	\$ 1,588,662	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Fire Development Impact Fee assessed on new building activity within Queen Creek. The current fee for a single family home is \$1,175 and is collected when a building permit is issued. The 2018 Excise Tax Bond was issued for the growth share of the recent construction of Fire Station #1 and Fire Station #3. Development Impact fees will be used to pay the debt service on this portion of the bond. In addition, a new debt issue is underway to fund the growth share of Fire Stations #2, #4, and #5, and the Fire Resource Center. Also, while the land acquisitions costs for Fire Station #5 and the ladder truck are both using impact fees for their growth share, these two items are not being financed. The fire system is seeing increased expansion due to growth.

Strategic priorities that relate to the Fire Development Fund are:



Superior Infrastructure



Capital Funds Five-Year Projections

Town Buildings & Vehicles

Town Buildings Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Town Buildings & Vehicles Development Fee	553,420	60,720	65,102	75,045	79,414	80,818	\$ 361,099
Interest Income	27,750	22,610	21,080	19,780	18,590	17,400	\$ 99,460
TOTAL REVENUES/SOURCES	\$ 581,170	\$ 83,330	\$ 86,182	\$ 94,825	\$ 98,004	\$ 98,218	\$ 460,559
EXPENDITURES/USERS							
DEBT SERVICE TRANSFERS							
2016 Refinancing of 2004 GADA Loan- Municipal Services Building	224,128	221,005	222,042	222,771	223,117	223,155	\$ 1,112,090
2016 Refinancing of the 2007 Excise Tax Bond - Buildings	65,972	65,952	65,681	65,956	65,928	65,827	\$ 329,344
OTHER							
Infrastructure Improvement Plan Studies	-	-	-	10,000	-	-	\$ 10,000
TOTAL EXPENDITURES/USERS	\$ 290,100	\$ 286,957	\$ 287,723	\$ 298,727	\$ 289,045	\$ 288,982	\$ 1,451,434
Annual Result	291,070	(203,627)	(201,541)	(203,902)	(191,041)	(190,764)	
Beginning Balance	\$ 2,640,350	\$ 2,931,420	\$ 2,727,793	\$ 2,526,252	\$ 2,322,351	\$ 2,131,310	
Projected Ending Fund Balance	\$ 2,931,420	\$ 2,727,793	\$ 2,526,252	\$ 2,322,351	\$ 2,131,310	\$ 1,940,546	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Town Buildings Impact Fee assessed on new building activity within Queen Creek. The current fee for a single family home is \$76 and is collected when a building permit is issued. The debt service transfers represent the growth share of debt related Town building improvements. The refinancing in 2016 resulted in substantial long-term savings, creating capacity for investment in new infrastructure.

Strategic priorities that relate to the Town Buildings Development Fund are:



Superior Infrastructure



Capital Funds Five-Year Projections

Library

LIBRARY DEVELOPMENT FUND	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Library Development Fee	794,881	133,380	143,096	164,974	174,448	177,576	\$ 793,474
Interest Income	20,000	17,540	24,160	24,520	24,590	24,580	\$ 115,390
TOTAL REVENUES/SOURCES	\$ 814,881	\$ 150,920	\$ 167,256	\$ 189,494	\$ 199,038	\$ 202,156	\$ 908,864
EXPENDITURES							
DEBT SERVICE TRANSFERS							
2016 Refinancing of the 2005B GADA Loan	39,426	39,841	40,069	40,242	40,346	37,684	\$ 198,182
2016 Refinancing of the 2006A GADA Loan	166,745	166,358	165,446	165,777	164,554	164,575	\$ 826,710
2016 Refinancing of the 2007 Excise Tax Bond	26,719	26,711	26,601	26,712	26,701	26,660	\$ 133,385
OTHER							
Infrastructure Improvement Plan Studies	-	-	-	10,000	-	-	\$ 10,000
TOTAL EXPENDITURES	\$ 232,890	\$ 232,910	\$ 232,116	\$ 242,731	\$ 231,601	\$ 228,919	\$ 1,168,277
Annual Result	581,991	(81,990)	(64,860)	(53,237)	(32,563)	(26,763)	
Beginning Balance	\$ 1,197,126	\$ 1,779,117	\$ 1,697,127	\$ 1,632,267	\$ 1,579,030	\$ 1,546,467	
Projected Ending Fund Balance	\$ 1,779,117	\$ 1,697,127	\$ 1,632,267	\$ 1,579,030	\$ 1,546,467	\$ 1,519,704	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Library Development Impact Fee assessed on new building activity within Queen Creek. The current fee for a single family home is \$167 and is collected when a building permit is issued. The debt service transfers represent the growth share of debt service for the Library. The refinancing in 2016 resulted in substantial long-term savings, creating capacity for investment in new infrastructure.

Strategic priorities that relate to the Library Development Fund are:



Superior Infrastructure



Quality Lifestyle



Other Funds

Municipal Town Center Fund

TOWN CENTER FUND	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Retail Sales Tax 0.25%	1,005,830	669,998	697,205	761,742	817,762	860,028	\$ 3,806,735
Building Lease Revenue	-	80,650	80,650	80,650	80,650	80,650	\$ 403,250
Signage Revenue	20,000	13,200	13,200	13,200	13,200	13,200	\$ 66,000
Interest Income	21,000	6,500	6,500	6,500	6,500	6,500	\$ 32,500
TOTAL REVENUES/SOURCES	\$ 1,046,830	\$ 770,348	\$ 797,555	\$ 862,092	\$ 918,112	\$ 960,378	\$ 4,308,485
EXPENDITURES/USES							
DEBT SERVICE TRANSFERS							
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	333,775	333,875	331,475	332,500	331,806	331,987	\$ 1,661,643
BUSINESS EXPENSES							
Professional Services	25,000	25,000	25,000	25,000	25,000	25,000	\$ 125,000
QC Inc/Chamber Annex	15,400	15,400	15,900	16,400	16,900	17,400	\$ 82,000
Gangplank	8,000	8,000	10,000	10,000	10,000	10,000	\$ 48,000
Town Center Rental Properties (TC000)	1,500	1,500	1,550	1,600	1,650	1,700	\$ 8,000
CONSTRUCTION SERVICES							
Town Center Infrastructure (TC014)	309,953	-	-	-	-	-	\$ -
Façade Improvements (TC001)	50,000	50,000	50,000	50,000	50,000	50,000	\$ 250,000
OTHER							
Block Party	40,000	40,000	40,000	40,000	40,000	40,000	\$ 200,000
Trunk or Treat	25,000	25,000	25,000	25,000	25,000	25,000	\$ 125,000
Town Center/Banner Signage (TC007)	10,000	10,000	10,000	10,000	10,000	10,000	\$ 50,000
Fire Suppression Project (OP130)	-	155,000	-	-	-	-	\$ 155,000
Construction/Land Contingency	750,000	725,000	-	-	-	-	\$ 725,000
Carryforward	(881,541)	156,541	-	-	-	-	\$ 156,541
TOTAL EXPENDITURES/USES	\$ 687,087	\$ 1,545,316	\$ 508,925	\$ 510,500	\$ 510,356	\$ 511,087	\$ 3,586,184
Annual Result	359,743	(774,968)	288,630	351,592	407,756	449,291	
Beginning Balance	\$ 598,261	\$ 958,004	\$ 183,036	\$ 471,666	\$ 823,258	\$ 1,231,014	
Projected Ending Fund Balance	\$ 958,004	\$ 183,036	\$ 471,666	\$ 823,258	\$ 1,231,014	\$ 1,680,305	

Fund Description and Relation to Corporate Strategic Plan

This fund is used to run beautification and business-related projects in Town Center. The funding mechanism for these projects is primarily the 0.25% dedicated sales tax charged within the major retail developments in Town Center. Included in the FY 2020/21 budget is continued operations of the Chamber of Commerce annex, the Façade Improvement program, decorative elements for Town Center, and funding for special events.

The Town has been working with Dibble Engineering on the Downtown Core Infrastructure Design which includes the design of new collector and local roadways, water and sanitary sewer utilities and storm drainage systems and retention basins. The design and ultimate improvements will maximize buildable space and accelerate development in this key area of Town.

Strategic priorities that relate to the Municipal Town Center Fund are:



Secure Future



Quality Lifestyle





Other Funds

Special Assessment Fund

Special Assessment Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Property Assessment	1,735,235	1,736,651	1,737,221	1,732,010	1,731,009	1,739,030	\$ 8,675,921
TOTAL REVENUES/SOURCES	<u>\$ 1,735,235</u>	<u>\$ 1,736,651</u>	<u>\$ 1,737,221</u>	<u>\$ 1,732,010</u>	<u>\$ 1,731,009</u>	<u>\$ 1,739,030</u>	<u>\$ 8,675,921</u>
EXPENDITURES/USES							
Debt Service							
2016 Refunding of 2006 ID Bonds - Ellsworth Loop	1,735,235	1,736,651	1,737,221	1,732,010	1,731,009	1,739,030	\$ 8,675,921
TOTAL EXPENDITURES/USES	<u>\$ 1,735,235</u>	<u>\$ 1,736,651</u>	<u>\$ 1,737,221</u>	<u>\$ 1,732,010</u>	<u>\$ 1,731,009</u>	<u>\$ 1,739,030</u>	<u>\$ 8,675,921</u>
Annual Result	-	-	-	-	-	-	-
Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Projected Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Fund Description and Relation to Corporate Strategic Plan

The fund only accounts for the non-Town owned portion of the Improvement District debt service for the 2006 Improvement District Bond for the construction of Ellsworth Loop Road, which was refinanced in 2016, resulting in significant savings. Debt service is paid by property owners within the Improvement District. The Town owned share of property in the district accounts for 48% of the debt service and is included in the debt service fund, with funding transfers from the Construction Sales Tax Fund (75%) and the Town Center Fund (25%).

Strategic priorities that relate to the Special Assessment Fund are:



Effective Government



Other Funds

Construction Sales Tax Fund

Construction Sales Tax Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Construction Sales Tax	7,920,000	4,134,393	4,601,813	4,699,872	5,170,093	5,572,139	\$ 24,178,310
Bond Proceeds	2,000,000	-	-	-	-	-	\$ -
TOTAL REVENUES/SOURCES	\$ 9,920,000	\$ 4,134,393	\$ 4,601,813	\$ 4,699,872	\$ 5,170,093	\$ 5,572,139	\$ 24,178,310
EXPENDITURES/USES							
Development Agreements							
Interfund Loan Payment to Water \$8.0M	1,815,871	895,264	895,264	895,264	895,264	895,264	\$ 4,476,320
Transfers to Debt Service							
2006 ID Bonds - Ellsworth Loop Rd	1,001,325	1,001,625	994,425	997,500	995,419	995,963	\$ 4,984,932
2016 Refinancing of 2007 Excise Tax Bond	283,668	283,580	282,417	283,597	283,479	283,042	\$ 1,416,115
2020 Bond	-	125,000	290,000	290,000	290,000	290,000	\$ 1,285,000
Transfers to CIP							
Transportation Projects (Growth Projects)	-	11,832,022	2,568,142	2,797,057	253,600	32,406	\$ 17,483,227
Allowance for unexpended cash flow	-	(7,276,928)	-	-	-	-	\$ (7,276,928)
TOTAL EXPENDITURES/USES	\$ 3,100,864	\$ 6,860,563	\$ 5,030,248	\$ 5,263,418	\$ 2,717,762	\$ 2,496,675	\$ 22,368,666
Annual Result	6,819,136	(2,726,170)	(428,435)	(563,546)	2,452,331	3,075,464	
Beginning Balance	\$ -	\$ 6,819,136	\$ 4,092,966	\$ 3,664,531	\$ 3,100,985	\$ 5,553,316	
Projected Ending Fund Balance	\$ 6,819,136	\$ 4,092,966	\$ 3,664,531	\$ 3,100,985	\$ 5,553,316	\$ 8,628,780	

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the dedicated 2.0% construction sales tax rate. Construction sales tax is used to pay the growth share (75%) of the Transportation Development Agreements, debt related to the 2006 Improvement District and the 2007 Bond, and accounts for a portion of the growth share of Transportation Roadway projects. In FY 2019/20 the inter-fund loan related to Wastewater (\$11.4M – which was used to pay off development agreements) was refinanced with Water. The remaining balance of the inter-fund loan totals \$8.0M and is forecasted to be repaid in accordance with the loan terms. New in FY2020/21 is the expected debt issuance to cover the growth share of current and future Transportation Projects, with total debt of \$2.0M expected.

Strategic priorities that relate to the Construction Sales Tax Fund are:



Superior Infrastructure



Other Funds

Healthcare Self-Insurance Fund

Healthcare Self-Insurance Fund	FY 19/20 Revised	FY 20/21 Adopted	FY 21/22 Requested	FY 22/23 Requested	FY 23/24 Requested	FY 24/25 Requested	Total 5 year Projection
REVENUES/SOURCES							
Employer Premiums - Medical	\$ 2,664,421	\$ 2,937,943	\$ 3,026,100	\$ 3,116,900	\$ 3,210,400	\$ 3,370,900	\$ 15,662,243
Employee Premiums - Medical	698,306	631,549	650,500	670,000	690,100	710,800	\$ 3,352,949
Employer Premiums - Dental	193,427	202,675	208,800	215,100	221,600	228,200	\$ 1,076,375
Employee Premiums - Dental	69,923	72,556	74,700	76,900	79,200	81,600	\$ 384,956
Employer Premiums - Vision	17,658	20,382	21,000	21,600	22,200	22,900	\$ 108,082
Employee Premiums - Vision	4,809	5,711	5,900	6,100	6,300	6,500	\$ 30,511
HSA Funding	523,197	551,399	567,900	584,900	602,400	620,500	\$ 2,927,099
Insurance Premiums	99,208	76,400	78,700	81,100	83,500	86,000	\$ 405,700
Interest	10,000	12,900	13,300	13,700	14,100	14,500	\$ 68,500
Stop Loss Reimbursement	150,000	100,000	100,000	100,000	100,000	100,000	\$ 500,000
TOTAL REVENUES/SOURCES	\$ 4,430,949	\$ 4,611,515	\$ 4,746,900	\$ 4,886,300	\$ 5,029,800	\$ 5,241,900	\$ 24,516,415
EXPENDITURES/USES							
Claims & Ins Payments							
Medical Claims	\$ 2,921,283	\$ 3,203,252	\$ 3,299,350	\$ 3,398,330	\$ 3,500,280	\$ 3,605,290	\$ 17,006,502
Fixed Expense	300,000	421,737	434,390	447,420	460,840	474,670	\$ 2,239,057
HSA Contributions	523,197	551,399	567,900	584,900	602,400	620,500	\$ 2,927,099
Short Term Disability Premiums	23,200	25,850	26,626	27,424	28,247	29,094	\$ 137,241
Dental Premiums	263,350	275,231	283,500	292,000	300,800	309,800	\$ 1,461,331
Vision Premiums	22,467	26,093	26,900	27,700	28,500	29,400	\$ 138,593
Flexible Spending premiums	1,700	2,873	2,959	3,048	3,139	3,234	\$ 15,253
Life Insurance Premiums	76,008	74,350	76,581	78,878	81,244	83,682	\$ 394,734
Wellness Initiatives	6,000	6,000	6,480	7,000	7,560	7,560	\$ 34,600
ACA Fees	22,896	24,730	26,710	28,840	31,150	31,150	\$ 142,580
TOTAL EXPENDITURES/USES	\$ 4,160,101	\$ 4,611,515	\$ 4,751,395	\$ 4,895,540	\$ 5,044,161	\$ 5,194,380	\$ 24,496,991
Annual Result	270,848	-	(4,495)	(9,240)	(14,361)	47,520	
Beginning Balance	\$ 1,622,532	\$ 1,893,380	\$ 1,893,380	\$ 1,888,885	\$ 1,879,645	\$ 1,865,284	
Projected Ending Fund Balance	\$ 1,893,380	\$ 1,893,380	\$ 1,888,885	\$ 1,879,645	\$ 1,865,284	\$ 1,912,805	

Fund Description and Relation to Corporate Strategic Plan

This fund is used to account for the Town's self-insured medical benefits, as well as dental, vision and other insurances. Revenue to this fund is mainly derived from premiums charged to both the Town and employees. The premiums are collected each payroll for the Town's portion through an expense to the departments for the Town's share and payroll deductions for the employees' share. Revenues are also collected through insurance recoveries and interest earned. This fund provides payment of actual healthcare expenses, as well as claims administration and other benefit plan expenses. The increase in both revenues and expenses in FY 2020/21 is due to the anticipated hiring of 23 new FTE, 15 of which are the staffing for Fire Station as well as placeholder positions related to the potential start of the Police Department as the Town is considering transitioning away from law enforcement provided by the Maricopa County Sheriff Office.

Strategic priorities that relate to the Healthcare Self-Insurance Fund are:



Effective Government



Other Funds

Street Light Improvement Districts Fund (SLIDs)

Queen Creek uses SLIDs to recover the electric costs of streetlights installed within subdivisions throughout the community. SLIDs are funded through a special levy placed on the secondary property tax collections, with expenditures in the fund being primarily electrical costs. Each year the appropriation is based on anticipated actual electrical consumption within the districts for the upcoming year. At the time of budget development, the Town is anticipating 102 districts for FY 2020/21.

The expenditure budget is set at \$181,600 for FY 2020/21.

Community Events Fund

This fund was established to run recurring Town events. Currently, the Town runs the following annual events out of this fund:

- Trunk or Treat (October)
- Holiday Tree Lighting (December)
- Spring into QC (Springtime)
- 4th of July Fireworks
- Founder's Day (September)
- Town Center Block Party (February)

Revenues are generated through contributions and donations. With some exception, it is anticipated that events will be put on only to the extent to which they have collected contributions and donations in excess of the Town provided minimum funding. The General Fund provides \$25,000 in funding towards the events and the Block Party is specifically funded by a transfer from the Town Center Fund.

The total budget for all events in this fund is \$165,000 for FY 2020/21.

Grants Fund

A grants fund has been established to house anticipated grant revenue and equivalent expenses. If a grant is not received, then expenses do not occur. However, the Town does need to have sufficient expenditure authority to take advantage of grant opportunities. The Town anticipates the following grants for FY 2020/21:

- Maricopa Association of Government (MAG), Intelligent Transportation System (ITS) to expand the ITS system in Queen Creek. Estimated Grant total \$1,550,292.
- Maricopa Association of Government (MAG), State Route 24 Enhancement Grant. Estimated Grant total \$400,000.

Taking into account these grants, as well as providing expenditure authority for any new grant opportunities, The FY 2020/21 grants budget is set at \$2.0M.





Debt

Debt Capacity Analysis – Arizona Constitutional Limit

Under the provisions of the Arizona Constitution, outstanding general obligation bonded debt for combined water, sewer, light, parks and open space, transportation and public safety purposes may not exceed 20% of a municipality’s net assessed valuation, nor may outstanding general obligation bonded debt for all other purposes exceed 6% of a municipality’s net assessed valuation. The Town of Queen Creek has no outstanding general obligation debt at this time.

The Town of Queen Creek’s net valuation for FY 2020/21 is \$535,680,028. This includes both Maricopa County and Pinal County assessed values.

20% Debt Margin Limit:	\$ 107,136,006
Bonded Debt Outstanding:	<u>0</u>
Unused 20% Limitation Borrowing Capacity:	\$ 107,136,006
6% Debt Margin Limit:	\$ 32,140,802
Bonded Debt Outstanding:	<u>0</u>
Unused 6% Limitation Borrowing Capacity:	\$ 32,140,802

Debt Guidelines

The objective of the Town of Queen Creek’s debt management is two-fold: maintain the Town’s ability to incur present and future debt at the most beneficial interest rates for financing the adopted CIP, and ensure debt issuance does not adversely affect the Town’s ability to pay for essential Town services.

Analysis of every new debt issuance will be performed to ensure adequate debt capacity, as well as the Town’s ability to repay the debt. In addition, debt management policies of the Town will be followed.

Short-term borrowing or lease-purchase contracts will be considered for financing major operating capital equipment when it is determined to be in the Town’s best financial interest. Long-term debt will not be issued to finance current operations.

The Town has no immediate plans to issue General Obligation (GO) Bonds. While the Town utilizes pay-as-you-go for financing CIP projects, debt has been issued in prior years for transportation, public safety, fire, and utility projects. During FY2019/20 after adopting the FY2020/21 annual budget, debt was issued for transportation, fire and utility projects.

Town Debt by Type

General Obligation Bonds:

The Town does not currently have any General Obligation Bonds outstanding. GO Bonds are “full faith and credit” bonds, secured by ad valorem taxes levied without limit against all taxable property within the Town. The issuance of GO bonds, and the projects funded by GO bonds require voter approval.





Debt

Excise Tax and State-Shared Pledged Revenue Bonds

The Town has issued debt secured by a pledge of excise taxes and state-shared revenue. The Town’s bond rating for Excise Tax Bonds was recently re-affirmed by both S&P and Fitch. The Town is rated AA from both agencies.

In FY2019/20, the Town issued \$78,605,000 of long-term excise tax and state-shared revenue bonds to provide funding for new transportation, and fire/police facility projects. This debt will finance the cost adjustments to the original Infrastructure Improvement Plan projects, additional roadway projects both within town limits and outside the town limits with regional partners, and the buildout of the Town’s Fire and Police Infrastructure. The debt was issued as a negotiated sale using the underwriters BofA Securities and RBC Capital Markets. The debt has a true interest rate of 2.71%, a final maturity in FY 2050/51 and while excise tax and state shared revenue was pledged a variety of sources will repay the debt which also includes various impact fee funds.

Town of Queen Creek, Arizona

Excise Tax and State-Shared Revenue Obligations, Series 2020 – \$78,605,000

The Town issued these bonds to provide for transportation projects and fire/public safety facilities. The bonds have a final maturity date in fiscal year 2051.

In FY2017/18, the Town issued \$65,960,000 of long-term excise tax and state-shared revenue bonds to provide funding for new transportation, public safety and fire projects. The debt was issued in two separate series in order to account for the Growth and Non-Growth portions of the projects. Series A accounts for \$47,945,000 of the total original principal amount and was issued for the Non-Growth portion of the projects. Series B accounts for \$18,015,000 of the total original principal amount and was issued for the Growth portion of the projects.

Town of Queen Creek, Arizona

Excise Tax and State-Shared Revenue Obligations, Series 2018 – \$65,960,000

The Town issued these bonds to provide \$57,330,000 for transportation projects and \$8,630,000 for public safety and fire projects. The bonds have a final maturity date in fiscal year 2048.

In FY 2016/17, the Town refunded all of its outstanding Governmental Debt using a single \$47.990 million excise tax and state-shared revenue bond, resulting in savings of \$12.5 million. Although the Town pledged excise taxes to secure the debt, the refunding bonds are being repaid from various funding sources based on a pro-rata share of each debt’s outstanding balance prior to the refunding. Accordingly, the Town’s budget tracks the annual debt service requirements using the name of the old refunded bonds, as shown below and on the following pages:

Greater Arizona Development Authority (GADA)

Infrastructure Revenue Bonds, Series 2004B – \$4,305,000

The Town used these funds for construction of a development service building and the acquisition of land for municipal purposes. The bonds have a final maturity date in fiscal year 2030.

Greater Arizona Development Authority (GADA)

Infrastructure Revenue Bonds, Series 2005B – \$1,470,000

The Town used these funds for the acquisition of land for a library and other municipal purposes. The bonds have a final maturity date in fiscal year 2031.





Debt

Greater Arizona Development Authority (GADA)
Infrastructure Revenue Bonds, Series 2006A – \$7,995,000

The Town used these funds to construct a library. The bonds have a final maturity date in fiscal year 2037.

Town of Queen Creek, Arizona
Excise Tax and State Shared Revenue Obligations, Series 2007 – \$18,210,000

The Town used these funds to provide funding for certain street intersection improvements, library improvements, park improvements and Town Hall improvements, as well as to refinance and repay in full certain outstanding lease-purchase obligations. The bonds have a final maturity date in fiscal year 2033.

Greater Arizona Development Authority (GADA)
Infrastructure Revenue Bonds, Series 2008A – \$985,000

The Town used these funds for improvements to the Horseshoe Park Equestrian Centre. The bonds have a final maturity date in fiscal year 2024.

Improvement District No. 001
Infrastructure Improvement Bonds, Series 2006 (Town portion) – \$15,025,000

The Town used these funds to pay for improvements to land owned by the Town in its central business district. The bonds have a final maturity date in fiscal year 2033.

In FY2013/14, the Town obtained financing of \$3,845,000 through the Greater Arizona Development Authority (GADA) to refinance a loan from 2003 that was used for wastewater system improvements. Although the Town pledged excise taxes to secure the debt, the loan is being repaid from wastewater utility revenues.

Greater Arizona Development Authority (GADA)
Infrastructure Revenue 2003 Refunding Bonds, Series 2014A - \$3,845,000

These bonds were issued to refund the 2003A issue used for wastewater system improvements. The bonds have a final maturity date in fiscal year 2029.

Improvement District Bonds

Improvement District (ID) bonds issued by the Town are secured by special assessments levied upon the real property included within the improvement district. These bonds do not constitute a general obligation of the Town and are not backed by general taxing power, but the Town is contingently liable for their payment in the event that the property owners within the District do not make payments. Statutory provisions require that ID bonds bear a single-interest rate, have a final maturity no longer than twenty-five years and three months, and pay principal on January 1. The Town currently has one outstanding issue of ID bonds.

The original 2006 Improvement District bonds were used to provide funds for improvements to land in the Town’s central business district. Improvements included construction and installation of certain street improvements, railroad facilities relocation, storm drain facilities, pump stations, water and sanitary sewer facilities, landscaping, lighting, irrigation, and related appurtenances.

In FY2016/17, the Town refunded a portion of the 2006 bonds related to Town-owned property. The new debt was included in the Series 2016 excise tax refunding bonds explained above. The remaining Improvement District bonds for parcels owned by private parties was refinanced through a private-placement issue with CoBiz Public





Debt

Finance, Inc (now BOK Financial). The bonds have a final maturity date in fiscal year 2030, and a property owner can pay off his portion of the debt at any time without penalty.

Improvement District No. 001

Infrastructure Improvement Bonds, Series 2016I (Private portion) – \$18,445,000

The 2016I Improvement District Refunding Bonds were issued on November 30, 2016, with an interest rate of 2.45% and a final maturity of January 1, 2030. This re-issuance resulted in \$4.8M in savings.

Water and Wastewater Pledged Revenue Loans

The Water Infrastructure Finance Authority of Arizona (WIFA) is an independent agency of the state of Arizona authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities and projects. Generally, WIFA offers borrowers below-market interest rates on loans for up to 100% of eligible project costs.

The Town has four outstanding WIFA loans as of FY 2019/20, each being secured by a pledge of the revenues of the respective Water and Wastewater funds. This include:

- 2008 loan, which was recast in FY2019/20 extending the terms. The current outstanding principal balance is \$21,919,447 with final maturity in FY2038/39.
- 2014 loan, which was recast in FY2019/20 extending the terms. The current outstanding principal balance is \$12,145,179 with final maturity in FY2043/44. This was issued to help fund the purchase of H2O Water Company.
- 2020 loan (GWEC – Ground Water Extinguishment Credit purchase) which was finalized on 6/30/2020. The current outstanding principal balance is \$57,981,000 with a final maturity in FY2050/51.
- 2020 loan (Water) which was finalized on 6/30/2020. The current outstanding principal balance is \$8,600,000 with a final maturity in FY2050/51.

The remaining balance of the purchase price for the H2O Water Company was financed through issuance of a 30-year tax-exempt municipal revenue obligation to H2O. The original principal amount for this portion of the purchase was \$19,425,089. The debt is secured by a pledge of water utility revenues.

In fiscal year 2018/19, WIFA approved the Town’s request to amend the Town’s debt service reserve requirements on the Town’s WIFA loans to eliminate the need for debt service reserve funds as long as the Town maintains debt service coverage of at least 1.5 times. The amended reserve requirements released approximately \$6.5 million that will be used for future water and wastewater system needs.

Other – Capital Leases

The Town has utilized lease-purchase agreements for equipment in Grounds, Streets, and Fire. The original combined amount of these loans was \$2,580,922; the current outstanding balance as of June 30, 2020 is \$80,920.

The tables on the following page summarize the Town’s outstanding obligations by debt type and the FY 2020/21 debt service requirements. The sources of payment for debt service are provided in the next section.





Debt

Issue Date	Final Maturity Date	Bond Issue / Loan Type	Original Principal	6/30/2020 Outstanding Principal
Excise Tax and State-Shared Pledged Revenue Bonds				
6/30/2020	2051	2020 Excise Tax and State Shared Revenue Obligations, Series 2020	\$ 78,605,000	\$ 78,605,000
2/21/2018	2047	2018 Excise Tax and State Shared Revenue Obligations, Series 2018A Transportation	47,945,000	46,790,000
2/21/2018	2037	2018 Excise Tax and State Shared Revenue Obligations, Series 2018B Trans and Pub Safety	18,015,000	17,335,000
10/1/2016	2029	2016 Refunding - GADA - Infrastructure Revenue Bonds, Series 2004B	4,305,000	3,475,000
10/1/2016	2030	2016 Refunding - GADA - Infrastructure Revenue Bonds, Series 2005B	1,470,000	1,220,000
10/1/2016	2036	2016 Refunding - GADA - Infrastructure Revenue Bonds, Series 2006A	7,995,000	7,125,000
10/1/2016	2033	2016 Refunding - Excise Tax and State Shared Revenue Obligations, Series 2007	18,210,000	15,520,000
10/1/2016	2023	2016 Refunding - GADA - Infrastructure Revenue Bonds, Series 2008A	985,000	590,000
10/1/2016	2032	2016 Refunding - Improvement District No 001 Bonds, 2006	15,025,000	12,785,000
3/26/2014	2028	GADA - Infrastructure Revenue Refunding Bonds, Series 2014A	3,845,000	2,870,000
<i>Subtotal Excise Tax and State-Shared Pledged Revenue Bonds</i>			\$ 196,400,000	\$ 186,315,000
Water and Wastewater Pledged Revenue Loans				
3/27/2008	2028	WIFA Loan 2008 - QC Water Company Acquisition	\$ 40,000,000	\$ 21,919,446
11/1/2013	2033	WIFA Loan 2014 - H2O Company Acquisition	16,000,000	12,145,177
11/1/2013	2044	2014 Subordinate Lien Water System Revenue Obligations, Schnepf Trust - H2O Acquisition	19,425,089	19,159,376
6/30/2020	2051	2020 WIFA Loan Ground Water Extinguishment Credits	57,981,000	57,981,000
6/30/2020	2051	2020 WIFA Loan Water	8,600,000	8,600,000
<i>Subtotal Water and Wastewater Pledged Revenue Loans</i>			\$ 142,006,089	\$ 119,804,999
Improvement District Bonds				
11/30/2016	2030	2016I Refunding - Improvement District No 001 Bonds, 2006	\$ 18,445,000	\$ 14,281,972
Other - Capital Leases				
2014	2021	2015 Oshkosh Capital - Fire Equipment	518,696	80,920
<i>Subtotal Other - Capital Leases</i>			\$ 518,696	\$ 80,920
Total All Debts/Loans			\$ 357,369,785	\$ 320,482,891

Loan/Bond Type	Interest Rate	Original Amount of Loan/Bond	6/30/2020 Outstanding Balance	FY 2020/21				Maturity Date (year)
				Annual Principal Amount	Annual Interest Amount	Annual Admin. Fee Amount	Annual Debt Service Amount	
Excise Tax and State-Shared Pledged Revenue Bonds								
2020 Series - Transportation and Fire	2.72%	\$ 78,605,000	\$ 78,605,000	\$ -	\$ 1,987,825	\$ -	\$ 1,987,825	2051
2018 Series 2018A - Transportation	2-5%	47,945,000	46,790,000	825,000	2,297,300	-	3,122,300	2047
2018 Series 2018B - Transportation and Public Safety	2-5%	18,015,000	17,335,000	485,000	738,201	-	1,223,201	2047
2016 Refunding - 2004 GADA Loan Town Hall Bldgs	2-5%	4,305,000	3,475,000	280,000	151,650	-	431,650	2029
2016 Refunding - 2005 GADA Loan Library	2-5%	1,470,000	1,220,000	90,000	54,100	-	144,100	2030
2016 Refunding - 2006 GADA Loan Library	2-5%	7,995,000	7,125,000	290,000	311,700	-	601,700	2036
2016 Refunding - 2007 Excise Tax Bonds: Parks, Transportation, Town Buildings, Library	2-5%	18,210,000	15,520,000	905,000	705,150	-	1,610,150	2033
2016 Refunding - 2008 GADA Loan HPEC Facility	2-5%	985,000	590,000	140,000	23,750	-	163,750	2023
2016 Refunding - 2006 ID Bonds Ellsworth Loop Road	2-5%	15,025,000	12,785,000	755,000	580,500	-	1,335,500	2032
2014A GADA Revenue Refunding (Sewer Buy-in -GWRP)	2-5%	3,845,000	2,870,000	265,000	127,100	-	392,100	2028
<i>Subtotal Excise Tax and State-Shared Pledged Revenue Bonds</i>		\$ 196,400,000	\$ 186,315,000	\$ 4,035,000	\$ 6,977,276	\$ -	\$ 11,012,276	
Water and Wastewater Pledged Revenue Loans								
2008 WIFA Loan QC Water Company Acquisition	4.04%	\$ 40,000,000	\$ 21,919,446	\$ 100,000	\$ 554,952	\$ 328,027	\$ 982,979	2039
2014 WIFA Loan H2O Company Acquisition	3.15%	16,000,000	12,145,177	100,000	200,049	181,433	481,482	2044
2014 Schnepf Trust H2O Company Acquisition	8.00%	19,425,089	19,159,376	286,968	935,346	581,361	1,803,675	2044
2020 WIFA Loan Ground Water Extinguishment Credits	1.98%	57,981,000	57,981,000	-	145,771	451,769	597,540	2051
2020 WIFA Loan Water	1.98%	8,600,000	8,600,000	-	21,621	67,008	88,629	2051
<i>Subtotal Water and Wastewater Pledged Revenue Loans</i>		\$ 142,006,089	\$ 119,804,999	\$ 486,968	\$ 1,857,739	\$ 1,609,598	\$ 3,954,305	
Improvement District Bonds								
2016I Refunding - 2006 ID Bonds Ellsworth Loop Road	2.45%	18,445,000	14,281,972	1,386,743	349,908	-	1,736,651	2030
Other - Capital Leases								
2015 Oshkosh Capital - Fire Equipment	5.02%	518,696	80,920	80,920	2,460	-	83,380	2021
Totals		\$ 357,369,785	\$ 320,482,891	\$ 5,989,631	\$ 9,187,383	\$ 1,609,598	\$ 16,786,612	





Debt

Debt Service Expenses by Fund

The following tables provide debt service payment amounts by fund, followed by a five-year debt service projection for the Town's outstanding bonds, loans, and lease purchases.

Source of Annual Debt Service Payments	
General Fund	\$ 5,675,654
Fire/EMS	83,380
HPEC	294,185
HURF/Streets	263,871
Town Center	333,875
Construction Sales Tax	1,285,205
Parks Development	512,526
Town Buildings Development	286,957
Transportation Development	839,809
Library Development	232,910
Public Safety Development	142,875
Fire Development	752,310
Improvement District Assessment	1,736,651
Sewer Operating	392,100
Water Operating	3,954,305
TOTAL	\$ 16,786,613





Debt

Loan/Bond Type	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
	Annual Debt Service Amount	Annual Debt Service Amount	Annual Debt Service Amount	Annual Debt Service Amount	Annual Debt Service Amount
2016 Refunding - 2004B GADA - Town Buildings	210,645	211,633	212,329	212,658	212,695
2016 Refunding - 2005B GADA - Library	104,259	104,856	105,308	105,580	98,616
2016 Refunding - 2006A GADA - Library	435,342	432,954	433,823	430,621	430,675
2016 Refunding - 2007 Excise Tax Bond	327,075	325,735	327,096	326,958	326,456
2018 Series 2018A - Transportation	3,122,300	3,118,700	3,118,800	3,112,875	3,115,375
2020 Series - 2020 Excise Tax Bond	1,476,033	3,259,350	3,260,350	3,264,225	3,260,975
Subtotal General Fund	\$ 5,675,654	\$ 7,453,228	\$ 7,457,706	\$ 7,452,917	\$ 7,444,792
2015 Oshkosh Capital - Fire Equipment	83,380	-	-	-	-
Subtotal EMS-Fire Fund	\$ 83,380	\$ -	\$ -	\$ -	\$ -
2016 Refunding - 2007 Excise Tax Bond	214,275	213,397	214,288	214,198	213,869
2016 Refunding - 2008A GADA - HPEC	79,910	76,836	80,935	77,531	-
Subtotal HPEC Fund	\$ 294,185	\$ 290,233	\$ 295,223	\$ 291,729	\$ 213,869
2016 Refunding - 2007 Excise Tax Bond	263,871	262,790	263,888	263,777	263,372
Subtotal HURF Fund	\$ 263,871	\$ 262,790	\$ 263,888	\$ 263,777	\$ 263,372
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	333,875	331,475	332,500	331,806	331,987
Subtotal Town Center Development Fund	\$ 333,875	\$ 331,475	\$ 332,500	\$ 331,806	\$ 331,987
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	1,001,625	994,425	997,500	995,419	995,963
2016 Refunding - 2007 Excise Tax Bond	283,580	282,417	283,597	283,479	283,042
Subtotal Construction Sales Tax	\$ 1,285,205	\$ 1,276,842	\$ 1,281,097	\$ 1,278,898	\$ 1,279,005
2016 Refunding - 2007 Excise Tax Bond	203,873	203,038	203,886	203,801	203,487
2016 Refunding - 2007 Excise Tax Bond - HPEC	224,813	223,891	224,827	224,733	224,387
2016 Refunding - 2008A GADA - HPEC	83,840	80,614	84,915	81,344	-
Subtotal Parks & Open Space Development Fund	\$ 512,526	\$ 507,543	\$ 513,628	\$ 509,878	\$ 427,874
2016 Refunding - 2004B GADA - Town Buildings	221,005	222,042	222,771	223,117	223,155
2016 Refunding - 2007 Excise Tax Bond	65,952	65,681	65,956	65,928	65,827
Subtotal Town Buildings Development Fund	\$ 286,957	\$ 287,723	\$ 288,727	\$ 289,045	\$ 288,982
2018 Series 2018B - Transportation	585,788	583,688	581,388	583,788	584,763
2020 Series - 2020 Excise Tax Bond	254,021	589,400	586,275	587,775	588,775
Subtotal Transportation Development Fund	\$ 839,809	\$ 1,173,088	\$ 1,167,663	\$ 1,171,563	\$ 1,173,538
2016 Refunding - 2005B GADA - Library	39,841	40,069	40,242	40,346	37,684
2016 Refunding - 2006A GADA - Library	166,358	165,446	165,777	164,554	164,575
2016 Refunding - 2007 Excise Tax Bond	26,711	26,601	26,712	26,701	26,660
Subtotal Library Development Fund	\$ 232,910	\$ 232,116	\$ 232,731	\$ 231,601	\$ 228,919
2018 Series 2018B - Public Safety	142,875	140,075	142,175	139,175	140,675
Subtotal Public Safety Fund	\$ 142,875	\$ 140,075	\$ 142,175	\$ 139,175	\$ 140,675
2018 Series 2018B - Public Safety	494,538	494,738	494,538	493,938	491,538
2020 Series - 2020 Excise Tax Bond	257,772	595,800	597,550	593,925	594,925
Subtotal Fire Development Fund	\$ 752,310	\$ 1,090,538	\$ 1,092,088	\$ 1,087,863	\$ 1,086,463
2016I Refunding - 2006 ID Bonds - Ellsworth Loop Rd	1,736,651	1,737,221	1,732,010	1,731,009	1,739,030
Subtotal Special Assessment ID Fund	\$ 1,736,651	\$ 1,737,221	\$ 1,732,010	\$ 1,731,009	\$ 1,739,030
2014A GADA Revenue Refunding (Sewer Buy-in GWRP)	392,100	388,350	384,100	384,100	386,500
Subtotal Sewer Operating Fund	\$ 392,100	\$ 388,350	\$ 384,100	\$ 384,100	\$ 386,500
2008 WIFA Loan QC Water Co Acquisition	982,979	1,711,732	1,711,040	1,710,321	1,709,573
2014 WIFA Loan H2O Water Co Acquisition	481,482	738,547	738,366	738,179	737,986
2014 Schnepf Trust H2O Water Co Acquisition	1,803,675	1,802,615	1,801,479	1,800,259	1,798,947
2020 WIFA Loan - Water	597,539	2,568,942	2,568,660	2,568,372	2,568,079
2020 WIFA Loan - Water	88,630	381,037	380,995	380,952	380,909
Subtotal Water Operating Fund	\$ 3,954,305	\$ 7,202,872	\$ 7,200,540	\$ 7,198,083	\$ 7,195,494
Total Debt Service	\$ 16,786,612	\$ 22,374,094	\$ 22,384,076	\$ 22,361,444	\$ 22,200,500



Outstanding Debt Schedules

Town of Queen Creek Outstanding Debt FY2021 - FY2051										
Principal, Interest and Fees Combined										
	2020 Bond	2018 Bond	2016 Excise Tax and State-Shared Revenue Refunding Bond						2016 Refunding Bond	
	Excise Tax Bond 2020 \$55,100,000 Transportation & Fire	Excise Tax Bond 2018 \$57,330,000 Transportation & Public Safety	GADA 2004B \$4,305,000 Town Buildings	GADA 2005B \$1,470,000 Library	GADA 2006A \$7,995,000 Library	GADA 2008 \$985,000 HPEC	Excise Tax Bond 2007 \$18,210,000 Parks -52% Buildings -8% Library -6% Streets -34%		ID Bond 2006 \$15,025,000	ID Bond 2006 \$18,445,000
Year	Fire	Public Safety	Buildings	Library	Library	HPEC	Streets -34%	ID Bond 2006	ID Bond 2006	
FY20-21	\$ 1,987,825	\$ 4,345,501	\$ 431,650	\$ 144,100	\$ 601,700	\$ 163,750	\$ 1,610,150	\$ 1,335,500	\$ 1,736,651	
FY21-22	4,444,550	4,337,201	433,675	144,925	598,400	157,450	1,603,550	1,325,900	1,737,221	
FY22-23	4,444,175	4,336,901	435,100	145,550	599,600	165,850	1,610,250	1,330,000	1,732,010	
FY23-24	4,445,925	4,329,776	435,775	145,925	595,176	158,875	1,609,575	1,327,225	1,731,009	
FY24-25	4,444,675	4,332,351	435,850	136,300	595,250		1,607,100	1,327,950	1,739,030	
FY25-26	4,445,300	4,328,476	436,950	137,200	596,350		1,612,900	1,326,450	1,736,094	
FY26-27	4,442,675	4,330,601	432,550	142,800	596,850		1,606,900	1,323,550	1,737,246	
FY27-28	4,446,550	4,323,601	435,625	137,625	594,825		1,598,125	1,314,250	1,737,431	
FY28-29	4,441,800	4,327,226	431,000	141,625	595,075		1,600,750	1,313,000	1,736,649	
FY29-30	4,443,300	4,316,351	430,500	140,250	594,325		1,600,125	1,309,250	525,817	
FY30-31	4,445,675	4,310,976		143,500	592,575		1,591,375	1,307,875		
FY31-32	5,209,175	4,322,431			594,700		1,589,375	1,303,750		
FY32-33	5,207,675	4,316,063			595,575		1,588,750	1,301,750		
FY33-34	5,204,550	4,315,381			597,800					
FY34-35	5,209,300	4,313,964			596,600					
FY35-36	5,212,400	4,311,563			594,600					
FY36-37	5,205,200	4,304,114			596,700					
FY37-38	5,212,800	4,311,188								
FY38-39	5,209,900	3,666,125								
FY39-40	5,211,400	3,664,000								
FY40-41	5,212,000	3,665,875								
FY41-42	4,020,800	3,656,625								
FY42-43	4,023,500	3,656,000								
FY43-44	4,021,600	3,653,500								
FY44-45	4,020,000	3,648,875								
FY45-46	4,018,500	3,641,875								
FY46-47	4,021,800	3,642,000								
FY47-48	4,019,700	3,638,750								
FY48-49	4,022,000									
FY49-50	4,023,400									
FY50-51	4,018,800									
Total	\$ 138,736,950	\$ 114,347,290	\$ 4,338,675	\$ 1,559,800	\$10,136,101	\$ 645,925	\$ 20,828,925	\$ 17,146,450	\$ 16,149,158	



Outstanding Debt Schedules

Town of Queen Creek Outstanding Debt FY2021 - FY2051								
Principal, Interest and Fees Combined								
Year	Water Revenue Subordinate						Capital Lease	FY Total
	GADA 2014A	WIFA 2008	WIFA 2014	Lien 2014 (Schnepf Trust)	WIFA 2020 (GWEC)	WIFA 2020	Oshkosh Capital 2014	
	\$3,845,000	\$40,000,000	\$16,000,000	\$19,425,089	\$57,981,000	\$8,600,000	\$518,696	
	Sewer	QC Water	H2O	H2O	Water	Water	Fire	
FY20-21	\$ 392,100	\$ 982,979	\$ 481,482	\$ 1,803,675	\$ 597,539	\$ 88,630	\$ 83,380	\$ 16,786,612
FY21-22	388,350	1,711,732	738,547	1,802,615	2,568,942	381,037		22,374,094
FY22-23	384,100	1,711,040	738,366	1,801,479	2,568,660	380,995		22,384,076
FY23-24	384,100	1,710,321	738,179	1,800,259	2,568,372	380,952		22,361,444
FY24-25	386,500	1,709,573	737,986	1,798,947	2,568,079	380,909		22,200,500
FY25-26	385,000	1,708,795	737,787	1,797,539	2,567,780	380,864		22,197,485
FY26-27	387,500	1,707,986	737,582	1,796,027	2,567,475	380,819		22,190,560
FY27-28	384,250	1,707,143	737,370	1,794,402	2,567,163	380,773		22,159,134
FY28-29	385,000	1,706,267	737,152	1,792,655	2,566,846	380,726		22,155,771
FY29-30		1,705,355	736,926	1,790,777	2,566,523	380,678		20,540,177
FY30-31		1,704,407	736,694	1,788,759	2,566,193	380,629		19,568,657
FY31-32		1,703,420	736,454	1,786,589	2,565,856	380,579		20,192,329
FY32-33		1,702,393	736,207	1,784,254	2,565,513	380,528		20,178,708
FY33-34		1,701,325	735,952	1,781,741	2,565,163	380,476		17,282,388
FY34-35		1,700,214	735,689	1,779,041	2,564,806	380,423		17,280,037
FY35-36		1,699,058	735,418	1,776,134	2,564,442	380,369		17,273,983
FY36-37		1,697,855	735,138	1,773,005	2,564,071	380,314		17,256,396
FY37-38		1,696,603	734,849	1,769,637	2,563,692	380,258		16,669,027
FY38-39		1,695,302	734,551	1,766,011	2,563,306	380,201		16,015,395
FY39-40			734,244	1,762,109	2,562,912	380,143		14,314,807
FY40-41			733,927	1,757,908	2,562,510	380,083		14,312,303
FY41-42			733,600	1,753,380	2,562,101	380,022		13,106,528
FY42-43			733,262	1,748,505	2,561,683	379,960		13,102,911
FY43-44			732,914	1,743,253	2,561,257	379,897		13,092,422
FY44-45					2,560,823	379,833		10,609,530
FY45-46					2,560,380	379,767		10,600,521
FY46-47					2,559,928	379,700		10,603,427
FY47-48					2,559,467	379,632		10,597,548
FY48-49					2,558,997	379,562		6,960,559
FY49-50					2,558,518	379,491		6,961,408
FY50-51					2,558,029	379,418		6,956,247
	\$3,476,900	\$ 31,661,768	\$ 17,410,273	\$ 42,748,701	\$ 77,517,021	\$ 11,497,670	\$ 83,380	



Appendix

Position Listing

Budget Adoption Resolution

State Auditor Schedules

Acronyms

Glossary





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
General Fund				
<i>Town Manger</i>				
TOWN MANAGER	1.00	1.00	1.00	1.00
ASSISTANT TOWN MANAGER	1.00	1.00	1.00	1.00
ASSISTANT TO THE TOWN MANAGER	1.00	1.00	1.00	1.00
EXECUTIVE ADMIN ASSISTANT	1.00	1.00	1.00	1.00
COUNCIL ASSISTANT	1.00	1.00	1.00	1.00
INTERGOVERNMENTAL RELATIONS MANAGER	1.00	1.00	1.00	1.00
Total Town Manger	6.00	6.00	6.00	6.00
<i>Town Clerk</i>				
TOWN CLERK	1.00	1.00	1.00	1.00
TOWN CLERK ASSISTANT	1.00	1.00	-	-
DEPUTY TOWN CLERK			1.00	1.00
Total Town Clerk	2.00	2.00	2.00	2.00
Total Town Manager/Legal Services/Clerk	8.00	8.00	8.00	8.00
Finance				
<u>GENERAL FUND</u>				
FINANCE DIRECTOR	1.00	1.00	1.00	1.00
FINANCE DEPUTY DIRECTOR*	-	1.00	1.00	1.00
ACCOUNTING MANAGER	1.00	-	1.00	1.00
SR. ACCOUNTANT	1.00	-	1.00	1.00
ACCOUNTING SUPERVISOR	-	1.00	-	-
ACCOUNTANT	1.00	1.00	1.00	1.00
FINANCIAL SERVICES SPECIALIST	2.00	2.00	2.00	2.00
PROCUREMENT OFFICER	2.00	2.00	2.00	2.00
PAYROLL SPECIALIST	1.00	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT	0.48	0.48	0.48	0.48
PROCUREMENT MANAGER	1.00	1.00	1.00	1.00
CIP ANALYST	-	1.00	1.00	1.00
<u>OTHER FUNDS</u>				
FINANCIAL SERVICES SPECIALIST*	0.70	1.00	-	-
ENTERPRISE FINANCE MANAGER*	-	-	1.00	1.00
FINANCIAL SERVICES MANAGER*	1.00	1.00	-	-
<u>ENTERPRISE FUNDS - CUSTOMER SERVICE</u>				
CUSTOMER SERVICE MANAGER*	1.00	1.00	1.00	1.00
FINANCE SPECIAL PROJECTS MANAGER			1.00	1.00
UTILITY ACCOUNTING ANALYST*	-	1.00	1.00	1.00
FINANCIAL SERVICES ANALYST*	-	1.00	1.00	1.00
CUSTOMER SERVICE SUPERVISOR*	1.00	1.00	1.00	1.00
CUSTOMER SERVICE COORDINATOR*	-	1.00	-	-





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
CUSTOMER SERVICE REPRESENTATIVE*	4.00	5.00	6.00	7.00
BILLING & COMPLIANCE SPECIALIST*	-	1.00	1.00	1.00
ADMINISTRATIVE ASSISTANT I*	-	1.00	1.00	-
Total Finance	18.18	25.48	26.48	26.48

Budget

BUDGET ADMINISTRATOR	1.00	1.00	1.00	1.00
SR. FINANCIAL SERVICES ANALYST	3.00	4.00	5.00	5.00
Total Budget	4.00	5.00	6.00	6.00

Total Finance	22.18	30.48	32.48	32.48
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Workforce & Technology

Human Resources

HUMAN RESOURCES DIVISION MANAGER			1.00	1.00
HUMAN RESOURCES PROGRAM MANAGER	2.00	2.00	1.00	1.00
HUMAN RESOURCES ANALYST			1.00	1.00
HUMAN RESOURCES SPECIALIST	1.00	1.00	1.00	1.00
Total Human Resources	3.00	3.00	4.00	4.00

Information Technology

TECHNOLOGY SUPERVISOR	1.00	1.00	-	-
IT DIVISION MANAGER			1.00	1.00
SR. DEVELOPER/IT PROJECT MANAGER	1.00	1.00	-	-
IT PROGRAM MANAGER			1.00	1.00
SR. SYSTEMS ADMINISTRATOR/IT INFRASTRUCTURE SUPERVISOR	1.00	1.00	1.00	1.00
IT ANALYST I	-	-	-	-
APPLICATION & DESKTOP SUPPORT ANALYST	1.00	1.00	1.00	1.00
BUSINESS SYSTEMS & IT TRAINING ANALYST*	1.00	2.00	3.00	3.00
BUSINESS SYSTEMS & IT TRAINING SUPERVISOR	1.00	1.00	1.00	1.00
GIS COORDINATOR	1.00	1.00	1.00	1.00
IT PROJECT MANAGER & SECURITY ANALYST	1.00	1.00	-	2.00
GIS ANALYST*	1.00	1.00	1.00	1.00
SR IT TECHNICIAN	-	1.00	1.00	1.00
IT COMMUNICATIONS TECHNICIAN	-	-	-	1.00
Total Information Technology	9.00	11.00	11.00	14.00

Total Workforce & Technology	12.00	14.00	15.00	18.00
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Communications, Marketing & Recreation Services

Communications & Marketing

DIRECTOR	1.00	1.00	1.00	1.00
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Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
PUBLIC INFORMATION OFFICER	1.00	1.00	-	-
CMR DIVISION MANAGER/PIO			1.00	1.00
MARKETING SPECIALIST	1.00	1.00	1.00	1.00
DIGITAL MEDIA SPECIALIST	1.00	1.00	1.00	1.00
MARKETING & COMMUNICATION COORDINATOR*	1.00	1.00	1.00	1.00
Total Communications & Marketing	5.00	5.00	5.00	5.00
Recreation Programs				
RECREATION SUPERINTENDENT	1.00	1.00	1.00	1.00
MANAGEMENT ASSISTANT I	1.00	1.00	1.00	1.00
CUSTOMER SERVICE COORDINATOR	1.00	1.00	1.00	1.00
RECREATION SUPERVISOR	-	1.00	1.00	1.00
RECREATION COORDINATOR	2.00	1.00	2.00	2.00
RECREATION TECHNICIAN (PT)	1.25	2.00	2.00	2.00
RECREATION POSITIONS (Seasonal)	2.46	6.06	6.06	6.06
Total Recreation Programs	8.71	13.06	14.06	14.06
Parks Rangers				
SR. PARK RANGER	1.00	1.00	1.00	1.00
PARK RANGER	1.00	2.00	2.00	2.00
PARK RANGER (PT)	1.00	1.00	1.00	1.00
Total Parks & Grounds Maintenance	3.00	4.00	4.00	5.00
Total Communications, Marketing & Recreation Services	16.71	22.06	23.06	23.06
Economic Development				
Economic Development				
DEPARTMENT DIRECTOR	1.00	1.00	1.00	1.00
DOWNTOWN DEVELOPMENT MANAGER	-	1.00	1.00	1.00
ECONOMIC DEVELOPMENT COORDINATOR	1.00	1.00	1.00	1.00
ECONOMIC DEVELOPMENT RESEARCH SPECIALIST	1.00	-	-	-
SR. ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00
REALESTATE & ROW COORDINATOR *	1.00	1.00	1.00	1.00
Total Economic Development	5.00	5.00	5.00	5.00
Total Economic Development	5.00	5.00	5.00	5.00
Development Services				
Development Services Administration				
DEPARTMENT DIRECTOR	1.00	1.00	1.00	1.00
MANAGEMENT ASSISTANT	-	-	-	1.00
SPECIAL PROJECTS MANAGER	1.00	-	-	1.00
Total Development Services Administration	2.00	1.00	1.00	3.00





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Planning				
PLANNING ADMINISTRATOR	1.00	1.00	-	-
SR PLANNER	1.00	1.00	2.00	1.00
PLANNER II	-	1.00	-	-
PLANNER I	2.00	1.00	1.00	1.00
PRINCIPAL PLANNER	1.00	2.00	2.00	2.00
PLANNING ASSISTANT	1.00	-	-	-
Total Planning	6.00	6.00	5.00	4.00
Engineering				
TOWN ENGINEER	1.00	1.00	1.00	1.00
PRINCIPAL ENGINEER	1.00	1.00	1.00	1.00
ENGINEER	1.00	1.00	1.00	1.00
ENGINEERING TECHNICIAN	1.00	1.00	1.00	1.00
ENGINEERING INSPECTION SUPERVISOR	-	-	1.00	1.00
SR. INSPECTOR	1.00	1.00	1.00	1.00
INSPECTOR	1.00	1.00	1.00	1.00
Total Engineering	6.00	6.00	7.00	7.00
Building Safety				
BUILDING OFFICIAL	1.00	1.00	1.00	1.00
ASSISTANT BUILDING OFFICIAL	-	1.00	1.00	1.00
INSPECTOR	2.00	2.00	2.00	2.00
MANAGEMENT ASSISTANT I	1.00	1.00	1.00	-
SR. INSPECTOR	1.00	1.00	2.00	2.00
DEVELOPMENT SERVICES COORDINATOR	1.00	1.00	1.00	1.00
SR. PERMIT TECHNICIAN	-	1.00	1.00	1.00
PERMIT TECHNICIAN	2.00	1.00	1.00	1.00
SR. PLANS EXAMINER	-	1.00	1.00	1.00
PLANS EXAMINER	1.00	-	-	-
Total Building Safety	9.00	10.00	11.00	10.00
Neighborhood Preservation				
NEIGHBORHOOD PRESERVATION SUPERVISOR	1.00	1.00	1.00	1.00
SR. NEIGHBORHOOD PRESERVATION COORD	1.00	1.00	1.00	1.00
NEIGHBORHOOD PRESERVATION SPECIALIST (PT)	0.50	0.50	0.50	0.50
Total Neighborhood Preservation	2.50	2.50	2.50	2.50
Total Development Services	25.50	25.50	26.50	26.50

Public Works
Public Works Administration





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
DIRECTOR	1.00	1.00	1.00	1.00
DEPUTY DIRECTOR	-	1.00	1.00	1.00
OPERATIONS MANAGER	-	1.00	1.00	1.00
EMERGENCY MANAGEMENT COORDINATOR	-	1.00	1.00	1.00
SR. MANAGEMENT ASSISTANT	1.00	-	-	-
SR. ADMINISTRATIVE ASSISTANT	2.00	2.00	2.00	2.00
MANAGEMENT ASSISTANT II	1.00	1.00	1.00	1.00
TRAILS CONSTRUCTION/STORMWATER COORDINATOR			1.00	1.00
Total Public Works Administration	5.00	7.00	8.00	8.00
Facilities Maintenance				
FACILITY SERVICES SUPERVISOR	1.00	1.00	1.00	1.00
SR. FACILITY SERVICES SPECIALIST	2.00	2.00	2.00	2.00
FACILITY SERVICES SPECIALIST	1.00	2.00	2.00	2.00
DAY PORTER	1.00	1.00	1.00	1.00
Total Facilities Maintenance	5.00	6.00	6.00	6.00
Fleet Maintenance				
FLEET SERVICES SUPERINTENDENT	1.00	1.00	1.00	1.00
SR. MECHANIC	1.00	1.00	1.00	1.00
MECHANIC	1.00	2.00	3.00	4.00
MAINTENANCE & OPERATIONS TECHNICIAN	1.00	-	1.00	1.00
Total Fleet Maintenance	4.00	4.00	6.00	7.00
Traffic				
TRAFFIC ENGINEERING MANAGER	1.00	-	-	-
TRAFFIC SIGNAL SUPERVISOR	-	1.00	1.00	1.00
TRAFFIC SIGNAL TECHNICIAN	2.00	1.00	1.00	1.00
TRAFFIC OPERATIONS ENGINEER	-	1.00	1.00	1.00
TRAFFIC ENGINEER	1.00	-	-	-
Total Traffic	4.00	3.00	3.00	3.00
Stormwater				
STORMWATER COORDINATOR	-	1.00	-	-
Total Stormwater	-	1.00	-	-
Parks and Grounds Maintenance				
PARKS SUPERINTENDENT	1.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS SUPERVISOR	1.00	2.00	2.00	2.00
MAINTENANCE & OPERATIONS CREW LEADER	3.00	4.00	4.00	4.00
MAINTENANCE & OPERATIONS TECHNICIAN	7.00	10.00	10.00	10.00
MAINTENANCE & OPERATIONS SPECIALIST	1.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS ASSISTANT	5.00	6.00	6.00	6.00





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
MAINTENANCE & OPERATIONS ASSISTANT (PT)	0.43	0.43	0.43	0.43
Total Parks & Grounds Maintenance	18.43	24.43	24.43	24.43

Total Public Works	36.43	45.43	47.43	48.43
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Total General Fund	125.82	150.47	157.47	168.55
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Other Operating Funds

Drainage & Transportation Fund - Public Works

Capital Improvements Program (CIP)

CIP MANAGER	-	1.00	1.00	1.00
CIP ENGINEER	1.00	-	-	-
SR. PROJECT MANAGER	1.00	1.00	1.00	1.00
PROJECT MANAGER	3.00	3.00	3.00	3.00
SR. INSPECTOR	-	1.00	1.00	1.00
SR. ADMIN ASSISTANT	0.50	1.00	1.00	1.00
Total CIP Program - Drainage & Transportation Fund	5.50	7.00	7.00	7.00

HURF/Streets Fund - Public Works

STREETS SUPERINTENDENT	1.00	1.00	1.00	1.00
PROJECT MANAGER	1.00	1.00	1.00	1.00
FIELD OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS CREW LEADER	2.00	2.00	3.00	3.00
MAINTENANCE & OPERATIONS SPECIALIST	3.00	4.00	4.00	4.00
MAINTENANCE & OPERATIONS TECHNICIAN	7.00	8.00	8.00	8.00
Total HURF/Streets Fund - Public Works	15.00	17.00	18.00	18.00

Solid Waste Fund - Public Works

ENVIRONMENTAL PROGRAMS MANAGER	1.00	1.00	1.00	1.00
CUSTOMER SERVICE COORDINATOR	2.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS TECHNICIAN	1.00	1.00	1.00	1.00
CUSTOMER SERVICE REPRESENTATIVE	-	1.00	1.00	1.00
Total Solid Waste Fund - Public Works	4.00	4.00	4.00	4.00

Horseshoe Park Equestrian Centre (HPEC) Fund - Economic Development

HPEC GENERAL MANAGER	1.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS SUPERVISOR	1.00	1.00	1.00	1.00
MAINTENANCE & OPERATIONS SPECIALIST	4.00	4.00	4.00	4.00
SR. ADMINISTRATIVE ASSISTANT	1.00	1.00	1.00	1.00
Total HPEC Fund – Economic Development	7.00	7.00	7.00	7.00





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Utilities				
Water Fund				
Water - Administration				
UTILITIES DIRECTOR	1.00	1.00	1.00	1.00
UTILITIES DEPUTY DIRECTOR	-	1.00	1.00	1.00
WATER RESOURCE MANAGER	-	1.00	-	-
SR. MANAGEMENT ASSISTANT	1.00	1.00	1.00	1.00
MANAGEMENT ASSISTANT I	-	-	1.00	1.00
BUSINESS SYSTEMS & IT TRAINING ANALYST	1.00	-	-	-
SPECIAL PROJECTS MANAGER (TEMP)	-	-	1.00	1.00
Total Water - Administration	3.00	4.00	5.00	5.00
Water - Engineering				
UTILITY ENGINEERING MANAGER	1.00	1.00	1.00	1.00
SR. PROJECT MANAGER	-	1.00	1.00	1.00
Total Water - Engineering	1.00	2.00	2.00	2.00
Water - Field Ops Meters				
FIELD OPERATIONS SUPERINTENDENT	1.00	1.00	1.00	1.00
UTILITY SERVICES COORDINATOR	2.00	2.00	2.00	2.00
FLEXNET ANALYST	-	1.00	1.00	1.00
UTILITY METER ASSISTANT (TEMP)	-	-	1.00	1.00
UTILITY METER SPECIALIST	-	1.00	1.00	1.00
MAINTENANCE & OPERATIONS CREW LEADER	-	1.00	1.00	1.00
UTILITY SERVICES TECHNICIAN	7.00	7.00	5.00	5.00
UTILITY SERVICES TECHNICIAN (TEMP)	-	-	2.00	2.00
Total Water - Field Ops Meters	10.00	13.00	14.00	14.00
Water - GIS				
UTILITY SERVICES SUPERVISOR	1.00	1.00	1.00	1.00
UTILITY LOCATOR	3.00	3.00	3.00	3.00
Total Water - GIS	4.00	4.00	4.00	4.00
Water - Irrigation				
SR. UTILITY SERVICES TECHNICIAN	1.00	-	-	-
IRRIGATION COORDINATOR	-	1.00	1.00	1.00
UTILITY SERVICES TECHNICIAN	-	1.00	1.00	1.00
Total Water - Irrigation	1.00	2.00	2.00	2.00
Water - CIP				
UTILITY SERVICES SUPERVISOR	1.00	1.00	1.00	1.00
SR. INSPECTOR	1.00	1.00	1.00	1.00
INSPECTOR	1.00	1.00	2.00	2.00





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Total Water - CIP	3.00	3.00	4.00	4.00
Water - Conservation				
WATER CONSERVATION SPECIALIST	1.00	1.00	1.00	1.00
Total Water - Conservation	1.00	1.00	1.00	1.00
Water - Distribution				
MAINTENANCE & OPERATIONS CREW LEADER	1.00	-	-	-
UTILITY SERVICES COORDINATOR	-	1.00	1.00	1.00
UTILITY SERVICES TECHNICIAN	2.00	-	-	-
UTILITY FIELD SUPERVISOR	2.00	2.00	2.00	2.00
SR. UTILITY SERVICES TECHNICIAN	3.00	3.00	3.00	3.00
MAINTENANCE & OPERATIONS SPECIALIST	3.00	6.00	8.00	8.00
ELECTRICIAN SPECIALIST	-	1.00	1.00	1.00
INSPECTOR	-	1.00	-	-
SR. PROJECT MANAGER	-	1.00	1.00	1.00
Total Water - Distribution	11.00	15.00	16.00	16.00
Water - Resources				
WATER RESOURCE ANALYST	1.00	1.00	1.00	1.00
WATER RESOURCE MANAGER			1.00	1.00
Total Water - Resources	1.00	1.00	2.00	2.00
Total Water Fund	35.00	45.00	49.00	49.00
Sewer Fund				
UTILITY FIELD SUPERVISOR	1.00	1.00	1.00	1.00
UTILITY SERVICES COORDINATOR	-	1.00	1.00	1.00
SR. UTILITY SERVICES TECHNICIAN	1.00	-	1.00	1.00
MAINTENANCE & OPERATIONS SPECIALIST	3.00	3.00	3.00	3.00
Total Sewer Fund	5.00	5.00	6.00	6.00
Total Utilities - Water & Sewer Funds	40.00	50.00	55.00	56.00
Emergency Services Fund				
Fire Administration				
FIRE CHIEF	1.00	1.00	1.00	1.00
DEPUTY FIRE CHIEF	-	1.00	1.00	1.00
EMERGENCY MANAGEMENT COORDINATOR	1.00	-	-	-
MANAGEMENT ASSISTANT I	1.00	1.00	1.00	1.00
FINANCIAL SERVICES SPECIALIST	1.00	1.00	1.00	1.00
Total Fire Administration	4.00	4.00	4.00	4.00





Position Listing

Queen Creek Authorized Positions	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Revised	FY 2020/21 Adopted
Fire Operations				
DEPUTY FIRE CHIEF	1.00	1.00	1.00	1.00
FIRE BATTALION CHIEF	-	3.00	3.00	3.00
FIRE CAPTAIN	9.00	12.00	12.00	15.00
FIRE ENGINEER	9.00	12.00	12.00	15.00
FIREFIGHTER	24.00	30.00	30.00	39.00
Total Fire Operations	43.00	58.00	58.00	73.00
Fire Prevention Bureau				
FIRE MARSHALL	1.00	1.00	1.00	1.00
FIRE INSPECTOR/INVESTIGATOR	-	-	1.00	1.00
Total Fire Prevention Bureau	1.00	1.00	2.00	2.00
Fire Training				
FIRE BATTALION CHIEF	1.00	-	-	-
Total Fire Training	1.00	-	-	-
Fire Resource Management				
FIRE BATTALION CHIEF	1.00	-	-	-
Total Fire Resource Management	1.00	-	-	-
Fire - Medical				
FIRE BATTALION CHIEF	1.00	-	-	-
FIRE EMS SPECIALIST	-	-	1.00	1.00
Total Fire - Medical	1.00	-	1.00	1.00
Total Fire & Medical	51.00	63.00	65.00	80.00
Police				
POLICE CHIEF	-	-	-	1.00
POLICE LIEUTENANT	-	-	-	2.00
SR ADMINISTRATIVE ASSISTANT	-	-	-	1.00
Total Police	-	-	-	4.00
Total Emergency Services Fund	51.00	63.00	65.00	84.00
Summary				
Total Town Employees (less elected officials)	248.32	298.47	313.47	336.47
Elected Officials	7.00	7.00	7.00	7.00
Total All	255.32	305.47	321.47	344.47
# - Change from Prior FY	28.77	50.15	15.00	23.00
% - Change from Prior FY	13%	20%	2%	7%





Budget Adoption Resolution

RESOLUTION 1358-20

TOWN OF QUEEN CREEK

Resolution for the Adoption of the Budget

Fiscal Year 2021

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Town Council did, on June 3, 2020, in accordance with adopted financial policies, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, and did also make an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Queen Creek, and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 17, 2020, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 17, 2020, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

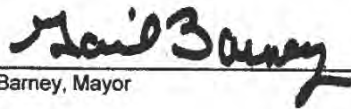
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A), therefore be it

RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules attached hereto as Exhibit 1, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Queen Creek for the fiscal year 2020/2021.

Passed by the Mayor and Queen Creek Town Council, this 17th day of June 2020.

FOR THE TOWN OF QUEEN CREEK:

ATTESTED TO:


Gail Barney, Mayor


Maria Gonzalez, Town Clerk

REVIEWED BY:

APPROVED AS TO FORM:


John Kross, Town Manger


Scott A. Holcomb (Jun 18, 2020 17:08 PDT)
Attorneys for the Town
Dickinson Wright





State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021

Fiscal Year	S c h	FUNDS							
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2020	E	27,876,916	37,333,021	10,384,436	133,650,457	0	239,313,987	4,160,101	452,718,918
2020	E	27,876,917	35,176,480	10,384,436	37,978,484	0	96,762,204	4,160,101	212,338,622
2021		45,395,642	12,504,319	2,064	129,985,448	0	(5,514,368)	310,906	182,684,011
2021	B	0	9,779,705	0	0				9,779,705
2021	B	0	0	0	0				0
2021	C	40,864,277	26,273,256	1,736,651	13,433,922	0	190,747,231	4,611,515	277,666,852
2021	D	0	0	0	0	0	0	0	0
2021	D	0	0	0	0	0	0	0	0
2021	D	0	11,852,303	10,952,351	29,681,910	0	36,012,685	0	88,499,249
2021	D	20,704,624	32,531,057	0	0	0	35,263,568	0	88,499,249
2021									
2021		65,555,295	27,878,526	12,691,066	173,101,280	0	185,981,980	4,922,421	470,130,568
2021	E	25,577,989	37,945,251	12,689,002	144,299,956	0	183,987,629	4,611,515	409,111,342

EXPENDITURE LIMITATION COMPARISON

Budgeted expenditures/expenses	
Add/subtract: estimated net reconciling items	
Budgeted expenditures/expenses adjusted for reconciling items	
Less: estimated exclusions	
Amount subject to the expenditure limitation	
EEC expenditure limitation	

	2020	2021
Budgeted expenditures/expenses	\$ 452,718,918	\$ 409,111,342
Budgeted expenditures/expenses adjusted for reconciling items	452,718,918	409,111,342
Amount subject to the expenditure limitation	\$ 452,718,918	\$ 409,111,342
EEC expenditure limitation	\$ 452,718,918	\$ 409,111,342

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.
 ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
 *** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

Copies of the budget for public inspection are available at Queen Creek Municipal Services Building, 22358 S Ellsworth Rd, Queen Creek, AZ
 Or can be accessed via our web site at www.queencreek.org
 For additional information or questions, please call Dan Olsen, 480-358-3171
 The Town Council will adopt the final budget following a public hearing at 6:30pm on June 17, 2020



State Auditor General Budget Schedules

TOWN OF QUEEN CREEK Tax Levy and Tax Rate Information Fiscal Year 2021

	<u>2020</u>	<u>2021</u>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>13,145,028</u>	\$ <u>15,716,317</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>8,343,197</u>	\$ <u>9,779,705</u>
B. Secondary property taxes	<u>0</u>	<u>0</u>
C. Total property tax levy amounts	\$ <u>8,343,197</u>	\$ <u>9,779,705</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>8,343,197</u>	
(2) Prior years' levies	<u>93,224</u>	
(3) Total primary property taxes	\$ <u>8,436,421</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ <u>0</u>	
(2) Prior years' levies	<u>0</u>	
(3) Total secondary property taxes	\$ <u>0</u>	
C. Total property taxes collected	\$ <u>8,436,421</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>1.9500</u>	<u>1.8257</u>
(2) Secondary property tax rate	<u> </u>	<u> </u>
(3) Total city/town tax rate	<u>1.9500</u>	<u>1.8257</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>102</u> 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.



State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
City Sales Tax	\$ 21,335,300	\$ 22,073,300	\$ 16,692,324
Construction Sales Tax	4,888,900	7,920,000	4,134,393
Licenses and permits			
Business Licenses	89,100	89,100	75,000
Liquor License	10,200	10,200	10,500
Building Revenue	5,398,400	6,093,700	4,545,000
Intergovernmental			
State Sales Tax	4,490,100	4,378,658	5,011,800
Urban Revenue Sharing	5,510,900	5,496,252	7,200,700
Charges for services			
Recreation User Fees	545,600	660,600	327,842
Interest on investments			
Interest Income	266,800	426,800	472,000
Miscellaneous			
Telecommunications	157,600	157,600	160,000
Building Lease Revenue	57,800	57,800	-
Gas Franchises	110,900	110,900	115,000
Cable Licenses	323,600	323,600	330,000
Miscellaneous	103,500	103,500	103,500
Departmental Support Revenue	1,682,480	1,682,480	1,686,218
Total General Fund	\$ 44,971,180	\$ 49,584,490	\$ 40,864,277
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Highway Users Revenue	\$ 2,542,900	\$ 3,011,676	\$ 2,725,200
Pinal County Taxes	23,600	23,600	23,600
Vehicle License Tax	1,804,700	1,894,479	2,186,800
Interest Income	-	-	-
Total Highway User Revenue Fund	\$ 4,371,200	\$ 4,929,755	\$ 4,935,600
Municipal Town Center Fund			
City Sales Tax	\$ 1,005,830	\$ 1,005,830	\$ 669,998
Building Lease Revenue	-	-	80,650
Signage Revenue	20,000	20,000	13,200
Interest Income	21,000	21,000	6,500
Total Municipal Town Center Fund	\$ 1,046,830	\$ 1,046,830	\$ 770,348
Construction Sales Tax Fund			
2% Construction Sales Tax	\$ 4,888,900	\$ 7,920,000	\$ 4,134,393
Total Construction Sales Tax Fund	\$ 4,888,900	\$ 7,920,000	\$ 4,134,393
Grants & Contingency Fund			
Grants	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Contingency	-	-	-
Total Grants & Contingency Fund	2,000,000	2,000,000	2,000,000
Parks Development Fund			
Parks Development Fee	\$ 2,813,154	\$ 5,386,853	\$ 2,532,510
3rd Party Contributions	-	-	-
Interest Income	20,000	20,000	77,040
Miscellaneous	295,840	295,840	-



State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Total Parks Development Fund	\$ 3,128,994	\$ 5,702,693	\$ 2,609,550
Town Buildings Fund			
Town Building & Vehicle Development Fee	\$ 70,665	\$ 553,420	60,720
Interest Income	27,750	27,750	22,610
Total Town Buildings Fund	\$ 98,415	\$ 581,170	\$ 83,330
Transportation Development Fee Fund			
Transportation Development Impact Fee	\$ 2,121,906	\$ 2,432,715	1,975,820
Interest Income	0	0	
Total Transportation Development Fee Fund	\$ 2,121,906	\$ 2,432,715	\$ 1,975,820
Library Development Fee Fund			
Library Development Impact Fee	\$ 155,392	\$ 794,881	\$ 133,380
Interest Income	20,000	20,000	17,540
Total Library Development Fee Fund	\$ 175,392	\$ 814,881	\$ 150,920
Public Safety Development Fee Fund			
Public Safety Development Fees	\$ 172,936	\$ 431,672	\$ 506,020
Interest Income	-	-	2,380
Total Public Safety Development Fee Fund	\$ 172,936	\$ 431,672	\$ 508,400
Emergency Services Fund			
City Sales Tax	\$ 2,666,900	\$ 2,759,100	\$ 2,086,540
Construction Sales Tax	611,100	1,011,000	527,601
County Island Fire District	1,493,400	1,419,731	1,445,000
Fire Inspections	76,500	76,500	56,250
PSPRS Premium Tax Credit	102,000	137,080	144,000
ROI Utility Revenue	2,835,055	2,763,269	3,034,871
IGA - School District	65,300	65,300	155,000
Wildland Reimbursement	66,300	66,300	65,000
Building Lease Revenue			28,000
Miscellaneous	23,400	23,400	35,000
Total Emergency Services Fund	\$ 7,939,955	\$ 8,321,680	\$ 7,577,262
Fire Development Fee Fund			
Fire Development Fees	\$ 875,277	\$ 1,012,239	\$ 954,070
Interest Income			
Total Fire Development Fee Fund	\$ 875,277	\$ 1,012,239	\$ 954,070
Streetlight Improvement Districts			
Special Assessment	\$ 700,000	\$ 700,000	\$ 67,370
Interest Income	-	-	-
Total Streetlight Improvement Districts	\$ 700,000	\$ 700,000	\$ 67,370
Community Events Fund			
Contributions/Donations	\$ 75,000	\$ 75,000	\$ 75,000
Total Community Events Fund	\$ 75,000	\$ 75,000	\$ 75,000
Horseshoe Park & Equestrian Center (HPEC) Fund			
Park Revenues	\$ 757,500	\$ 757,500	\$ 431,193
Total HPEC Fund	\$ 757,500	\$ 757,500	\$ 431,193
Total Special Revenue Funds	\$ 28,352,305	\$ 36,726,135	\$ 26,273,256
DEBT SERVICE FUNDS			
Special Assessment Fund			
Property Assessments	\$ 1,735,235	\$ 1,735,235	\$ 1,736,651
Interest Income	-	-	-
Total Special Assessment Fund	\$ 1,735,235	\$ 1,735,235	\$ 1,736,651





State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Total Debt Service Funds	\$ 1,735,235	\$ 1,735,235	\$ 1,736,651
CAPITAL PROJECTS FUNDS			
Drainage & Transportation Fund			
Reimbursement from Government Agency	\$ 11,683,333	\$ 11,683,333	\$ 7,433,922
Other Funding	65,000,000	-	-
Bond/Loan Proceeds	25,000,000	90,000,000	-
Total Drainage & Transportation Fund	\$ 101,683,333	\$ 101,683,333	\$ 7,433,922
General CIP			
Contributions from Outside Agencies	\$ -	\$ 1,805,393	\$ 6,000,000
Total General CIP	\$ -	\$ 1,805,393	\$ 6,000,000
Total Capital Projects Funds	\$ 101,683,333	\$ 103,488,726	\$ 13,433,922
INTERNAL SERVICE FUNDS			
Healthcare Self-Insurance			
Premiums	\$ 4,270,949	\$ 4,270,949	\$ 4,498,615
Stop Loss Reimbursement	150,000	150,000	100,000
Interest Income	10,000	10,000	12,900
Total Healthcare Self-Insurance	\$ 4,430,949	\$ 4,430,949	\$ 4,611,515
ENTERPRISE FUNDS			
Sewer Utility Funds			
User Fees	\$ 6,335,334	\$ 6,777,764	\$ 6,841,556
Miscellaneous	711,336	711,336	768,078
Bond/Loan Proceeds	-	-	40,000,000
Capacity Fee	2,632,192	4,604,041	1,863,540
Interest Income	283,900	283,900	86,000
Total Sewer Utility	\$ 9,962,762	\$ 12,377,041	\$ 49,559,174
Water Fund			
Water Revenues/User Fees	\$ 25,140,415	\$ 24,000,824	\$ 24,683,892
Capacity Fee	2,199,067	4,601,579	1,973,055
Miscellaneous	404,998	404,998	448,447
Interest Income	394,692	394,692	248,618
Other Funding	100,000,000	50,000,000	110,000,000
Total Water Fund	\$ 128,139,172	\$ 79,402,093	\$ 137,354,012
Solid Waste Fund			
User Fees	\$ 2,935,058	\$ 2,935,058	\$ 3,625,735
Recycling	21,000	21,000	21,000
Cart Fees	189,000	189,000	176,310
Interest Income	5,560	5,560	11,000
Miscellaneous	-	-	-
Total Solid Waste	\$ 3,150,618	\$ 3,150,618	\$ 3,834,045
Total Enterprise Funds	\$ 141,252,552	\$ 94,929,752	\$ 190,747,231
TOTAL ALL FUNDS	\$ 322,425,554	\$ 290,895,287	\$ 277,666,852

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





State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Debt Service	\$	\$	\$	\$ 5,539,621
Interfund Loan				
Infrastructure (CIP)				3,377,700
Emergency Services Fund				10,432,373
Horseshoe Park & Equestrian Center Fund				1,232,769
HURF				97,161
Community Events				25,000
Total General Fund	\$ -	\$ -	\$ -	\$ 20,704,624
SPECIAL REVENUE FUNDS				
Library Development Fee Fund	\$	\$	\$	\$ 232,910
Emergency Services Fund			10,432,373	360,000
Grants Fund				
Parks Development				4,978,457
Public Safety Development Fee Fund				1,893,637
Town Buildings & Vehicles Development Fee				286,957
Fire Development Fee Fund				10,204,296
Transportation Development Fund				6,903,453
Construction Sales Tax				6,714,416
Town Center				398,875
HURF			97,161	263,871
Community Events			90,000	
Horseshoe Park & Equestrian Center Fund			1,232,769	294,185
Total Special Revenue Funds	\$ -	\$ -	\$ 11,852,303	\$ 32,531,057
DEBT SERVICE FUNDS				
Special Assessment Fund	\$	\$	\$	\$
Debt Service			10,952,351	
Total Debt Service Funds	\$ -	\$ -	\$ 10,952,351	\$ -
CAPITAL PROJECTS FUNDS				
Transportation CIP	\$	\$	\$ 14,080,459	\$
General CIP			15,601,451	
Total Capital Projects Funds	\$ -	\$ -	\$ 29,681,910	\$ -
ENTERPRISE FUNDS				
Water Fund	\$	\$	\$ 749,117	\$ 15,238,796
Water Capacity				8,199,938
Water CIP			13,141,002	
Water Debt			10,297,732	
Sewer/Wastewater Fund				4,053,338
Sewer/Wastewater Capacity				7,771,496
Sewer/Wastewater CIP			9,152,918	
Sewer/Wastewater Debt			2,671,916	
Total Enterprise Funds	\$ -	\$ -	\$ 36,012,685	\$ 35,263,568
TOTAL ALL FUNDS	\$ -	\$ -	\$ 88,499,249	\$ 88,499,249





State Auditor General Budget Schedules

**TOWN OF QUEEN CREEK
Expenditures/Expenses by Fund
Fiscal Year 2021**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
Town Council	\$ 439,120	\$ -	\$ 439,120	\$ 439,120
Town Manager	1,098,102	-	1,098,102	1,168,570
Legal Services	465,000	-	465,000	465,000
Town Clerk	268,922	-	268,922	306,598
Finance	2,469,288	534,800	3,004,088	2,203,392
Workforce & Technology	4,082,656	171,053	4,253,709	4,364,109
Communications, Marketing & Recreation	2,419,059	169,225	2,588,284	2,212,438
Economic Development	902,931	-	902,931	790,833
Development Services	3,534,044	778	3,534,822	3,319,502
Public Works	6,887,374	874,573	7,761,947	7,714,677
Centralized Services	4,512,125	(952,134)	3,559,992	2,593,750
Total General Fund	\$ 27,078,621	\$ 798,295	\$ 27,876,917	\$ 25,577,989
SPECIAL REVENUE FUNDS				
HURF				
Public Works	\$ 5,651,257	\$ 50,612	\$ 5,701,869	\$ 4,768,890
Municipal Town Center Fund				
Economic Development	874,900	309,953	1,028,312	1,146,441
Streetlight Improvement District				
General Operations	700,000	-	700,000	181,600
Grants & Contingency Fund				
General Operations	2,000,000	-	-	6,262,796
Construction Sales Tax Fund				
Capital	317,900	-	317,900	146,147
Parks Development Fund				
Comm. Marketing & Recreation	6,090,148	(1,539,538)	4,550,610	-
Carryforward Allowance	-	-	-	-
Town Buildings & Vehicles Fund				
General Operations	-	-	-	-
Transportation Development Fund				
Public Works	-	-	-	-
Library Development Fund				
Comm. Marketing & Recreation	-	-	-	-
Public Safety Development Fund				
Emergency Management Services	-	19,568	19,568	-
Fire Development Fund				
Emergency Management Services	-	19,568	19,568	-
Emergency Services Fund				
Emergency Management Services	20,209,170	548,181	20,757,351	23,905,600
Community Events Fund				
Comm. Marketing & Recreation	165,000	-	165,000	165,000
HPEC Fund				
Economic Development	1,587,453	328,849	1,916,302	1,368,777
LTAFF				
Public Works	-	-	-	-
Total Special Revenue Funds	\$ 37,595,828	\$ (262,807)	\$ 35,176,480	\$ 37,945,251
DEBT SERVICE FUNDS				
Special Assessment Fund				
General Operations	\$ 1,735,235	\$ 0	\$ 1,735,235	\$ 1,736,651
Debt Service Fund				
General Operations	9,894,201	(1,245,000)	8,649,201	10,952,351
Total Debt Service Funds	\$ 11,629,436	\$ (1,245,000)	\$ 10,384,436	\$ 12,689,002



State Auditor General Budget Schedules

**TOWN OF QUEEN CREEK
Expenditures/Expenses by Fund
Fiscal Year 2021**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
CAPITAL PROJECTS FUNDS				
Drainage & Transportation				
Public Works	\$ 121,883,321	\$ (5,058,457)	\$ 116,824,864	\$ 100,359,623
Carryforward Allowance			(86,586,571)	
General CIP -				
General Operations	10,970,774	5,854,819	16,825,593	43,940,333
Carryforward Allowance			(9,085,402)	
Total Capital Projects Funds	\$ 132,854,095	\$ 796,362	\$ 37,978,484	\$ 144,299,956
ENTERPRISE FUNDS				
Sewer/Wastewater Funds				
Sewer Operating	\$ 4,200,650	\$ (252,592)	\$ 3,948,058	\$ 4,891,774
Sewer Capacity	-	-	-	-
Sewer Capital	38,559,409	(1,258)	38,558,151	40,594,713
Sewer Debt	392,700	-	392,700	392,100
Carryforward Allowance			(28,941,795)	-
Subtotal Sewer/Wastewater	\$ 43,152,759	\$ (253,850)	\$ 13,957,114	\$ 45,878,587
Water Funds				
Water Operating	72,543,299	2,658	72,545,957	82,353,030
Water Capacity	-	-	-	-
Water Capital	61,958,712	(2,658)	61,956,054	46,184,438
Water Debt	58,374,865	-	58,374,865	5,737,529
Carryforward Allowance			(113,609,988)	-
Subtotal Water	\$ 192,876,876	\$ -	\$ 79,266,888	\$ 134,274,997
Solid Waste Fund	3,371,202	167,000	3,538,202	3,834,045
Total Enterprise Funds	\$ 239,400,837	\$ (86,850)	\$ 96,762,204	\$ 183,987,629
INTERNAL SERVICE FUNDS				
Healthcare / Self-Insurance Fund				
Healthcare	\$ 4,160,101	-	\$ 4,160,101	\$ 4,611,515
Subtotal Healthcare	\$ 4,160,101	\$ -	\$ 4,160,101	\$ 4,611,515
Total Internal Service Funds	\$ 4,160,101	\$ -	\$ 4,160,101	\$ 4,611,515
TOTAL ALL FUNDS	\$ 452,718,918	\$ -	\$ 212,338,622	\$ 409,111,342

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



State Auditor General Budget Schedules

TOWN OF QUEEN CREEK Expenditures/Expenses by Department Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES	EXPENDITURE/EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/EXPENSES*	BUDGETED EXPENDITURES/EXPENSES
	2020	2020	2020	2021
Town Council				
General Fund	\$ 439,120	\$ -	\$ 439,120	\$ 439,120
Town Council Total	<u>\$ 439,120</u>	<u>\$ -</u>	<u>\$ 439,120</u>	<u>\$ 439,120</u>
Town Manager				
General Fund	\$ 1,098,102	\$ 0	\$ 1,098,102	\$ 1,168,570
Town Manager Total	<u>\$ 1,098,102</u>	<u>\$ 0</u>	<u>\$ 1,098,102</u>	<u>\$ 1,168,570</u>
Legal Services				
General Fund	\$ 465,000	\$ -	\$ 465,000	\$ 465,000
Legal Services Total	<u>\$ 465,000</u>	<u>\$ -</u>	<u>\$ 465,000</u>	<u>\$ 465,000</u>
Town Clerk				
General Fund	\$ 268,922	\$ -	\$ 268,922	\$ 306,598
Town Clerk Total	<u>\$ 268,922</u>	<u>\$ -</u>	<u>\$ 268,922</u>	<u>\$ 306,598</u>
Finance				
General Fund	\$ 2,469,288	\$ 534,800	\$ 3,004,088	\$ 2,203,392
Finance Total	<u>\$ 2,469,288</u>	<u>\$ 534,800</u>	<u>\$ 3,004,088</u>	<u>\$ 2,203,392</u>
Communications, Marketing & Recreation				
General Fund	\$ 2,419,059	\$ 169,225	\$ 2,588,284	\$ 2,212,438
Parks Development Fund	6,090,148	(1,539,538)	4,550,610	0
Library Development Fund	0	0	0	0
Community Events Fund	165,000	-	165,000	165,000
Communications, Marketing	<u>\$ 8,674,207</u>	<u>\$ (1,370,313)</u>	<u>\$ 7,303,894</u>	<u>\$ 2,377,438</u>
Development Services				
General Fund	\$ 3,534,044	\$ 778	\$ 3,534,822	\$ 3,319,502
Development Services Total	<u>\$ 3,534,044</u>	<u>\$ 778</u>	<u>\$ 3,534,822</u>	<u>\$ 3,319,502</u>
Public Works				
General Fund	\$ 6,887,374	\$ 874,573	\$ 7,761,947	\$ 7,714,677
HURF	5,651,257	50,612	5,701,869	4,768,890
Solid Waste Fund	3,371,202	167,000	3,538,202	3,834,045
LTAf	-	-	-	-
Transportation Development Fund	0	0	0	-
Drainage & Transportation Fund	121,883,321	(5,058,457)	30,238,293	100,359,623
Public Works Total	<u>\$ 137,793,154</u>	<u>\$ (3,966,272)</u>	<u>\$ 47,240,311</u>	<u>\$ 116,677,235</u>
Workforce & Technology				
General Fund	\$ 4,082,656	\$ 171,053	\$ 4,253,709	\$ 4,364,109
Workforce & Technology Total	<u>\$ 4,082,656</u>	<u>\$ 171,053</u>	<u>\$ 4,253,709</u>	<u>\$ 4,364,109</u>
Economic Development				
General Fund	\$ 902,931	\$ 0	\$ 902,931	\$ 790,833
Municipal Town Center Fund	874,900	309,953	1,028,312	1,146,441
Horseshoe Park Fund	1,587,453	328,849	1,916,302	1,368,777
Economic Development Total	<u>\$ 3,365,284</u>	<u>\$ 638,802</u>	<u>\$ 3,847,545</u>	<u>\$ 3,306,051</u>



State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Expenditures/Expenses by Department
Fiscal Year 2021

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Emergency Management Services (EMS)				
Emergency Services Fund	\$ 20,209,170	\$ 548,181	\$ 20,757,351	\$ 23,905,600
Public Safety Development Fund	-	19,568	19,568	-
Fire Development Fund	-	19,568	19,568	-
EMS Total	\$ 20,209,170	\$ 587,317	\$ 20,796,487	\$ 23,905,600
Utilities Department				
Sewer Utility Fund	\$ 4,200,650	\$ (252,592)	\$ 3,948,058	\$ 4,891,774
Sewer Capacity Fund	-	0	0	-
Sewer Capital Fund	38,559,409	(1,258)	38,558,151	40,594,713
Sewer Debt Fund	392,700	-	392,700	392,100
Carryforward Allowance	-	-	(28,941,795)	-
Water Operating Fund	72,543,299	2,658	72,545,957	82,353,030
Water Capacity Fund	-	0	0	-
Water Capital Fund	61,958,712	(2,658)	61,956,054	46,184,438
Water Debt Fund	58,374,865	-	58,374,865	5,737,529
Carryforward Allowance	-	-	(113,609,988)	-
Utilities Department Total	\$ 236,029,635	\$ (253,850)	\$ 93,224,002	\$ 180,153,584
Centralized Services/General Operations				
General Fund	\$ 4,512,125	\$ (952,134)	\$ 3,559,992	\$ 2,593,750
General CIP	10,970,774	5,854,819	7,740,191	43,940,333
Construction Sales Tax	317,900	0	317,900	146,147
Town Buildings & Vehicle Develop	-	0	0	-
Grants & Contingency Fund	2,000,000	-	0	6,262,796
Streetlight Improvement Districts	700,000	-	700,000	181,600
Special Assessments Fund	1,735,235	0	1,735,235	1,736,651
Debt Service Fund	9,894,201	(1,245,000)	8,649,201	10,952,351
Healthcare / Self-Insurance	4,160,101	-	4,160,101	4,611,515
Centralized Services/General Operations Total	\$ 34,290,336	\$ 3,657,685	\$ 26,862,620	\$ 70,425,143
Total All Departments	\$ 452,718,918	\$ -	\$ 212,338,622	\$ 409,111,342





State Auditor General Budget Schedules

TOWN OF QUEEN CREEK
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND						
Town Council	7.00	\$ 205,094	\$ -	\$ 69,765	\$ 46,361	= \$ 321,220
Town Manager	6.00	846,569	107,105	68,174	93,922	= 1,115,770
Town Clerk	2.00	161,354	19,351	21,232	14,431	= 216,368
Finance	18.18	1,437,890	174,219	124,883	125,550	= 1,862,542
Communications, Marketing & Rec	22.06	1,301,478	130,975	80,155	130,485	= 1,643,093
Development Services	26.60	2,214,613	265,887	279,157	240,575	= 3,000,232
Public Works	48.43	2,999,058	353,116	464,607	339,765	= 4,156,546
Workforce & Technology	15.40	1,393,855	169,761	186,750	123,858	= 1,874,224
Economic Development	4.10	442,130	54,342	41,699	40,392	= 578,563
Non-Departmental		-				= -
Total General Fund	149.77	\$ 11,002,041	\$ 1,274,756	\$ 1,336,422	\$ 1,155,339	= \$ 14,768,558
SPECIAL REVENUE FUNDS						
Emergency Services	84.00	\$ 7,913,001	\$ 1,489,179	\$ 1,082,197	\$ 973,512	= \$ 11,457,889
HPEC	7.00	513,206	59,072	56,456	67,461	= 696,195
HURF	18.00	1,127,277	125,304	184,385	132,894	= 1,569,860
Total Special Revenue Funds	109.00	\$ 9,553,484	\$ 1,673,555	\$ 1,323,038	\$ 1,173,867	= \$ 13,723,944
Capital Funds						
Drainage & Transportation	7.40	\$ 608,447	\$ 72,836	\$ 61,418	\$ 64,439	= \$ 807,140
ENTERPRISE FUNDS						
Sewer Utility Fund	6.50	\$ 462,965	\$ 53,273	\$ 74,724	\$ 57,263	= \$ 648,225
Water Fund	66.75	4,667,714	539,582	649,950	520,524	= 6,377,770
Solid Waste Fund	5.05	354,525	42,824	56,340	34,780	= 488,469
Total Enterprise Funds	78.30	\$ 5,485,204	\$ 635,679	\$ 781,014	\$ 612,567	= \$ 7,514,464
TOTAL ALL FUNDS	344.47	\$ 26,649,176	\$ 3,656,826	\$ 3,501,892	\$ 3,006,212	= \$ 36,814,106





Acronyms

- ACMA** – Arizona City/County Management Association
ADEQ – Arizona Department of Environmental Quality
ADOT – Arizona Department of Transportation
ADOR – Arizona Department of Revenue
ADWR – Arizona Department of Water Resources
A.R.S – Arizona Revised Statute
ASRS – Arizona State Retirement System
CAAG – Central Arizona Association of Governments
CAGRD – Central Arizona Groundwater Replenishment District
CAFR – Comprehensive Annual Financial Report
CAP – Central Arizona Project
CDBG – Community Development Block Grant
CERT - Community Emergency Response Team
CIL - Cash-in-Lieu
CIP – Capital Improvement Program
CMAQ – Congestion Mitigation & Air Quality
CMR – Communications, Marketing & Recreation
CPI – Consumer Price Index
CSP – Corporate Strategic Plan
CY – Calendar Year
DEQ – Department of Environmental Quality
EEO – Equal Employment Opportunity
EMS – Emergency Medical Services
EMT – Emergency Medical Technician
EOC – Emergency Operations Center
FASB – Financial Accounting Standards Board
FICA – Federal Insurance Contribution Act
FMLA – Family and Medical Leave Act
FTE – Full-Time Equivalent
FY – Fiscal Year
GAAP – General Accepted Accounting Principles
GADA – Greater Arizona Development Authority
GASB – Government Accounting Standards Board
GIS – Geographic Information System
GFOA – Government Finance Officers Association
GFOAz – Government Finance Officers Association of Arizona
GWRP – Greenfield Water Reclamation Plant
HR – Human Resources
HPEC – Horseshoe Park Equestrian Centre
HURF – Highway User Revenue Fund
ICMA – International City Managers Association
IIP – Infrastructure Improvement Plan
IT – Information Technology
KRA – Key Result Area
LEED – Leading Through Education & Environmental Design
LTAf – Local Transportation Assistance Fund
MAG – Maricopa Association of Governments
MCSO – Maricopa County Sheriff’s Office
M&O – Maintenance & Operations
O & M – Operations & Maintenance
OSHA – Occupational Safety and Health Administration
PMGAA – Phoenix Mesa Gateway Airport Authority
PRV – Pressure Reducing Valve
PSPRS – Public Safety Personnel Retirement System
PSPRS TIER 1 – Sworn Fire staff hired prior to 1/1/2012
PSPRS TIER 2 – Sworn Fire staff hired on/after 1/1/2012 but prior to 7/1/2017
PSPRS TIER 3 – Sworn Fire staff hired on/after 7/1/2017
ROI – Return on Investment
SLID – Street Light Improvement District
TIP – Transportation Improvement Plan
WIFA – Water Infrastructure Financing Authority





Glossary

A

Account – An organizational budget/operating unit within a Town department or division.

Accrual – A liability due to an expense for which no invoice has yet been received.

Actual – As used in the fund summaries and division summaries within the budget document, represents the actual cost results of operations.

Adopted Budget – Represents the current fiscal year budget and spending limit as approved by formal action of the Town Council.

Amortization – Recognition of expense of a debt by regular intervals over a specific period of time.

Allocation – A part of a lump sum appropriation that is designated for expenditure by specific organization units and/or for special purposes, activities, or subjects.

Appropriation – Authorization by the Town Council which permits the Town to incur obligations to make expenditures for a specific purpose, referred to as expenditure authority

Assessed Valuation – A value that is established for real and personal property used as a basis for levying property taxes. Property values are established by the County Assessor and the State as a basis for levying taxes.

Asset – A resource owned or held by a government that has monetary value.

Audit – An official inspection of an individual's or organization's accounts, typically by an independent body.

Available Fund Balance – Funds remaining from the prior year that are available for appropriation in the current year.

B

Balanced Budget – A budget that contains ongoing revenues equal to the ongoing expenditures of the Town.

Base Budget – The ongoing expense necessary to maintain desired service levels. Changes in demand and activity level may create the need for additional resources or make available resources for other purposes.

Bond – A long-term "IOU" or promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (maturity date). Bonds are used primarily for financing capital projects.

Bond Rating – The measure of the quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments and dictates the interest rate paid.

Budget Amendment – A change of budget appropriation between expenditure accounts that is different from the original adopted budget. Budget amendments do not change the legal spending limit adopted by the Town Council.

Budget Calendar – A schedule of key dates and milestones in preparation, adoption and administration of the budget.

Budget Message – The opening section of the budget document, which provides a general summary of the most important aspects of the budget, changes from the previous fiscal year, key issues impacting the budget and recommendations regarding the financial policy for the upcoming period.





Glossary

Budgetary Control – The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

C

Capital Budget – The first year of the five-year Capital Improvement Program (CIP) becomes the fiscal commitment to develop projects for the current fiscal year. The capital budget reflects appropriations for items that have a high monetary value (\$50,000 or more), are long-term in nature, add to the capital assets or infrastructure of the Town, and are generally financed on a long-term basis.

Capital Improvement Program – The Capital Improvement Program (CIP) is a comprehensive projection of capital investment projects, which identifies priorities as to need, method of financing, and project costs and revenues over a five-year period. It is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget. The capital improvement program for the ensuing year must be formally adopted during the budget approval process.

Capital Outlay – Payments made in cash or cash equivalents over a period of more than one year; they are also known as capital expenditures. Capital outlays are used to acquire assets or improve the useful life of existing assets.

Carry Over / Carry Forward – Year-end unused expenditure authority from the prior fiscal year budget included in new year budget to cover obligations that cross fiscal years for approved capital projects or other one-time expenses.

Cash-in-lieu – Funding for capital projects the Town requires from developers in lieu of them constructing necessary off-site improvements related to their development project.

Citizen Corps – a program under the Department of Homeland Security that provides training for the population of the United States to assist in the recovery after a disaster or terrorist attack.

Commodities – Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants, etc.

Consumer Price Index (CPI) – A statistical description of price levels provided by the US Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contingency – A budgetary reserve set aside for emergency or unanticipated expenses and/or revenue shortfalls. The Town Council must approve all contingency expenditures.

Contractual Services – Expenditures for services such as rentals, insurance, maintenance, etc. that are generally purchased by the Town through an approved contract.

D

Debt Service – The cost of paying principal, interest and related service charges on borrowed money according to a predetermined payment schedule.

Department – A major administrative division of the Town with overall management responsibility for an operation or a group of related operations.

Depreciation – Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.





Glossary

Development Impact Fee – Fee charged to new development to offset the cost of Town improvements that are required due to new growth.

Disbursement – The expenditure of money from an account.

Division – An organized unit within a department.

E

Encumbrance – The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund – A governmental accounting fund in which the services provided, such as water or sewer or sanitation, are financed and operated similarly to those of a private business. The rate schedules for the services are established to ensure that user revenues are adequate to meet necessary expenditures.

Estimated Revenue – The projected amount of revenues to be collected during a fiscal year.

Expenditure – Actual outlay of funds for an asset, good, or service obtained regardless of when expense is actually paid.

Expenditure Limitation – An amendment to the Arizona State Constitution that limits annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation. All municipalities have the option of adopting an exception (known as Home Rule) to the state imposed limit, under which voters approve a four-year expenditure limit equal to the municipality's annual budget.

F

Fiscal Year – The time period designated by a government or organization signifying the beginning and end of the financial reporting period. Queen Creek has established July 1 to June 30 as the municipal fiscal year.

Fixed Assets – Assets of a long-term character intended to be held or used, such as land, buildings, machinery, furniture and other equipment.

Franchise Fees – Annual fees paid by utilities (natural gas and cable TV) for use of Town public rights-of-way. Franchise fees are typically a set percentage of gross revenue within the Town.

Fringe Benefits – Contributions made by a government to meet commitments or obligations for employee-related expenses. Included is the Town's share of costs for social security, pension plans, medical and life insurance plans.

Full-Time Equivalent (FTE) – A calculation used to convert hours to equivalent full-time positions. Full-time employee salaries are based on 2,080 hours per fiscal year. The full-time equivalent of a part-time employee is calculated by dividing the number of hours budgeted by 2,080.

Fund – An accounting entity that has a set of self-balancing accounts and records all financial transactions for specific activities or government functions.

Fund Balance – Difference between assets and liabilities reported in a government fund.

Assigned – Amounts that are constrained by the government's intent to be used for specific purposes, but that are neither restricted nor committed.

Committed – Amounts that can be used only for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision-making authority. In the case of the Town, this would be the Council and Mayor.





Glossary

Non-spendable – Portions of fund balance that include amounts that cannot be spent because they are either (a) not in spendable form or (b) legally or contractually required to be maintained intact.

Restricted – Portion of fund balance that reflects constraints placed on the use of resources that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation.

Unassigned – Residual classification for the General Fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund. The General Fund should be the only fund that reports a positive unassigned fund balance amount.

G

General Fund – The primary general purpose fund supported by taxes, fees and other non-enterprise revenues.

General Plan – A planning and legal document that outlines the community vision in terms of land use.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

Government Funds – Refers to the use of fund accounting in which funds are set up for specific sources of revenues. Its main purpose is stewardship of financial resources received and expended in compliance with legal or other requirements.

Grants – State, federal or other subsidies received in aid of a public undertaking that do not need to be repaid.

H

Highway User Fuel Tax (HURF) – Gasoline tax shared with municipalities; a portion is distributed based upon the population of the town and a portion is distributed based upon the origin of the sale of fuel. The Arizona State Constitution requires that this revenue be used solely for street and highway purposes.

Home Rule – Voter approved exception to the state imposed expenditure limitation. Home Rule must be approved by the voters every four years. The annual expenditure limit under the Home Rule option is equal to the Town's annual budget.

I

Improvement Districts – Improvement districts are composed of property owners who desire improvements that will benefit all properties within the district. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

Indirect Cost – A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance or custodial services.

Inter-Fund Transfer – The movement of monies between funds of the same governmental entity.

Internal Service Funds – A group of funds that account for services provided to other divisions and departments within the Town government.

J

Journal Entry – An entry into the financial system that transfers actual amounts from one account, department, or fund to another.





Glossary

L

Liability – An obligation of the Town to convey something of value in the future.

M

Modified Accrual Basis – Under the modified accrual basis of accounting recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

O

Objective – A mission, purpose, or standard that can be reasonably achieved within the expected timeframe and with available resources. Along with goals, objectives are basic planning tools underlying all strategic activities. They serve as the basis for policy and performance appraisals.

Operating Budget – The annual spending plan for a government’s recurring non-capital expenses, including personnel salaries, fringe benefits, professional development, supplies, equipment, repairs and administrative expenses. The operating budget is distinct from expenses to build or acquire permanent infrastructure.

Operating Expense – Cost for necessary resources needed by a department to provide services and perform desired tasks.

Operating Revenue – Funds that a government receives as income to pay for ongoing operations, including taxes, user fees, interest earnings and grants. Operating revenues are used to pay for recurring, non-capital expenses.

Ordinance – A formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

P

Performance Management – A results-oriented system that allows the Town to set goals and targets for programs and services and assess whether those targets are being met on a recurring basis.

Property Tax – Total property tax levied by a municipality on the assessed value of a property within Town limits. In Arizona, the property tax system is divided into primary and secondary.

Primary Property Tax – A limited tax levy used for operations based on primary assessed valuation and primary tax rate. The tax rate is restricted to a 2% annual increase.

Secondary Property Tax – An unlimited tax levy restricted to voter-approved budget overrides. The tax is based on the secondary assessed valuation and secondary tax rate.

Property Tax Levy – The total amount that can be raised by property tax for purposes outlined in the Tax Levy Ordinance.

Property Tax Rate – The amount of tax stated in terms of a unit of the tax base expressed as dollars per \$100 of assessed valuation.

Proprietary Funds – These funds call for the services rendered under these accounts to be paid for by their patrons who use them, working like a business. Proprietary funds aren't eligible to make a profit. Therefore, the ideal situation is for its costs to balance out with its revenue.





Glossary

Program – A group of related activities performed by one or more divisions or departments of the Town for the purpose of accomplishing a service the Town is responsible for delivering.

R

Reserve/Contingency – A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted. The Town Council must approve all contingency expenditures.

Revenue – The income of a government from all sources appropriated for the payment of the public expenses during a specified period of time. For Queen Creek, revenues may include receipts from taxes, intergovernmental sources, user fees, voter-authorized bonds, development fees and grants.

Roll-Up/Roll-Up Code – A set of like accounts linked together for the purpose of interactive budget management. An individual expense line under a designated roll-up code can be overdrawn as long as the sum of the whole has an available budget appropriation.

S

Scenario – A tool used by the Town to understand different ways that future events might affect the projected budget.

State Shared Revenue – The portion of revenues collected by the state that are allocated to municipalities based on population data.

Special Revenue Fund – An account composed of receipts from specific revenues. Such funds are authorized by statutory or charter provisions to pay for specific activities with continuing revenues.

Street Light Improvement District (SLID) – A special district to fund the energy costs of streetlights placed in residential subdivisions. An assessment is levied against the property owners to cover the costs of electrical billings received and paid by the Town.

T

Transfers – The authorized exchanges of cash or other resources between funds, departments and/or capital projects.

Trust Funds – Established to administer resources received and held by the Town as the trustee or agent for others. Use of these funds facilitates the discharge of responsibility placed upon the Town by virtue of law or other similar authority.

U

User Fees or Charges – The payment of a fee for direct receipt of a public service by the party who benefits from the service.

V

Variance – Comparison of actual expenditure and revenues from one year to the next and comparison of budget-to-actual in current fiscal year.

W

Working Capital – A financial metric that represents operating liquidity available to the Town. It is calculated as current assets minus current liability.



TOWN OF QUEEN CREEK

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