

TOWN OF QUEEN CREEK, ARIZONA

ADOPTED BUDGET
FISCAL YEAR 2021-2022





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Queen Creek

Arizona

For the Fiscal Year Beginning

July 1, 2020

Christopher P. Morill

Executive Director



Table of Contents

| | |
|---|--|
| Town Manager’s Letter/Budget Messageiv | Emergency Services86 |
| Introduction & Community Overview1 | Special Revenue.....87 |
| Town Council Profiles.....2 | Debt Service & Capital88 |
| Community Profile9 | Enterprise89 |
| Queen Creek Demographics.....25 | Reserves / Fund Balances.....90 |
| Organizational Planning | Town Programs / Performance |
| Corporate Strategic Plan34 | How to Use this Section92 |
| Planning Tools37 | Expenditure Glossary.....97 |
| Long Range Financial Plan38 | Town Programs & Performance Overview.....98 |
| Financial Policies42 | <i>Departments - Descriptions, Missions, Objectives,</i> |
| Budget Process and Procedures.....50 | <i>Budget, Staffing, Organizational Chart,</i> |
| Organizational Structure | <i>Performance & Analysis</i> |
| Town Organizational Chart54 | Mayor & Town Council.....99 |
| Employees by Department.....55 | Town Manager & Legal101 |
| Fund Structure Chart.....57 | Town Clerk105 |
| Fund Structure Narrative58 | Finance108 |
| Sources: Where the Money Comes From62 | Workforce & Technology114 |
| Uses: Where the Money Goes63 | Communications, Marketing & Recreation121 |
| Uses: Budget by Fund/Type64 | Economic Development128 |
| Budget by Category/Total Appropriations65 | Development Services.....136 |
| Budget | Public Works.....144 |
| Budget Development68 | Utility Services Department160 |
| Budget Overview FY 2021/22.....70 | Fire & Emergency Medical Services173 |
| Policy Issues Addressed.....71 | Police Services.....183 |
| Budget Calendar.....72 | Centralized Services191 |
| Budget Assumptions - Revenues.....73 | Capital Program & Debt |
| Revenues/Sources by Fund82 | Capital Program Overview196 |
| Expenditures/Uses by Fund83 | Five-Year Capital Improvement Summary.....197 |
| General Fund Budget84 | CIP Funding Sources.....198 |
| Three-Year Summaries by Fund | CIP Expenditures/Uses.....199 |
| General Fund85 | CIP Budget Year to Year Comparison.....200 |



Table of Contents

Capital Program & Debt

| | |
|--|-----|
| Major Funding Sources for CIP | 201 |
| CIP Impacts Operations & Maintenance | 204 |
| Capital Funds Carryforward | 209 |

CIP Five-Year Fund Summaries

| | |
|---|-----|
| Transportation Infrastructure Fund..... | 213 |
| General Capital Fund | 215 |
| Utility Enterprise Fund..... | 216 |
| Wastewater Capacity Fee Fund | 220 |

Development Fee Fund

| | |
|--|-----|
| Transportation Development Fund | 222 |
| Parks, Open Space Development Fund | 223 |
| Public Safety Development Fund..... | 224 |
| Fire Development Fund | 225 |
| Town Building Fund | 226 |
| Library Development Fund | 227 |

Other Funds

| | |
|--|-----|
| Construction Sales Tax Fund..... | 228 |
| Municipal Town Center Fund | 229 |
| Healthcare Self-Insurance Fund..... | 230 |
| Streetlight Improvement Districts Fund | 231 |
| Community Events Fund..... | 231 |
| Grants Fund | 231 |

Debt Limits & Guidelines.....

| | |
|---------------------------------|-----|
| Debt by Type | 232 |
| Debt Service by Fund..... | 237 |
| Outstanding Debt Schedule | 239 |

Appendix

| | |
|---|-----|
| Adoption Resolution | 242 |
| State Auditor General Budget Schedules..... | 243 |
| Position Listing | 254 |

| | |
|----------------|-----|
| Acronyms..... | 264 |
| Glossary | 265 |



TOWN OF QUEEN CREEK ARIZONA

July 1, 2021

Honorable Mayor and Town Council,

The Fiscal Year 2021/22 Adopted Budget is balanced and allocates resources consistent with the needs of our growing community. It was developed following a year of unprecedented upheaval caused by the COVID-19 pandemic. The Town's financial condition has weathered the crisis better than expected, with actual revenue collections exceeding initial projections and building permit activity remaining strong. Within the resources available, the Adopted Budget is consistent with the Council's priorities identified in the Corporate Strategic Plan.

The Fiscal Year 2021/22 budget totals \$487.2 million. Consistent with the needs of our growing community and the Council's priorities, the budget includes full staffing and funding for the transition to the new Queen Creek Police Department. This transition is on schedule and is expected to be complete in January 2022. The budget also includes funding to continue our investments in new streets, water and wastewater infrastructure; continued funding for possible acquisition of water rights to meet our long-term water plans; and a placeholder towards implementing elements of the Parks Master Plan.

Budget Format

This year's document format is similar to prior years' budgets. The budget document is divided into the following sections: Introduction and Community Overview, Organizational Planning, Structure, Budget Development Overview with Summary Schedules, Program Budgets by Department, Capital and Development Funds by Project, Current Debt Information (with Schedules), and an appendix with glossary and approved positions.

Budget Overview

The following guiding principles, sources of information, and key issues shaped the Fiscal Year 2021/22 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.
- **The Economy.** The national and state economies are poised to expand coinciding with the successful roll-out of vaccination programs, bringing higher consumer confidence and releasing pent-up demand for goods and services.
- **Population Growth and Commercial Investment.** The Town has seen significant residential and commercial growth in the last several years, inclusive of annexations. We expect that growth to

continue. Developing plans to deal with an increasing residential population and business investment is critical to ensure both operational and infrastructure needs are met.

- 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. The five-year financial plan remains balanced, reflecting increased revenues and expenses based on population growth and new commercial development.

Budget Highlights

The following are highlights of specific items in the Fiscal Year 2021/22 Budget:

- Police Services. The Budget includes full staffing and funding for the Queen Creek Police Department. Resources have been allocated to hire an additional 58 sworn officers and seven administrative positions, as well as funding for the necessary software, hardware, equipment, and fleet vehicles to operate a full-service police department. Also, the Budget includes five new positions in human resources, information technology, payroll, fleet services, and public relations to assist the new police department with administrative activities.
- Operations and Maintenance Staffing. The Budget includes funding for seven field workers to operate, maintain, and service the Town's facilities, streets and right-of-ways, traffic signals, and utility systems. These positions are critical to protect the Town's multi-million dollar investments in infrastructure and maintain existing service levels to our residents and businesses.
- Comprehensive Capital Improvement Plan (CIP). As a growing community, the need for new infrastructure for transportation, water, and wastewater remains 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 2021/22 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, \$53 million is included in the Fiscal Year 2021/22 Budget for the potential acquisition of additional water rights and groundwater extinguishment credits.
- Additional Staffing. In addition to the positions mentioned above, the budget includes funding for two other new positions:
 - One traffic engineer to help manage the increased demands for traffic planning and analysis that private development is placing on the Town.
 - One financial analyst to assist with accounting, reconciliation, and reporting activities related to the growing water and wastewater utility service area.
- Employee Compensation. Resources have been allocated to fund employee merit and market increases consistent with our 2014 adopted compensation plan.
- 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. The Budget includes a 4% increase in major medical premiums, which is recommended to be absorbed by the organization. Therefore, individual employee premiums remain unchanged.

Acknowledgements

The Town Council's guidance and support has been instrumental in the development of the Fiscal Year 2021/22 Budget. Special thanks to our Town Council Budget Committee Council Member Jeff Brown (Chair), Council Member Robin Benning and Council Member Leah Martineau 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 and Information Technology 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 continued innovation and creative solutions which made this year's budget process a success.

Respectfully,

A handwritten signature in black ink, appearing to read "John Kross". The signature is fluid and cursive, with a large initial "J" and "K".

John Kross, ICMA-CM
Town Manager



FY 2021/22
Budget



Introduction and Community Overview

Town Council Profiles
Community Profile
Queen Creek Demographics



QUEEN CREEK TOWN COUNCIL



Gail Barney
Mayor

Term: Jan. 2019 - Jan. 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 and Transportation Policy Committee, and serves on the Phoenix-Mesa Gateway Airport Authority Board of Directors, the Maricopa/Pinal Gateway Alliance, the Arizona Municipal Tax Code Commission, the League of Arizona Cities and Towns Executive Committee, the EVTI North/South Corridor Sub-Committee, 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

- Maricopa Association of Governments (MAG) Regional Council
- MAG Transportation Policy Committee
- Phoenix-Mesa Gateway Airport Authority Board of Directors
- Maricopa/Pinal Gateway Alliance
- Arizona Municipal Tax Code Commission
- League of Arizona Cities and Towns Executive Committee
- EVTI North/South Corridor Sub-Committee
- Queen Creek Public Safety Retirement Board



QUEEN CREEK TOWN COUNCIL



Dawn Oliphant
Vice Mayor

Term: Jan. 2019 - Jan. 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. Council Member Oliphant was appointed by Mayor Barney in January 2021 to serve as Vice Mayor for a one-year period ending in January 2022. She served as previous Chair of the Town Council Budget Committee, and represents the Town on the Greater Phoenix Economic Council and the Maricopa Association of Governments (MAG) Economic Development 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

- Greater Phoenix Economic Council
- Maricopa Association of Governments (MAG) Economic Development Committee



QUEEN CREEK TOWN COUNCIL



Robin Benning Council Member

Term: Jan. 2021 - Jan. 2025

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 and 2020. Council Member Benning represents Queen Creek on the Central Arizona Association of Governments (CAG) Regional Council, the Pinal Regional Transportation Authority Board (PRTA), the Pinal Partnership, the East Valley Transportation Infrastructure (EVTI) Stakeholder Regional Committee and North/South Corridor Sub-Committee, the Pinal County Alliance, and the League of Arizona Cities and Towns Neighborhoods, Sustainability, and Quality of Life Policy Committee, the Sun Corridor MPO, and serves on the Town's Budget Committee, Parks & Recreation Advisory Committee, and Downtown Arts and Placemaking Advisory Subcommittee. 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

- Town Budget Committee
- Parks & Recreation Advisory Committee
- Downtown Arts and Placemaking Advisory Subcommittee
- Central Arizona Governments (CAG) Regional Council
- Sun Corridor MPO
- Pinal Regional Transportation Authority Board (PRTA)
- EVTI Stakeholder Regional Committee
- EVTI North/South Corridor Sub-Committee
- Pinal County Alliance
- Pinal Partnership
- League Neighborhoods, Sustainability, and Quality of Life Policy Committee



QUEEN CREEK TOWN COUNCIL



Jeff Brown
Council Member

Term: Jan. 2017 - Jan. 2021

jeff.brown@queencreek.org

Jeff Brown was first elected to the Town Council in 2008, and was re-elected in 2012, 2016, and 2020. Council Member Brown serves as Chair of the Town Council Budget Committee, and represents the Town on the East Valley Partnership Board of Directors, the League of Arizona Cities and Towns 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 Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors, and the Town's Parks and Recreation Advisory Committee. 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

- Town Council Budget Committee (Chair)
- Parks and Recreation Advisory Committee
- League General Administration, Human Resources and Elections Committee
- League Budget, Finance and Economic Development Committee
- League Transportation, Infrastructure, and Public Works Committee
- East Valley Partnership Board of Directors
- Valley Metro Regional Public Transportation (RPTA) Authority Board of Directors



QUEEN CREEK TOWN COUNCIL



Leah Martineau
Council Member

Term: Jan. 2021 - Jan. 2025

leah.martineau@queencreek.org

Leah Martineau was elected to the Town Council in November 2020. Council Member Martineau serves on the Town Council Budget Committee, Transportation Advisory Committee, and East Valley Partnership (EVP) Economic Development/Aviation & Aerospace Committee. In addition, she represents Queen Creek as an Alternate on the East Valley Partnership Board of Directors and the Pinal Partnership.

Martineau is an Arizona native, born and raised in Mesa and Gilbert, respectively. She graduated from Arizona State University in 2004 with a teaching degree. Martineau currently teaches part-time at a high school in Mesa, serves as Maricopa County Precinct Committeeman in Legislative Districts 12 and 16, and is a Queen Creek volunteer team leader with Operation Underground Railroad. She cares greatly about Queen Creek and is honored to serve Town residents.

Martineau and her husband Shaun have 3 children, Ryker, Amelia and Rigdon.

Current Committee Appointments

- Town Council Budget Committee
- Transportation Advisory Committee
- East Valley Partnership (EVP) Economic Development / Aviation and Aerospace Committee
- EVP Transportation Advisory Committee



QUEEN CREEK TOWN COUNCIL



Emilena Turley
Council Member

Term: Jan. 2019 - Jan. 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's Economic Development Commission 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. She's currently the vice president of a solar division here 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

- Economic Development Commission
- Transportation Advisory Committee



QUEEN CREEK TOWN COUNCIL



Julia Wheatley
Council Member

Term: Jan. 2019 - Jan. 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. She serves on the Town's Economic Development Commission and serves the Town on the League Public Safety, Military, 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

- Economic Development Commission
- League Public Safety, Military Affairs, and Courts Committee



QUEEN CREEK COMMUNITY PROFILE

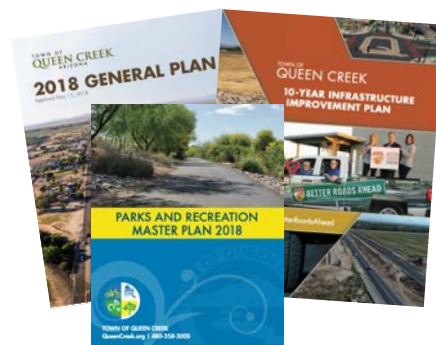
FROM RITTENHOUSE TO THE QC

The Town of Queen Creek was incorporated in 1989 with unique agricultural and rural character. Today, the Town prioritizes preserving this uniqueness and enhancing the character while planning for the use of remaining agricultural lands and managing continued growth. Prior to incorporation, the area was known as Rittenhouse because of the railroad spur located near Rittenhouse and Ellsworth roads. People used to flag down the train to get a ride into Phoenix. As the community grew, use of the railroad diminished, and the community changed its name to Queen Creek, a combination of the Silver Queen Mine and Picket Post Creek in the eastern mountains near the Town of Superior.



PRESERVING THE PAST. PLANNING FOR THE FUTURE.

By preserving the past while providing for economic and recreational opportunities and a high quality of life, the Town of Queen Creek offers modern conveniences mixed with a close-knit sense of community. Known as a community with a high regard for quality and character in the built environment, Queen Creek continues to experience residential and commercial development, providing overall lower density residential areas, preservation of open space, a variety of parks and recreational activities, spectacular views and multi-use trails, all among a vibrant economy. By staying true to its heritage, the Town continually strives to maintain the character that makes Queen Creek unique.



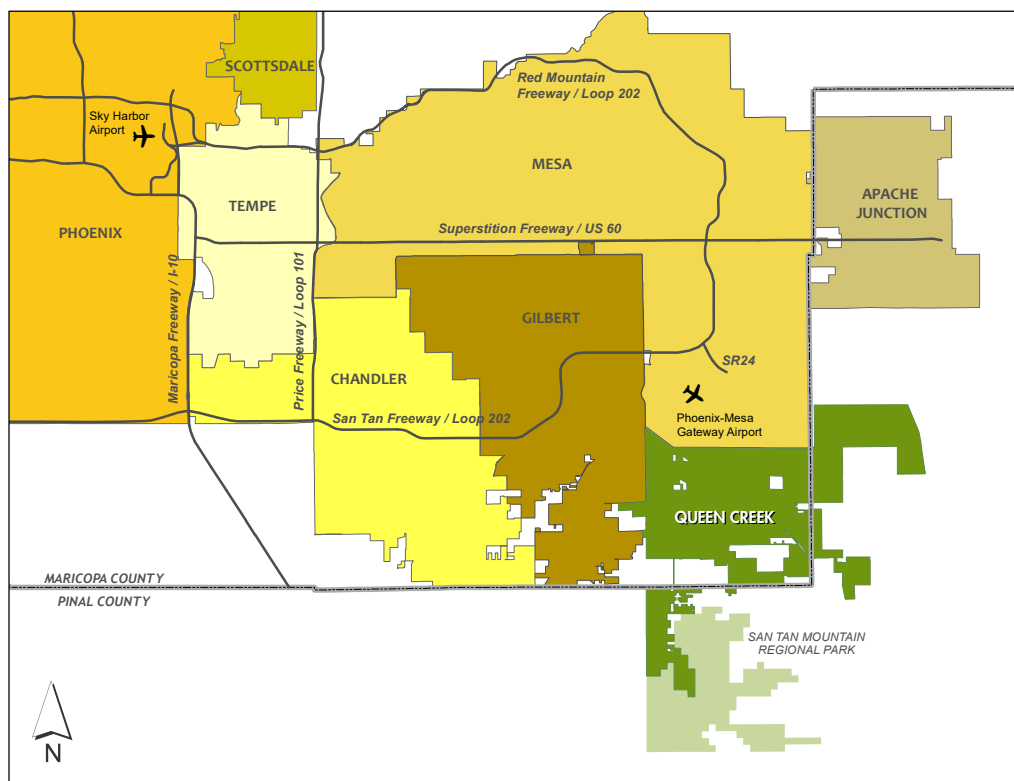
QUEEN CREEK COMMUNITY PROFILE

LOCATION

Queen Creek is located in both Maricopa and Pinal counties, including 40 square miles in its incorporated area and 70 square miles in its planning area. Two airports serve the Queen Creek area:

- [Phoenix Sky Harbor International Airport](#) provides national and international passenger flights with major carriers and commuter airlines and is located approximately 35 miles northwest of the Town of Queen Creek.
- [Phoenix-Mesa Gateway Airport](#) borders the Town of Queen Creek on the north and is approximately 8.5 miles from QC Town Center. The Town is a partner in the joint-powers authority which owns and operates Phoenix-Mesa Gateway Airport. The airport is developing as an international aerospace center and is positioned to be a dynamic reliever airport to Phoenix Sky Harbor International Airport.

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.



QUEEN CREEK COMMUNITY PROFILE

COUNCIL-MANAGER GOVERNMENT

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. Town Council members are elected to staggered four-year terms with elections occurring every two years. Town Council members are elected on a rotating basis, so three seats are up for election every two years. The position of Vice Mayor is filled at the first Town Council meeting of each year. The Mayor nominates the Vice Mayor from among the Town Council members, and the Mayor and Town Council vote to confirm the appointment.

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.



2021 QC Town Council

The Town Council meets at 6:30 p.m. on the first and third Wednesday of each month at the Law Enforcement / Community Chambers building, located at 20727 E. Civic Parkway. All meetings are open to the public and broadcast live on the Town's website at QueenCreekAZ.gov.

STRATEGIC PRIORITIES



Effective Government



Safe Community



Secure Future



Superior Infrastructure



Quality Lifestyle

QUEEN CREEK COMMUNITY PROFILE

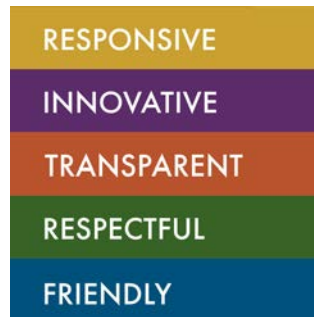
TOQC Vision

To ensure a high quality of life, promote a strong sense of community, protect our residents, and provide world-class public service.

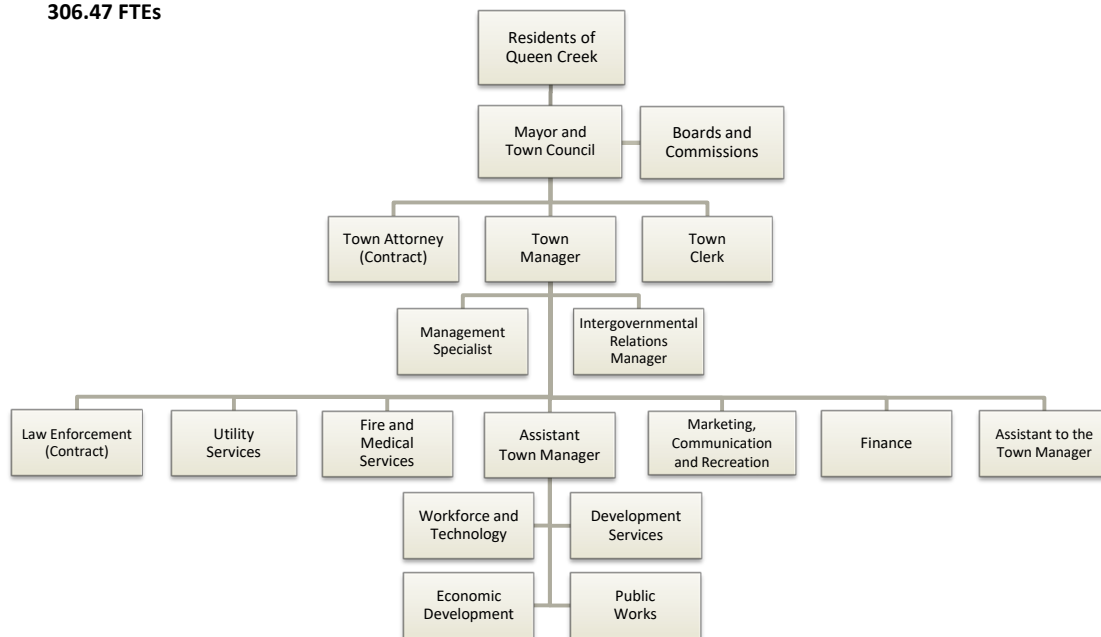
TOQC Mission

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

TOQC Values



306.47 FTEs



QUEEN CREEK COMMUNITY PROFILE

MANAGING GROWTH

Queen Creek contains 40 square miles in its incorporated area and 70 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.



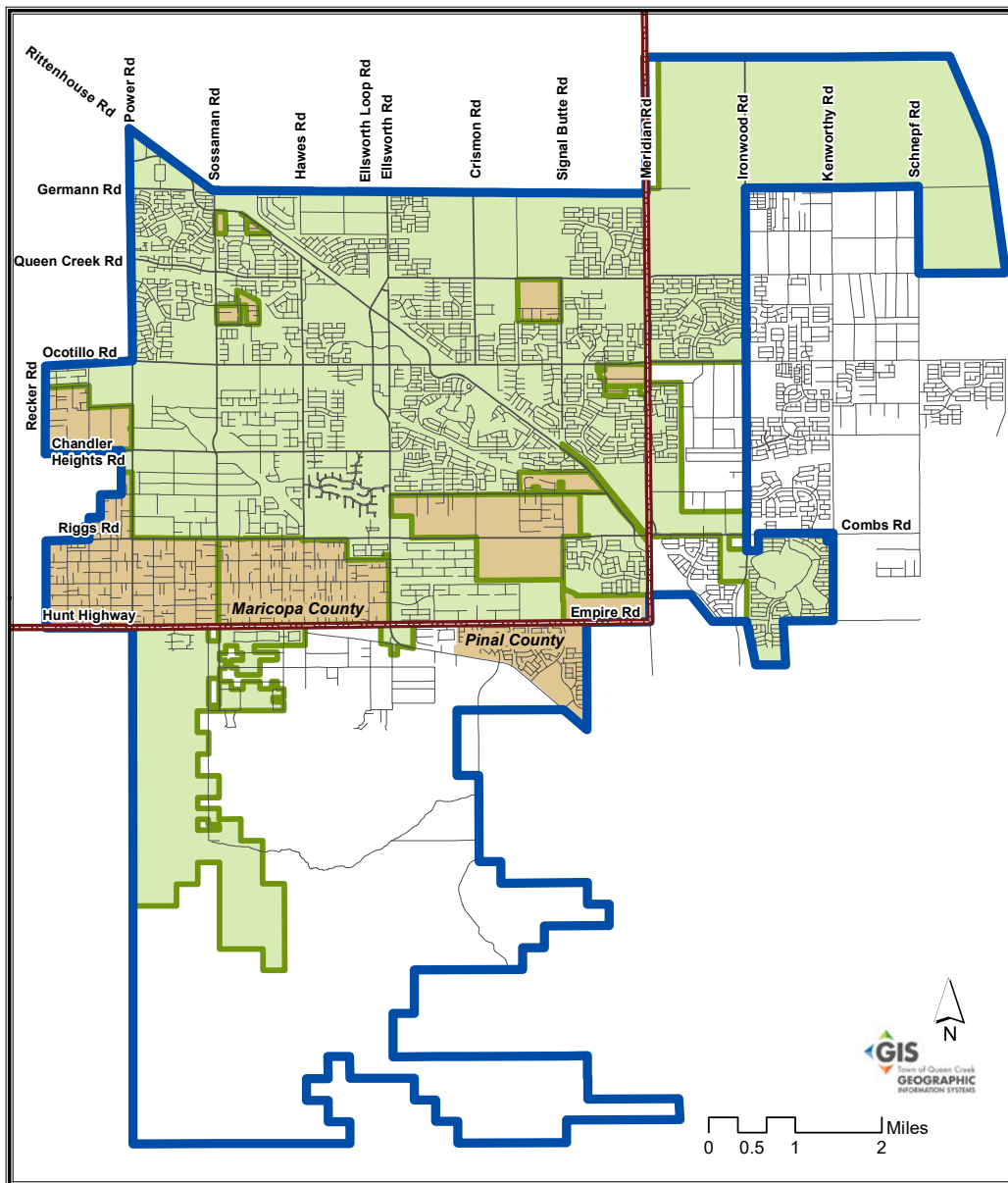
The Town Council has a Zoning Ordinance, Subdivision Ordinance, Design Standards and other development regulations, which are used to implement the goals of the General Plan. The Town's focus is the development of high-quality attractive commercial and office facilities, high-quality housing, parks, 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. 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.

QUEEN CREEK COMMUNITY PROFILE

TOWN OF
QUEEN CREEK
ARIZONA

 TOWN LIMITS  PLANNING AREA  COUNTY ISLANDS



Map Date: 1/1/20 The Town of Queen Creek makes no warranties, written or implied, regarding the information on this map.

QUEEN CREEK COMMUNITY PROFILE



HIGH QUALITY OF LIFE

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. Throughout the community, the Town has invested millions of dollars in infrastructure improvements along the main arterial and key intersections throughout Town. Trails also provide connectivity to the Town's parks, neighborhoods and Town Center. Annual activities, festivals and events in Queen Creek are held throughout the year and reflect the community's past, present and future.



QUEEN CREEK COMMUNITY PROFILE



QC LIBRARY

Completed in November 2008, the Queen Creek branch of the Maricopa County Library District was designed to be a gathering place for people of all ages. This modern facility includes the Mary Lou Fulton Children's Center, Teen Oasis, general reading areas, public computers, study rooms and conference rooms.

HORSESHOE PARK & EQUESTRIAN CENTRE (HPEC)

Horseshoe Park & Equestrian Centre is one of Arizona's premier event facilities. 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 weddings and more.



BANNER IRONWOOD MEDICAL

Banner Ironwood features 47 private rooms and focuses on emergency services, obstetrics, surgery and general medical care. Banner Ironwood is built to expand quickly with community growth and provides a patient-centered approach to the local area and regional community.

QUEEN CREEK PERFORMING ARTS CENTER (QCPAC)

Since opening in October of 2003, the award-winning QCPAC has served as a cultural hub for the community. The center is used daily for everything from band concerts, student plays and school assemblies, to national touring Broadway musicals, ballet, country music concerts and community theater.



QUEEN CREEK COMMUNITY PROFILE

GROWN LOCALLY AT QC FARMS

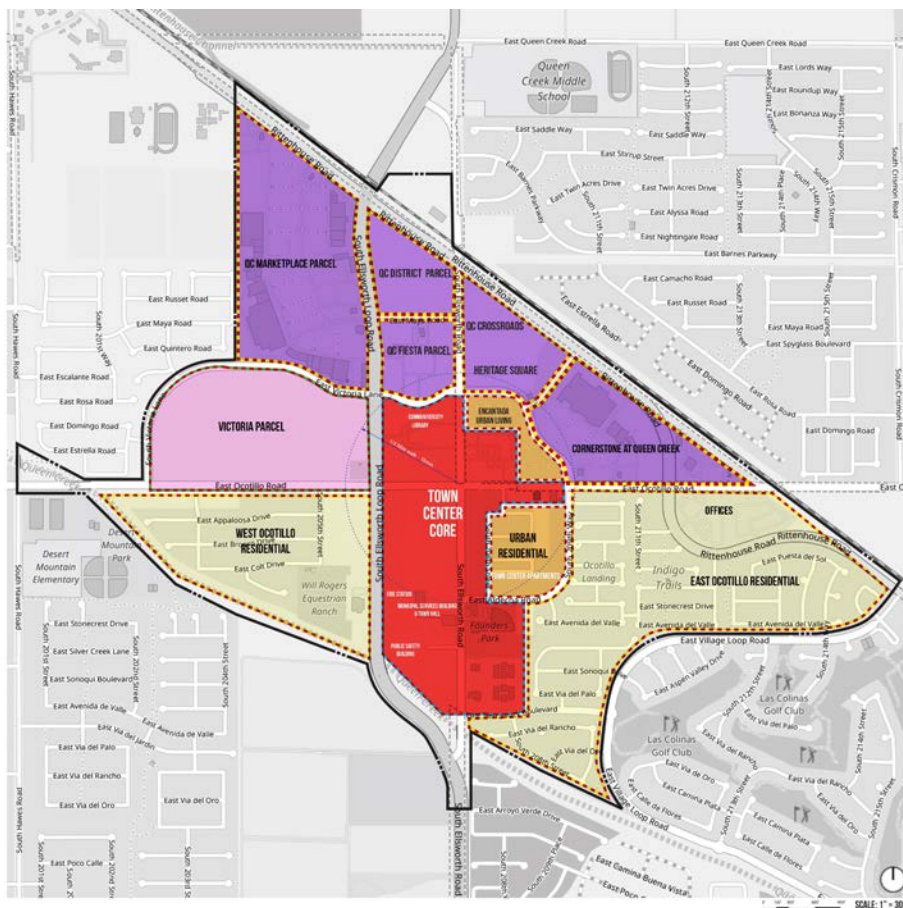
Queen Creek offers a host of cultural and agritainment (agriculture + entertainment) activities throughout the year for all to enjoy. Designated as an Arizona treasure, *Schnepf Farms* is a family-owned working farm providing entertainment, education and delicious, locally grown fruits and vegetables 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 offer an inside peek into locally grown and freshly stone-milled ancient and heritage grains. At the *QC Botanical Gardens*, you can "taste the beauty" and learn about edible plants and sustainable food production in an intentional landscaped setting.



QUEEN CREEK COMMUNITY PROFILE

TOWN CENTER

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. Recently, the Town Council approved a new Downtown Core Zoning District and Design Guidelines for this area. Design and engineering is underway 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, with new retail and dining options continuing to open and Town Center infrastructure upgraded to accommodate large outdoor festivals, events and block parties. The Town recently formed a Downtown Arts & Placemaking Sub Advisory Committee. The purpose of the committee is to encourage arts in the downtown core, helping strategically shape the physical and social character of the area.



QUEEN CREEK COMMUNITY PROFILE

QC Together - Supporting Local

Queen Creek is a shop and support local community. When you shop locally, your dollars directly support neighbors, friends, families and community amenities such as parks, trails, recreation programs and public safety. Through partnerships with the QC Chamber of Commerce and Gangplank, Queen Creek provides resources and opportunity for all types of businesses.



QUEEN CREEK COMMUNITY PROFILE

SAFE COMMUNITY

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 the 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.



Law enforcement services, including deputies, jail and animal control are currently contracted through the Maricopa County Sheriff's Office (MCSO). Municipal court services are provided through a contract with the Town of Gilbert.



QC FIRE + MEDICAL

In 2008, the Town launched a municipal fire department. The Queen Creek Fire and Medical Department (QCFMD) provides fire and emergency medical services to residents in the Town's incorporated limits.

QCFMD offers five stations throughout the community:

1. Fire Station 1 – 20678 E. Civic Parkway
2. Interim Fire Station 2 – 24787 S. Sossaman Road
3. Fire Station 3 – 19159 E. Queen Creek Road
4. Fire Station 4 – 20155 E. Signal Butte Road
5. Interim Fire Station 5 – 980 W. Combs Road

Permanent Fire Station 2 and Fire Station 5 are both currently under construction and will replace the interim facilities once completed.



QC POLICE

In early 2020, the Queen Creek Town Council unanimously approved establishing a municipal police department after reviewing a comprehensive law enforcement study and community input. MCSO will remain the Town's law enforcement provider until early 2022, when the Town will officially transition to the Queen Creek Police Department.

To learn more about QCPD, visit QueenCreekAZ.gov/QCPD.

QUEEN CREEK COMMUNITY PROFILE

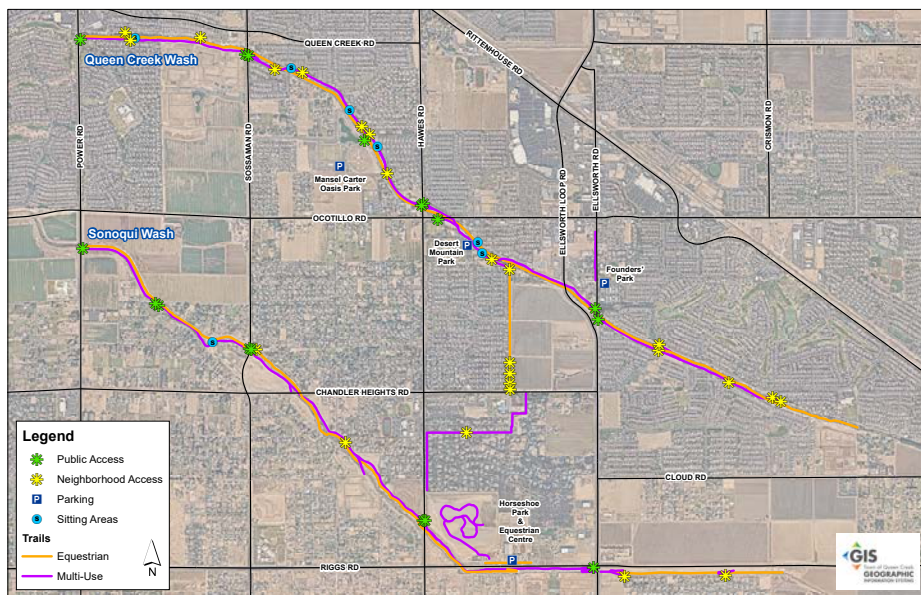
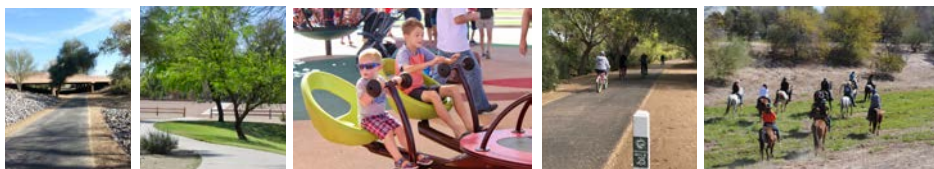
PARKS AND TRAILS

The Town offers a extensive trail system, two splash pads and multiple award-winning parks.

- [Desert Mountain Park](#), 22201 S. Hawes Road
- [Founders' Park](#) 22407 S. Ellsworth Road
- [Mansel Carter Oasis Park](#) 19535 E. Appleby Road
- [Pocket Park for Pups](#) 22526 S. Ellsworth Road
- [Horseshoe Park & Equestrian Centre](#) 20464 E. Riggs Road

The Town's natural washes provide beautiful backdrops for recreation activities including equestrian access along the wash bottoms and multi-use trails adjacent to the washes. The Town will ultimately connect the [Queen Creek and Sonoqui wash trails](#), creating an approximate 11-mile loop.

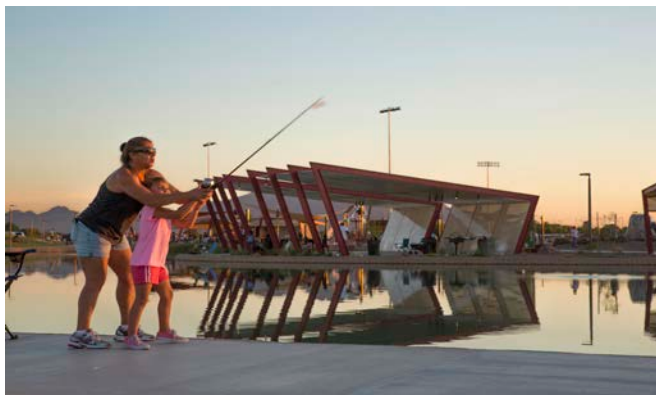
[San Tan Mountain Regional Park](#), a Maricopa County park located on Queen Creek's southern edge, is a natural preserve consisting of more than 10,000 acres of desert that provides a variety of recreational opportunities.



QUEEN CREEK COMMUNITY PROFILE

SOMETHING FOR EVERYONE

From youth sports and senior programs, fitness classes and workshops, 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. Classes and programs at the Recreation Annex, located at 21802 S. Ellsworth Road, invites residents of all ages and abilities to learn a new hobby, enjoy a fitness class, or even earn certifications in areas including CPR and babysitting.



QUEEN CREEK COMMUNITY PROFILE

SAFE WATER. SUPERIOR INFRASTRUCTURE.

The Town of Queen Creek’s drinking water comes from groundwater sources. Groundwater is pumped from a combination of active drinking water wells located throughout the water distribution system. Water is either pumped directly into the distribution system or pumped to fill a water storage tank for future use. A small amount of chlorine disinfection is applied at entry points to the distribution system in order to maintain federal drinking water standards.

QC Water Utility services provides a high quality of water and is vigilant in meeting and exceeding standards for source water protection and community education about water conservation. QC Water continues to focus on system integrity and reliability through water storage tank maintenance and restoration to preserve water quality and infrastructure lifespan. As the community grows, additional miles of water and waste-water lines will be installed to manage the water system and achieve operational efficiencies.



QUEEN CREEK COMMUNITY PROFILE

BETTER ROADS AHEAD

The Queen Creek Town Council is committed to improving transportation, providing Better Roads Ahead.

Queen Creek's Transportation Master Plan (TMP) was approved in 2016. The TMP serves as a comprehensive document that guides multimodal transportation within the Town, and the Town's Municipal Planning Area. It builds upon the Town's Infrastructure Improvement Plan (IIP), with recommendations for future projects based on capacity needs, safety and best practices.



**BETTER
ROADS
AHEAD**

Currently halfway through the 10-year Improvement Plan, a number of major roadway projects have been completed including widening Ellsworth to three in each direction through Queen Creek, extending Ocotillo west to Recker, extending Riggs east to Rittenhouse, extending Meridian south to Combs, and extending Crismon and Signal Butte north to Germann.

To view active and upcoming projects, visit QueenCreek.org/BetterRoadsAhead.

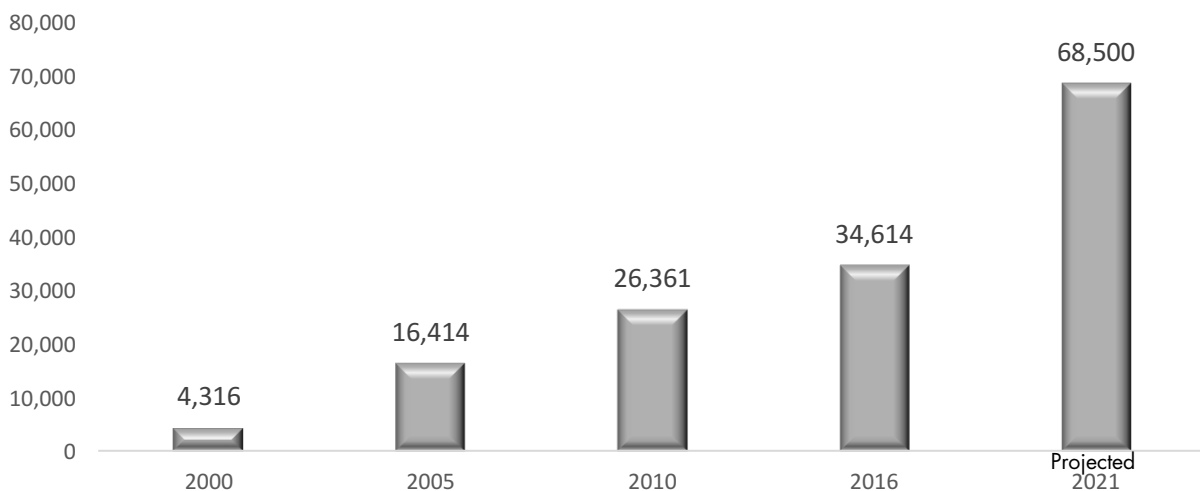
The Town is working in partnership with Pinal County and the City of Mesa to extend Meridian Road and Signal Butte Road north to the future State Route 24 (SR24). Led by the Arizona Department of Transportation, the interim SR24 will extend from Ellsworth Road to Ironwood. Construction of the SR24 extension is underway, anticipated to be complete in fall 2022.



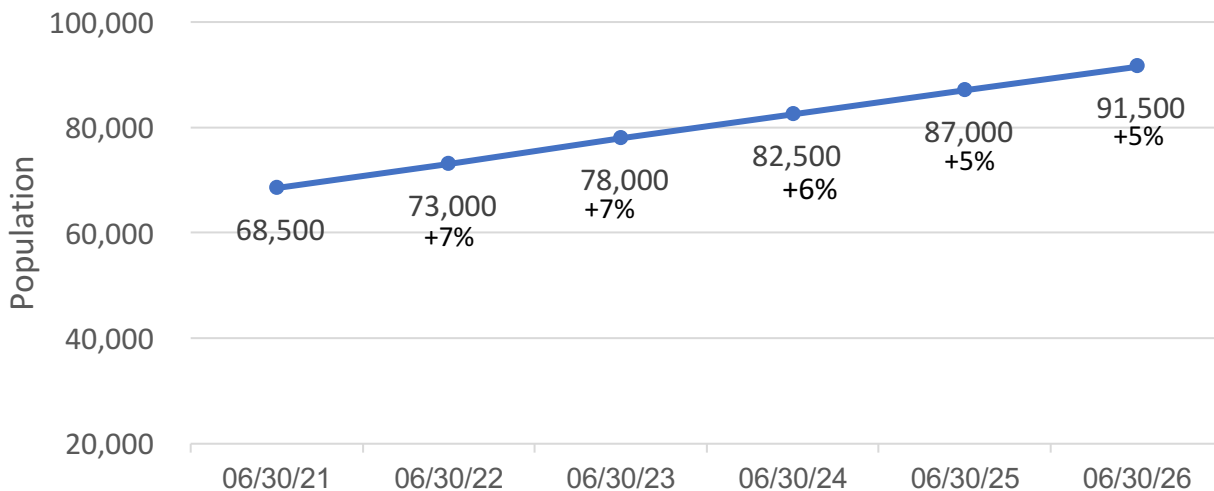
QUEEN CREEK DEMOGRAPHICS

Queen Creek continues to attract young families, reflected in the Town's median age of 35.1 below the median age for both Maricopa County and the United States as a whole.

POPULATION GROWTH



5-YEAR Population Projection 34% Population Increase in 5 Years (+23K) Build Out Population: 175K



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 (38.3%), compared to the County’s 33.6%.

EDUCATION LEVEL

Residents Age 25 or older

| Highest Education Level Attained | Queen Creek | Maricopa County |
|----------------------------------|-------------|-----------------|
| Elementary (0-8) | 1.3% | 5.3% |
| High School (9-12), no diploma | 2.7% | 6.6% |
| High School Graduate | 22.2% | 22.3% |
| Some College | 25.8% | 23.6% |
| Associate's Degree | 9.6% | 8.8% |
| Bachelor's Degree | 24.8% | 21.3% |
| Graduate or Professional Degree | 13.5% | 12.3% |

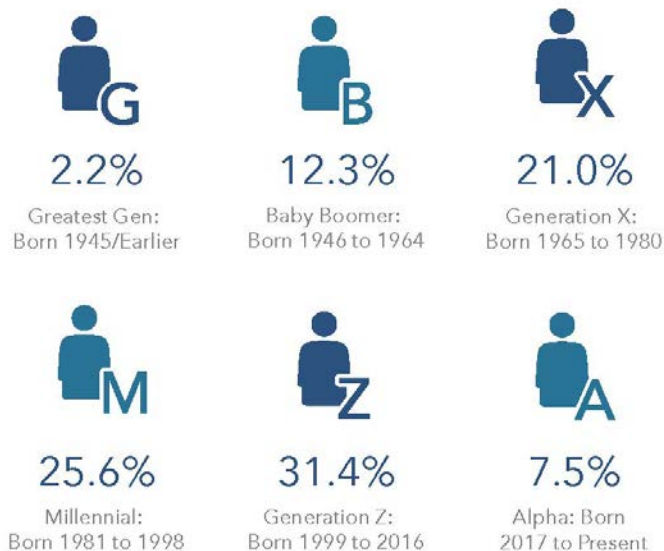
RACE & ETHNICITY

| Ethnicity | Queen Creek* | Arizona* |
|--|--------------|----------|
| White | 87.5% | 78.3% |
| Hispanic (of any race) | 15.8% | 31.7% |
| Asian | 3.1% | 3.3% |
| Black or African-American | 2.5% | 4.7% |
| American Indian & Alaskan Native | 0.6% | 4.6% |
| Native Hawaiian/Other Pacific Islander | 0.1% | 0.2% |

QUEEN CREEK DEMOGRAPHICS

POPULATION BY GENERATION

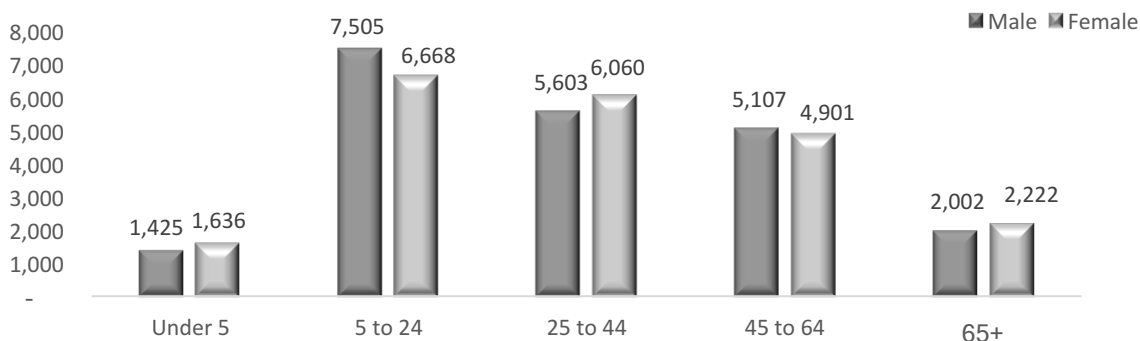
POPULATION BY GENERATION



AGE

| Median Age | 2019 |
|-----------------|------------|
| Queen Creek | 35.1 years |
| Maricopa County | 36.4 years |
| United States | 38.1 years |

GENDER



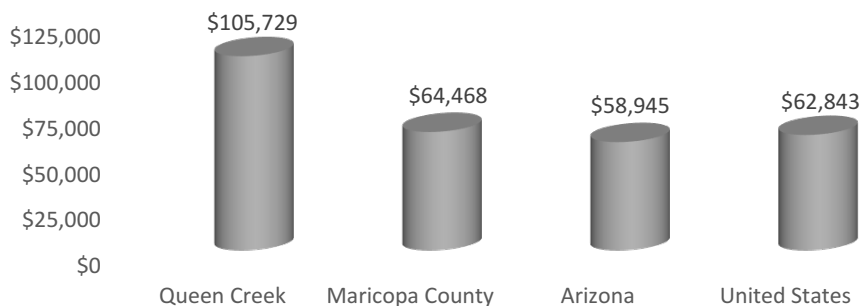
QUEEN CREEK DEMOGRAPHICS

Households by Income

Compared to Maricopa County, Queen Creek has a much higher portion of households in the highest earning categories, with over half (53.5%) of Queen Creek households earning \$100,000 or more annually. Comparatively, just 30.1% of Maricopa County households earn \$100,000 or more.

| Income | Queen Creek | Maricopa County |
|------------------------|-------------|-----------------|
| \$150,000 or more | 27.9% | 14.3% |
| \$100,000 to \$149,999 | 25.6% | 15.8% |
| \$50,000 to \$99,999 | 26.3% | 31.6% |
| \$25,000 to \$49,999 | 11.7% | 22.0% |
| Under \$25,000 | 8.6% | 16.7% |

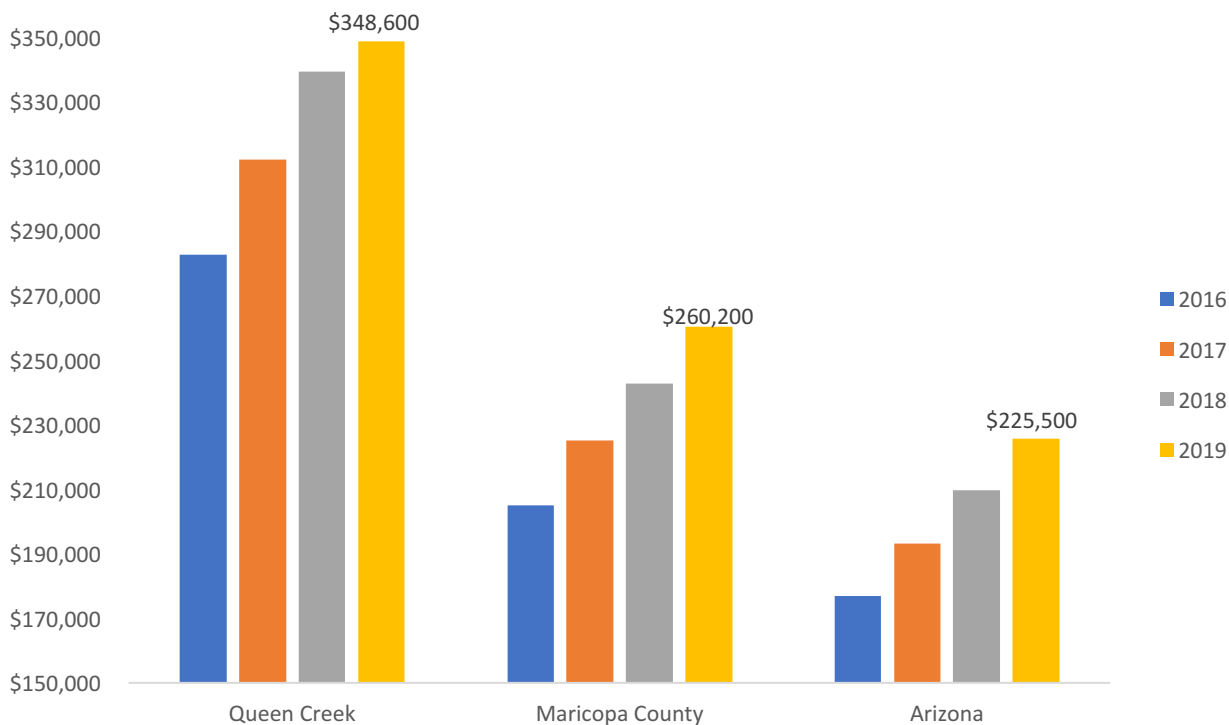
Median Household Income



Queen Creek’s annual median household income, now over \$105,000, continues to be very strong, making it the third highest median income of all cities and towns in Maricopa County.

QUEEN CREEK DEMOGRAPHICS

Median Value of Owner-Occupied Housing



QUEEN CREEK DEMOGRAPHICS

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.

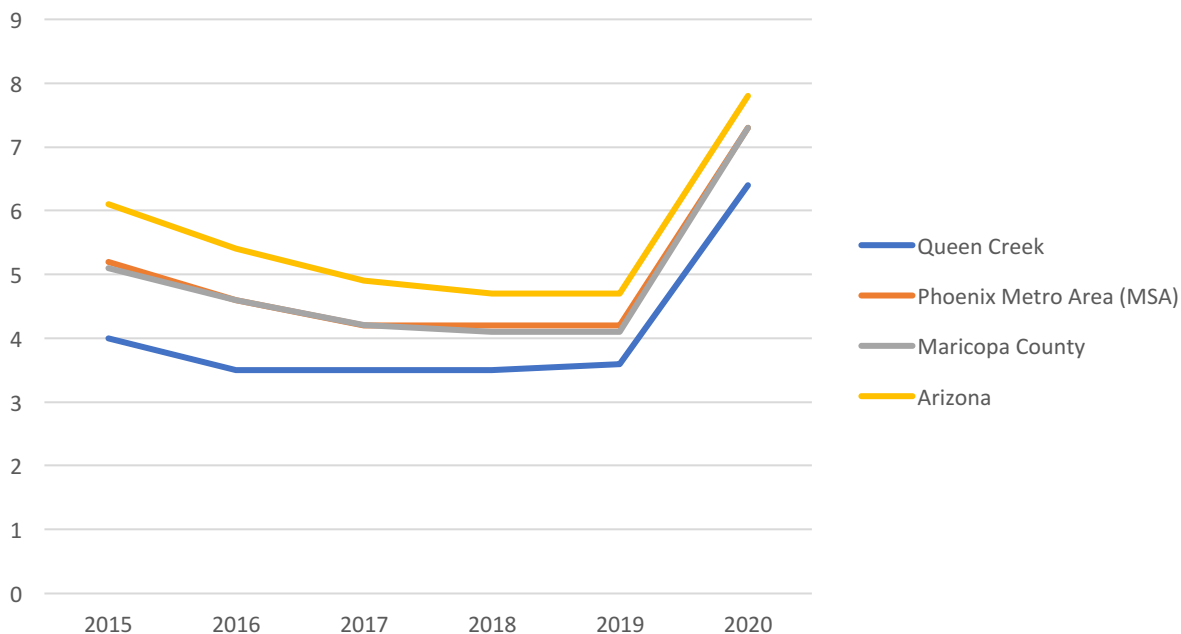
Principal Employers

| Employer | Product or Service | Approximate Employees* |
|-------------------------------------|--------------------|------------------------|
| Queen Creek Unified School District | Education | 810 |
| Banner Ironwood Medical Center | Health Care | 408 |
| Wal-Mart | Retail | 360 |
| Town of Queen Creek | Government | 350 |
| Chandler Unified School District | Education | 320 |
| Canyon State Academy | Education | 300 |

QUEEN CREEK DEMOGRAPHICS

Unemployment Rates 2015-2020

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 2020, despite higher unemployment rates for all jurisdictions due to the impacts of COVID-19, this trend continued, with Queen Creek’s annual rate averaging at 6.4% while the rates of the other jurisdictions continue to be at or above 7.3%.



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

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|---------------------------------|------|------|------|------|------|------|
| Town of Queen Creek | 4.0% | 3.5% | 3.5% | 3.5% | 3.6% | 6.4% |
| Phoenix Metro Area (MSA) | 5.2% | 4.6% | 4.2% | 4.2% | 4.2% | 7.3% |
| Maricopa County | 5.1% | 4.6% | 4.2% | 4.1% | 4.1% | 7.3% |
| Arizona | 6.1% | 5.4% | 4.9% | 4.7% | 4.7% | 7.8% |

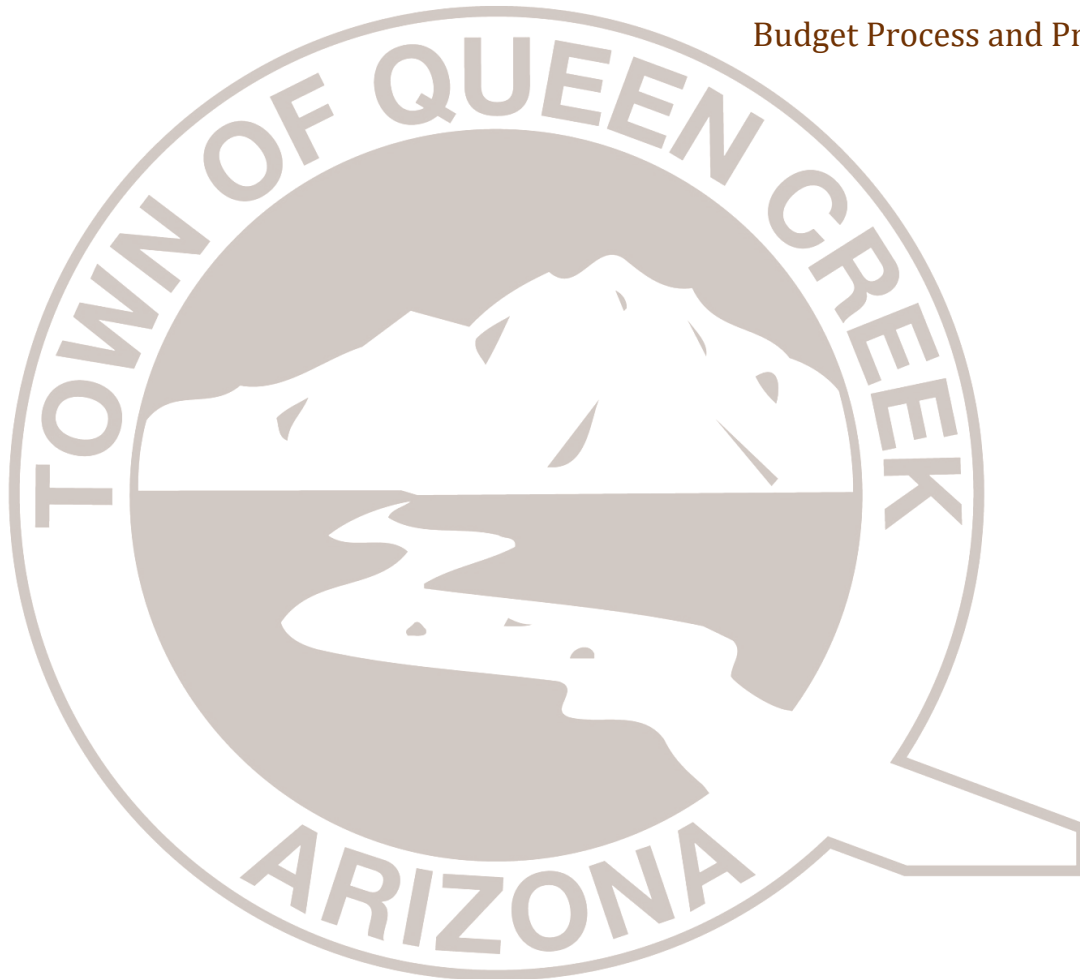


FY 2021/22
Budget



Organizational Planning

Corporate Strategic Plan
Planning Tools (General Plan)
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 and HPEC 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

Despite the pay-as-you-go funding provided by the Operating Budget, 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 Debt Service Fund houses general governmental debt related to transportation, buildings, parks and public safety. 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 Operating Budget (General Fund, Emergency Services Fund, HURF, and HPEC Fund) is intended to show the operating results for base operating budgets (excluding Enterprise Operations, Infrastructure Development and Debt) at the time of initial budget development. 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.

| Revenues | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|
| Sales Tax - Excluding Construction | 31,869,920 | 38,950,800 | 42,379,300 | 46,082,100 | 49,620,400 |
| Sales Tax - Construction | 8,460,546 | 8,815,800 | 7,966,200 | 7,904,200 | 8,011,200 |
| State Shared | 21,662,200 | 25,852,400 | 28,445,800 | 30,989,800 | 33,436,700 |
| Property Tax | 11,045,515 | 12,426,600 | 13,850,200 | 15,224,500 | 16,629,900 |
| Building Revenues | 7,362,600 | 6,618,000 | 6,512,900 | 6,758,200 | 6,743,800 |
| Charges for Services/Other | 12,050,709 | 5,845,400 | 5,895,900 | 5,946,900 | 5,998,700 |
| Utility ROI | 3,372,160 | 3,540,800 | 3,717,900 | 3,903,800 | 4,099,000 |
| Use of Pension Reserves | 825,000 | - | - | - | - |
| Total Revenues / Sources | 96,648,650 | 102,049,800 | 108,768,200 | 116,809,500 | 124,539,700 |
| \$ Change from Prior | 1,086,157 | 6,226,150 | 6,718,400 | 8,041,300 | 7,730,200 |
| % Change from Prior | 0.3% | 6.5% | 6.6% | 7.4% | 6.6% |
| Expenses - Operating | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 |
| Personnel | 40,133,692 | 42,322,190 | 44,699,170 | 47,790,230 | 50,644,410 |
| Operating | 25,897,387 | 25,622,530 | 26,708,040 | 29,834,690 | 31,522,550 |
| Capital Outlay | 4,510,260 | 5,089,410 | 5,089,410 | 5,089,410 | 5,089,410 |
| MCSO | 3,100,000 | - | - | - | - |
| MCSO - PSPRS Unfunded Liability Exp Authority | 825,000 | - | - | - | - |
| Library | - | 1,520,000 | 1,550,400 | 1,596,910 | 1,644,820 |
| Additions to base FTEs - Standard | - | 500,000 | 1,020,000 | 1,560,800 | 2,123,232 |
| Additions to base FTEs - Related to PD | - | 500,000 | 1,020,000 | 1,560,800 | 2,123,232 |
| Additions to base FTEs - Police Sworn | - | 750,000 | 1,530,000 | 2,341,200 | 3,184,848 |
| Contingency | 2,098,610 | 2,219,000 | 2,323,800 | 2,511,800 | 2,649,500 |
| Subtotal Operating Expenses | 76,564,949 | 78,523,130 | 83,940,820 | 92,285,840 | 98,982,002 |
| \$ Change from Prior | 11,520,296 | 1,958,181 | 5,417,690 | 8,345,020 | 6,696,162 |
| % Change from Prior | 17.7% | 2.6% | 6.9% | 9.9% | 7.3% |

(continued on the next page)



Long-Range Financial Plan

| Expenses - CIP PAYGO | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 |
|--|-------------------|-------------------|--------------------|--------------------|--------------------|
| CIP Paygo - Fire | 975,000 | - | - | - | - |
| CIP PAYGO - Fuel Yard | 500,000 | - | - | - | - |
| CIP PAYGO - FOF Expansion for PW | - | 3,000,000 | 3,000,000 | - | - |
| CIP PAYGO - Streets | 3,381,300 | 3,381,200 | 3,387,125 | 3,384,625 | 3,389,500 |
| Subtotal CIP PAYGO | 4,856,300 | 6,381,200 | 6,387,125 | 3,384,625 | 3,389,500 |
| Expenses - Debt and Reserves | | | | | |
| | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 |
| 2016 Refunding - 2004B GADA - Town Buildings | 211,633 | 212,329 | 212,658 | 212,695 | 213,232 |
| 2016 Refunding - 2005B GADA - Library | 104,856 | 105,308 | 105,579 | 98,616 | 99,267 |
| 2016 Refunding - 2006A GADA - Library | 432,954 | 433,823 | 430,621 | 430,675 | 431,471 |
| 2016 Refunding - 2007 Excise Tax Bond Library | 69,612 | 69,903 | 69,873 | 69,766 | 70,018 |
| 2016 Refunding - 2007 Excise Tax Bond Town Buildings | 62,603 | 62,864 | 62,838 | 62,741 | 62,968 |
| 2016 Refunding - 2007 Excise Tax Bond Streets | 262,790 | 263,888 | 263,777 | 263,372 | 264,322 |
| 2016 Refunding - 2007 Excise Tax Bond Parks | 193,520 | 194,329 | 194,247 | 193,949 | 194,649 |
| 2016 Refunding - 2007 Excise Tax Bond HPEC | 213,397 | 214,288 | 214,198 | 213,869 | 214,641 |
| 2016 Refunding - 2008A GADA - HPEC | 76,836 | 80,935 | 77,531 | - | - |
| <i>Subtotal 2016 Refunding Bonds Debt Service</i> | <i>1,628,201</i> | <i>1,637,667</i> | <i>1,631,322</i> | <i>1,545,683</i> | <i>1,550,568</i> |
| 2018 Series 2018 - Transportation | 3,118,700 | 3,118,800 | 3,112,875 | 3,115,375 | 3,110,500 |
| <i>Series 2020 ET Bonds - Fire + Transportation:</i> | | | | | |
| Fire Stations 2, 4, 5 and Resource Center | 777,950 | 777,200 | 775,950 | 774,200 | 776,825 |
| IGA Roads (Mesa - interest only) | 422,850 | 422,850 | 422,850 | 422,850 | 422,850 |
| IGA Roads (Pinal County, SR24 Interchange) | 379,600 | 384,350 | 383,725 | 382,850 | 381,725 |
| 2020 IIP Additional Roads Funding (\$40M) | 1,343,800 | 1,345,300 | 1,345,800 | 1,345,300 | 1,343,800 |
| 2020 Other Road Projects | 335,150 | 330,650 | 335,900 | 335,775 | 335,400 |
| <i>Subtotal Series 2020 ET Bonds - Fire + Transportation</i> | <i>3,259,350</i> | <i>3,260,350</i> | <i>3,264,225</i> | <i>3,260,975</i> | <i>3,260,600</i> |
| Trustee Fees for Excise Tax Bonds | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| <i>Grand Total All Existing Bonds</i> | <i>8,016,251</i> | <i>8,026,817</i> | <i>8,018,422</i> | <i>7,932,033</i> | <i>7,931,668</i> |
| Subtotal Debt | 8,016,251 | 8,026,817 | 8,018,422 | 7,932,033 | 7,931,668 |
| 25% Reserves Funding | 3,056,538 | 1,679,600 | 2,010,325 | 1,932,550 | 1,556,746 |
| Total Expenditures / Uses | 92,494,038 | 94,610,747 | 100,356,692 | 105,535,048 | 111,859,916 |
| \$ Change from Prior | 11,992,557 | 2,116,710 | 5,745,945 | 5,178,356 | 6,324,868 |
| % Change from Prior | 14.9% | 2.3% | 6.1% | 5.2% | 6.0% |
| Net Result | 4,154,613 | 7,439,053 | 8,411,508 | 11,274,452 | 12,679,784 |



Long-Range Financial Plan

Forecasted Major Revenue Sources

At the outset of the budget development process, the table below identifies the long-range revenue forecast for all major revenue sources:

| Revenues | FY 21-22 | FY 22-23 | FY 23-24 | FY 24-25 | FY 25-26 |
|------------------------------------|------------|------------|------------|------------|------------|
| Sales Tax - Excluding Construction | 32,880,639 | 40,052,397 | 43,569,089 | 47,367,116 | 50,995,314 |
| Sales Tax - Construction | 15,981,031 | 16,652,104 | 15,047,267 | 14,930,271 | 15,132,257 |
| State Shared Sales Tax | 6,898,800 | 7,899,200 | 8,661,900 | 9,413,800 | 10,143,300 |
| State Share Income Tax | 7,494,700 | 9,659,000 | 10,666,600 | 11,629,500 | 12,543,000 |
| Vehicle License Tax | 3,162,100 | 3,686,300 | 4,127,400 | 4,581,000 | 5,036,200 |
| HURF | 4,083,000 | 4,581,400 | 4,961,200 | 5,334,600 | 5,681,300 |
| Property Tax | 10,922,071 | 12,287,680 | 13,695,326 | 15,054,218 | 16,443,923 |
| Utility ROI | 776,430 | 815,300 | 856,100 | 898,900 | 943,800 |
| Utility Franchise Fees | 1,757,650 | 1,845,500 | 1,937,800 | 2,034,700 | 2,136,400 |
| Utility In-Lieu Property Tax | 797,540 | 837,400 | 879,300 | 923,300 | 969,500 |
| Impact Fees | 12,282,041 | 11,303,902 | 11,126,023 | 10,735,211 | 10,858,040 |
| Capacity Fees | 7,756,039 | 6,588,515 | 6,340,218 | 6,599,081 | 6,953,786 |
| Building Revenues | 7,362,600 | 6,618,000 | 6,512,900 | 6,758,200 | 6,743,800 |
| Water User Fees | 26,817,000 | 27,913,970 | 28,964,640 | 29,977,220 | 31,032,600 |
| Sewer User Fees | 8,198,225 | 8,526,154 | 8,867,200 | 9,221,888 | 9,590,763 |
| Solid Waste User Fees | 4,703,279 | 4,985,476 | 5,284,605 | 5,601,681 | 5,937,782 |



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 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, Emergency Management Services Fund, HURF, and Horseshoe Park Fund). The Town will strive to maintain an Unassigned Fund Balance reserve in the General Fund equivalent to the greater of 25% of the following year's Operating Budget revenue (excluding on-time grant revenue) or the actual Operating Budget Reserve amount reported in the Town's most recent audited financial statements. 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.
- 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.

- 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.



Financial Policies

- 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 (CAGRD) 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.
- 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.



Financial Policies

- 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.

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.



Financial Policies

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 Annual Audited Financial Report 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 Report 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.

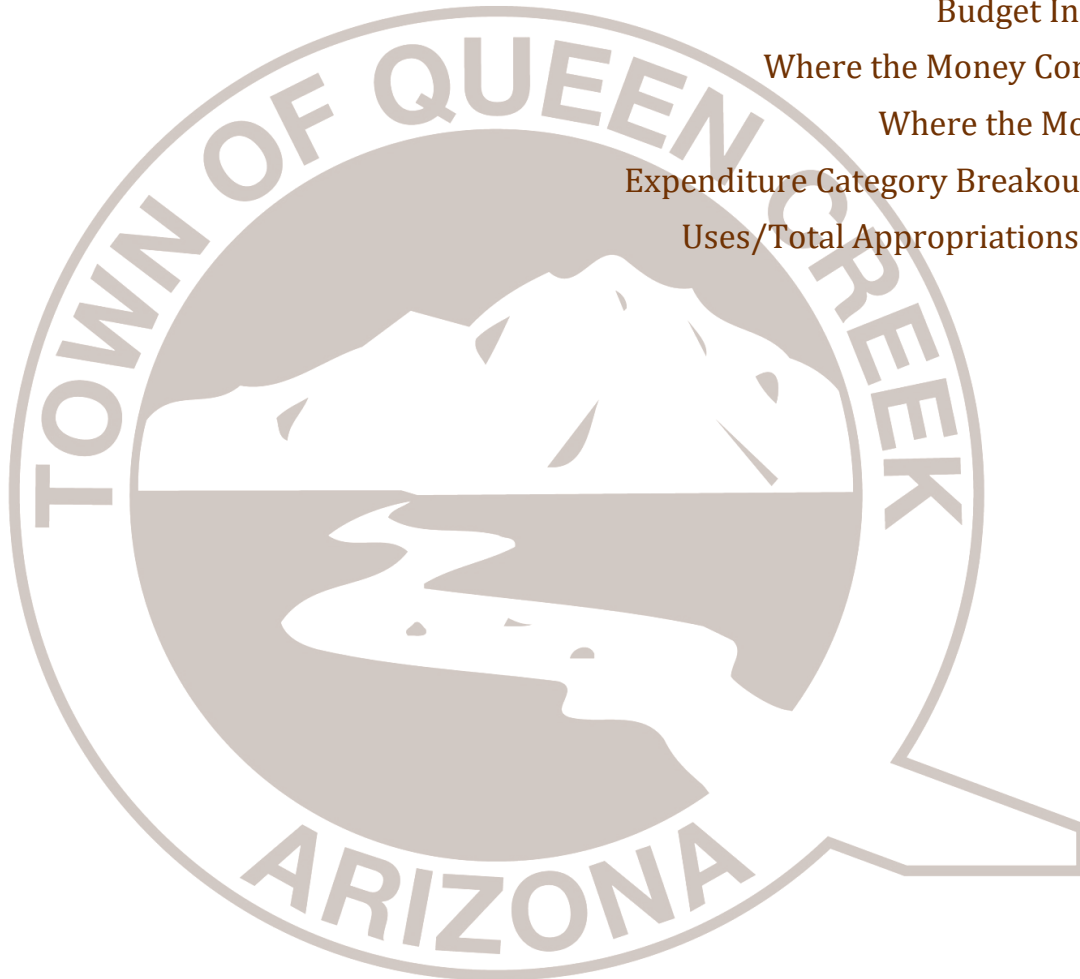


FY 2021/22
Budget



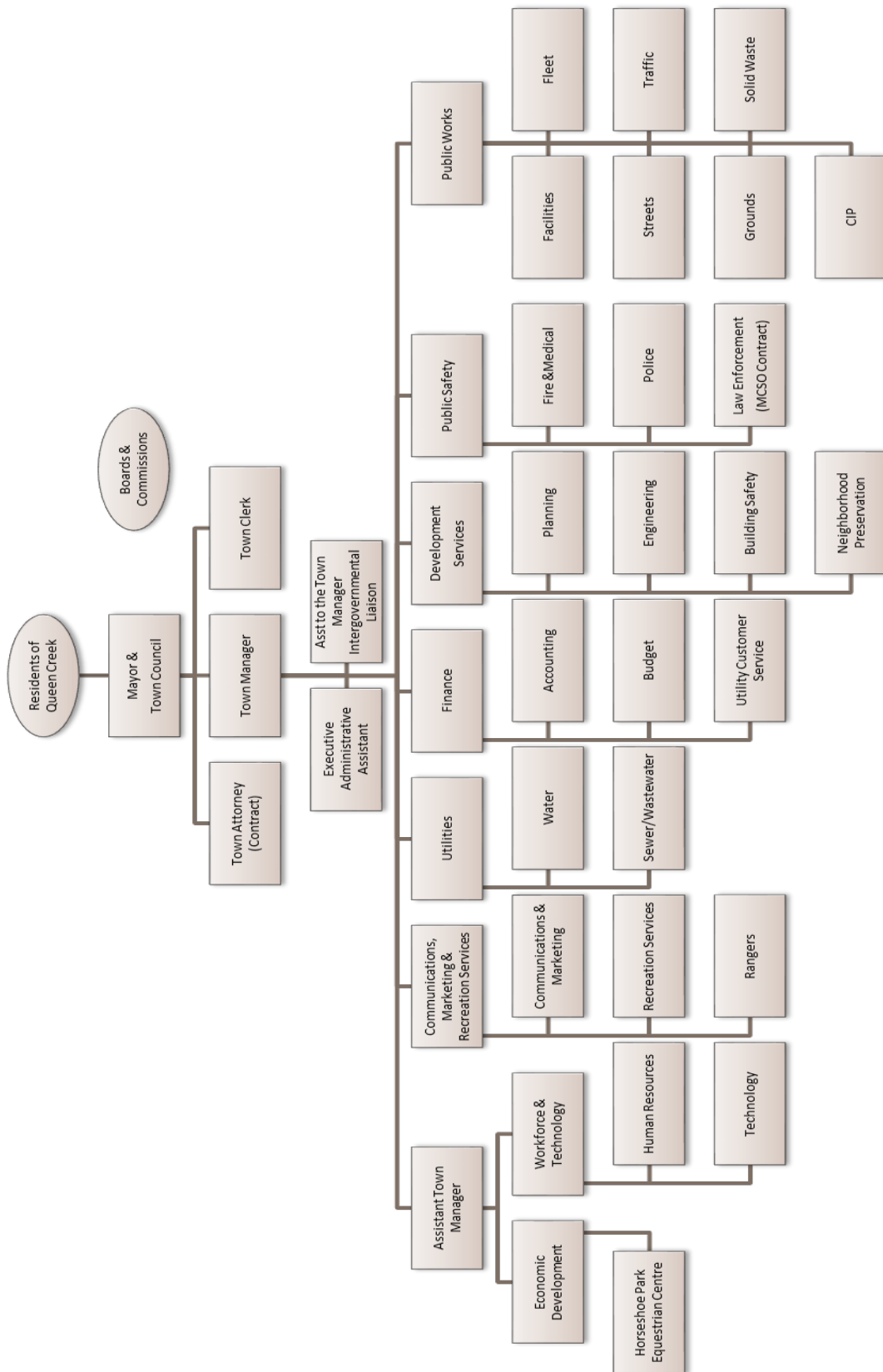
Organizational Structure

- Town Organizational Chart
- Full Time Equivalents (FTE) by Department
- Fund Structure Chart
- Fund Structure Narrative
- Budget Infographic
- Where the Money Comes From
- Where the Money Goes
- Expenditure Category Breakout by Fund
- Uses/Total Appropriations Schedule





Town Organizational Chart





Full-Time Equivalents by Department

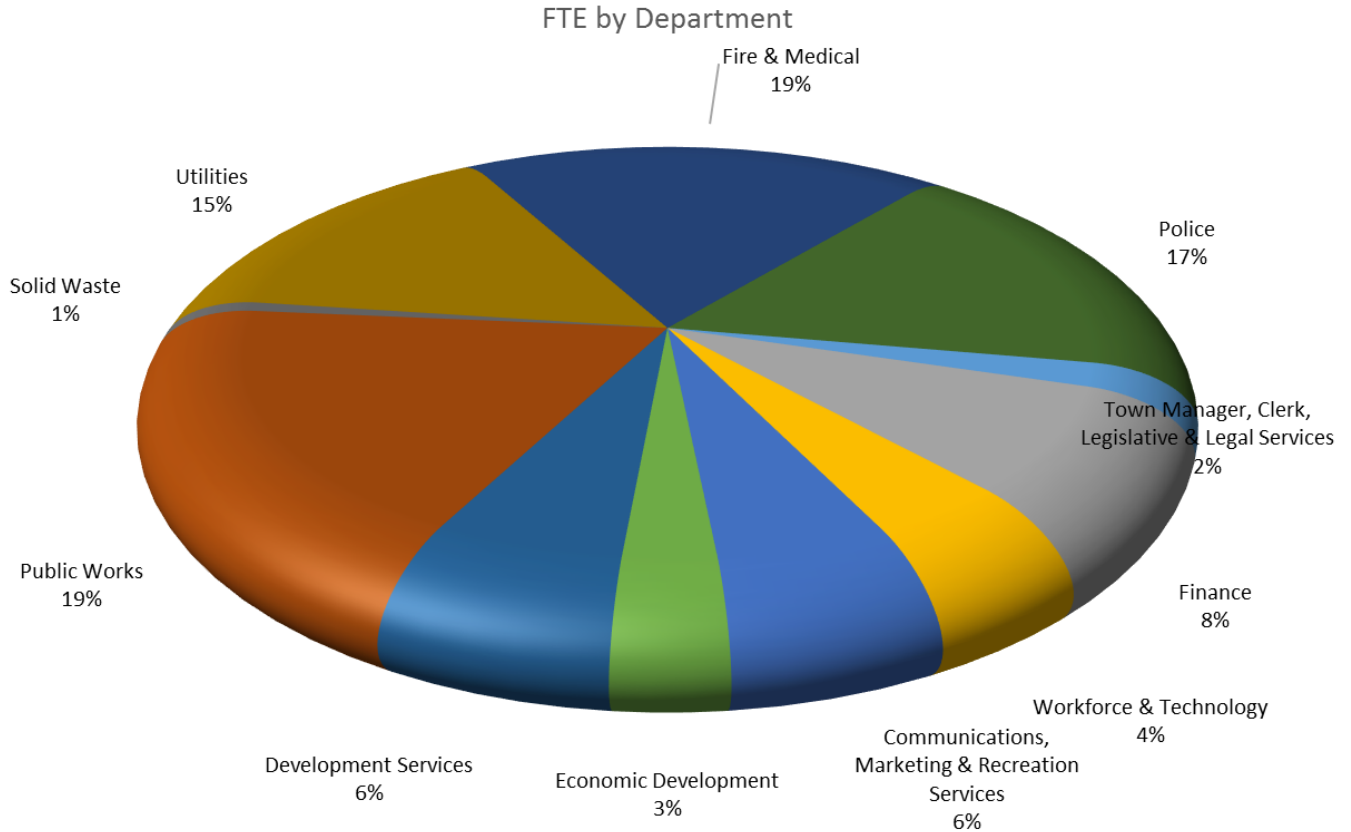
| Department | FY 2016/17 Actual | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Mayor & Town Council* | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Town Manager, Clerk, Legislative & Legal Services | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 | 7.00 |
| Finance | 17.98 | 22.18 | 30.48 | 32.48 | 34.48 | 36.48 |
| Workforce & Technology | 12.00 | 12.00 | 14.00 | 15.00 | 17.00 | 19.00 |
| Communications, Marketing & Recreation Services | 16.71 | 16.71 | 22.06 | 23.06 | 23.06 | 25.06 |
| Economic Development | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 |
| Development Services | 25.50 | 25.50 | 25.50 | 26.50 | 26.50 | 26.50 |
| Public Works | 50.86 | 56.93 | 69.43 | 72.43 | 73.43 | 79.43 |
| Solid Waste | 4.00 | 4.00 | 4.00 | 4.00 | 3.00 | 3.00 |
| Utilities | 39.25 | 41.00 | 50.00 | 55.00 | 61.00 | 63.00 |
| Fire & Medical | 51.00 | 51.00 | 63.00 | 65.00 | 81.00 | 81.00 |
| Police | - | - | - | - | 6.00 | 71.00 |
| Total Full Time Equivalents | 244.30 | 256.32 | 305.47 | 320.47 | 352.47 | 431.47 |
| % Change from Prior Year | 9% | 5% | 19% | 5% | 10% | 22% |

*Elected Officials, not true FTE.



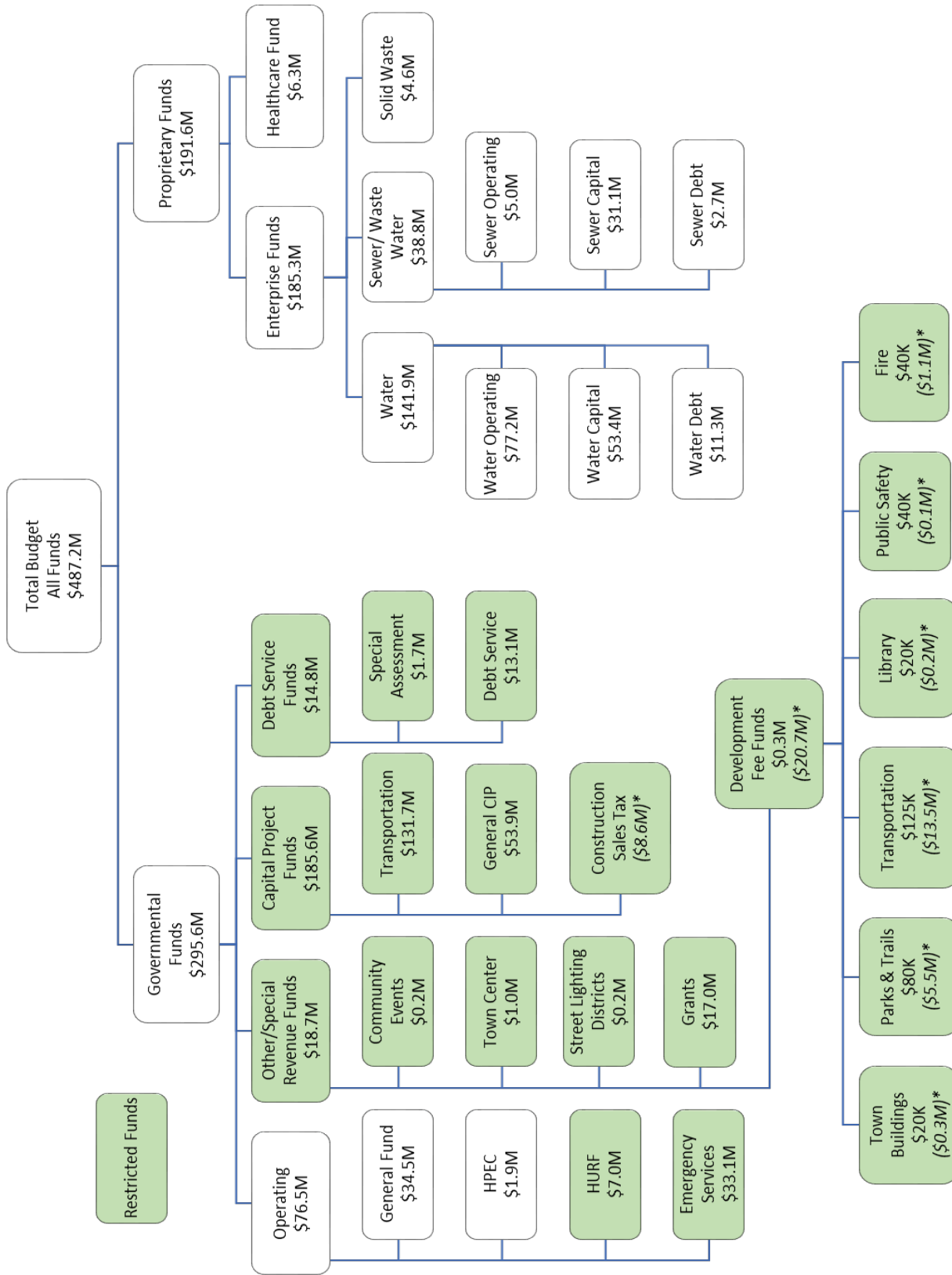
Full-Time Equivalents by Department

Percentage of FTE by Department





Fund Structure Chart



* Amounts represent transfers to other funds for debt and capital expenditures and are not included in the Total Budget amount.



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.



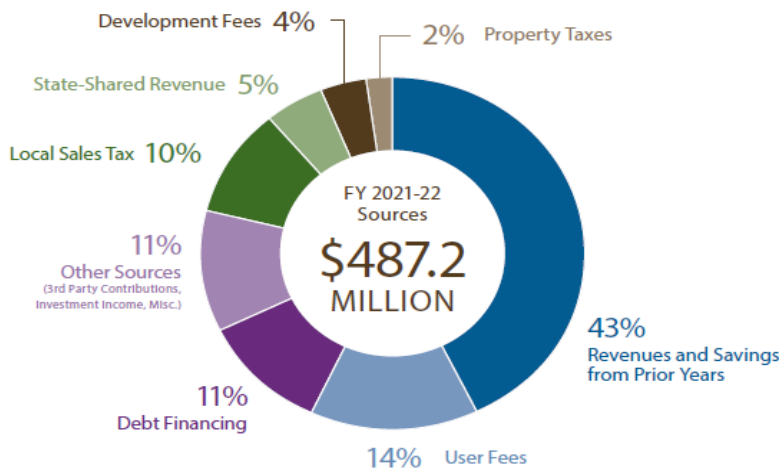
FY 2021/22 Budget Infographic

TOWN OF QUEEN CREEK

FY 2021-22 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.

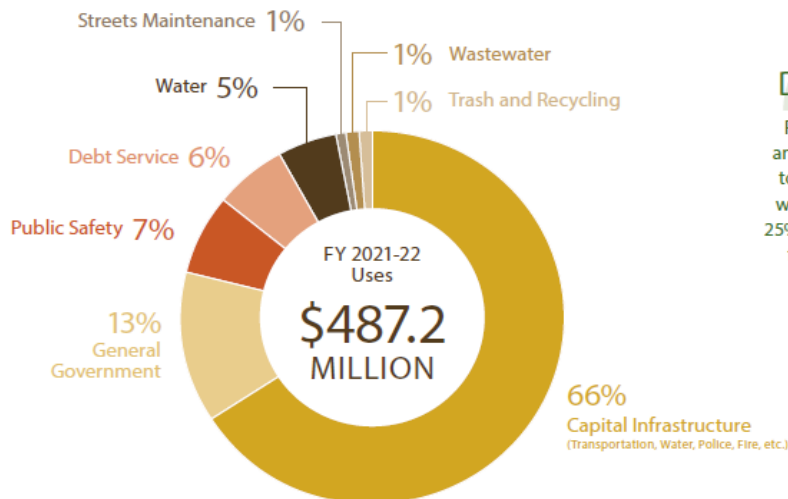
WHERE DOES THE MONEY COME FROM?



Did You Know?

State-shared revenues represent 23% of the Town's operating budget, providing an important revenue source for essential Town services.

WHERE DOES THE MONEY GO?



Did You Know?

Roadway improvements and maintenance continue to be a focus for the Town with \$119 million, or nearly 25% of the budget, allocated for road improvements.

REVISED MAY, 2021



FY 2021/22 Budget Infographic

TOWN OF QUEEN CREEK

FY 2021-22 BUDGET

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

INVESTING IN THE QUEEN CREEK COMMUNITY

Fully Funding the Town's Pension Reserve



The FY 2021-22 budget fully funds the Town's Arizona State Retirement System (ASRS) pension reserve that was established by Town policy.

The Town's public safety pension reserve is already fully funded, making the Town the first municipality in the state to have fully funded pension reserves. This eliminates the need to pay down large unfunded pension liabilities in the future and saves nearly \$2 million annually.

Investing in Public Safety

QUEEN CREEK POLICE DEPARTMENT

The Town will transition to the Queen Creek Police Department for law enforcement services beginning January 2022. The FY 2021-22 budget includes essential funding for transitioning the new department that will meet the needs of the growing community.



- \$9.6M for full staffing
63 Sworn, 8 Civilian
- \$5.7M for operating costs
Vehicles, Equipment, Uniforms, Firearms, Ammunition, Body Armor, Software, Supplies, Training
- \$4.1M in savings
MCSO funding for half the year

QUEEN CREEK FIRE & MEDICAL DEPARTMENT

The FY 2021-22 budget includes funding to complete the five permanent stations for the Queen Creek Fire & Medical Department.



- Replacement Stations 2 and 5
Completion date by Spring 2022
- Replacement Pumper Truck
- Resource Center

Investing in Infrastructure

66% of the FY 2021-22 budget is dedicated to building and expanding infrastructure for our growing community.

| INFRASTRUCTURE TOTAL: \$323.2M | |
|--------------------------------|----------|
| Transportation | \$119.2M |
| Water Rights | \$53.0M |
| Water | \$51.0M |
| Wastewater | \$28.6M |
| Parks | \$26.0M |
| Fire | \$23.0M |
| Contingencies | \$20.0M |
| Police | \$1.5M |
| Municipal Facilities | \$0.9M |

Property Tax



The Town's primary property tax was approved by voters in 2007 at a rate not to exceed \$1.95 per \$100 of assessed value and can be used solely for public safety.

Last year, to be mindful of the impacts of COVID-19 on residents, Town Council lowered the primary property tax rate to \$1.83 per \$100 of assessed value. Due to home values increasing, the Town will collect more in property taxes, but the FY 2021-22 budget maintains the lower property tax rate of \$1.83.

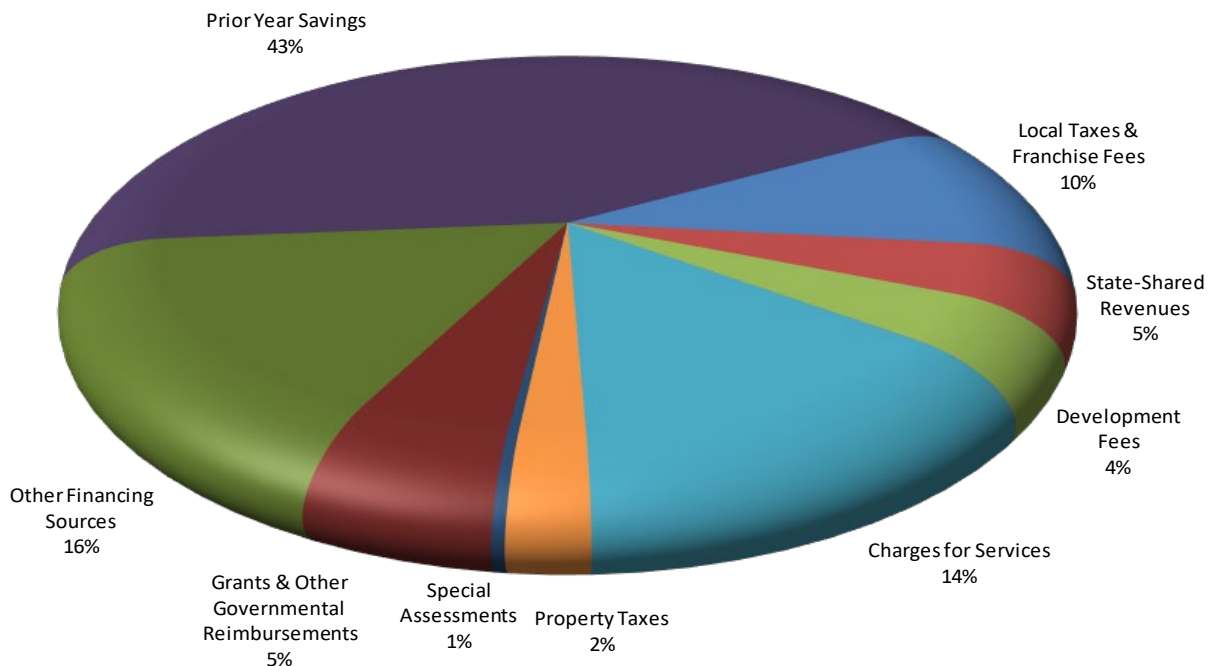


Sources

Where the Money Comes From

| Sources | FY 2020/21 Revised Budget | FY 2021/22 Adopted Budget | % increase/ (decrease) year over year |
|--|------------------------------|---------------------------------|---|
| Local Taxes & Franchise Fees | \$ 56,538,312 | \$ 49,366,670 | (12.7%) |
| State-Shared Revenues | 18,926,092 | 21,662,200 | 14.5% |
| Development Fees | 22,230,100 | 19,872,960 | (10.6%) |
| Licenses & Permits | 85,500 | 85,500 | 0.0% |
| Charges for Services | 61,511,770 | 68,345,288 | 11.1% |
| Property Taxes | 9,779,705 | 11,045,515 | 12.9% |
| Special Assessments | 1,804,021 | 1,780,942 | (1.3%) |
| Grants & Other Governmental Reimbursements | 18,996,428 | 25,863,253 | 36.1% |
| Other Financing Sources* | 164,169,433 | 79,432,685 | (51.6%) |
| <i>Subtotal Revenues</i> | <i>\$ 354,041,361</i> | <i>\$ 277,455,013</i> | <i>(21.6%)</i> |
| Prior Year Savings | 55,069,981 | 209,728,601 | |
| Total Sources | \$ 409,111,342 | \$ 487,183,614 | |

FY 2021/22 Adopted Budget \$487.2M
Sources by Category as a Percent of Total



Inter-fund transfers of \$104.1M have not been included in FY 2021/22 budget figures pursuant to Auditor General Budget guidelines.*Includes \$150M of Bond Proceeds in FY 2020/21 and \$53M of Bond Proceeds in FY 2021/22.

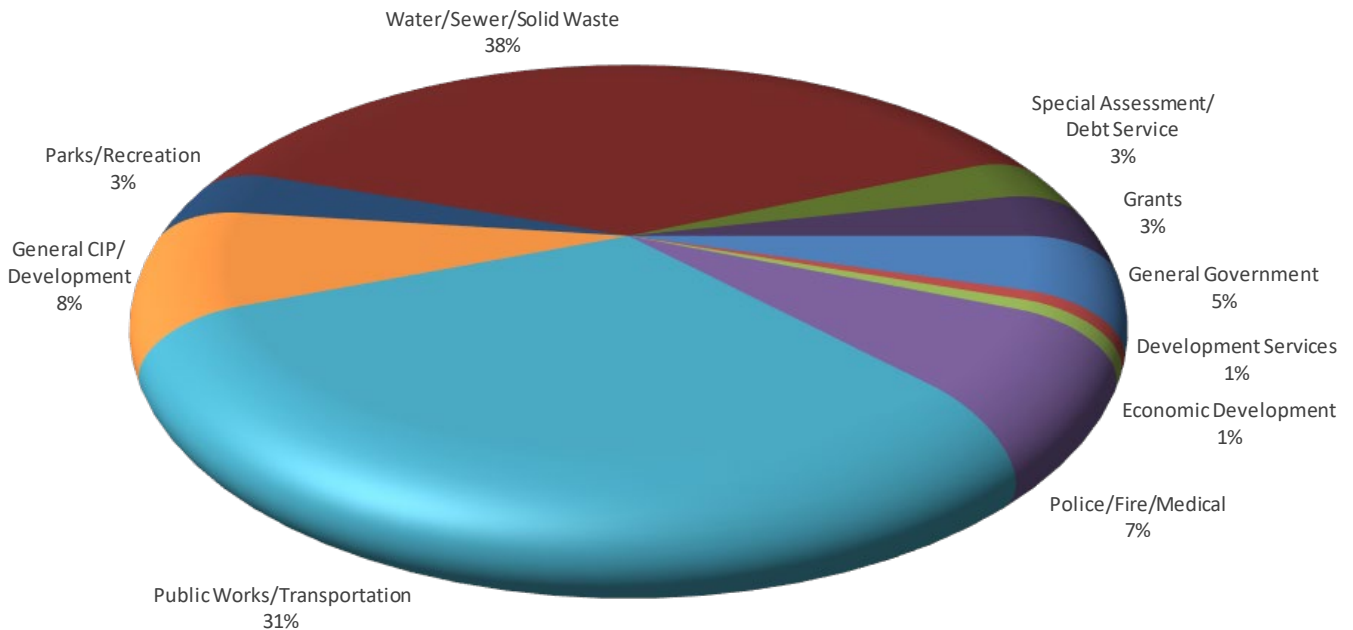


Uses

Where the Money Goes

| Expenditures | FY 2020/21 Revised Budget | FY 2021/22 Adopted Budget | % increase/ (decrease) year over year |
|----------------------------------|------------------------------|---------------------------------|---|
| General Government | \$ 17,846,599 | \$ 22,292,789 | 24.9% |
| Development Services | 3,574,270 | 3,691,598 | 3.3% |
| Economic Development/Town Center | 3,924,363 | 4,019,130 | 2.4% |
| Police/Fire/Medical | 29,174,088 | 33,437,837 | 14.6% |
| Public Works/Transportation | 115,716,912 | 151,174,250 | 30.6% |
| General CIP/Development | 29,208,450 | 38,908,492 | 33.2% |
| Parks/Recreation | 12,596,690 | 16,558,716 | 31.5% |
| Water/Sewer/Solid Waste | 182,703,143 | 185,307,929 | 1.4% |
| Special Assessment/Debt Service | 12,366,827 | 14,792,873 | 19.6% |
| Grants | 2,000,000 | 17,000,000 | 750.0% |
| Total Expenditures | \$ 409,111,342 | \$ 487,183,614 | 19.1% |

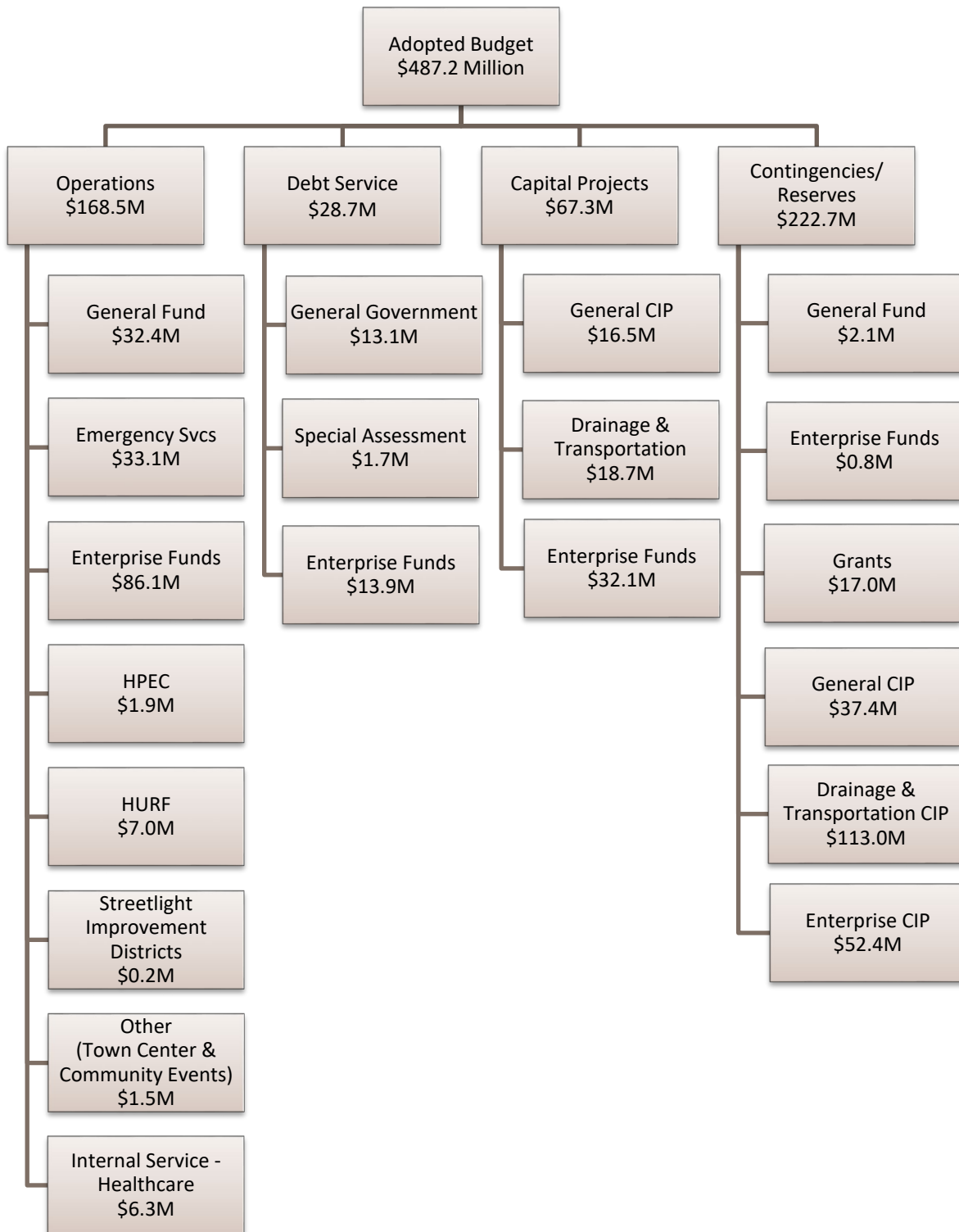
FY 2021/22 Adopted Budget \$487.2M
Expenditures by Function as a Percent of Total



Inter-fund transfers of \$104.1M have not been included in FY 2021/22 budget figures pursuant to Auditor General Budget guidelines.



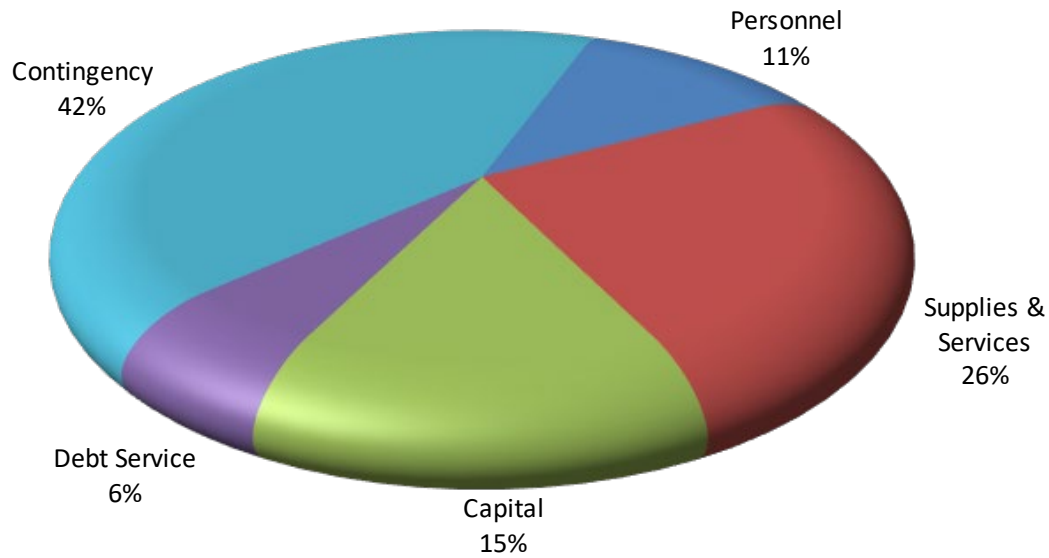
Uses





Uses / Total Appropriations Schedule

FY 2021/22 Adopted Budget \$487.2M by Category



| FY 2021/22 Total Appropriations - Budget by Fund | | | | | | | | | | |
|--|----------------------|----------------------|---------------------|---------------------|-----------------------|----------------------|----------------------|----------------------|---------------------|-----------------------|
| | General Fund | EMS Fund | HURF | HPEC | Enterprise | Special Revenue | Capital | Debt | Healthcare | Grand Total |
| Sources | | | | | | | | | | |
| Local Sales Tax | \$ 28,328,818 | \$ 3,541,102 | \$ - | \$ - | \$ - | \$ 1,010,719 | \$ - | \$ - | \$ - | \$ 32,880,639 |
| Construction Sales Tax | 7,520,485 | 940,061 | - | - | - | 7,520,485 | - | - | - | 15,981,031 |
| State Shared Revenue | 14,393,500 | - | 7,268,700 | - | - | - | - | - | - | 21,662,200 |
| Property Tax | - | 11,045,515 | - | - | - | - | - | - | - | 11,045,515 |
| Charges for Services | 9,656,309 | 5,000,160 | - | 650,000 | 45,949,042 | 101,426 | - | - | 6,988,351 | 68,345,288 |
| License & Fees | 85,500 | - | - | - | - | - | - | - | - | 85,500 |
| Franchise Fees | 505,000 | - | - | - | - | - | - | - | - | 505,000 |
| Special Assessments | - | - | - | - | - | 43,720 | - | 1,737,222 | - | 1,780,942 |
| Interest Income | 200,000 | - | - | - | 455,100 | 159,740 | 150,000 | - | - | 964,840 |
| Capacity Fees | - | - | - | - | 7,590,919 | - | - | - | - | 7,590,919 |
| Impact Fees | - | - | - | - | - | 12,282,041 | - | - | - | 12,282,041 |
| Other | 103,500 | 6,330,000 | 255,000 | - | 53,029,345 | 5,075,000 | 39,438,253 | - | 100,000 | 104,331,098 |
| Total Revenues | \$ 60,793,112 | \$ 26,856,838 | \$ 7,523,700 | \$ 650,000 | \$ 107,024,406 | \$ 26,193,131 | \$ 39,588,253 | \$ 1,737,222 | \$ 7,088,351 | \$ 277,455,013 |
| Transfers In | - | 14,006,645 | - | 1,576,676 | 46,003,116 | - | 29,422,290 | 13,055,652 | - | 104,064,379 |
| Total Sources | \$ 60,793,112 | \$ 40,863,483 | \$ 7,523,700 | \$ 2,226,676 | \$ 153,027,522 | \$ 26,193,131 | \$ 69,010,543 | \$ 14,792,874 | \$ 7,088,351 | \$ 381,519,392 |

| Uses | | | | | | | | | | |
|------------------------|----------------------|----------------------|---------------------|---------------------|-----------------------|----------------------|-----------------------|----------------------|---------------------|-----------------------|
| Personnel | 17,002,817 | \$ 20,708,398 | \$ 1,673,971 | \$ 748,506 | \$ 9,195,639 | \$ - | \$ 945,044 | \$ - | \$ 5,850,191 | \$ 56,124,566 |
| Supplies & Services | 13,942,728 | 10,676,791 | 4,495,106 | 707,762 | 76,208,225 | 17,746,760 | 533,855 | - | 452,266 | 124,763,493 |
| Capital | 1,487,281 | 1,684,804 | 858,000 | 480,175 | 32,740,437 | 910,000 | 33,693,556 | - | - | 71,854,253 |
| Debt Service | - | - | - | - | 13,936,673 | - | - | 14,792,873 | - | 28,729,546 |
| Contingency | 2,098,950 | - | - | - | 53,226,955 | - | 150,385,851 | - | - | 205,711,756 |
| Total Expenses | \$ 34,531,776 | \$ 33,069,993 | \$ 7,027,077 | \$ 1,936,443 | \$ 185,307,929 | \$ 18,656,760 | \$ 185,558,306 | \$ 14,792,873 | \$ 6,302,457 | \$ 487,183,614 |
| Transfers Out | 26,149,899 | 1,752,950 | 262,790 | 290,233 | 46,003,116 | 29,605,391 | - | - | - | 104,064,379 |
| Total Uses | \$ 60,681,675 | \$ 34,822,943 | \$ 7,289,867 | \$ 2,226,676 | \$ 231,311,045 | \$ 48,262,151 | \$ 185,558,306 | \$ 14,792,873 | \$ 6,302,457 | \$ 591,247,993 |
| Change in Fund Balance | \$ 111,437 | \$ 6,040,540 | \$ 233,833 | \$ - | \$ (78,283,523) | \$ (22,069,020) | \$ (116,547,763) | \$ 1 | \$ 785,894 | \$ (209,728,601) |



FY 2021/22
Budget



Budget

- Budget Development
- Budget Overview and Policy Issues
- Budget Calendar
- Budget Assumptions - Revenues
- Revenues by Fund
- Expenditures by Fund
- General Fund
- Three-Year Fund Summaries
- Reserves/Fund Balances





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:

- Town Council input on priorities through a 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 the Town Council's Budget Committee for review
- Present to the full Town 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 retirement contribution rates and/or health insurance costs
- 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 also provided by the state departments that distribute the funds, which are distributed on a population basis.

An analysis of all factors results in a recommendation to the Town Manager of the growth and inflation factors, 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 the Town Council. Queen Creek voters approved a four-year continuation of home rule in the August 2018 primary election. The FY 2021/22 budget is the third budget in the current approved four-year cycle.



Budget Development

Once revenue estimates are established, 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 prepare 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 items such as debt service schedules, employee benefit cost increases, 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 can 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. The Town Council Budget committee then submits the budget, along with any recommendations for changes or items for discussion, to the full Town Council for consideration and approval.



Budget Overview FY 2021/22

The Town’s expenditure budget for FY 2021/22 is \$487.2 million. This budget includes appropriations for the General Fund of \$34.5 million, Emergency Services of \$33.1 million, HURF of \$7.0 million, and HPEC of \$1.9 million, collectively referred to as the Town’s Operating Budget. The Enterprise portion of the FY 2021/22 budget consists of the Water Fund at \$77.2 million, the Sewer Fund at \$5.0 million and Solid Waste at \$4.6 million. Capital Improvement Funds (CIP) total \$323.2 million. The remaining dollars that comprise the budget include appropriations for grants, special assessments, special districts, and debt service.

The FY 2021/22 budget was developed following a year of unprecedented upheaval caused by the COVID-19 pandemic. The Town’s financial condition has weathered the uncertainty better than expected, with actual revenue collections exceeding initial projections and building permit activity remaining strong.

Strategic Priorities

The Town’s budget process remains committed to the Town Council’s strategic priorities identified in the Corporate Strategic Plan. Accordingly, the budget includes funding for a new Queen Creek Police Department; continued investments in transportation, water, wastewater, and public safety infrastructure; funding for acquisition of water resources; and a placeholder towards funding new park amenities and trails, as follows:

- **Police Services** – The budget includes funding to hire 65 new positions, including 58 sworn officers and 7 civilian staff, as well as funding to acquire the necessary software, hardware, equipment and fleet vehicles to stand up the new department in January 2022. The budget also includes five positions in other departments to provide assistance to the new police department. Funding remains in place to continue the Town’s contract for police services with the Maricopa County Sheriff’s Office until the transition to the Queen Creek Police Department is complete.
- **Infrastructure/CIP** – Progress continues on the Town’s Transportation Master Plan with \$100.5 million budgeted for projects that have already started and another \$18.7 million for new projects. The water and wastewater CIP programs include \$79.6 million of projects, including connections and improvements to the former Diversified Water Company service area that the Town acquired in September 2020. These aggressive CIP programs are necessary to keep pace with robust development activity that is happening within the town.
- **Acquisition of Water Rights** – An additional \$53 million is included in the budget for the potential acquisition of 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.
- **Parks Master Plan** – At the Town Council’s Strategic Planning Session in February 2021, the Town Council discussed options for making progress on the Town’s Parks Master Plan. The budget includes a \$15 million placeholder for possible park designs and/or land acquisition, with further direction expected from the Town Council during the budget review process.

Overall, 79 new positions (Full-Time Equivalent, FTE) are included in the FY 2021/22 Budget:

- | | |
|---|---|
| Sworn Police Officers (58.0 FTE) | Facility Services Technician – Facilities (1.0 FTE) |
| Police Administrative Staff (7.0 FTE) | M&O Technician – Grounds (1.0 FTE) |
| HR Analyst – PD Support (1.0 FTE) | M&O Specialist – Streets (1.0 FTE) |
| IT Analyst – PD Support (1.0 FTE) | Traffic Engineer – Traffic (1.0 FTE) |
| Payroll Specialist – PD Support (1.0 FTE) | Traffic Signal Technician – Traffic (1.0 FTE) |
| Public Information Officer – PD Support (1.0 FTE) | Utilities Services Technician – Utilities (2.0 FTE) |
| Fleet Mechanic – PD Support (1.0 FTE) | Financial Services Analyst – Utilities (1.0 FTE) |
| M&O Specialist – HPEC (1.0 FTE) | |



Budget Overview FY 2021/22






Finally, the FY 2021/22 budget includes \$6 million in federal grant revenue as the Town’s second half of its estimated \$12 million distribution from the American Rescue Plan (ARP) passed by Congress in March 2021 (the first half is expected to be received by June 30, 2021). The budget includes \$12 million of expenditure authority as a placeholder for these funds, but the budget currently has no recommendation on specific uses of the funds.

Ending Operating Reserves

The ending Operating Budget fund balance for FY 2021/22 is estimated to be \$87.7 million or 91% of Operating revenues, which remains well above the Council’s adopted Operating reserve policy of 25%. Of the total fund balance, \$43.7 million is reserved for pensions. This amount represents 100% funding of the Town’s unfunded pension liabilities and achieves the Town Council’s policy goal of fully funding the Town’s pension obligations. Another \$25.5 million is restricted in the Town’s 25% Operating Budget Reserve, and \$12 million is reserved for future spending of the Town’s federal ARP funds.

Policy Issues

During the development of the FY 2021/22 Budget, the Town Council will provide direction on the following policy issues:

| 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. |
| 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. |
| Parks Master Plan  | Provide direction on the appropriate level of funding for the Parks Master Plan. |
| Property Tax and Reserves Policies  | Determine the amount of revenue to be received from the primary property tax levy, and provide direction on the disposition of the Town’s COVID reserve funds that were set aside at the end of FY 2019/20 in anticipation of adverse financial impacts from the COVID-19 pandemic. |



Budget Calendar

| November 2020 | |
|----------------|--|
| November 12 | Budget Development Email From Budget Office Sent to Departments |
| November 17 | Performance Measures Distributed to Departments |
| December 2020 | |
| December 8 | Budget Development Kickoff with Department Directors |
| January 2021 | |
| January 7 | Department Capital Budgets Due |
| | Department Base Budgets Due |
| | 5-Year Staffing Projections Due |
| | Non-Profit Applications Emailed Out |
| January 14 | Department Performance Measures Due |
| January 26 | Department Head Meeting to Review Staffing Projections and Budget |
| January 28 | Non-Profit Applications Due to Town |
| February 2021 | |
| February 11 | Department Budgets / Budget Overview Due to Town Manager |
| February 16 | Property Tax Forecast Due (County Assessor Valuation Received) |
| February 18 | Post Required Public Notice of Increased Rates and Fees |
| February 16-18 | Department Budget Reviews with Town Manager |
| February 26-27 | Council Strategic Planning Session – Budget Policy Direction |
| March 2021 | |
| March 11 | Final Changes to Recommended Budget Due |
| March 25 | Release Town Manager FY 2021/22 Recommended Budget |
| March 29-31 | Council Budget Briefings |
| April 2021 | |
| April 12 | Budget Committee Meeting |
| April 26 | Tentative Budget Materials Due to Town Clerk for May 5, 2021 Council Meeting |
| May 2021 | |
| May 5 | Tentative Budget Presented to Council for Approval |
| | 1 st Truth in Taxation (TNT) Newspaper Ad Runs (14 Days Before TNT Hearing) |
| May 6 | Post Tentative Budget Schedules on Town Website, Send Materials to Newspaper |
| May 10 | Adopted Budget and TNT Materials Due to Town Clerk for June 17, 2020 Council Meeting |
| May 12 | 2 nd Truth in Taxation Newspaper Ad (7 Days Before TNT Hearing) |
| | 1 st Tentative Budget Newspaper Ad (Schedule A) |
| May 18 | 2 nd Tentative Budget Newspaper Ad (Schedule A) |
| May 19 | Final Budget Adoption and Truth in Taxation Hearing |
| May 20 | Post Adopted Budget Schedules on Town Website |
| May 24 | Property Tax Levy / SLIDs Materials Due to Town Clerk for June 2, 2021 Council Meeting |
| June 2021 | |
| June 2 | Primary Property Tax Levy and SLID Levies Presented to Council for Approval |
| June 3 | Tax Levy Information Sent to Counties and Property Oversight Commission |



Budget Assumptions - Revenues

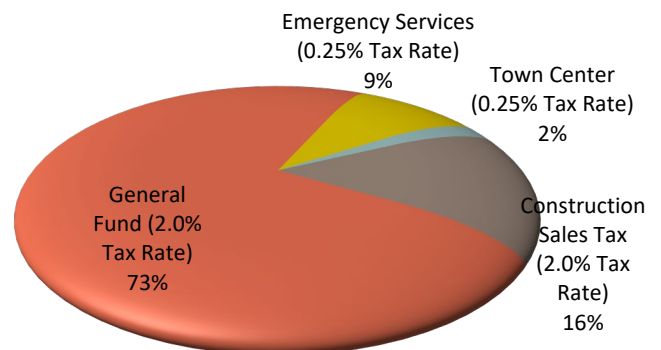
Queen Creek anticipates to collect revenue in FY 2021/22 equal to the amount necessary to pay the costs of operating and maintaining levels of service provided by the Town. Sales tax revenue forecasts are determined by a revenue trend analysis in conjunction with known commercial facilities opening and closing, as well as economic indicators available for the region and nation. Based on growth projections, the total adopted FY 2021/22 sales tax is 13% lower than the revised FY 2020/21 budget. Construction sales tax is estimated to decrease by 40% for next year. The remaining sales tax base is projected to increase by 11%.

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 49% of the General Fund revenues in FY 2021/22.

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 2021/22 Sales Tax Budget |
|-------------------------------|-----------------------------|
| Construction | \$15,981,031 |
| Retail | 21,751,128 |
| Restaurants & Bars | 4,292,674 |
| Communications & Utilities | 2,849,349 |
| Real Estate, Rental & Leasing | 2,240,115 |
| All Other Categories | 1,747,373 |
| Total Town Sales Tax | \$ 48,861,670 |

| Fund | FY 2021/22 Sales Tax Budget |
|---|-----------------------------|
| General Fund (2.0% Tax Rate) | \$35,849,303 |
| Emergency Services (0.25% Tax Rate) | 4,481,163 |
| Town Center (0.25% Tax Rate) | 1,010,719 |
| Construction Sales Tax (2.0% Construction Tax Rate) | 7,520,485 |
| Total Town Sales Tax | \$ 48,861,670 |

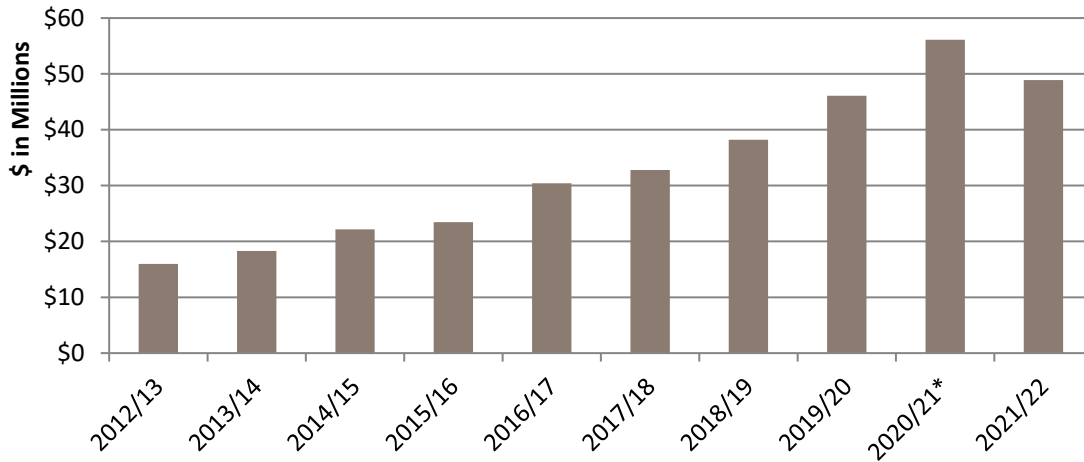




Budget Assumptions - Revenues

| Sales Tax History/Projection - All Transactions | | | | |
|---|---------------------|-----------------|---------------------|-----------------|
| Fiscal Year | Adopted Budget | Budget % Change | Actual/Projected* | Actual % Change |
| 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% | 46,140,888 | 20.8% |
| 2020/21 | 28,245,249 | (20.2%) | 56,093,311 | 21.6% |
| 2021/22 | \$48,861,670 | 73.0% | \$48,861,670 | (12.9%) |

Sales Tax History/Projection



*Revised Budget

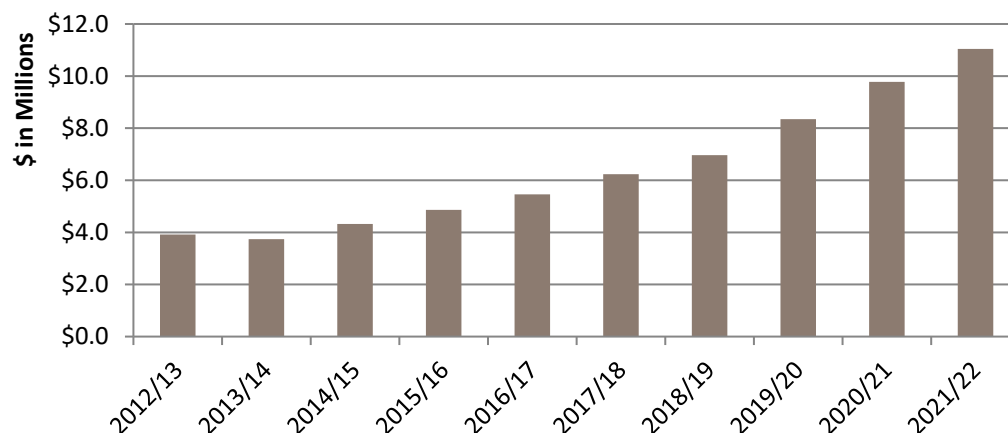


Budget Assumptions - Revenues

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 of \$1.95 per \$100 of assessed limited property value. Property valuations are determined by the county. Limited Property Values are projected to continue their recovery at a pace slower than the drastic downturn experienced from the housing construction decline. 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 2021/22, total limited property values are estimated to have increased by \$69M or 13% over FY 2020/21, of which \$27M or 4% is appreciation in values (which equates to \$494K) and \$42M or 7% is attributed to new construction (which equates to \$771K).

| Property Tax History/Projection | | | | |
|---------------------------------|---------------------|-----------------|---------------------|-----------------|
| Fiscal Year | Adopted Budget | Budget % Change | Actual/Projected | Actual % Change |
| 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% | 8,344,964 | 18.8% |
| 2020/21 | 9,779,705 | 17.2% | 9,779,705 | 17.2% |
| 2021/22 | \$11,045,515 | 12.9% | \$11,045,515 | 12.9% |

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 1,532 for FY 2021/22. Five-year projections are conservatively based on current housing products that are building out and new subdivisions that 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 – 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 2021/22. Regarding sewer user fees, a planned sewer usage cap is being delayed and will be reconsidered next fiscal year once the Town completes a comprehensive review of its utility rates and revenues. While no other changes to utility rates are planned at this time, a water rate study is underway and will be completed by December 2021.



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 2021/22, account for 25% 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.

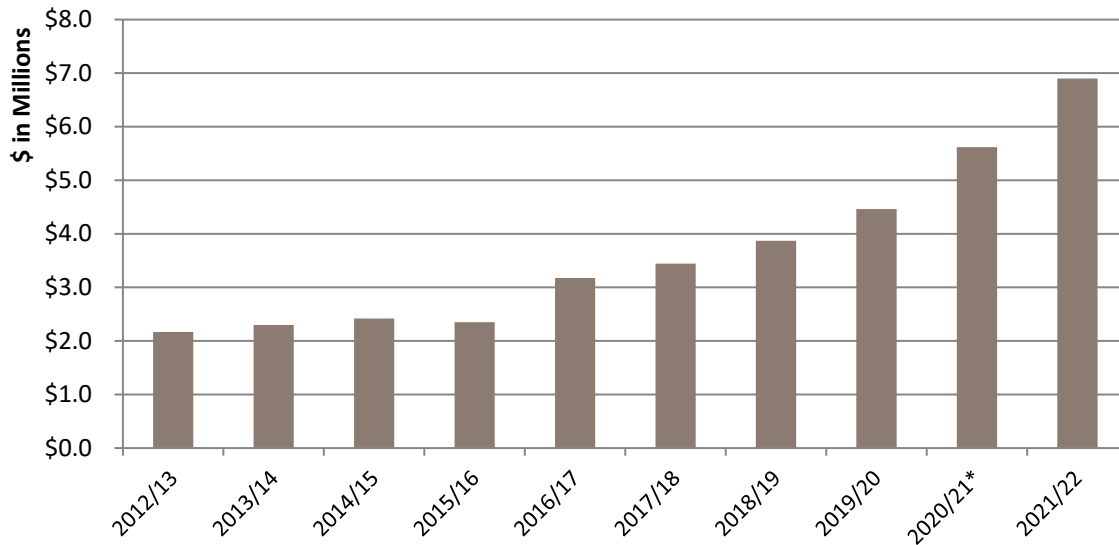


Budget Assumptions - Revenues

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 |
| 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% | 4,463,452 | 12.4% |
| 2020/21 | 5,011,800 | 11.6% | 5,617,000 | 25.8% |
| 2021/22 | \$6,898,800 | 37.7% | \$6,898,800 | 22.8% |

State-Shared Sales Tax History/Projection



*Revised Budget

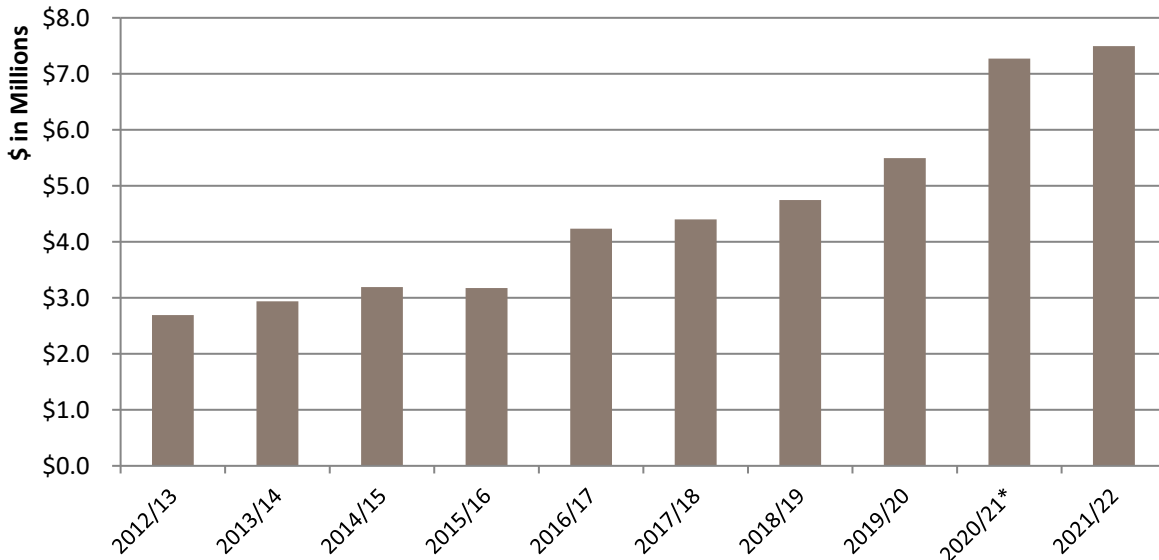


Budget Assumptions - Revenues

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 |
| 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% | 5,496,253 | 15.8% |
| 2020/21 | 7,200,700 | 30.7% | 7,272,892 | 32.3% |
| 2021/22 | \$7,494,700 | 4.1% | \$7,494,700 | 3.0% |

State-Shared Income Tax History/Projection



*Revised Budget

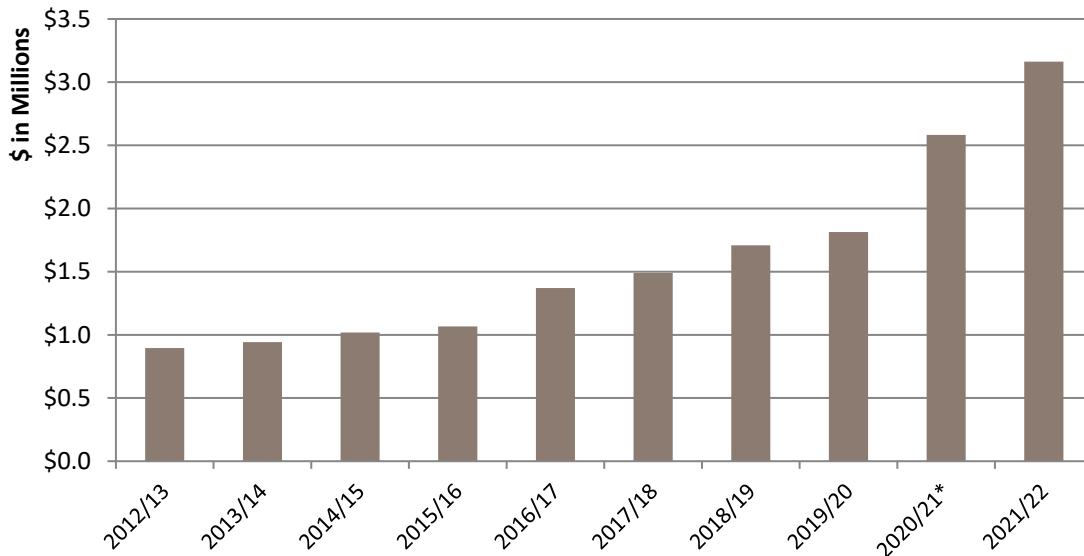


Budget Assumptions - Revenues

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 |
| 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% | 1,813,567 | 6.2% |
| 2020/21 | 2,186,800 | 21.2% | 2,582,700 | 42.4% |
| 2021/22 | \$3,162,100 | 44.6% | \$3,162,100 | 22.4% |

State Shared VLT History/Projection



*Revised Budget

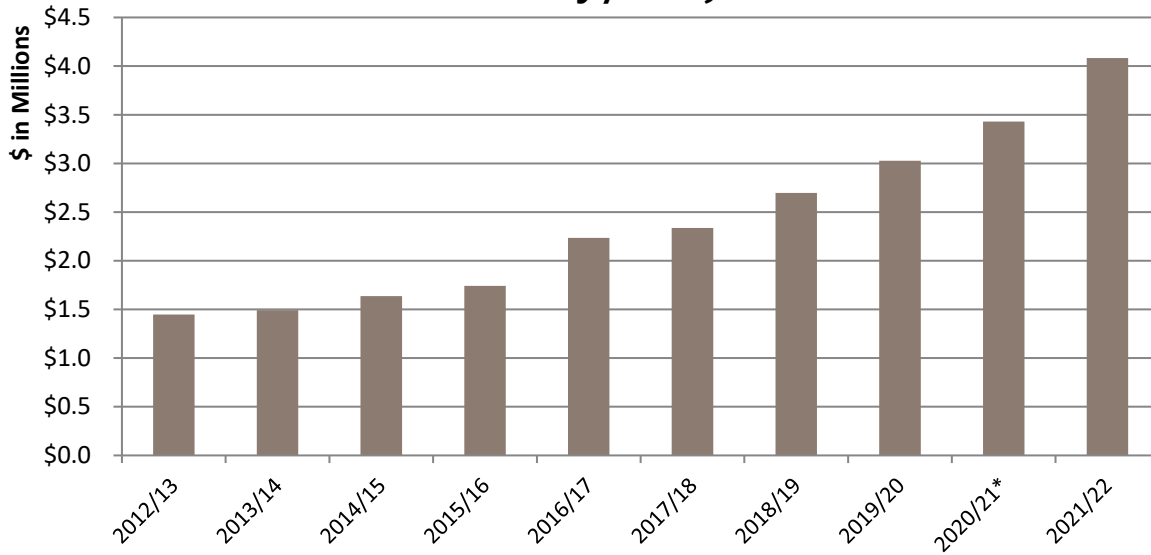


Budget Assumptions - Revenues

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 |
| 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% | 3,026,965 | 12.2% |
| 2020/21 | 2,725,200 | 7.2% | 3,429,900 | 13.3% |
| 2021/22 | \$4,083,000 | 49.8% | \$4,083,000 | 19.0% |

HURF History/Projection



*Revised Budget



Revenues/Sources by Fund

| Fund | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Department | FY 2021/22 % of Total Budget |
|--------------------------------|----------------------|-----------------------|-----------------------|--------------------------|------------------------------------|
| General Fund | \$55,029,499 | \$40,864,277 | \$62,787,882 | \$60,793,112 | 21.9% |
| Sewer/Wastewater | 7,580,173 | 7,609,634 | 7,609,634 | 9,237,182 | 3.3% |
| Waste Water – Capacity | 4,606,461 | 1,949,540 | 5,093,772 | 3,739,965 | 1.3% |
| Waste Water – Capital | 409,717 | 40,000,000 | 40,000,000 | 50,000 | 0.0% |
| Solid Waste | 3,272,447 | 3,834,045 | 3,834,045 | 4,708,379 | 1.7% |
| Water Operating | 25,411,540 | 85,278,486 | 89,765,944 | 85,187,926 | 30.7% |
| Water Debt Service | 72,195,999 | - | 10,250,000 | - | -% |
| Water – Capacity | 4,888,850 | 2,075,526 | 4,316,018 | 4,000,954 | 1.4% |
| Water – Capital | - | 50,000,000 | 50,000,000 | 100,000 | 0.0% |
| Drainage & Transportation | 57,997,357 | 7,433,922 | 7,433,922 | 27,088,253 | 9.8% |
| General CIP | 762,876 | 6,000,000 | 6,000,000 | 12,500,000 | 4.5% |
| Bond Proceeds – Gen. CIP | 17,161,813 | - | - | - | -% |
| Streets – HURF | 4,964,912 | 4,935,600 | 6,036,200 | 7,523,700 | 2.7% |
| Town Center | 770,563 | 770,348 | 1,027,615 | 1,112,145 | 0.4% |
| Street Lighting Districts | 561,407 | 67,370 | 67,370 | 43,720 | 0.0% |
| Housing Rehab Fund | 1,033 | - | - | - | -% |
| Construction Sales Tax | 9,571,850 | 4,134,393 | 12,511,525 | 7,520,485 | 2.7% |
| Parks & Open Space | 6,454,337 | 2,609,550 | 5,655,705 | 5,111,549 | 1.8% |
| Town Buildings | 623,148 | 83,330 | 155,536 | 121,316 | 0.0% |
| Transportation Dev Fees | 14,937,839 | 1,975,820 | 4,029,644 | 3,926,888 | 1.4% |
| Library Development | 913,609 | 150,920 | 309,693 | 263,157 | 0.1% |
| Public Safety Development | 495,451 | 508,400 | 1,016,103 | 1,054,861 | 0.4% |
| Emergency Services | 17,214,497 | 17,356,967 | 19,482,218 | 26,856,838 | 9.7% |
| Fire Development Fees | 13,433,257 | 954,070 | 1,961,670 | 1,964,010 | 0.7% |
| Parks & Rec Trust Fund | 84 | - | - | - | -% |
| Community Events Fund | 82,896 | 75,000 | 75,000 | 75,000 | 0.0% |
| Horseshoe Park Equestrian Ctr. | 504,219 | 431,193 | 431,193 | 650,000 | 0.2% |
| Grants | - | 2,000,000 | 7,842,506 | 5,000,000 | 1.8% |
| Special Assess. Improvement | 1,720,216 | 1,736,651 | 1,736,651 | 1,737,222 | 0.6% |
| Medical Self-Insurance | 4,584,497 | 4,611,515 | 4,611,515 | 7,088,351 | 2.6% |
| Sub-Total Revenues | \$326,150,547 | \$287,446,557 | \$354,041,361 | \$277,455,013 | 100.0% |
| Inter-fund Transfers ** | 122,841,127 | 88,499,249 | 88,440,139 | 104,064,379 | |
| Total Sources | \$448,991,673 | \$375,945,806 | \$442,481,500 | \$381,519,392 | |

* 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 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted | FY 2021/22 % of Total Budget |
|------------------------------------|----------------------|-----------------------|-----------------------|-----------------------|--|
| General Fund | \$25,445,686 | 25,577,989 | 28,837,320 | 34,531,776 | 7.1% |
| Wastewater/Sewer | 21,611,302 | 45,878,587 | 46,545,320 | 38,751,806 | 8.0% |
| Solid Waste | 2,972,881 | 3,834,045 | 3,791,257 | 4,646,648 | 1.0% |
| Water | 53,935,640 | 134,274,997 | 132,366,566 | 141,909,475 | 29.1% |
| Drainage & Transportation | 22,717,615 | 100,359,623 | 99,886,459 | 131,669,814 | 27.0% |
| General CIP | 6,321,266 | 43,940,333 | 40,334,973 | 53,888,492 | 11.1% |
| Construction Sales Tax | 160,836 | 146,147 | 146,147 | - | -% |
| Streets Program – HURF | 5,339,015 | 4,768,890 | 6,199,308 | 7,027,077 | 1.4% |
| Streets & Roads - LTAF | 33,000 | - | - | - | -% |
| Town Center | 251,940 | 1,146,441 | 1,284,546 | 967,400 | 0.2% |
| Street Light Districts | 183,931 | 181,600 | 181,600 | 199,360 | 0.0% |
| Parks, Open Space Rec. | - | - | - | 80,000 | -\$ |
| Town Building & Vehicles | - | - | - | 20,000 | -% |
| Transportation Development | - | - | - | 125,000 | -% |
| Library Development | - | - | - | 20,000 | -% |
| Public Safety Development | - | - | - | 40,000 | -% |
| Emergency Services | 19,757,846 | 23,905,600 | 28,611,692 | 33,069,993 | 6.8% |
| Fire Development | - | - | - | 40,000 | -% |
| Community Events | 106,933 | 165,000 | 165,000 | 165,000 | -% |
| Horseshoe Park | 1,799,449 | 1,368,777 | 1,454,713 | 1,936,443 | 0.4% |
| Grants | - | 6,262,796 | 2,298,099 | 17,000,000 | 3.5% |
| Special Assessment | 1,718,671 | 1,736,651 | 1,736,651 | 1,737,222 | 0.4% |
| Debt Service | 8,649,697 | 10,952,351 | 10,630,176 | 13,055,651 | 2.7% |
| Healthcare Self-Insurance | 4,061,500 | 4,611,515 | 4,641,515 | 6,302,457 | 1.3% |
| Actual/Adopted Expenditures | \$176,202,328 | \$409,111,342 | \$409,111,32 | \$487,183,614 | 100% |
| Inter-fund Transfers * | 122,841,127 | 88,499,249 | 88,440,139 | 104,064,379 | |
| Total Uses | \$299,043,455 | \$497,610,591 | \$497,551,481 | \$591,247,993 | |

* 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.



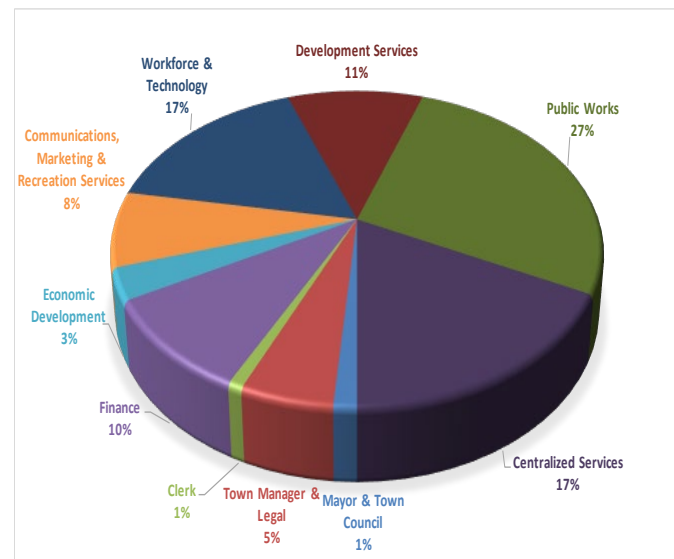
Adopted General Fund Budget

The FY 2021/22 General Fund is budgeted at \$34.5 million excluding inter-fund transfers. The increase of 20%, or \$5.7 million between years is attributed to increased staffing as well as increases to supplies and services needed in anticipation of the new Queen Creek Police Department scheduled to start January 2022. The inter-fund transfers for public safety, debt service, capital improvement programs and various other approved programs amount to \$22.2 million for FY 2021/22, \$15.6 million of which is for operational funding of the Fire/EMS, HURF, and HPEC funds. The remaining \$10.6 million is related to the funding for capital infrastructure improvements and debt service.

Departments by Dollars

| Department | Budget Amount |
|---|----------------------|
| Mayor and Town Council | \$ 444,052 |
| Town Manager & Legal Services | 1,801,238 |
| Town Clerk | 284,121 |
| Finance | 3,308,469 |
| Economic Development | 1,115,287 |
| Communications, Marketing & Recreation Services | 2,677,194 |
| Workforce & Technology | 5,741,668 |
| Development Services | 3,691,598 |
| Public Works | 9,417,099 |
| Centralized Services | 6,051,050 |
| Adopted Expenditures | \$ 34,531,776 |
| Inter-fund Transfers | 26,149,899 |
| Total Uses | \$ 60,681,675 |

Departments by Percentage



Historical General Fund Expenditures and Inter-fund Transfers

| | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Expenditures | 21,825,923 | 23,254,488 | 25,445,686 | 28,837,320 | 34,531,776 |
| Inter-fund Transfers | 9,733,572 | 19,106,957 | 14,407,653 | 20,514,698 | 26,149,899 |
| Total | \$31,559,494 | \$42,361,444 | \$39,853,340 | \$49,352,018 | \$60,681,675 |

Historical General Fund Expenditures by Type

| Expenditure Type | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|----------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Salaries & Fringes | \$11,668,207 | \$12,831,677 | \$13,973,543 | \$15,850,135 | \$17,002,817 |
| Supplies & Services | 7,214,232 | 7,889,705 | 9,104,619 | 10,667,303 | 12,442,728 |
| Capital | 666,118 | 784,136 | 1,705,129 | 1,107,225 | 1,487,281 |
| Contractual Support | 50,000 | 50,000 | 25,000 | - | - |
| Operating Projects | - | 48,539 | - | - | - |
| Transportation Development | 2,227,365 | 1,650,431 | 637,395 | - | 1,500,000 |
| Reserves/Contingency | - | - | - | 1,212,657 | 2,098,950 |
| Expenditure Total | \$21,825,923 | \$23,254,488 | \$25,445,686 | \$28,837,320 | \$34,531,776 |
| Inter-fund Transfers | 9,733,572 | 19,106,957 | 14,407,653 | 20,514,698 | 26,149,899 |
| Total Uses | \$31,559,494 | \$42,361,444 | \$39,853,340 | \$49,352,018 | \$60,681,675 |



Three-Year Summaries by Fund Types

General Fund

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

| Funding Sources | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| Local Sales Tax | \$ 32,616,618 | \$20,826,717 | \$37,915,130 | \$35,849,303 |
| State Shared Revenues | 9,959,705 | 12,212,500 | 12,889,892 | 14,393,500 |
| Charges for Services | 10,813,176 | 6,719,060 | 10,876,860 | 9,656,309 |
| Interest Income | 673,095 | 472,000 | 472,000 | 200,000 |
| Franchise/License Fees | 444,552 | 445,000 | 445,000 | 505,000 |
| License & Permits | 97,358 | 85,500 | 85,500 | 85,500 |
| Miscellaneous | 424,994 | 103,500 | 103,500 | 103,500 |
| Subtotal Revenues | \$55,029,499 | \$40,864,277 | \$62,787,882 | \$60,793,112 |
| Inter-fund Transfers | - | - | - | - |
| Total Revenues & Other Financing Sources | \$55,029,499 | \$40,864,277 | \$62,787,882 | \$60,793,112 |

| Expenditures/Uses | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|-----------------------|-----------------------|-----------------------|
| General Government | \$12,314,988 | \$11,913,677 | \$13,246,127 | \$16,627,282 |
| Public Works* | 7,628,725 | 7,714,677 | 8,049,698 | 9,417,099 |
| Development Services | 3,316,037 | 3,319,502 | 3,574,270 | 3,691,598 |
| Economic Development | 881,702 | 790,833 | 1,323,209 | 1,115,287 |
| Parks/Recreation Services | 1,304,235 | 1,339,300 | 1,431,359 | 1,581,560 |
| Contingency | - | 500,000 | 1,212,657 | 2,098,950 |
| Adopted/Actual Expenditures | \$25,445,686 | \$25,577,989 | \$28,837,320 | \$34,531,776 |
| Inter-fund Transfers | 14,407,653 | 20,704,624 | 20,514,698 | 26,149,899 |
| Total Expenditures & Other Uses | \$39,853,340 | \$46,282,613 | \$49,352,018 | \$60,681,675 |

| | | | | |
|--------------------------------------|--|--|--------------|--------------|
| <i>Beginning Fund Balance</i> | | | \$56,608,625 | \$70,044,489 |
| <i>Projected Ending Fund Balance</i> | | | \$70,044,489 | \$70,155,926 |

Change in Fund Balance \$111,437

* 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 2021/22 Budget, the creation of the Town's first stand-alone police department is included, as the Town will transition away from contracted law enforcement with the Maricopa County Sheriff in January 2022. 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 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| Local Taxes | \$4,077,077 | \$2,614,141 | \$4,739,392 | \$4,481,163 |
| Property Taxes | 8,344,964 | 9,779,705 | 9,779,705 | 11,045,515 |
| Utility ROI Dedicated to Public Safety | 2,906,496 | 3,034,871 | 3,034,871 | 3,372,160 |
| Fire District Revenue | 1,419,731 | 1,445,000 | 1,445,000 | 1,500,000 |
| Charges for Services | 141,654 | 109,250 | 109,250 | 128,000 |
| PSPRS Premium Tax Credit | 137,080 | 144,000 | 144,000 | 145,000 |
| Reimbursements | 15,401 | 75,000 | 75,000 | 30,000 |
| Contributions/Grants | - | - | 6,000,000 | 6,000,000 |
| Miscellaneous | 172,094 | 155,000 | 155,000 | 155,000 |
| Subtotal Revenues | \$17,214,497 | \$17,356,967 | \$25,482,218 | \$26,856,838 |
| Inter-fund Transfers | 4,132,441 | 10,432,373 | 16,274,879 | 14,006,645 |
| Total Revenues & Other Financing Sources | \$21,346,938 | \$27,789,340 | \$41,757,097 | \$40,863,483 |

| Expenditures/Uses | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|-----------------------|-----------------------|-----------------------|
| Police | \$ 7,539,752 | \$10,873,451 | \$14,944,224 | \$19,151,854 |
| Fire & Medical | 12,218,094 | 13,032,149 | 13,667,468 | 13,918,139 |
| Grants* | - | - | - | 12,000,000 |
| Actual/Adopted Expenditures | \$19,757,846 | \$23,905,600 | \$28,611,692 | \$45,069,993 |
| Inter-fund Transfers | 1,536,490 | 360,000 | 335,959 | 1,752,950 |
| Total Expenditures & Other Uses | \$21,294,336 | \$24,265,600 | \$28,947,651 | \$46,822,943 |

| | | |
|--------------------------------------|--------------|--------------|
| <i>Beginning Fund Balance</i> | \$ 0 | \$12,809,446 |
| <i>Projected Ending Fund Balance</i> | \$12,809,446 | \$6,849,986 |

Change in Fund Balance (\$5,959,460)

* Spending authority for the Town's estimated allocation from the American Rescue Plan Act (ARPA) was adopted as part of the Grants Fund budget but is shown here in the EMS Fund for presentation purposes.



Three-Year Summaries by Fund Types

Special Revenue

The majority of funds captured within Special Revenue Funds are Development Fee Funds. The Town currently has six development fee funds: Parks, Town Buildings and Vehicles, Transportation, Library, Public Safety, and Fire. 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).

| Funding Sources | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| Local Taxes | \$10,202,419 | \$4,804,391 | \$13,438,790 | \$8,531,204 |
| State Shared Revenues | 4,862,276 | 4,935,600 | 6,036,200 | 7,268,700 |
| Charges for Services/User Fees | 538,286 | 524,043 | 524,043 | 751,426 |
| Interest Income | 37,579 | 1,500 | 1,500 | - |
| Contributions/Grants | 230,576 | 2,124,570 | 7,967,076 | 5,414,740 |
| Miscellaneous | 185,700 | 75,000 | 75,000 | 75,000 |
| Development Fees | 12,272,568 | 6,162,520 | 13,008,781 | 12,282,041 |
| Special Assessments | 558,644 | 67,370 | 67,370 | 43,720 |
| Bond/Loan Proceeds | 24,331,705 | 1,000 | 1,000 | - |
| Subtotal Revenues | \$53,223,224 | \$18,695,994 | \$41,119,760 | \$34,366,831 |
| Inter-fund Transfers | 2,235,300 | 1,419,930 | 1,419,930 | 1,576,676 |
| Total Revenues & Other Financing Sources | \$55,458,524 | \$20,115,924 | \$42,539,690 | \$35,943,507 |

| Expenditures/Uses | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|-----------------------|-----------------------|-----------------------|
| Public Safety | \$ - | \$ -- | \$ - | \$ 40,000 |
| Fire Development Fee Fund | - | - | - | 40,000 |
| Public Works/Transportation | 5,532,851 | 4,915,037 | 6,345,455 | 7,152,077 |
| Parks/Recreation Services | 1,906,365 | 1,533,777 | 1,619,713 | 2,201,443 |
| Town Building/Vehicle Dev Fund | - | - | - | 20,000 |
| Municipal Town Center | 251,940 | 1,146,441 | 1,284,546 | 967,400 |
| Streetlight Improvement District | 183,931 | 181,600 | 181,600 | 199,360 |
| Grants | - | 6,262,796 | 2,298,099 | 5,000,000 |
| Actual/Adopted Expenditures | \$ 7,875,087 | \$14,039,651 | \$11,729,413 | \$15,620,280 |
| Inter-fund Transfers | 21,799,441 | 32,171,057 | 40,108,285 | 30,158,414 |
| Total Expenditures & Other Uses | \$ 29,674,528 | \$46,210,708 | \$51,837,698 | \$45,778,694 |
| Allowance for Unexpended | | | \$4,209,436 | |
| <i>Beginning Fund Balance</i> | | | \$41,842,618 | \$28,335,174 |
| <i>Projected Ending Fund Balance</i> | | | \$28,335,174 | \$18,499,987 |

Change in Fund Balance (\$9,835,187)



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 and impact fee revenues are reported under Special Revenue Funds and are transferred into the Drainage and Transportation Fund to help 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 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| Reimbursements | \$ 4,955,260 | \$ 7,433,922 | \$ 7,433,922 | \$14,438,253 |
| Interest Income | - | - | - | 150,000 |
| Contributions/Grants | - | - | - | - |
| Special Assessments | 1,720,216 | 1,736,651 | 1,736,651 | 1,737,222 |
| Loan/Bond Proceeds | - | 0 | 0 | 10,000,000 |
| Other | - | - | - | - |
| Misc. | - | 6,000,000 | 6,000,000 | 15,000,000 |
| Subtotal Revenues | \$6,675,476 | \$15,170,573 | \$15,170,573 | \$41,325,475 |
| Inter-fund Transfers | 38,166,104 | 40,634,261 | 42,515,016 | 42,477,942 |
| Total Revenues & Other Financing Sources | \$44,841,581 | \$55,804,834 | \$57,685,589 | \$83,803,417 |

| Expenditures/Uses | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|-----------------------|-----------------------|-----------------------|
| Drainage and Transportation | \$22,717,615 | \$100,359,623 | \$99,886,459 | \$132,169,814 |
| General Government | 1,544,421 | 20,741,333 | 12,600,807 | 52,413,492 |
| Public Safety | 4,776,844 | 23,199,000 | 27,734,166 | 975,000 |
| Debt Service | 10,368,367 | 12,689,002 | 12,366,827 | 14,792,873 |
| Actual/Adopted Expenditures | \$39,407,248 | \$156,988,958 | \$152,588,259 | \$200,351,179 |
| Inter-fund Transfers | 6,627,668 | - | - | - |
| Total Expenditures & Other Uses | \$46,034,916 | \$156,988,958 | \$152,588,259 | \$200,351,179 |
| Allowance for Unexpended | | | (\$120,649,770) | |
| <i>Beginning Fund Balance</i> | | | \$95,251,633 | \$120,998,733 |
| <i>Projected Ending Fund Balance</i> | | | \$120,998,733 | \$4,450,971 |

Change in Fund Balance (\$116,547,762)



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 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| Interest Income | \$ 354,624 | \$ 345,618 | \$ 345,618 | \$ 455,100 |
| Miscellaneous | 97,109 | 11,968 | 11,968 | 11,968 |
| Charges for Services | 382,304 | 419,102 | 419,102 | 489,181 |
| Reimbursements | 430,751 | 17,377 | 17,377 | 17,377 |
| Capacity Fees | 9,447,701 | 3,836,595 | 9,22,1319 | 7,590,919 |
| Bond/Loan Proceeds | 72,195,999 | 150,000,000 | 160,250,000 | 53,000,000 |
| User Fees | 35,456,698 | 36,116,571 | 40,604,029 | 45,459,861 |
| Subtotal Revenues | \$118,365,186 | \$190,747,231 | \$210,869,413 | \$107,024,406 |
| Inter-fund Transfers | 74,933,082 | 36,012,685 | 28,230,314 | 46,003,116 |
| Total Revenues & Other Financing Sources | \$193,298,268 | \$226,759,916 | \$239,099,727 | \$153,027,522 |

| Expenditures/Uses | FY 2019/20 Actual | FY 2020/21 Adopted | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|-----------------------|------------------------|-----------------------|
| Sewer Operating* | \$ 3,968,781 | \$ 5,193,382 | \$ 5,210,115 | \$ 7,568,127 |
| Sewer Capital | 17,642,521 | 9,152,918 | 22,470,337 | 8,090,859 |
| Water Operating* | 34,057,198 | 87,462,513 | 77,470,461 | 87,799,758 |
| Water Capital | 19,878,442 | 13,141,002 | 51,113,492 | 23,975,582 |
| Solid Waste | 2,972,881 | 3,834,045 | 3,791,257 | 4,646,648 |
| Operating Contingency | - | 718,538 | 1,660,891 | 780,849 |
| CIP Carry Forward/Contingency | | 64,485,231 | 20,986,590 | 52,446,106 |
| Actual/Adopted Expenditures | \$78,519,823 | \$183,987,629 | \$182,703,143 | \$185,307,929 |
| Inter-fund Transfers | 60,263,629 | 35,263,568 | 27,481,197 | 46,003,116 |
| Total Expenditures & Other Uses | \$138,783,452 | \$219,251,197 | \$210,184,340 | \$231,311,045 |
| Allowance for Unexpended | | | (\$123,289,585) | |
| <i>Beginning Fund Balance</i> | | | <i>\$173,647</i> | <i>\$152,378,619</i> |
| <i>Projected Ending Fund Balance</i> | | | <i>\$152,378,619</i> | <i>\$74,095,096</i> |

Change in Fund Balance (\$78,283,523)

* 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 2017/18 Actual Year End | FY 2018/19 Actual Year End | FY 2019/20 Actual Year End |
|-----------------------------------|-------------------------------|-------------------------------|-------------------------------|
| General Fund | \$ 35,578,560 | \$41,455,204 | \$56,608,625 |
| Development Fee Funds | 15,212,726 | 14,617,829 | 39,895,050 |
| Emergency Services Fund | 326,906 | 0 | 0 |
| Improvement District Debt Service | 160,812 | (16,917) | (15,371) |
| Drainage & Transportation Fund | 53,493,362 | 41,522,235 | 79,806,065 |
| General CIP Fund | 1,077,551 | 81,385 | 15,459,370 |
| HURF | 244,318 | 0 | 0 |
| LTAf | 423,850 | 423,850 | 390,850 |
| Municipal Town Center Fund | 593,626 | 598,261 | 783,109 |
| SLIDs | 329,047 | 130,806 | 508,281 |
| Other Non-Major Govt Funds | 1,747,090 | 212,192 | 266,897 |
| Total | \$111,187,848 | \$99,024,845 | \$193,702,876 |

| Fund Balance | FY 2020/21 Projected Year End | FY 2021/22 Projected Year End | Increase/ (Decrease) |
|-----------------------------------|-------------------------------------|-------------------------------------|-------------------------|
| General Fund | \$70,044,489 | \$70,155,926 | \$111,437 |
| Development Fee Funds | 24,474,434 | 15,873,865 | (8,600,569) |
| Emergency Services Fund | 12,809,446 | 6,849,986 | (5,959,460) |
| Improvement District Debt Service | 0 | 0 | 0 |
| Drainage & Transportation Fund | 83,539,652 | 1,905,381 | (81,634,271) |
| General CIP Fund | 37,457,512 | 2,544,020 | (34,913,492) |
| HURF | 0 | 233,833 | 233,833 |
| LTAf | 390,850 | 390,850 | 0 |
| Municipal Town Center Fund | 192,302 | 5,572 | (186,730) |
| SLIDs | 394,051 | 238,411 | (155,640) |
| Other Non-Major Govt Funds | 2,885,106 | 1,759,026 | (1,126,080) |
| Total | \$232,187,842 | \$99,956,870 | (\$132,230,972) |



Town Programs & Performance

Section Overview

How to Use this Section

Glossary

Town Programs & Performance Overview

Departments - Organizational Chart, Description, Mission, Objectives, Staffing, Budget, Performance & Analysis

Mayor & Town Council

Town Manager & Legal Services

Town Clerk

Finance

Workforce & Technology

Communications, Marketing & Recreation Services

Economic Development

Development Services

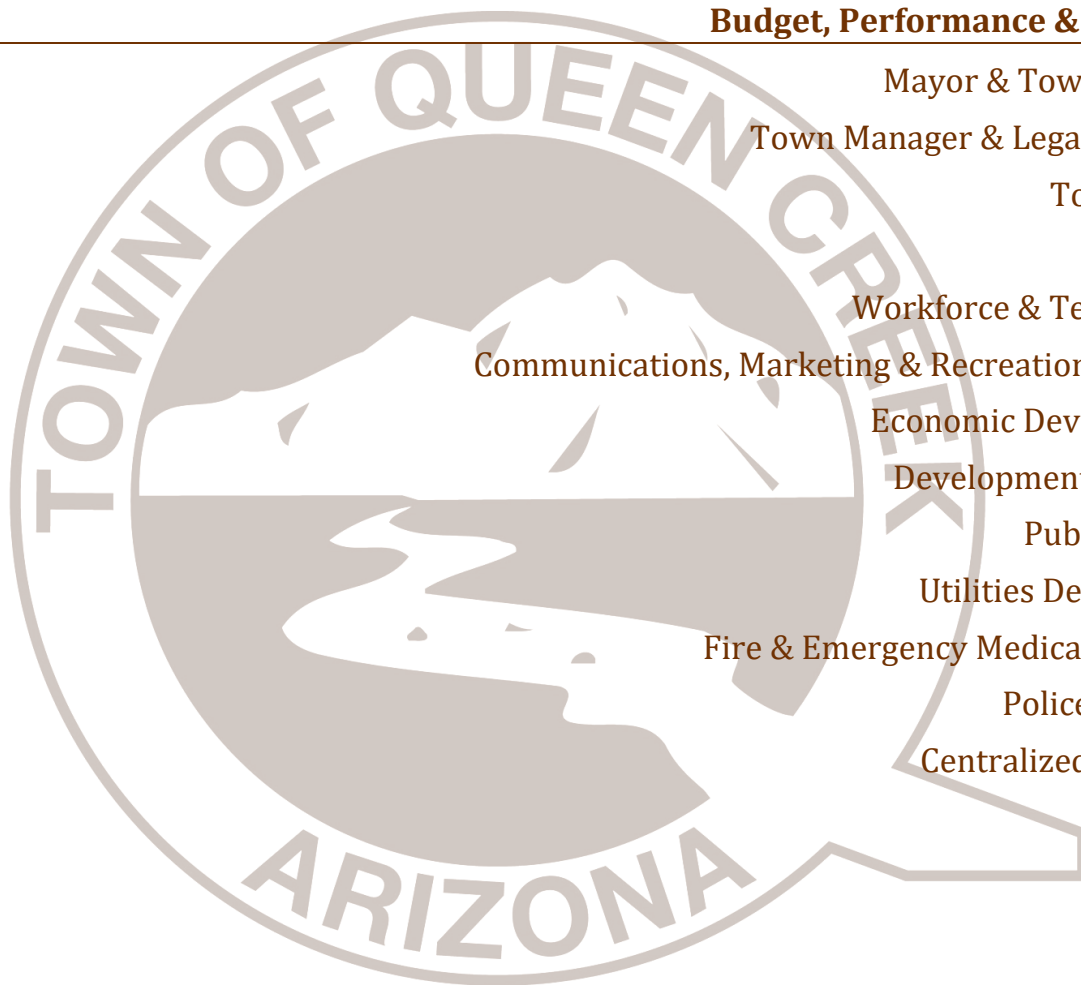
Public Works

Utilities Department

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

FY 2021/22 Adopted Budget

```

graph TD
    ATM[Assistant Town Manager] --> Director[Director 1.0 FTE]
    Director --> SrAdmin[Sr. Admin Assistant 1.0 FTE]
    Director --> RE[Real Estate & Right of Way Coord. 1.0 FTE]
    Director --> EDC[Economic Dev. Coordinator 1.0 FTE]
    Director --> DDM[Downtown Dev. Manager 1.0 FTE]
    Director --> HPECGM[HPEC General Manager 1.0 FTE]
    HPECGM --> CSC[Customer Service Coordinator 1.0 FTE]
    HPECGM --> M&OS[M&O Supervisor 1.0 FTE]
    M&OS --> M&OSpec[M&O Specialist 5.0 FTE]
  
```

Position partially funded:
0.4 FTE Enterprise
0.4 FTE CP
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. Within this division, the Real Estate Coordinator, 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.



FY 2021/22
Adopted Budget

Economic Development

Strategic Priorities

Secure Future



Quality Lifestyle



FY 2021/22 Objectives

- Implement strategies outlined in the recently updated Economic Development Strategic Plan focusing on product development, Town Center development, entrepreneurship/innovation, business attraction/retention and enhanced marketing/communication.
- 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

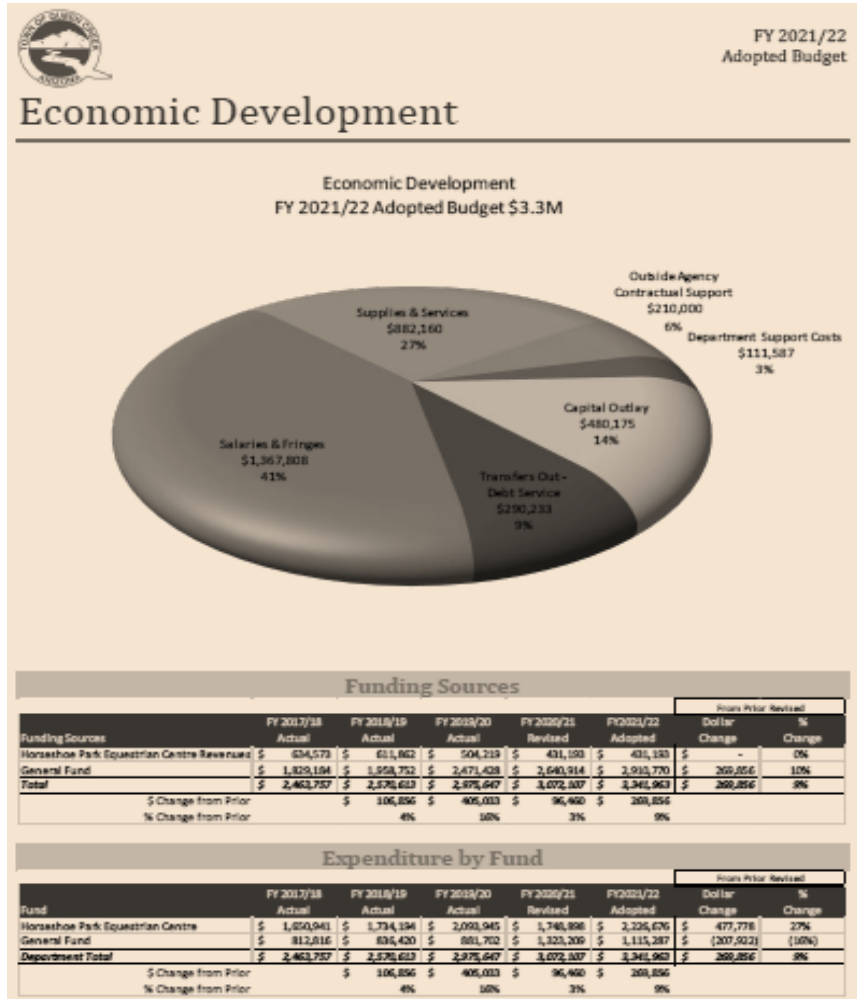
| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|----------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Economic Development | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Horseshoe Park Equestrian Centre | 7.00 | 7.00 | 7.00 | 7.00 | 8.00 |
| Department FTE | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 |

FTE Changes
 FY 2021-22: Added one Maintenance & Operating Specialist to support the Horseshoe Park & Equestrian Centre with the addition of new and expanded events.



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

Economic Development
FY 2021/22 Adopted Budget

Expenditure by Type

| Expense Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY2021/22 | From Prior Revised | |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|------------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,155,939 | \$ 1,217,550 | \$ 1,232,795 | \$ 1,205,070 | \$ 1,267,808 | \$ 62,738 | 5% |
| Supplies & Services | \$ 590,166 | \$ 572,219 | \$ 636,926 | \$ 1,117,706 | \$ 882,100 | \$ (235,626) | (21%) |
| Outside Agency Contractual Support | \$ 210,000 | \$ 233,023 | \$ 208,750 | \$ 142,500 | \$ 210,000 | \$ 67,500 | 47% |
| Department Support Costs | \$ 173,064 | \$ 107,730 | \$ 109,460 | \$ 111,507 | \$ 111,587 | \$ - | 0% |
| Capital Outlay | \$ 11,708 | \$ 174,154 | \$ 473,645 | \$ 330,979 | \$ 480,175 | \$ 375,196 | 370% |
| Subtotal Expenses | \$ 2,140,877 | \$ 2,284,682 | \$ 2,661,576 | \$ 2,777,822 | \$ 3,081,700 | \$ 273,808 | 10% |
| Transfers Out - Debt Service | \$ 322,890 | \$ 288,928 | \$ 294,495 | \$ 294,105 | \$ 290,233 | \$ (3,953) | (1%) |
| Department Total | \$ 2,463,767 | \$ 2,573,610 | \$ 2,956,071 | \$ 3,072,027 | \$ 3,341,933 | \$ 269,856 | 9% |
| \$ Change from Prior | | \$ 106,856 | \$ 406,033 | \$ 96,460 | \$ 269,856 | | |
| % Change from Prior | | 4% | 16% | 3% | 9% | | |

Expenditure by Division

| Division | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY2021/22 | From Prior Revised | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-----------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Economic Development | \$ 812,816 | \$ 836,420 | \$ 881,702 | \$ 1,323,209 | \$ 1,115,287 | \$ (207,922) | (16%) |
| Horseshoe Park Equestrian Centre | \$ 1,650,941 | \$ 1,734,194 | \$ 2,099,945 | \$ 1,748,898 | \$ 2,226,676 | \$ 477,778 | 27% |
| Department Total | \$ 2,463,757 | \$ 2,570,614 | \$ 2,979,647 | \$ 3,072,107 | \$ 3,341,963 | \$ 269,856 | 9% |
| \$ Change from Prior | | \$ 106,856 | \$ 406,033 | \$ 96,460 | \$ 269,856 | | |
| % Change from Prior | | 4% | 16% | 3% | 9% | | |

Provides totals by division within the department

Provides detail by expenditure type for each division within the department

Economic Development
FY 2021/22 Adopted Budget

Program Operating Budget - Economic Development

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY2021/22 | From Prior Revised | |
|------------------------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|--------------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 508,508 | \$ 543,362 | \$ 568,980 | \$ 597,359 | \$ 619,302 | \$ 21,363 | 4% |
| Supplies & Services | \$ 94,308 | \$ 83,035 | \$ 102,971 | \$ 582,770 | \$ 285,985 | \$ (296,785) | (51%) |
| Subtotal Expenses | \$ 602,816 | \$ 626,397 | \$ 672,952 | \$ 1,180,129 | \$ 905,287 | \$ (275,422) | (23%) |
| Outside Agency Contractual Support | \$ 210,000 | \$ 210,023 | \$ 208,750 | \$ 142,500 | \$ 210,000 | \$ 67,500 | 47% |
| Division Total | \$ 812,816 | \$ 836,420 | \$ 881,702 | \$ 1,322,629 | \$ 1,115,287 | \$ (485,341) | (36%) |
| \$ Change from Prior | | \$ 23,604 | \$ 45,382 | \$ 441,907 | \$ (207,922) | | |
| % Change from Prior | | 3% | 5% | 33% | (16%) | | |

Budget Notes and Changes

Salaries and Fringes:
Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:
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 FY22 supplies and service budget mainly includes funding to support regional studies and continued involvement with business and community. In FY 2021/22 this division reflects an overall net decrease totaling \$297K (31%) and is attributed to the following adjustments:

- Adding one-time funding totaling \$200K within the FY 2021/22 general services budget to complete studies on the anticipated State Route 24.
- Remove one-time funding totaling \$500K provided in FY 2020/21 for small business funding during the COVID pandemic.)


Outside Agency Contractual Support:
This category reflects the amount of support the Town of Queen Creek provides the Queen Creek Chamber of Commerce, and Queen Creek Performing Arts Center. Request to have recurring funds be added back to the FY 2021/22 outside agency contractual support totaling \$67.5K to support the Queen Creek Performing Arts Center. This amount was eliminated in last year's COVID reductions.

Describes significant changes to the budget since last 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 2021/22
Adopted Budget

Economic Development

Program Performance - Economic Development

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|---|---------------------|---------------------|------------------------|---------------------|
| Community Involvement/Image & Identity | Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects ⁽¹⁾ | 50 | 48 | 52 | 52 |
| | Average weekly users of Gangplank Program ⁽²⁾ | 10 | 15 | 10 | 15 |
| Land Use & Economic Development | Percentage increase in sales tax revenue ⁽³⁾ | 22% | 10% | 10% | 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 2021/22 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 2021/22 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

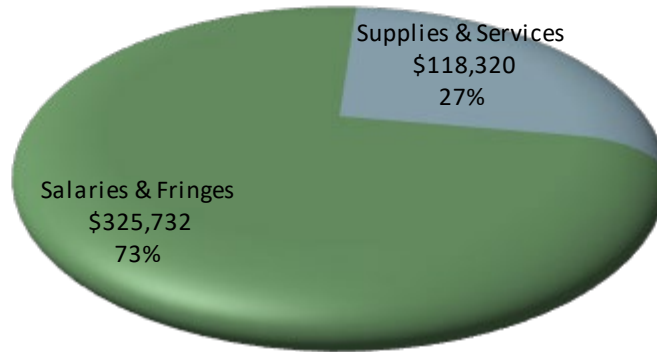
Staffing by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 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 2021/22 Adopted Budget \$0.4M



Funding Sources

| Funding Sources | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-----------|
| | Actual | Actual | Actual | Revised | Recommended | Dollar Change | % Change |
| General Fund | \$ 374,715 | \$ 370,995 | \$ 367,143 | \$ 442,362 | \$ 444,052 | \$ 1,690 | 0% |
| Total | \$ 374,715 | \$ 370,995 | \$ 367,143 | \$ 442,362 | \$ 444,052 | \$ 1,690 | 0% |
| \$ Change from Prior | | \$ (3,720) | \$ (3,852) | \$ 75,219 | \$ 1,690 | | |
| % Change from Prior | | (1%) | (1%) | 20% | 0% | | |

Expenditure by Type

| Expense Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-----------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 304,548 | \$ 311,380 | \$ 318,337 | \$ 324,462 | \$ 325,732 | \$ 1,270 | 0% |
| Supplies & Services | \$ 70,167 | \$ 59,615 | \$ 48,806 | \$ 117,900 | \$ 118,320 | \$ 420 | 0% |
| Department Total | \$ 374,715 | \$ 370,995 | \$ 367,143 | \$ 442,362 | \$ 444,052 | \$ 1,690 | 0% |
| \$ Change from Prior | | \$ (3,720) | \$ (3,852) | \$ 75,219 | \$ 1,690 | | |
| % Change from Prior | | -1% | -1% | 20% | 0% | | |

Budget Notes and Changes

Salaries and Fringes:

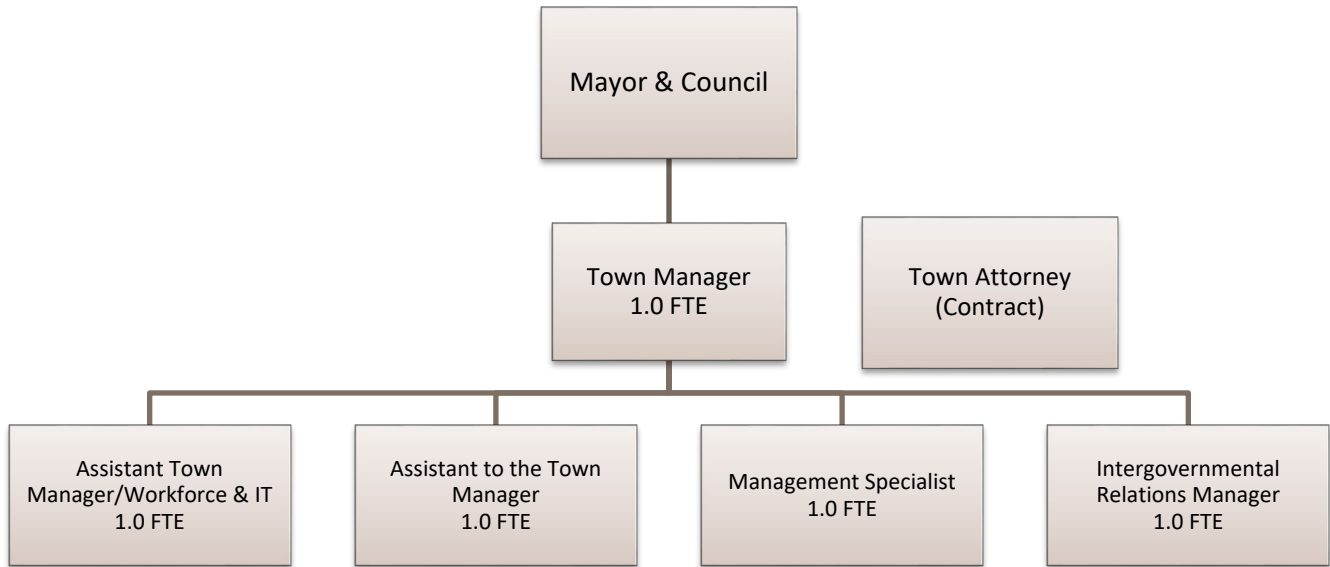
The Mayor and Town Council Personnel budgets include an allowance for a market increase of 1.5%, which equals the Employee Cost Index, per Town Council Resolution. Medical Premiums increased 4.0%.

Supplies & Services:

The Mayor and Town Council is responsible for setting public policy, approving the Town's annual budget, entering agreements, providing executive leadership, making planning and development decisions, and adopting new codes and ordinances. The FY 2021/22 supplies and service budget for the Town Council budget reflects no major changes.



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 2021/22 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 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 |
|-----------------------|------------|------------|------------|------------|------------|
| | Actual | Actual | Actual | Revised | Adopted |
| Town Manager | 6.0 | 6.0 | 6.0 | 6.0 | 5.0 |
| Department FTE | 6.0 | 6.0 | 6.0 | 6.0 | 5.0 |

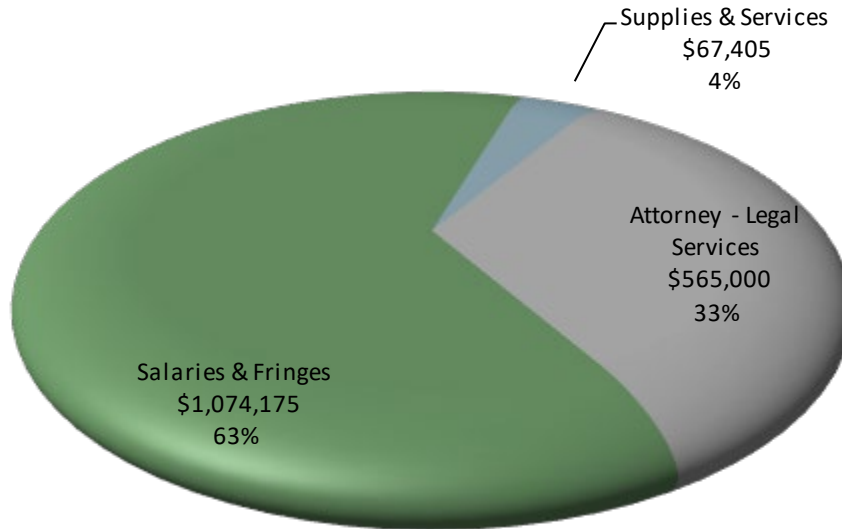
FTE Changes

One FTE was moved from the Town Manager’s Office to the Park Rangers Division in FY 2021/22.



Town Manager & Legal Services

Town Manager & Legal
FY 2021/22 Adopted Budget \$1.7M



Funding Source

| Funding | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Dept Support Cost Recovery | \$ 214,992 | \$ 221,440 | \$ 228,084 | \$ 228,084 | \$ 228,084 | \$ - | 0% |
| General Fund | \$ 1,375,761 | \$ 1,277,223 | \$ 1,419,235 | \$ 1,479,449 | \$ 1,478,496 | \$ (953) | (0%) |
| Total | \$ 1,590,753 | \$ 1,498,663 | \$ 1,647,319 | \$ 1,707,533 | \$ 1,706,580 | \$ (953) | (0%) |
| \$ Change from Prior | | \$ (92,090) | \$ 148,656 | \$ 60,214 | \$ (953) | | |
| % Change from Prior | | (6%) | 10% | 4% | (0%) | | |

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,003,867 | \$ 977,037 | \$ 1,060,151 | \$ 1,189,733 | \$ 1,074,175 | \$ (115,558) | (10%) |
| Supplies & Services | \$ 65,943 | \$ 67,923 | \$ 48,508 | \$ 52,800 | \$ 67,405 | \$ 14,605 | 28% |
| Attorney - Legal Services | \$ 520,943 | \$ 453,703 | \$ 538,660 | \$ 465,000 | \$ 565,000 | \$ 100,000 | 22% |
| Department Total | \$ 1,590,753 | \$ 1,498,663 | \$ 1,647,319 | \$ 1,707,533 | \$ 1,706,580 | \$ (953) | (0%) |
| \$ Change from Prior | | \$ (92,090) | \$ 148,656 | \$ 60,214 | \$ (953) | | |
| % Change from Prior | | -6% | 10% | 4% | (0%) | | |



Town Manager & Legal Services

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The reduction is attributed to moving one FTE from the Town Manager’s Office to the Park Rangers Division.

Supplies & Services:

The Town Manager serves the Town Council and the community to provide the benefits of training and experience in administering local government projects and programs. The supplies and service budget for the Town Manager’s Office consist of materials and equipment to prepare budget for Town Council consideration, serve as Town Council’s chief advisor and carrying out the Town Council’s policy. In FY 2021/22 the supplies and service division reflects a \$15K (28%) increase and can be attributed to the following adjustments:

- Increases totaling \$11K effect memberships and subscription categories to bring budget into alignment with trending expenses.
- Professional services reflects an increase totaling \$6K to address anticipated internship from the Arizona State University.
- Alternatively, categories involving professional development, postage and book purchases reflect a decrease totaling \$2K based on trend spending.
- Attorney (Legal Services) reflect a \$100K (22%) increase as an alignment with actual trend spending that has occurred over the last twelve months.

Program Performance – Town Manager

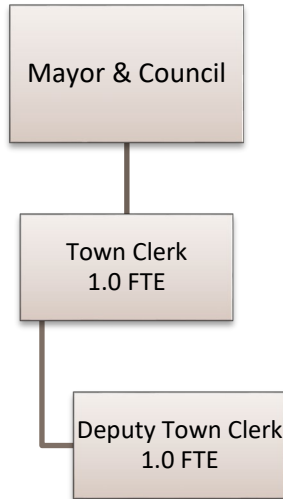
| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---|---|---------------------|---------------------|------------------------|---------------------|
| Community Involvement Image & Identity Land Use & Economic Development Public Safety | Percent of citizens rating the Town's overall appearance as excellent/good on the biennial citizen survey | 91% | N/A | N/A | 95% |
| | Percent of citizens rating the Town as an excellent/good place to live on the biennial citizen survey ⁽¹⁾ | 97% | N/A | N/A | 95% |
| | Percent of citizens rating the Town as having an good/excellent overall quality of life in the biennial citizen survey ⁽¹⁾ | 95% | N/A | N/A | 95% |
| Financial Stability | Population served per FTE ⁽²⁾ | 187 | 176 | 177 | 161 |
| | Unassigned General Fund balance as a percentage of the next fiscal year budgeted General Fund revenues ⁽³⁾ | 25% | 25% | 25% | 25% |

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. Target numbers for FY 2021/22 reflect the newly created Queen Creek Police Department.
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 2021/22 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

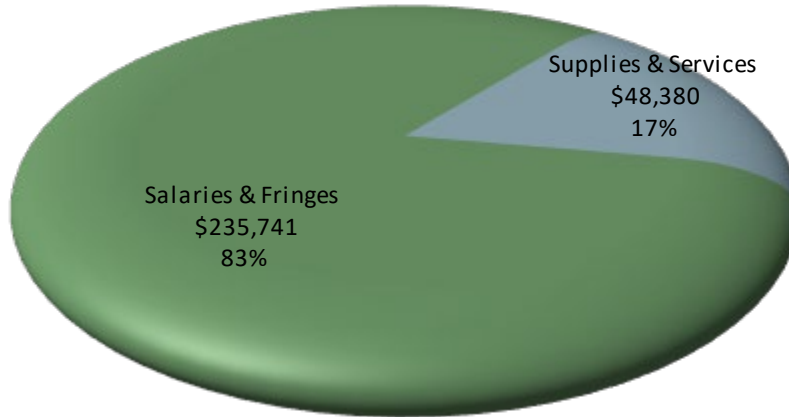
Staffing by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 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 2021/22 Adopted Budget \$0.3M



Funding Sources

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|--------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Direct Revenues | \$ 82,932 | \$ 95,053 | \$ 97,358 | \$ 85,500 | \$ 85,500 | \$ - | 0% |
| General Fund - Dept Support Cost Recovery | \$ 31,568 | \$ 32,521 | \$ 33,498 | \$ 33,498 | \$ 33,498 | \$ - | 0% |
| General Fund | \$ 196,292 | \$ 152,790 | \$ 109,092 | \$ 195,054 | \$ 165,123 | \$ (29,931) | (15%) |
| Total | \$ 310,792 | \$ 280,364 | \$ 239,948 | \$ 314,052 | \$ 284,121 | \$ (29,931) | (10%) |
| \$ Change from Prior | | \$ (30,427) | \$ (40,416) | \$ 74,104 | \$ (29,931) | | |
| % Change from Prior | | (10%) | (14%) | 31% | (10%) | | |

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 232,248 | \$ 240,306 | \$ 228,165 | \$ 223,822 | \$ 235,741 | \$ 11,919 | 5% |
| Supplies & Services | \$ 78,544 | \$ 40,058 | \$ 11,783 | \$ 90,230 | \$ 48,380 | \$ (41,850) | (46%) |
| Department Total | \$ 310,792 | \$ 280,364 | \$ 239,948 | \$ 314,052 | \$ 284,121 | \$ (29,931) | (10%) |
| \$ Change from Prior | | \$ (30,427) | \$ (40,416) | \$ 74,104 | \$ (29,931) | | |
| % Change from Prior | | -10% | -14% | 31% | (10%) | | |



Town Clerk

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Town Clerk is responsible for administering local elections, recording and storing minutes of official meetings, and maintaining municipal ordinances and resolutions. The supplies and service budget for this division consists of supplies, materials and equipment to complete these tasks efficiently. In FY 2021/22, this division reflects a \$42K (46%) decrease and can be attributed to the following actions:

- FY 2020/21 budget for the planned general election that took place August 2020 was removed.

Program Performance – Town Clerk

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--------------------------|--|---------------------|---------------------|------------------------|---------------------|
| Community Involvement | Percent of public record requests responded to within 24 hours of filing | 100% | 80% | 100% | 100% |
| | Percent of registered voters participating in elections | 77% | N/A | No Election | No Election |
| | Percent of agendas or notices posted in compliance with state law and/or Town policy | 100% | 100% | 100% | 100% |

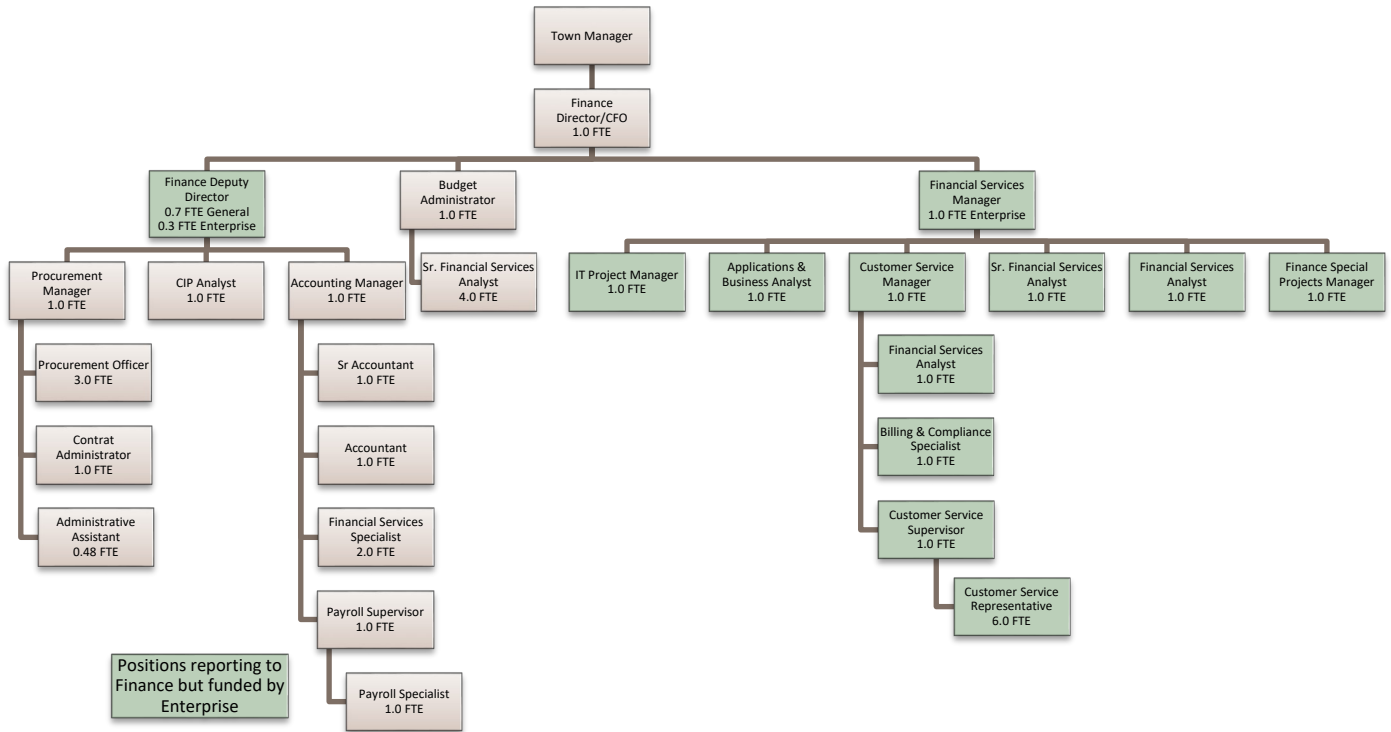
Analysis of Performance

2020 Voter Registration Data

1. Primary Election: 50,776
2. General Election: 60,589



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 2021/22 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Finance | 12.18 ¹ | 13.48 ² | 13.48 ³ | 15.48 ³ | 16.48 ³ |
| Budget | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Utility Customer Service | 6.00* | 12.00* | 14.00* | 14.00* | 15.00* |
| Department FTE | 22.18 | 30.48 | 32.48 | 34.48 | 36.48 |

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 2021/22: Added 2.0 permanent FTEs which include a Payroll Specialist and a Financial Services Analyst. The Payroll Specialist is needed due to increased staffing related to the Police Department, and the Financial Services Analyst is being added to assist with financial reporting, analysis, and other accounting duties in Utilities.

FY 2020/21: Added 2.0 FTEs related to the WIFA staffing plan: a Contract Administrator and a Procurement Officer.

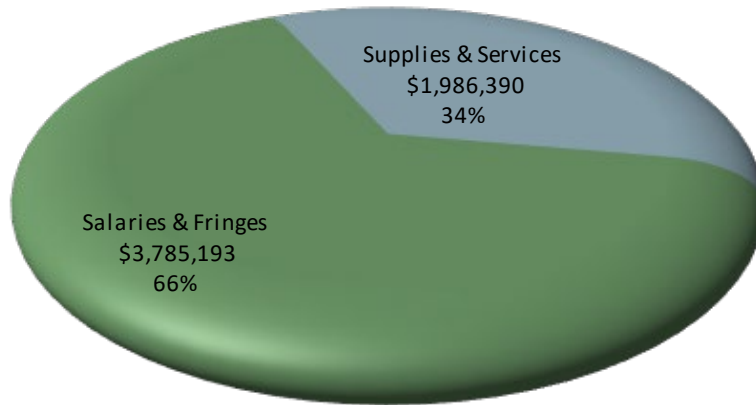
FY 2019/20: Added 2.0 Permanent FTE (Sr Accountant and Sr Financial Services Analyst) in anticipation of the elimination of the Budget Administrator position during FY 2020/21. One temporary Customer Service position was added to aide in the implementation of a new Utility Billing System so that employees 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.



Finance

Finance FY 2021/22 Adopted Budget \$5.8M



Funding Sources

| Funding Sources | FY 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|---------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Dept Support Cost Recovery F | \$ 300,431 | \$ 309,453 | \$ 318,739 | \$ 318,738 | \$ 318,738 | \$ - | 0% |
| General Fund | \$ 1,588,794 | \$ 2,036,368 | \$ 2,347,016 | \$ 2,779,370 | \$ 2,989,731 | \$ 210,361 | 8% |
| Water Fund | \$ 1,156,759 | \$ 1,720,708 | \$ 1,851,310 | \$ 2,302,328 | \$ 2,463,114 | \$ 160,786 | 7% |
| Total | \$ 3,045,984 | \$ 4,066,529 | \$ 4,517,064 | \$ 5,400,436 | \$ 5,771,583 | \$ 371,147 | 7% |
| \$ Change from Prior | | \$ 1,020,545 | \$ 450,535 | \$ 883,372 | \$ 371,147 | | |
| % Change from Prior | | 34% | 11% | 20% | 7% | | |

Expenditure by Type

| Expense Category | FY 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,938,485 | \$ 2,610,399 | \$ 2,812,760 | \$ 3,527,999 | \$ 3,785,193 | \$ 257,194 | 7% |
| Supplies & Services | \$ 1,107,499 | \$ 1,456,130 | \$ 1,704,304 | \$ 1,872,437 | \$ 1,986,390 | \$ 113,953 | 6% |
| Department Total | \$ 3,045,984 | \$ 4,066,529 | \$ 4,517,064 | \$ 5,400,436 | \$ 5,771,583 | \$ 371,147 | 7% |
| \$ Change from Prior | | \$ 1,020,545 | \$ 450,535 | \$ 883,372 | \$ 371,147 | | |
| % Change from Prior | | 34% | 11% | 20% | 7% | | |

Expenditure by Division

| Division | FY 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Finance | \$ 1,407,276 | \$ 1,698,499 | \$ 2,054,373 | \$ 2,444,842 | \$ 2,613,215 | \$ 168,373 | 7% |
| Budget | \$ 481,949 | \$ 647,322 | \$ 611,382 | \$ 653,266 | \$ 695,254 | \$ 41,988 | 6% |
| Water Customer Service | \$ 1,156,759 | \$ 1,720,708 | \$ 1,851,310 | \$ 2,391,697 | \$ 2,463,114 | \$ 71,417 | 3% |
| Department Total | \$ 3,045,984 | \$ 4,066,529 | \$ 4,517,064 | \$ 5,489,805 | \$ 5,771,583 | \$ 281,778 | 5% |
| \$ Change from Prior | | \$ 1,020,545 | \$ 450,535 | \$ 972,741 | \$ 281,778 | | |
| % Change from Prior | | 34% | 11% | 22% | 5% | | |



Finance

Program Operating Budget - Finance

| Division by Category | FY 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,028,256 | \$ 1,121,181 | \$ 1,268,459 | \$ 1,686,617 | \$ 1,809,790 | \$ 123,173 | 7% |
| Supplies & Services | \$ 379,020 | \$ 577,318 | \$ 785,913 | \$ 758,225 | \$ 803,425 | \$ 45,200 | 6% |
| Division Total | \$ 1,407,276 | \$ 1,698,499 | \$ 2,054,373 | \$ 2,444,842 | \$ 2,613,215 | \$ 168,373 | 7% |
| \$ Change from Prior | | \$ 291,223 | \$ 355,874 | \$ 390,469 | \$ 168,373 | | |
| % Change from Prior | | 21% | 21% | 19% | 7% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of a Procurement Officer. Also included is an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

Finance includes accounting, procurement, payroll, and utility billing/customer service activities. Responsibility for debt management, banking services, and investment management also lies with the Finance Division. In FY 2021/22 the supplies and service budget reflects an increase of \$45K (6%) and is attributed to the following adjustments:

- Increase totaling \$25K reflect in banking fees based on recent trends.
- Add an additional \$11K to the professional service category to address contractual needs with investment advisors, and legal services.
- Increase auditor services an additional \$5K to address contractual obligations during the upcoming year.
- Add new budget totaling \$4.3K to various categories throughout the Finance budget to accommodate professional development and on-boarding expenses in anticipation of filling newly requested positions.

Program Performance - Finance

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|--|---------------------|---------------------|------------------------|---------------------|
| Financial Stability | Receipt of GFOA Certificate of Achievement of Excellence in Financial Reporting | Yes Year 15 | Yes Year 16 | Yes Year 16 | Yes Year 17 |
| | Percentage of citizens rating service provided for taxes paid as "good" or "excellent" | 85% | NA | NA | 90% |
| | Bond Rating Excise Tax & State Shared Revenue Bonds | AA | AA | AA | AA |
| | -Standard & Poor's | AA | AA | AA | AA |
| | -Fitch Ratings | AA | AA | AA | AA |
| | Unqualified audit opinion by external CPA firm (2) | Yes Year 30 | Yes Year 31 | Yes Year 31 | Yes Year 32 |
| 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. Last 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 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|---------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 468,043 | \$ 634,596 | \$ 597,293 | \$ 640,641 | \$ 681,004 | \$ 40,363 | 6% |
| Supplies & Services | \$ 13,906 | \$ 12,726 | \$ 14,089 | \$ 12,625 | \$ 14,250 | \$ 1,625 | 13% |
| Division Total | \$ 481,949 | \$ 647,322 | \$ 611,382 | \$ 653,266 | \$ 695,254 | \$ 41,988 | 6% |
| \$ Change from Prior | | \$ 165,373 | \$ (35,940) | \$ 41,884 | \$ 41,988 | | |
| % Change from Prior | | 34% | (6%) | 7% | 6% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Budget division prepares, monitors, researches and administers the annual Town budget and capital improvements program. In FY 2021/22 the supplies and service budget for this division reflects an increase of \$1.6K (13%) and can be attributed to the following:

- Increase general services an additional \$1K for budget book expenses.
- Adjust membership dues an additional \$675 to bring budget into alignment with actual expenses occurring.

Program Performance - Budget

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------|---|---------------------|---------------------|------------------------|---------------------|
| Financial Stability | Maintain ±5% variance in operating revenues from budget to actual (1) | +14% | <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 207/18 Actual | FY 208/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|---------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 442,186 | \$ 854,622 | \$ 947,007 | \$ 1,200,741 | \$ 1,294,399 | \$ 93,658 | 8% |
| Supplies & Services | \$ 714,573 | \$ 866,086 | \$ 904,302 | \$ 1,101,587 | \$ 1,168,715 | \$ 67,128 | 6% |
| Division Total | \$ 1,156,759 | \$ 1,720,708 | \$ 1,851,310 | \$ 2,302,328 | \$ 2,463,114 | \$ 160,786 | 7% |
| | \$ Change from Prior | \$ 563,949 | \$ 130,601 | \$ 451,018 | \$ 160,786 | | |
| | % Change from Prior | 49% | 8% | 24% | 7% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of the new Financial Services Analyst position. Also included is an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

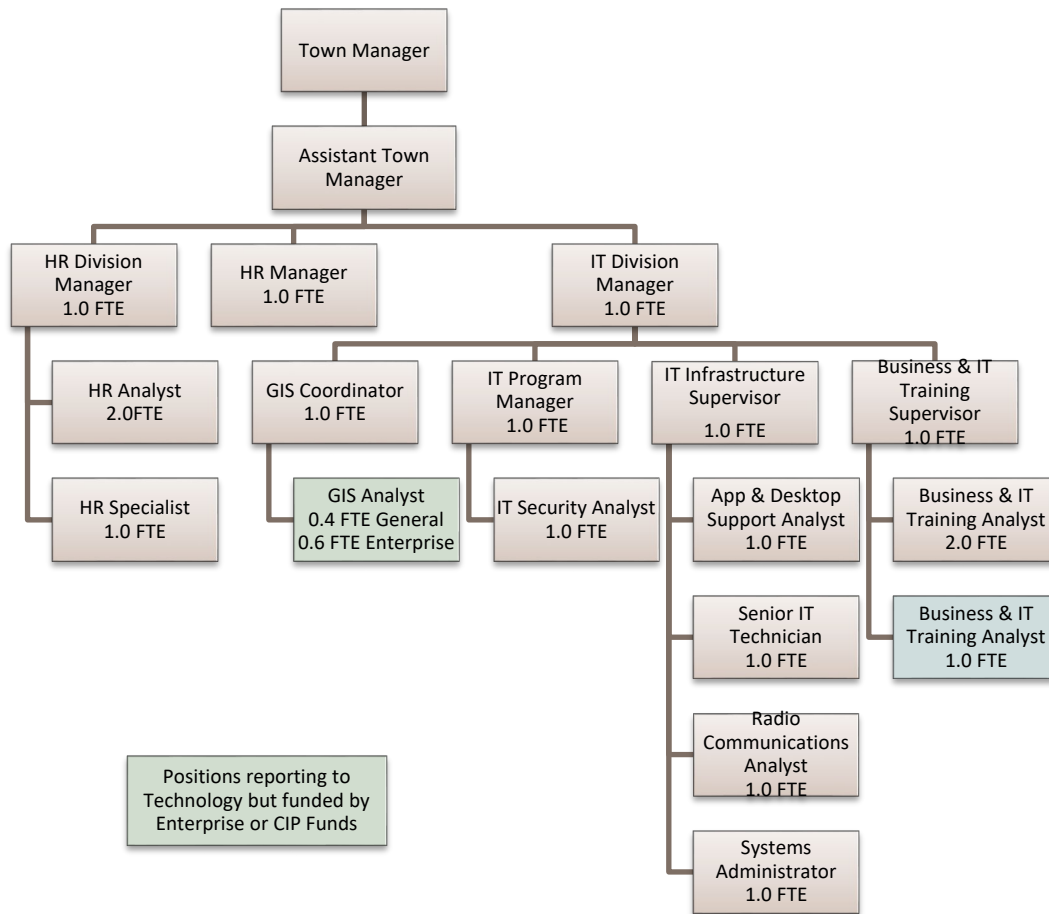
Supplies & Services:

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 6% or \$67K in FY 2021/22.

Increased software support related to the Town's new utility billing system is driving the majority of the increase projected in FY 2021/22 at \$67.4K. Other changes include \$14.2K for increased travel and training costs related to staff growth and increased printing costs (\$10.7K) due to customer growth. These increases are being partially offset by a reduction in one-time furniture costs related to the MSB remodel project.



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 2021/22 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 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 |
|------------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Actual | Actual | Revised | Adopted |
| Human Resources | 3.0 | 3.0 | 4.0 | 4.0 | 5.0 |
| Information Technology | 9.0 ¹ | 11.0 ¹ | 11.0 ² | 13.0 ² | 14.0 ² |
| Department FTE | 12.0 | 14.0 | 15.0 | 17.0 | 19.0 |

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 2021/22: Added 2.0 FTE, an HR Analyst and a Business Systems & IT Training Analyst to help support both HR and IT with the increased workload brought on by the new Police Department.

FY 2020/21: Added 4.0 FTE in IT - one to restore the IT Analyst position traded to HR in FY 2019/20, one IT Analyst and one Systems Administrator to support the newly created Police Department, and one IT Communications Tech to support both Fire and the newly created Police Department.

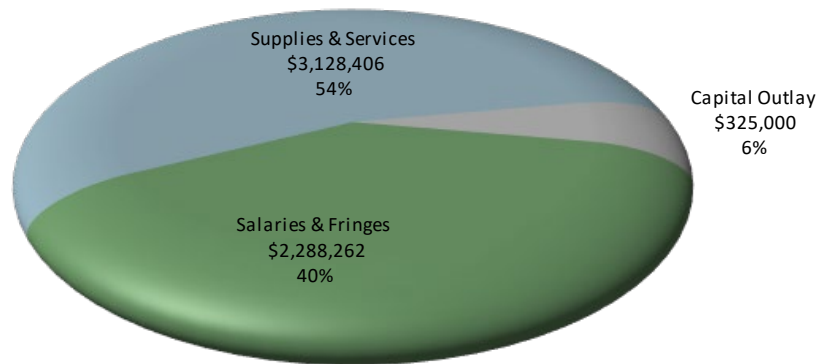
FY 2019/20: One FTE moved from IT to HR midyear to accommodate the increased HR workload, one FTE moved from Finance to IT to accommodate the setup and implementation of the new utility billing system.



Workforce & Technology

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
 FY 2021/22 Adopted Budget \$5.7M



Funding Sources

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Dept Support Cost Recovery F | \$ 414,390 | \$ 457,881 | \$ 543,697 | \$ 573,096 | \$ 684,156 | \$ 111,060 | 19% |
| General Fund | \$ 2,402,365 | \$ 2,741,404 | \$ 3,349,572 | \$ 3,957,183 | \$ 5,057,512 | \$ 1,100,329 | 28% |
| Total | \$ 2,816,755 | \$ 3,199,285 | \$ 3,893,269 | \$ 4,530,279 | \$ 5,741,668 | \$ 1,211,389 | 27% |
| \$ Change from Prior | | \$ 382,530 | \$ 693,984 | \$ 637,010 | \$ 1,211,389 | | |
| % Change from Prior | | 14% | 22% | 16% | 27% | | |

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,244,220 | \$ 1,357,236 | \$ 1,468,412 | \$ 1,924,994 | \$ 2,288,262 | \$ 363,268 | 19% |
| Supplies & Services | \$ 1,284,269 | \$ 1,805,062 | \$ 2,133,774 | \$ 2,359,060 | \$ 3,128,406 | \$ 769,346 | 33% |
| Capital Outlay | \$ 288,266 | \$ 36,987 | \$ 291,084 | \$ 246,225 | \$ 325,000 | \$ 78,775 | 32% |
| Department Total | \$ 2,816,755 | \$ 3,199,285 | \$ 3,893,269 | \$ 4,530,279 | \$ 5,741,668 | \$ 1,211,389 | 27% |
| \$ Change from Prior | | \$ 382,530 | \$ 693,984 | \$ 637,010 | \$ 1,211,389 | | |
| % Change from Prior | | 14% | 22% | 16% | 27% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Human Resources | \$ 416,848 | \$ 490,432 | \$ 542,399 | \$ 802,717 | \$ 1,091,101 | \$ 288,384 | 36% |
| Information Technology | \$ 2,399,907 | \$ 2,708,853 | \$ 3,350,870 | \$ 3,727,562 | \$ 4,650,567 | \$ 923,005 | 25% |
| Department Total | \$ 2,816,755 | \$ 3,199,285 | \$ 3,893,269 | \$ 4,530,279 | \$ 5,741,668 | \$ 1,211,389 | 27% |
| \$ Change from Prior | | \$ 382,530 | \$ 693,984 | \$ 637,010 | \$ 1,211,389 | | |
| % Change from Prior | | 14% | 22% | 16% | 27% | | |



Workforce & Technology

Program Operating Budget - Human Resources

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-----------------------|----------------------|-------------------|-------------------|-------------------|---------------------|--------------------|------------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 360,792 | \$ 388,411 | \$ 439,882 | \$ 561,242 | \$ 701,776 | \$ 140,534 | 25% |
| Supplies & Services | \$ 56,057 | \$ 102,021 | \$ 102,517 | \$ 241,475 | \$ 389,325 | \$ 147,850 | 61% |
| Division Total | \$ 416,848 | \$ 490,432 | \$ 542,399 | \$ 802,717 | \$ 1,091,101 | \$ 288,384 | 36% |
| | \$ Change from Prior | \$ 73,584 | \$ 51,967 | \$ 260,318 | \$ 288,384 | | |
| | % Change from Prior | 18% | 11% | 48% | 36% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of an HR Analyst position. It also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Human Resource division is responsible for a full-range of human resource consulting services including recruiting, compensation, employee benefits, performance management, and organizational development. The FY 2021/22 supplies and service budget for this division reflects a net increase totaling \$148K (61%), and can be attributed to the following adjustments:

- Increase the professional services budget totaling \$175K to address one-time funding request for a comp and class study to be completed within FY 2021/22.
- Increase the professional service budget totaling \$50K to address one-time funding request to complete a performance evaluation study within FY 2021/22.
- July 2021 the Human Resource division will have addressed the majority of the recruiting processes for the anticipated Queen Creek Police Department. The FY 2021/22 base budget reflects a \$77K reduction, leaving \$23K in place for on-going interview and employee processing expenses specific to the Police Department.



Workforce & Technology

Program Performance - Human Resources

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------|---|------------------|------------------|---------------------|------------------|
| Financial Stability | Percent of employee performance reviews completed on schedule(1) | 77% | 90% | 80% | 80% |
| | Average number of applications received per external recruitment | 78 | 95 | 85 | 85 |
| | Average number of days to fill vacant vacant non-Public Safety external recruitment (2) | 45 | <42 | 50 | 50 |
| | Average number of days to fill vacant internal recruitment(3) | 16 | <25 | 25 | 25 |
| | Turnover rate of full-time employees | 3.45% | ≤6% | <6% | <6% |
| | Number of worker's compensation claims due to injury | 12 | ≤12 | <20 | <20 |

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

Program Operating Budget - Information Technology

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 883,428 | \$ 968,825 | \$ 1,028,530 | \$ 1,363,752 | \$ 1,586,486 | \$ 222,734 | 16% |
| Supplies & Services | \$ 1,228,213 | \$ 1,703,041 | \$ 2,031,257 | \$ 2,117,585 | \$ 2,739,081 | \$ 621,496 | 29% |
| Capital Outlay | \$ 288,266 | \$ 36,987 | \$ 291,084 | \$ 246,225 | \$ 325,000 | \$ 78,775 | 32% |
| Division Total | \$ 2,399,907 | \$ 2,708,853 | \$ 3,350,870 | \$ 3,727,562 | \$ 4,650,567 | \$ 923,005 | 25% |
| \$ Change from Prior | | \$ 308,946 | \$ 642,017 | \$ 376,692 | \$ 923,005 | | |
| % Change from Prior | | 13% | 24% | 11% | 25% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of a Business Systems & IT Training Analyst position. It also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Information Technology division is a core support unit for the Town organization. Staff supports all Town Council, department goals and programs by continuously planning, developing and improving technologies for the Town. The FY 2021/22 supplies and service base budget for this division reflects a net increase of \$621K (29%), and is attributed to the following adjustments:

- The maintenance/repair budget increases \$283K as more system support services are shifting to maintenance agreements rather than annual software renewals.
- The FY 2021/22 minor equipment budget reflects an increase totaling \$211K a reflects funding for new software programs to be implemented during FY 2021/22 timeframe:
 - Security Vendor Management
 - Digital Asset Management
 - Recreation Registration System Software
 - FOIA Management Software
 - New FTE Equipment Purchases
 - ProcureNow Software
 - Business Continuity Planning
 - HR Records Workflow Solution
- Professional/technical services reflect a \$40K increase in preparation of having the new Queen Creek Police Department on-line by December 2021.
- General services reflects a \$37K one-time increase to complete a fiber study during FY 2021/22.
- Software support expenses are anticipated to increase an additional \$21K to accommodate new “seat licenses” associated with FTE hires during the FY 2021/22 period.
- The I.T. professional development and membership budgets have been increased an additional \$16K to assist new staff with technical and security credentials required to access the locations, systems and software access with the new Queen Creek Police Department.
- Subscription fees increase \$13K to address additional back up storage requirements for the new Queen Creek Police Department continues to on board.



Workforce & Technology

- Telephone services will increase by \$9K reflecting a service upgrade/increase to accommodate the new Queen Creek Police Department.
- License fees reflect a \$3K increase to address a number of new domain registrations added over the last year in preparation of the new Queen Creek Police Department on boarding.
- The equipment lease budget decreased \$11K based on a new printer agreement set in place early FY21.

Capital Outlay

In FY2020/21 the Information Technology capital outlay budget reflected a reduction of \$75K (23%) because of the Covid-19 pandemic. For FY 2021/22 it is been requested the Information Technology capital outlay budget be restored back to the original amount totaling \$325K to address aging equipment as a part of the IT Strategic Plan. This budget is an annual replacement budget, and outlines operating projects as shown in the schedule below:

- PC Replacement (\$50K)
- IT Strategic Plan (\$65K)
- Disaster Recovery (\$100K)
- Systems Upgrades (\$35K)
- Switch Refresh (\$25K)
- Security Camera Replacement (\$50K)

Program Performance - Information Technology

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|-----------------|--|------------------|------------------|---------------------|------------------|
| 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) | 3 (2) | ≤15 | ≤5 | ≤15 |
| | Unplanned down time hours due to user behavior (1) | 0 | ≤2 | ≤2 | ≤2 |
| | Unplanned down time hours affecting business continuity on major hardware (servers, routers, and switches) | 1 (1) | ≤10 | ≤10 | ≤10 |
| | Percent of employees rating overall satisfaction with IT department as “good” or “excellent” | 97% | 95% | 91% | 95% |
| | (2) Network Uptime (%) | | N/A | | |
| | (3) VDI User Experience as a Service (UxaaS) | | N/A | | |
| | (4) Phish Prone | | N/A | | |
| | Percent of employees rating overall satisfaction with IT department as “good” or “excellent” | | N/A | | |

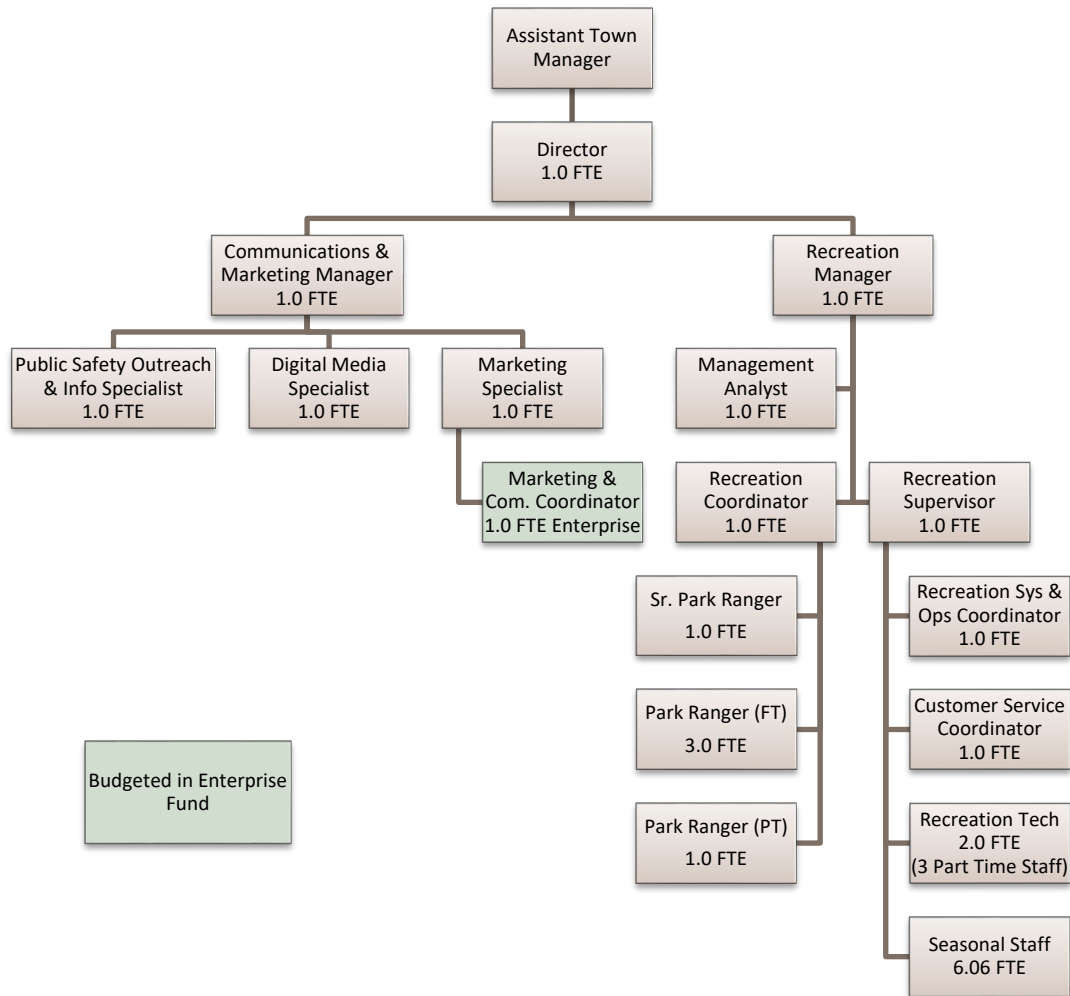
Analysis of Performance

Beginning FY 2021/22 Information Technology plans to phase out performance metrics based on downtime, and begin placing emphasis on uptime, system/user experience, and security.

1. Details: 6/25/2020: VMWare outage due to log growth bug. Total downtime = 1 hour.
2. Determines overall health of the Towns network.
3. Provides measures on user experience based on host hardware, network and application performance.
4. Measuring the likelihood the Town would be impacted by a phishing attack based on testing and training through contracted service “KnowBe4”.



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 2021/22 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
| Communications & Marketing | 5.00 ¹ | 5.00 ¹ | 5.00 ¹ | 5.00 ¹ | 6.00 ¹ |
| Recreation Programs | 8.71 | 13.06 | 14.06 | 14.06 | 14.06 |
| Parks Ranger | 3.00 | 4.00 | 4.00 | 4.00 | 5.00 |
| Department FTE | 16.71 | 22.06 | 23.06 | 23.06 | 25.06 |
| ¹1.00 FTE allocated to Enterprise Funds | | | | | |

FTE Changes

FY 2021/22: Added 1.0 FTE – a Public Safety Outreach & Information Specialist to provide community outreach for both Police and Fire. Moved 1 FTE from the Town Manager’s Office to a Parks Ranger.

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.

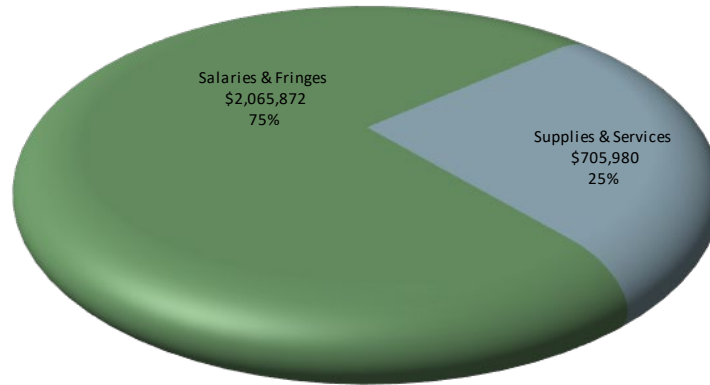
FY 2018/19: An increase of 1.0 FTE – a Park Ranger needed due to the opening of Mansel Carter Park, an increase of 0.75 FTE for Recreation Technician, and an increase of 7,748 seasonal hours (3.6 FTE) related to the expansion of recreation programs and the opening of Mansel Carter Park

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

Communications, Marketing & Recreation Services FY 2021/22 Adopted Budget \$2.7M



Funding Source

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Direct Revenues | \$ 478,402 | \$ 639,601 | \$ 566,469 | \$ 327,842 | \$ 442,491 | \$ 114,649 | 35% |
| General Fund - Dept Support Cost Recovery F | \$ 99,798 | \$ 32,366 | \$ 33,337 | \$ 33,337 | \$ 33,337 | \$ - | |
| General Fund | \$ 1,570,761 | \$ 1,583,681 | \$ 1,663,653 | \$ 2,015,723 | \$ 2,296,024 | \$ 280,301 | 14% |
| Total | \$ 2,148,961 | \$ 2,255,648 | \$ 2,263,459 | \$ 2,376,902 | \$ 2,771,852 | \$ 394,950 | 17% |
| \$ Change from Prior | | \$ 106,687 | \$ 7,811 | \$ 113,443 | \$ 394,950 | | |
| % Change from Prior | | 5% | 0% | 5% | 17% | | |

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,339,634 | \$ 1,466,947 | \$ 1,615,200 | \$ 1,753,557 | \$ 2,065,872 | \$ 312,315 | 18% |
| Supplies & Services | \$ 729,013 | \$ 616,931 | \$ 623,259 | \$ 598,345 | \$ 705,980 | \$ 107,635 | 18% |
| Capital Outlay | \$ 10,315 | \$ 96,771 | \$ - | \$ - | \$ - | \$ - | - |
| Outside Agency Contractual Support | \$ 50,000 | \$ 50,000 | \$ 25,000 | \$ - | \$ - | \$ - | - |
| Subtotal Expenses | \$ 2,128,961 | \$ 2,230,648 | \$ 2,263,459 | \$ 2,351,902 | \$ 2,771,852 | \$ 419,950 | 18% |
| Transfers Out - Special Events | \$ 20,000 | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ (25,000) | (100%) |
| Department Total | \$ 2,148,961 | \$ 2,255,648 | \$ 2,263,459 | \$ 2,376,902 | \$ 2,771,852 | \$ 394,950 | 17% |
| \$ Change from Prior | | \$ 106,687 | \$ 7,811 | \$ 113,443 | \$ 394,950 | | |
| % Change from Prior | | 5% | 0% | 5% | 17% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|----------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Communications & Marketing | \$ 912,224 | \$ 851,519 | \$ 959,224 | \$ 920,543 | \$ 1,095,634 | \$ 175,091 | 19% |
| Recreation Services | \$ 1,053,240 | \$ 1,143,651 | \$ 1,052,128 | \$ 1,192,062 | \$ 1,293,716 | \$ 101,654 | 9% |
| Park Rangers | \$ 183,498 | \$ 260,478 | \$ 252,107 | \$ 264,297 | \$ 382,502 | \$ 118,205 | 45% |
| Department Total | \$ 2,148,961 | \$ 2,255,648 | \$ 2,263,459 | \$ 2,376,902 | \$ 2,771,852 | \$ 394,950 | 17% |
| \$ Change from Prior | | \$ 106,687 | \$ 7,811 | \$ 113,443 | \$ 394,950 | | |
| % Change from Prior | | 5% | 0% | 5% | 17% | | |



Communications, Marketing & Recreation

Program Operating Budget - Communications & Marketing

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 492,764 | \$ 518,049 | \$ 559,568 | \$ 587,718 | \$ 680,489 | \$ 92,771 | 16% |
| Supplies & Services | \$ 419,459 | \$ 333,470 | \$ 399,657 | \$ 332,825 | \$ 415,145 | \$ 82,320 | 25% |
| Division Total | \$ 912,224 | \$ 851,519 | \$ 959,224 | \$ 920,543 | \$ 1,095,634 | \$ 175,091 | 19% |
| \$ Change from Prior | | \$ (60,705) | \$ 107,705 | \$ (38,681) | \$ 175,091 | | |
| % Change from Prior | | (7%) | 13% | (4%) | 19% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of a Public Safety Outreach & Information Specialist position. It also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Communications and Marketing department is responsible for the oversight and standardization of communications, advertising, and community outreach for all Town-wide programs. The supplies and service budget consists mainly of printing and marketing dollars to support these responsibilities. In FY 2021/22 this division reflects an \$82K (25%) increase and can be attributed to the following initiatives:

- Requesting recurring funds to be added back to the FY 2021/22 base budget totaling \$58K to support the cooperative marketing and advertising in conjunction with Visit Mesa.
- Add funding totaling \$25K to complete the Bi-Annual Citizen Survey scheduled to complete in the fall of 2021.
- Increase the printing budget by \$5K to support the Queen Creek Police department scheduled to officially start January 2022.

Program Performance - Communications & Marketing

| Key Result Area | Program Performance | Target | Actual | Projected | Target |
|--|---|-----------|-----------|-----------|-----------|
| | | FY2020/21 | FY2019/20 | FY2020/21 | FY2021/22 |
| Community Involvement Image & Identity | Percent of residents rating effectiveness of Town communication as "good" or "excellent" (1) | N/A | 88% | N/A | 90% |
| | Millions of impressions generated for Queen Creek through the efforts of Visit Mesa marketing program | 19 | 13 | 9 | 9 |
| | Website activity on VisitMesa.com featuring Town of Queen Creek product and / or content | 100,000 | 163,300 | 40,000 | 40,000 |

Analysis of Performance

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



Communications, Marketing & Recreation

Program Operating Budget – Recreation Services

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 666,074 | \$ 695,777 | \$ 812,402 | \$ 915,142 | \$ 1,026,831 | \$ 111,689 | 12% |
| Supplies & Services | \$ 306,851 | \$ 276,104 | \$ 214,727 | \$ 251,920 | \$ 266,885 | \$ 14,965 | 6% |
| Capital Outlay | \$ 10,315 | \$ 96,771 | \$ - | \$ - | \$ - | \$ - | - |
| Outside Agency Contractual Support | \$ 50,000 | \$ 50,000 | \$ 25,000 | \$ - | \$ - | \$ - | - |
| Transfers Out - Special Events | \$ 20,000 | \$ 25,000 | \$ - | \$ 25,000 | \$ - | \$ (25,000) | (100%) |
| Division Total | \$ 1,053,240 | \$ 1,143,651 | \$ 1,052,128 | \$ 1,192,062 | \$ 1,293,716 | \$ 101,654 | 9% |
| | \$ Change from Prior | \$ 90,412 | \$ (91,523) | \$ 139,934 | \$ 101,654 | | |
| | % Change from Prior | 9% | (8%) | 13% | 9% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The increase is primarily due to restoring the pre-COVID seasonal hours needed within the division. Also included are “one-time” training hours for seasonal staff employees related to implementing Recreation’s new software.

Supplies & Services:

The Recreation Services division is responsible for community outreach programs including senior adult programs, special interest classes, and special events. The supplies and service budget consists of funding to support the professional development and materials to support these responsibilities. In FY 2021/22 the Recreation supplies and service budget reflects a \$15K (6%) increase to address the following:

- Increase totaling \$12K to address license fees based on new registration system planned for implementation during FY2021/22.
- Additional funding totaling \$3K to upgrade minor equipment in support of registration system changes.

Transfers Out – Special Events

This category reflects the amount of support the General Fund provides to the Town-sponsored special events.

Program Performance – Recreation Services

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|-----------------------|---|----------------------|---------------------|------------------------|---------------------|
| Community Involvement | Percent of residents rating opportunities and service related to community parks and recreation services as “good” or “excellent” | 93% | 90% | 93% | 94% |
| | Total number of Special Interest Class (SIC) participants | 6,619 ⁽²⁾ | 9,000 | 2,500 | 5,000 |
| Image & Identity | Percent of recreation program users rating overall satisfaction with quality of program as good or better | 96% | 97% | 98% | 98% |
| Financial Stability | Percent of special event process participants ranking the process as “good” or “excellent” | 99% | 90% | 95% | 95% |

Analysis of Performance

1. Cancellations of classes and programs related to Covid resulting a drop in programs, such as Silver Sneakers and fitness classes that were not offered in the first quarter of the year.



Communications, Marketing & Recreation

Program Operating Budget - Park Rangers

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 180,795 | \$ 253,121 | \$ 243,231 | \$ 250,697 | \$ 358,552 | \$ 107,855 | 43% |
| Supplies & Services | \$ 2,703 | \$ 7,357 | \$ 8,876 | \$ 13,600 | \$ 23,950 | \$ 10,350 | 76% |
| Division Total | \$ 183,498 | \$ 260,478 | \$ 252,107 | \$ 264,297 | \$ 382,502 | \$ 118,205 | 45% |
| | \$ Change from Prior | \$ 76,980 | \$ (8,372) | \$ 12,190 | \$ 118,205 | | |
| | % Change from Prior | | | 5% | 45% | | |

Budget Notes and Changes

Salaries and Fringes:

One FTE position was moved from the Town Manager’s Office to the Park Rangers Division. Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

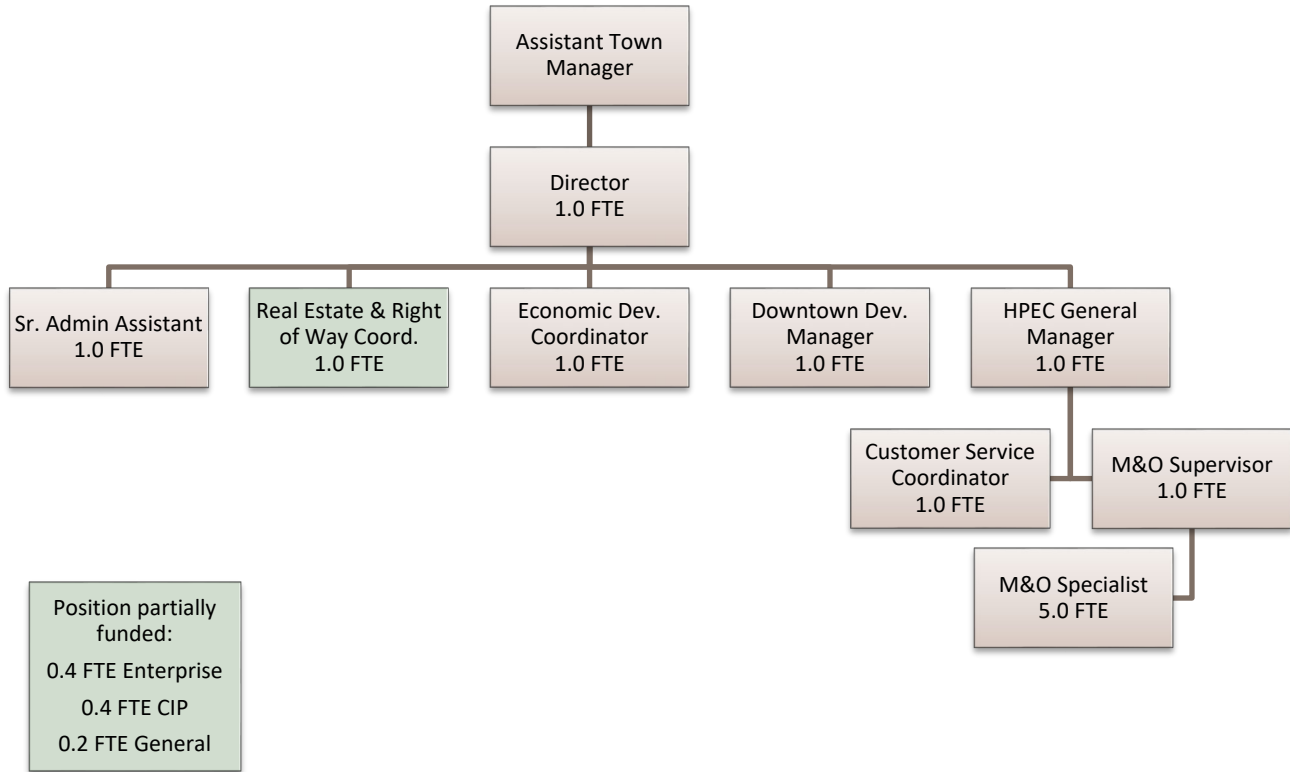
Supplies & Services:

The Ranger division is responsible for patrolling and maintaining the Town of Queen Creeks parks and trails systems to ensure safe environments for Queen Creek residents and visitors alike. The supplies and service budget for this division consists of supplies, materials and equipment to complete tasks safely and efficiently. In FY 21/22 this division reflects a \$10.3K (76%) increase that can be attributed to the following initiatives:

- Increase to minor equipment totaling \$5.4K to address changes necessary to tie in with the new Queen Creek Police department communications.
- Increase uniform budget totaling \$3K to address necessary changes associated with the new Queen Creek Police department.
- Increase to the safety supply budget \$2K to ensure protective measures and materials are readily available to staff and residents.



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. Within this division, the Real Estate Coordinator, 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 2021/22 Objectives

- Implement strategies outlined in the recently updated Economic Development Strategic Plan focusing on product development, Town Center development, entrepreneurship/innovation, business attraction/retention and enhanced marketing/communication.
- 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 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 |
|----------------------------------|--------------|--------------|--------------|--------------|--------------|
| | Actual | Actual | Actual | Revised | Adopted |
| Economic Development | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Horseshoe Park Equestrian Centre | 7.00 | 7.00 | 7.00 | 7.00 | 8.00 |
| Department FTE | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 |

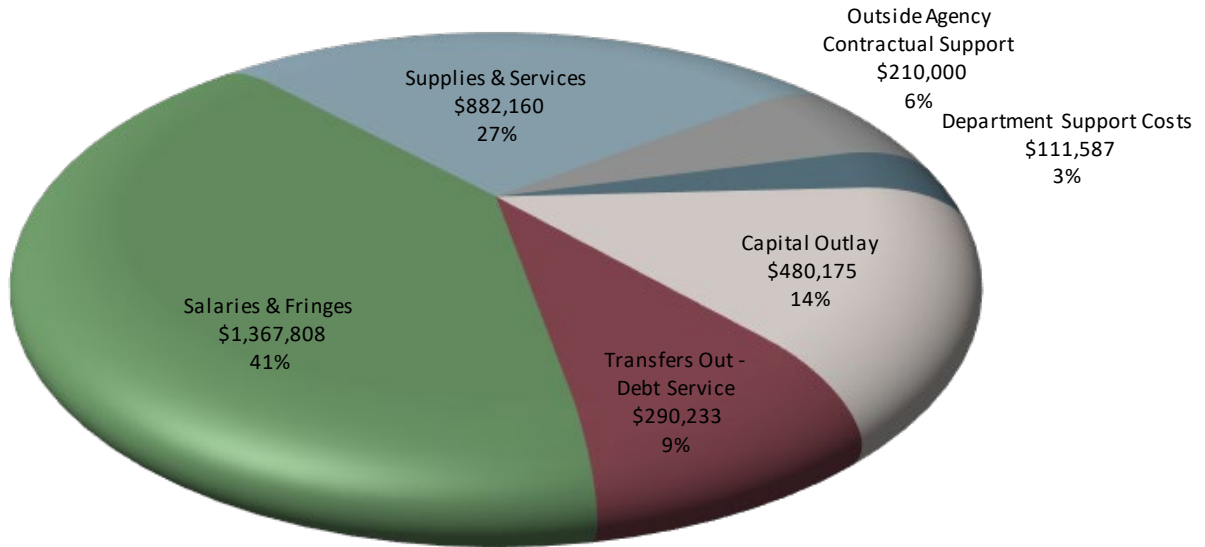
FTE Changes

FY 2021-22: Added one Maintenance & Operating Specialist to support the Horseshoe Park & Equestrian Centre with the addition of new and expanded events.



Economic Development

Economic Development FY 2021/22 Adopted Budget \$3.3M



Funding Sources

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Horseshoe Park Equestrian Centre Revenues | \$ 634,573 | \$ 611,862 | \$ 504,219 | \$ 431,193 | \$ 431,193 | \$ - | 0% |
| General Fund | \$ 1,829,184 | \$ 1,958,752 | \$ 2,471,428 | \$ 2,640,914 | \$ 2,910,770 | \$ 269,856 | 10% |
| Total | \$ 2,463,757 | \$ 2,570,613 | \$ 2,975,647 | \$ 3,072,107 | \$ 3,341,963 | \$ 269,856 | 9% |
| | \$ Change from Prior | \$ 106,856 | \$ 405,033 | \$ 96,460 | \$ 269,856 | | |
| | % Change from Prior | 4% | 16% | 3% | 9% | | |

Expenditure by Fund

| Fund | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|----------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Horseshoe Park Equestrian Centre | \$ 1,650,941 | \$ 1,734,194 | \$ 2,093,945 | \$ 1,748,898 | \$ 2,226,676 | \$ 477,778 | 27% |
| General Fund | \$ 812,816 | \$ 836,420 | \$ 881,702 | \$ 1,323,209 | \$ 1,115,287 | \$ (207,922) | (16%) |
| Department Total | \$ 2,463,757 | \$ 2,570,613 | \$ 2,975,647 | \$ 3,072,107 | \$ 3,341,963 | \$ 269,856 | 9% |
| | \$ Change from Prior | \$ 106,856 | \$ 405,033 | \$ 96,460 | \$ 269,856 | | |
| | % Change from Prior | 4% | 16% | 3% | 9% | | |



Economic Development

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,155,939 | \$ 1,217,550 | \$ 1,232,795 | \$ 1,305,070 | \$ 1,367,808 | \$ 62,738 | 5% |
| Supplies & Services | \$ 590,166 | \$ 572,219 | \$ 656,501 | \$ 1,117,786 | \$ 882,160 | \$ (235,626) | (21%) |
| Outside Agency Contractual Support | \$ 210,000 | \$ 210,023 | \$ 208,750 | \$ 142,500 | \$ 210,000 | \$ 67,500 | 47% |
| Department Support Costs | \$ 173,064 | \$ 107,730 | \$ 109,460 | \$ 111,587 | \$ 111,587 | \$ - | 0% |
| Capital Outlay | \$ 11,708 | \$ 174,164 | \$ 473,645 | \$ 100,979 | \$ 480,175 | \$ 379,196 | 376% |
| Subtotal Expenses | \$ 2,140,877 | \$ 2,281,685 | \$ 2,681,151 | \$ 2,777,922 | \$ 3,051,730 | \$ 273,808 | 10% |
| Transfers Out - Debt Service | \$ 322,880 | \$ 288,928 | \$ 294,495 | \$ 294,185 | \$ 290,233 | \$ (3,952) | (1%) |
| Department Total | \$ 2,463,757 | \$ 2,570,613 | \$ 2,975,647 | \$ 3,072,107 | \$ 3,341,963 | \$ 269,856 | 9% |
| | \$ Change from Prior | \$ 106,856 | \$ 405,033 | \$ 96,460 | \$ 269,856 | | |
| | % Change from Prior | 4% | 16% | 3% | 9% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|----------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Economic Development | \$ 812,816 | \$ 836,420 | \$ 881,702 | \$ 1,323,209 | \$ 1,115,287 | \$ (207,922) | (16%) |
| Horseshoe Park Equestrian Centre | \$ 1,650,941 | \$ 1,734,194 | \$ 2,093,945 | \$ 1,748,898 | \$ 2,226,676 | \$ 477,778 | 27% |
| Department Total | \$ 2,463,757 | \$ 2,570,613 | \$ 2,975,647 | \$ 3,072,107 | \$ 3,341,963 | \$ 269,856 | 9% |
| | \$ Change from Prior | \$ 106,856 | \$ 405,033 | \$ 96,460 | \$ 269,856 | | |
| | % Change from Prior | 4% | 16% | 3% | 9% | | |



Economic Development

Program Operating Budget - Economic Development

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|------------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|---------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 508,508 | \$ 543,362 | \$ 569,981 | \$ 597,939 | \$ 619,302 | \$ 21,363 | 4% |
| Supplies & Services | \$ 94,308 | \$ 83,035 | \$ 102,971 | \$ 582,770 | \$ 285,985 | \$ (296,785) | (51%) |
| Subtotal Expenses | \$ 602,816 | \$ 626,397 | \$ 672,952 | \$ 1,180,709 | \$ 905,287 | \$ (275,422) | (23%) |
| Outside Agency Contractual Support | \$ 210,000 | \$ 210,023 | \$ 208,750 | \$ 142,500 | \$ 210,000 | \$ 67,500 | 47% |
| Division Total | \$ 812,816 | \$ 836,420 | \$ 881,702 | \$ 1,323,209 | \$ 1,115,287 | \$ (483,344) | (16%) |
| | \$ Change from Prior | \$ 23,604 | \$ 45,282 | \$ 441,507 | \$ (207,922) | | |
| | % Change from Prior | 3% | 5% | 50% | (16%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

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 FY22 supplies and service budget mainly includes funding to support regional studies and continued involvement with business and community. In FY 2021/22 this division reflects an overall net decrease totaling \$297K (51%) and is attributed to the following adjustments:

- Adding one-time funding totaling \$200K within the FY 2021/22 general services budget to complete studies on the anticipated State Route 24.
- Remove one-time funding totaling \$500K provided in FY 2020/21 for small business funding during the COVID pandemic.)

Outside Agency Contractual Support:

This category reflects the amount of support the Town of Queen Creek provides the Queen Creek Chamber of Commerce, and Queen Creek Performing Arts Center. Request to have recurring funds be added back to the FY 2021/22 outside agency contractual support totaling \$67.5K to support the Queen Creek Performing Arts Center. This amount was eliminated in last year's COVID reductions.



Economic Development

Program Performance – Economic Development

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---|---|---------------------|---------------------|------------------------|---------------------|
| Community Involvement, Image & Identity | Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects ⁽¹⁾ | 50 | 48 | 52 | 52 |
| | Average weekly users of Gangplank Program ⁽²⁾ | 10 | 15 | 10 | 15 |
| Land Use & Economic Development | Percentage increase in sales tax revenue ⁽³⁾ | 22% | 10% | 10% | 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

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

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 647,431 | \$ 674,188 | \$ 662,814 | \$ 707,131 | \$ 748,506 | \$ 41,375 | 6% |
| Supplies & Services | \$ 495,858 | \$ 489,184 | \$ 553,531 | \$ 535,016 | \$ 596,175 | \$ 61,159 | 11% |
| Department Support Costs | \$ 173,064 | \$ 107,730 | \$ 109,460 | \$ 111,587 | \$ 111,587 | \$ - | 0% |
| Capital Outlay | \$ 11,708 | \$ 174,164 | \$ 473,645 | \$ 100,979 | \$ 480,175 | \$ 379,196 | 376% |
| Subtotal Expenses | \$ 1,328,061 | \$ 1,445,266 | \$ 1,799,449 | \$ 1,454,713 | \$ 1,936,443 | \$ 481,730 | 33% |
| Transfers Out - Debt Service | \$ 322,880 | \$ 288,928 | \$ 294,495 | \$ 294,185 | \$ 290,233 | \$ (3,952) | (1%) |
| Division Total | \$ 1,650,941 | \$ 1,734,194 | \$ 2,093,945 | \$ 1,748,898 | \$ 2,226,676 | \$ 477,778 | 27% |
| | \$ Change from Prior | \$ 83,253 | \$ 359,751 | \$ (345,047) | \$ 477,778 | | |
| | % Change from Prior | 5% | 21% | (16%) | 27% | | |

Budget Notes and Changes

Salaries and Fringes:

The Personnel budget includes the addition of a Maintenance & Operating Specialist position. It also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

Horseshoe Park is an event center providing opportunity for English and Western equestrian riders, home shows, car shows, concerts and weddings. The supplies and service budget for this division reflects a \$61K (11%) increase and can be attributed to the following:

- Request recurring operating funds to be added back to the FY 2021/22 base budget totaling \$46K. Last year's COVID reductions included over \$46K in total reductions to the base budget as the event center was closed the first quarter of FY 2020/21.
- Increase general services an additional \$14K to address increasing needs for temporary labor services.

Capital Outlay:

The FY 2021/22 HPEC capital outlay base budget totals \$480K, and includes a recurring repair and maintenance budget (\$100K), and additional one-time budget requests totaling \$380K as placeholders for equipment purchases identified by the Fleet, Facilities and Information Technology divisions. Additional one-time budget requested include:

- John Deere 210 Loader/Gannon (\$122K)
- Genie Lift/Skid Steer (\$95K)
- Security Camera Upgrade (\$47.5K)
- Parking Lot Pole Replacement (\$51K)
- Arena Light Upgrade (\$64.7K)

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.



Economic Development

Program Performance – Horseshoe Park & Equestrian Centre (HPEC)

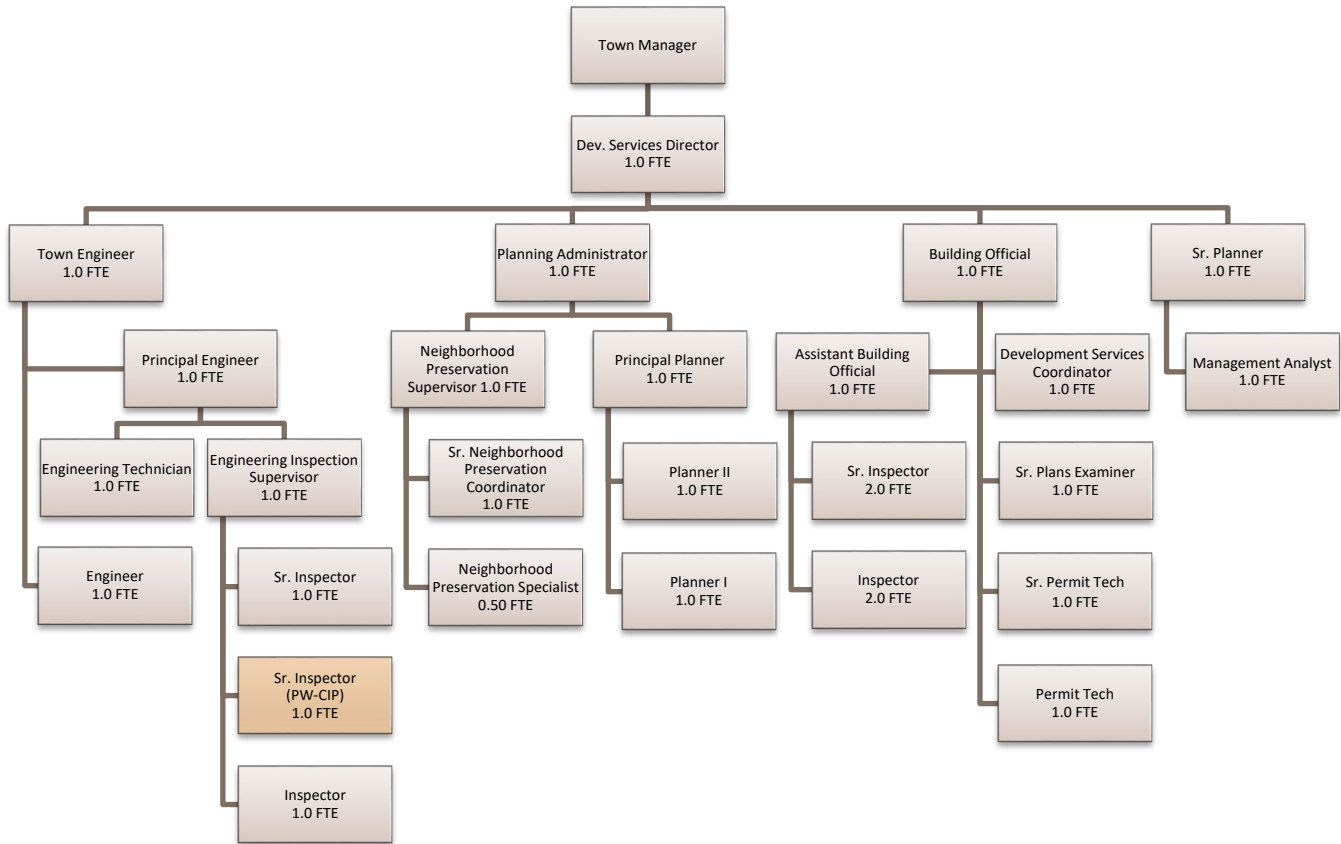
| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|--|---------------------|---------------------|------------------------|---------------------|
| Community Involvement Image & Identity | Number of HPEC event days - Equestrian Driven ^{(1) (3)} | 174 ⁽⁵⁾ | 240 | 216 | 220 |
| | Number of HPEC event days – Non-Equestrian Driven ^{(2) (3) (4)} | 48 ⁽⁵⁾ | 72 | 64 | 50 |

Analysis of Performance

- Each day of each event is counted as one event day. Example: If there are three different equestrian events on one day, each will count as one event day. If an event runs for 4 days, each day is counted as an event day.
- The projected 2020-21 totals are based on the current events on the calendar. We are still working on rescheduling events for June 2021. Also, there were some new longer/larger events that booked the entire facility, limiting the number of small/one-day events that we can schedule. The larger events bring in more revenue, so although the number of event days is down, the projected revenue is up.
- FY19-20 HPEC hosted larger events that rent the entire facility offering less opportunities for smaller one day events
- HPEC will not be hosting Flat Track Motorcycle racing at this time. This reduces the number of non-equestrian event days
- FY 2019/20: Had HPEC not been closed due to COVID, actual event days would reflect:
 - Equestrian: 234
 - Non-Equestrian: 72



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 2021/22 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 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 |
|----------------------------|--------------|--------------|--------------|--------------|--------------|
| | Actual | Actual | Actual | Revised | Adopted |
| Development Services Admin | 2.00 | 1.00 | 1.00 | 3.00 | 3.00 |
| Planning | 6.00 | 6.00 | 5.00 | 4.00 | 4.00 |
| Engineering | 6.00 | 6.00 | 7.00 | 7.00 | 7.00 |
| Building Safety | 9.00 | 10.00 | 11.00 | 10.00 | 10.00 |
| Neighborhood Preservation | 2.50 | 2.50 | 2.50 | 2.50 | 2.50 |
| Department FTE | 25.50 | 25.50 | 26.50 | 26.50 | 26.50 |

FTE Changes

FY 2021/22: No 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.

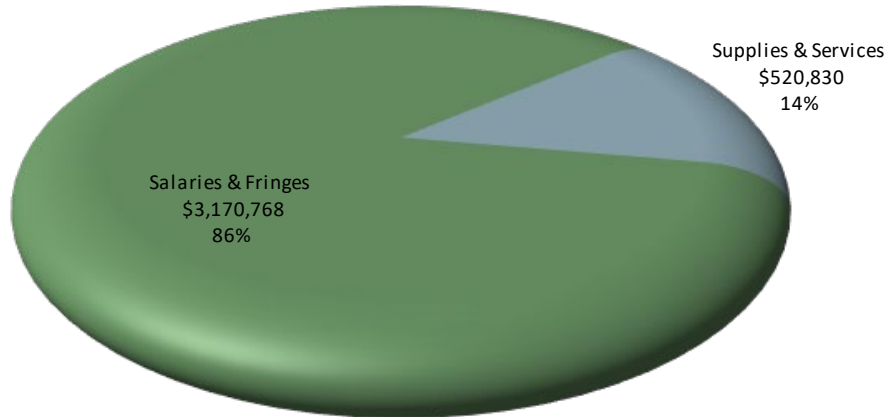
FY 2018/19: no staffing increases, only internal reclassifications that were used to align existing staff with current service requirements.

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



Development Services

Development Services FY 2021/22 Adopted Budget \$3.7M



Funding Sources

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|--------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund - Direct Revenues | \$ 6,228,399 | \$ 7,211,396 | \$ 8,389,017 | \$ 8,702,800 | \$ 7,362,600 | \$ (1,340,200) | (15%) |
| General Fund | \$ (2,964,270) | \$ (4,142,959) | \$ (5,072,980) | \$ (5,128,530) | \$ (3,671,002) | \$ 1,457,528 | (28%) |
| Total | \$ 3,264,129 | \$ 3,068,437 | \$ 3,316,037 | \$ 3,574,270 | \$ 3,691,598 | \$ 117,328 | 3% |
| | \$ Change from Prior | \$ (195,692) | \$ 247,600 | \$ 258,233 | \$ 117,328 | | |
| | % Change from Prior | (6%) | 8% | 8% | 3% | | |

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 2,702,964 | \$ 2,681,712 | \$ 2,872,029 | \$ 3,069,500 | \$ 3,170,768 | \$ 101,268 | 3% |
| Supplies & Services | \$ 561,165 | \$ 386,725 | \$ 412,028 | \$ 504,770 | \$ 520,830 | \$ 16,060 | 3% |
| Capital Outlay | \$ - | \$ - | \$ 31,980 | \$ - | \$ - | \$ - | - |
| Department Total | \$ 3,264,129 | \$ 3,068,437 | \$ 3,316,037 | \$ 3,574,270 | \$ 3,691,598 | \$ 117,328 | 3% |
| | \$ Change from Prior | \$ (195,692) | \$ 247,600 | \$ 258,233 | \$ 117,328 | | |
| | % Change from Prior | (6%) | 8% | 8% | 3% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|----------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Development Services Admin | \$ 501,659 | \$ 334,426 | \$ 252,880 | \$ 499,673 | \$ 505,942 | \$ 6,269 | 1% |
| Planning | \$ 911,632 | \$ 644,005 | \$ 616,591 | \$ 529,739 | \$ 569,389 | \$ 39,650 | 7% |
| Building Safety | \$ 925,866 | \$ 1,097,883 | \$ 1,216,631 | \$ 1,251,673 | \$ 1,296,997 | \$ 45,324 | 4% |
| Engineering | \$ 711,193 | \$ 771,473 | \$ 991,371 | \$ 1,044,725 | \$ 1,081,468 | \$ 36,743 | 4% |
| Neighborhood Preservation | \$ 213,778 | \$ 220,650 | \$ 238,564 | \$ 248,460 | \$ 237,802 | \$ (10,658) | (4%) |
| Department Total | \$ 3,264,129 | \$ 3,068,437 | \$ 3,316,037 | \$ 3,574,270 | \$ 3,691,598 | \$ 117,328 | 3% |
| | \$ Change from Prior | \$ (195,692) | \$ 247,600 | \$ 258,233 | \$ 117,328 | | |
| | % Change from Prior | (6%) | 8% | 8% | 3% | | |



Development Services

Program Operating Budget - Development Services Admin

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 485,864 | \$ 318,551 | \$ 234,538 | \$ 463,433 | \$ 486,037 | \$ 22,604 | 5% |
| Supplies & Services | \$ 15,795 | \$ 15,875 | \$ 18,341 | \$ 36,240 | \$ 19,905 | \$ (16,335) | (45%) |
| Division Total | \$ 501,659 | \$ 334,426 | \$ 252,880 | \$ 499,673 | \$ 505,942 | \$ 6,269 | 1% |
| \$ Change from Prior | | \$ (167,233) | \$ (81,546) | \$ 246,793 | \$ 6,269 | | |
| % Change from Prior | | (33%) | (24%) | 98% | 1% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Administrative Division represents costs associated to manage the oversight and needs for the Development Services Department including support for Building Safety, Engineering, Planning and Neighborhood Preservation divisions. Overall, the FY 2021/22 supplies and service budget for this division will decrease \$16.3K (45%) based on the following actions:

- One-time funding totaling \$15K for scheduled office remodel has been removed from the FY 2021/22 base budget.
- Recent process improvements implemented over the last twelve months have provided opportunity to remove banking fees totaling \$1.3K.

Program Performance - Development Services Admin

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|-----------------------------------|--|---------------------|---------------------|------------------------|---------------------|
| Land Use & Economic Development | Percent of citizens ranking the overall quality of new development in Queen Creek as "Good" to "Excellent" (1) | 83% | 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) | 91% | 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 486,633 | \$ 508,798 | \$ 594,477 | \$ 500,789 | \$ 509,614 | \$ 8,825 | 2% |
| Supplies & Services | \$ 424,999 | \$ 135,208 | \$ 22,114 | \$ 28,950 | \$ 59,775 | \$ 30,825 | 106% |
| Division Total | \$ 911,632 | \$ 644,005 | \$ 616,591 | \$ 529,739 | \$ 569,389 | \$ 39,650 | 7% |
| \$ Change from Prior | | \$ (267,626) | \$ (27,415) | \$ (86,852) | \$ 39,650 | | |
| % Change from Prior | | (29%) | (4%) | (14%) | 7% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Planning Division administers the General Plan, Zoning and Subdivision Ordinances. The supplies and service budget mainly consists of funding to support consultants for special projects, annexations and materials to support these responsibilities. In FY 2021/22 this division reflects a net increase totaling \$31K (106%) and can be attributed to the following:

- The professional and technical budget reflects an increase totaling \$35K from the previous fiscal year based on the current workloads resulting the need for additional consultant services needed in the future months.
- Overall decrease totaling \$4.5K affects categories including events, committee support, and minor equipment based on trend spending reviews.

Program Performance - Planning

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------------------|--|---------------------|---------------------|------------------------|---------------------|
| 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 864,158 | \$ 935,538 | \$ 1,068,452 | \$ 1,033,868 | \$ 1,077,597 | \$ 43,729 | 4% |
| Supplies & Services | \$ 61,708 | \$ 162,344 | \$ 148,179 | \$ 217,805 | \$ 219,400 | \$ 1,595 | 1% |
| Division Total | \$ 925,866 | \$ 1,097,883 | \$ 1,216,631 | \$ 1,251,673 | \$ 1,296,997 | \$ 45,324 | 4% |
| \$ Change from Prior | | \$ 172,017 | \$ 118,748 | \$ 35,042 | \$ 45,324 | | |
| % Change from Prior | | 19% | 11% | 3% | 4% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). Also one employee moved from medical opt out to one of the Town's medical plans attributing to the budget increase.

Supplies & Services:

The Building Safety division protects the safety of residents and visitors by administering the Town's adopted building, plumbing, mechanical and electrical codes, as well as energy, disabled access regulations, and local and state laws for construction and maintenance of commercial, industrial and residential buildings. The supplies and service budget for this division mainly consists of professional technical services to assist with building inspection, permitting and plan reviews. In FY 21/22 this division reflects net decrease totaling \$1.6K (1%) and can be attributed to the following adjustments:

- An overall increase totaling \$2.6K will affect the professional development, membership fees, and cellular services based on trend spending.
- An adjustment down totaling \$1K affects budget specific to book purchases.

Program Performance - Building Safety

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------------------|---|---------------------|---------------------|------------------------|---------------------|
| 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 Service

Program Operating Budget - Engineering

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 665,287 | \$ 709,882 | \$ 750,780 | \$ 836,550 | \$ 873,118 | \$ 36,568 | 4% |
| Supplies & Services | \$ 45,907 | \$ 61,591 | \$ 208,611 | \$ 208,175 | \$ 208,350 | \$ 175 | 0% |
| Division Total | \$ 711,193 | \$ 771,473 | \$ 959,391 | \$ 1,044,725 | \$ 1,081,468 | \$ 36,743 | 4% |
| | \$ Change from Prior | \$ 60,279 | \$ 187,918 | \$ 85,334 | \$ 36,743 | | |
| | % Change from Prior | 8% | 24% | 9% | 4% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Engineering Division provides in-house professional engineering services such as reviews of subdivision plats, project improvement plans and reports, development agreements, easements, and other engineering-related documents for new and existing developments.

The FY2021/22 supplies and service budget for this division reflects no major changes.

Program Performance - Engineering

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/ | Target FY2021/22 |
|---------------------------------|---|---------------------|---------------------|----------------------|---------------------|
| 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 eight business days.



Development Service

Program Operating Budget – Neighborhood Preservation

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 201,023 | \$ 208,942 | \$ 223,781 | \$ 234,860 | \$ 224,402 | \$ (10,458) | (4%) |
| Supplies & Services | \$ 12,756 | \$ 11,708 | \$ 14,784 | \$ 13,600 | \$ 13,400 | \$ (200) | (1%) |
| Division Total | \$ 213,778 | \$ 220,650 | \$ 238,564 | \$ 248,460 | \$ 237,802 | \$ (10,658) | (4%) |
| \$ Change from Prior | | \$ 6,872 | \$ 17,914 | \$ 9,896 | \$ (10,658) | | |
| % Change from Prior | | 3% | 8% | 4% | (4%) | | |

Budget Notes and Changes

Salaries and Fringes:

The Code Compliance Supervisor became vacant and is budgeted at base. Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

The Neighborhood Preservation (Code Compliance) division enforces zoning, property maintenance, noise, signage, graffiti and construction activity regulations found in the Town Ordinance. The supplies and service budget consists of professional services including contract services for Civil Hearing Officer, Abatement services, Process Server, and shopping cart services. In FY 2021/22 this division reflects an overall decrease totaling \$200 (1%) based on trend spending in areas involving postage and uniforms.

Program Performance – Neighborhood Preservation

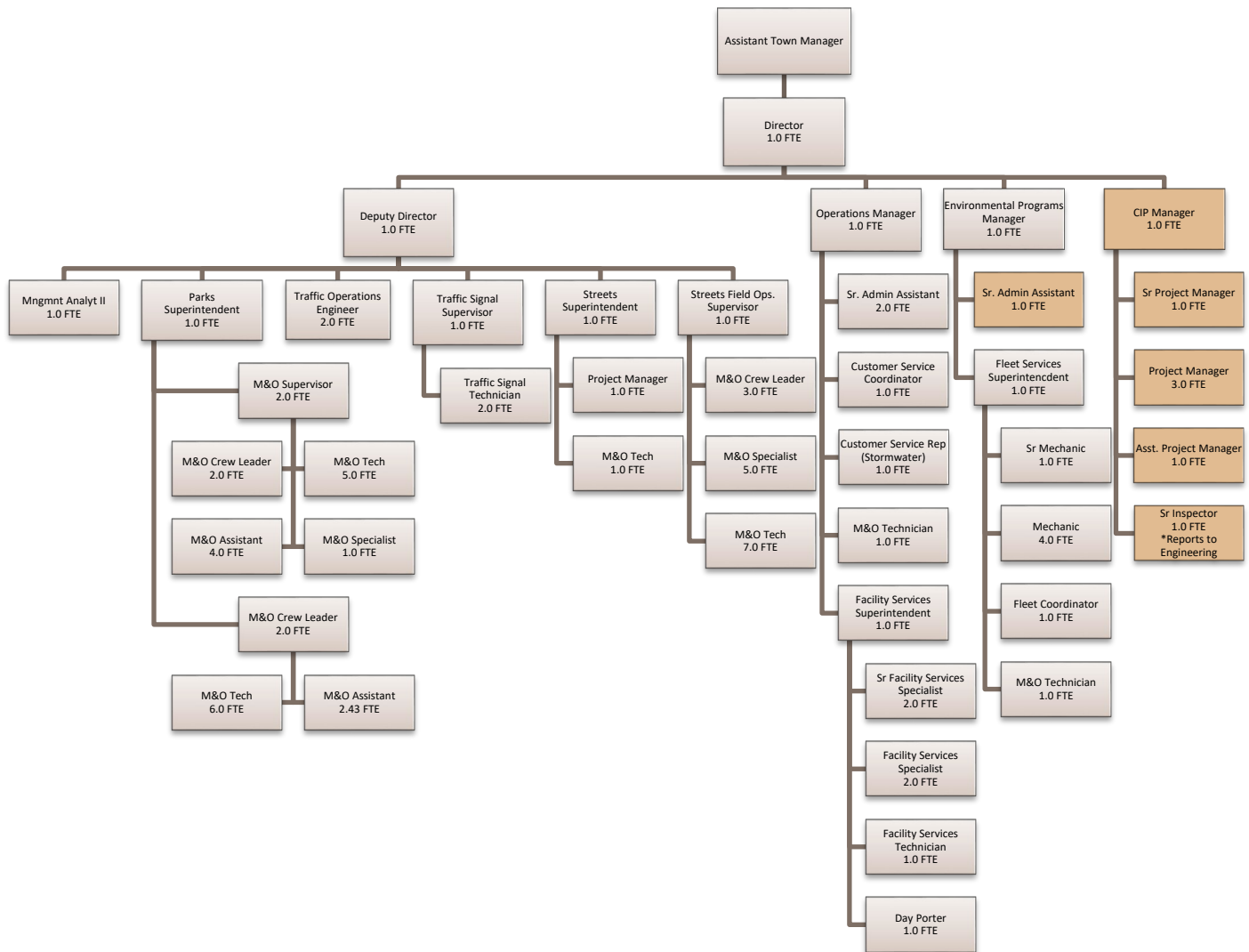
| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target 2021/22 |
|---------------------------------|---|---------------------|---------------------|------------------------|-------------------|
| Land Use & Economic Development | Total number of unique (individual) staff initiated actions completed monthly (1) | 220 | 140 | 200 | 225 |
| | Average calendar days between receiving complaint to first investigation | <1 | <1 | <1 | <1 |
| | Average number of cases managed per FTE inspector monthly | 205 | 110 | 185 | 200 |

Analysis of Performance

1. Complaints received late Thursday or on Friday may take more than one day to respond based on weekend scheduling for staff.
2. Based on the database used during FY 2019/20 the monthly number of cases equates to 274. The breakdown per employee is no longer available so a percentage approach was used to obtain the number of cases per employee. (274x.75=205).



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 ratepayers.

Department Mission

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



Public Works

Strategic Priorities

Effective Government



Superior Infrastructure



Quality Lifestyle



FY 2021/22 Objectives

- Implementation of a traffic optimization 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. Older traffic signals will be updated with new controls and peripheral equipment.
- Construction of the Regional Flood Basins at the East Park and 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 and City of Mesa for construction of Meridian Road and Signal Butte Road from Germann to State Route 24.
- Continued implementation of the Town's Transportation Improvement Plan.
- Develop and implement 5-year CIP plan for Public Works operational space needs (new multi-purpose building, warehouse, shop, site improvements).
- Coordination with Maricopa Association of Governments (MAG) on new 20-year transportation program.
- Coordination and Participation with the East Valley Infrastructure Sub-Committee to progress the needs for the future State Route 24 Extension and the North/South Freeway.
- Completion construction of Fire Station #2 and Fire Station #5 and the Fire Resource Building.



Public Works

| Staffing by Division | | | | | | |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--|
| Division | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | |
| | Actual | Actual | Actual | Revised | Adopted | |
| Public Works Administration | 5.00 | 7.00 | 7.00 | 6.00 | 6.00 | |
| Facilities Maintenance | 5.00 | 6.00 | 6.00 | 6.00 | 7.00 | |
| Fleet Maintenance | 4.00 | 4.00 | 6.00 | 7.00 | 8.00 | |
| Street Maintenance | 15.00 | 17.00 | 18.00 | 18.00 | 19.00 | |
| Traffic | 4.00 | 3.00 | 3.00 | 3.00 | 5.00 | |
| Parks & Grounds Maintenance | 18.43 | 24.43 | 24.43 | 24.43 | 25.43 | |
| Solid Waste | 4.00 | 4.00 | 4.00 | 3.00 | 3.00 | |
| Stormwater | - | 1.00 | 1.00 | 1.00 | 1.00 | |
| CIP- Drainage & Transportation | 5.50 | 7.00 | 7.00 | 8.00 | 8.00 | |
| Department FTE | 60.93 | 73.43 | 76.43 | 76.43 | 82.43 | |

FTE Changes

FY 2021/22: 6.0 FTE are added – 1 M&O Technician for Facilities, 1 Fleet Mechanic, 1 M&O Technician for Grounds Maintenance, 1 M&O Specialist for Streets, 1 Traffic Engineer, and 1 Traffic Signal Technician.

FY 2020/21: 1.0 FTE is added - a Mechanic (Fleet) in response to creating the Town’s first Police Department. Moved the Emergency Management Coordinator from Public Works to Fire.

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.

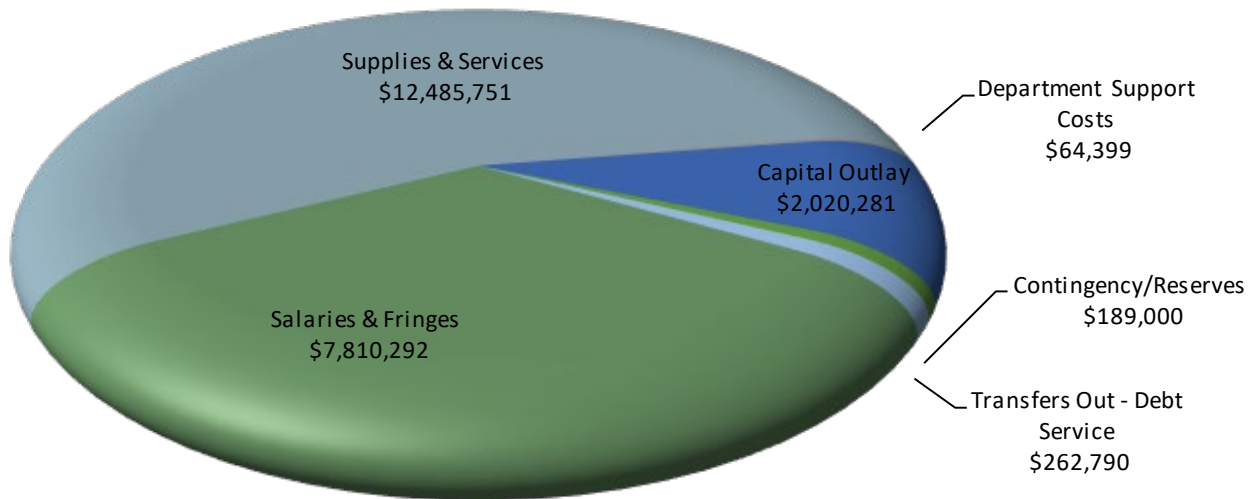
FY 2018/19: 12.5 FTE are added - Facility Services Specialist, an M&O Specialist and M&O Tech in Streets, 6 additional positions in Parks & Grounds due to the opening of Mansel Carter Park, 1.5 additional FTE in CIP which included a 1.0 FTE Sr. Inspector and an increase of 0.5 FTE Admin Asst. position 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 2021/22 Adopted Budget \$22.8M



Funding Sources

| Funding Sources | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund-Department Support Cost Recovery Revenue | \$ 331,941 | \$ 353,529 | \$ 452,375 | \$ 442,197 | \$ 603,947 | \$ 161,750 | 37% |
| General Fund | \$ 6,092,526 | \$ 6,691,024 | \$ 7,814,406 | \$ 8,034,480 | \$ 8,579,319 | \$ 544,839 | 7% |
| Streets/HURF Revenues | \$ 3,857,635 | \$ 4,435,595 | \$ 4,964,912 | \$ 6,036,200 | \$ 7,523,700 | \$ 1,487,500 | 25% |
| Solid Waste Revenues | \$ 2,632,324 | \$ 2,961,878 | \$ 3,272,447 | \$ 3,834,045 | \$ 4,708,379 | \$ 874,334 | 23% |
| CIP | \$ 719,216 | \$ 882,298 | \$ 864,287 | \$ 1,151,449 | \$ 1,478,899 | \$ 327,450 | 28% |
| Total | \$ 13,633,642 | \$ 15,324,324 | \$ 17,368,427 | \$ 19,498,371 | \$ 22,894,244 | \$ 3,395,873 | 17% |
| | | \$ Change from Prior | \$ 1,690,682 | \$ 2,044,103 | \$ 2,129,944 | \$ 3,395,873 | |
| | | % Change from Prior | 12% | 13% | 12% | 17% | |

Expenditure by Fund

| Funding | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| General Fund | \$ 4,689,651 | \$ 5,777,669 | \$ 7,628,725 | \$ 8,049,698 | \$ 9,417,099 | \$ 1,367,401 | 17% |
| Streets/HURF | \$ 5,592,451 | \$ 5,702,479 | \$ 5,602,968 | \$ 6,463,179 | \$ 7,289,867 | \$ 826,688 | 13% |
| Solid Waste | \$ 2,338,071 | \$ 2,786,461 | \$ 2,972,881 | \$ 3,791,257 | \$ 4,646,648 | \$ 855,391 | 23% |
| CIP | \$ 723,062 | \$ 882,298 | \$ 864,287 | \$ 1,151,449 | \$ 1,478,899 | \$ 327,450 | 28% |
| Department Total | \$ 13,343,235 | \$ 15,148,907 | \$ 17,068,861 | \$ 19,455,583 | \$ 22,832,513 | \$ 3,376,930 | 17% |
| | | \$ Change from Prior | \$ 1,805,672 | \$ 1,919,954 | \$ 2,386,722 | \$ 3,376,930 | |
| | | % Change from Prior | 14% | 13% | 14% | 17% | |



Public Works

Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 5,134,822 | \$ 6,105,059 | \$ 6,821,672 | \$ 7,193,622 | \$ 7,810,292 | \$ 616,670 | 9% |
| Supplies & Services | \$ 7,235,733 | \$ 7,627,336 | \$ 8,426,099 | \$ 10,952,991 | \$ 12,485,751 | \$ 1,532,760 | 14% |
| Department Support Costs | \$ 65,787 | \$ 64,749 | \$ 53,770 | \$ 64,399 | \$ 64,399 | \$ - | 0% |
| Debt Service | \$ 20,396 | \$ 20,396 | \$ 3,248 | \$ - | \$ - | \$ - | N/A |
| Capital Outlay | \$ 597,535 | \$ 1,020,458 | \$ 1,500,119 | \$ 962,500 | \$ 2,020,281 | \$ 1,057,781 | 110% |
| Contingency/Reserves | \$ - | \$ - | \$ - | \$ 18,200 | \$ 189,000 | \$ 170,800 | 938% |
| Subtotal Expenses | \$ 13,054,274 | \$ 14,837,999 | \$ 16,804,908 | \$ 19,191,712 | \$ 22,569,723 | \$ 3,378,011 | 18% |
| Transfers Out - Debt Service | \$ 288,961 | \$ 265,617 | \$ 263,953 | \$ 263,871 | \$ 262,790 | \$ (1,081) | (0%) |
| Transfers Out-Grant Match | \$ - | \$ 45,292 | \$ - | \$ - | \$ - | \$ - | N/A |
| Department Total | \$ 13,343,235 | \$ 15,148,907 | \$ 17,068,861 | \$ 19,455,583 | \$ 22,832,513 | \$ 3,376,930 | 17% |
| | \$ Change from Prior | \$ 1,805,672 | \$ 1,919,954 | \$ 2,386,722 | \$ 3,376,930 | | |
| | % Change from Prior | 14% | 13% | 14% | 17% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|--------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Public Works Admin | \$ 626,809 | \$ 893,958 | \$ 1,037,100 | \$ 1,072,363 | \$ 929,054 | \$ (143,309) | (13%) |
| Facilities Maintenance | \$ 693,102 | \$ 879,324 | \$ 1,459,910 | \$ 1,260,688 | \$ 1,583,147 | \$ 322,459 | 26% |
| Fleet Maintenance | \$ 883,419 | \$ 847,051 | \$ 1,279,334 | \$ 1,555,183 | \$ 1,604,260 | \$ 49,077 | 3% |
| Traffic | \$ 879,756 | \$ 635,394 | \$ 1,719,524 | \$ 1,591,274 | \$ 1,868,793 | \$ 277,519 | 17% |
| Streets & Pavement Maintenance | \$ 5,592,451 | \$ 5,702,479 | \$ 5,602,968 | \$ 6,463,179 | \$ 7,289,867 | \$ 826,688 | 13% |
| Grounds Maintenance | \$ 1,536,188 | \$ 2,389,605 | \$ 2,080,664 | \$ 2,285,971 | \$ 3,191,468 | \$ 905,497 | 40% |
| Solid Waste | \$ 2,338,071 | \$ 2,786,461 | \$ 2,972,881 | \$ 3,791,257 | \$ 4,646,648 | \$ 855,391 | 23% |
| Stormwater | \$ 70,377 | \$ 132,337 | \$ 52,192 | \$ 284,219 | \$ 240,377 | \$ (43,842) | (15%) |
| CIP Management | \$ 723,062 | \$ 882,298 | \$ 864,287 | \$ 1,151,449 | \$ 1,478,899 | \$ 327,450 | 28% |
| Department Total | \$ 13,343,235 | \$ 15,148,907 | \$ 17,068,861 | \$ 19,455,583 | \$ 22,832,513 | \$ 3,376,930 | 17% |
| | \$ Change from Prior | \$ 1,805,672 | \$ 1,919,954 | \$ 2,386,722 | \$ 3,376,930 | | |
| | % Change from Prior | 14% | 13% | 14% | 17% | | |



Public Works

Program Operating Budget - PW Admin

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 576,638 | \$ 872,880 | \$ 1,007,419 | \$ 1,041,103 | \$ 893,464 | \$ (147,639) | (14%) |
| Supplies & Services | \$ 50,171 | \$ 21,077 | \$ 29,681 | \$ 31,260 | \$ 35,590 | \$ 4,330 | 14% |
| Division Total | \$ 626,809 | \$ 893,958 | \$ 1,037,100 | \$ 1,072,363 | \$ 929,054 | \$ (143,309) | (13%) |
| | \$ Change from Prior | \$ 267,149 | \$ 143,143 | \$ 35,263 | \$ (143,309) | | |
| | % Change from Prior | 43% | 16% | 3% | (13%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The budget decrease is due to moving the Emergency Management Coordinator position budget from Public Works to Fire.

Supplies & Services:

Overall, Public Works' Administrative Supplies and Services budget reflects an increase of 4.3K (14%) in FY 2021/22. While costs associated with travel and training are projected to fall by \$1,950, this decrease is being offset by a \$5K increase to professional service costs.

Performance - PW Admin

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|------------------------------------|--|---------------------|---------------------|------------------------|---------------------|
| 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 369,034 | \$ 425,257 | \$ 464,735 | \$ 478,188 | \$ 574,191 | \$ 96,003 | 20% |
| Supplies & Services | \$ 308,757 | \$ 405,361 | \$ 995,176 | \$ 782,500 | \$ 931,456 | \$ 148,956 | 19% |
| Capital Outlay | \$ 15,311 | \$ 48,706 | \$ - | \$ - | \$ 77,500 | \$ 77,500 | N/A |
| Division Total | \$ 693,102 | \$ 879,324 | \$ 1,459,910 | \$ 1,260,688 | \$ 1,583,147 | \$ 322,459 | 26% |
| | \$ Change from Prior | | \$ 186,222 | \$ 580,586 | \$ (199,222) | \$ 322,459 | |
| | % Change from Prior | | 27% | 66% | (14%) | 26% | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes the addition of a Facility M&O Technician. The budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

Facilities' Supplies and Services budget for FY 2021/22 reflects a net increase of \$148K (19%). This increase is related to additional facility repair costs due to items that were deferred during the COVID-19 pandemic (\$59K), increased facility cleaning and janitorial supply costs due to new Town facilities and COVID-19 (\$64K), new software implementation costs totaling \$9.5K, and supply costs related to the addition of a new Facility Service Specialist (\$9.2K).

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. In FY 2021/22, capital costs are projected to increase by \$77.5K due to a personnel related vehicle purchase (\$38K) and the purchase of a scissor lift and suspension trailer (\$39.5K).

Program Performance - Facilities Maintenance

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|----------------------|--|---------------------|---------------------|------------------------|---------------------|
| Financial Management | Custodial expenditures per square foot: all facilities (total, in-house, contractual and consumables) (1) | \$1.74 | \$2.07 | \$1.57 | \$2.14 |
| | Percent of preventative maintenance activities completed by town staff versus contracted services as a percent of total preventative maintenance activities. | 90% | 89% | 90% | 90% |
| | Percent of high-priority service requests addressed within 24 hours of notification (2) | 92% | 92% | 98% | 98% |

Analysis of Performance

1. The projected cost per square foot in FY 2020/21 decreased due to a phase 2 of the Town's pandemic response and increased remote work. The FY 2021/22 target represents an increase due to the addition of Fire Department floor maintenance, increased contracted labor, increased staff labor rate, increased consumable usage/costs, and anticipated return to work in conjunction with phase 3 reopening.
2. The FY 2020/21 projected figure is expected to increase due to an enhanced work order tracking system. FY 2021/22's target is expected to remain at 98% as additional efficiencies are gained and additional support staff are added.



Public Works

Program Operating Budget - Fleet Maintenance

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 312,515 | \$ 310,218 | \$ 485,150 | \$ 523,788 | \$ 674,939 | \$ 151,151 | 29% |
| Supplies & Services | \$ 244,123 | \$ 320,475 | \$ 341,606 | \$ 464,395 | \$ 544,540 | \$ 80,145 | 17% |
| Capital Outlay | \$ 326,781 | \$ 216,358 | \$ 452,577 | \$ 567,000 | \$ 384,781 | \$ (182,219) | (32%) |
| Division Total | \$ 883,419 | \$ 847,051 | \$ 1,279,334 | \$ 1,555,183 | \$ 1,604,260 | \$ 49,077 | 3% |
| | | \$ Change from Prior | \$ (36,368) | \$ 432,283 | \$ 275,849 | \$ 49,077 | |
| | | % Change from Prior | (4%) | 51% | 22% | 3% | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes the addition of a Fleet Mechanic position to help support Police fleet operations. The budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

In FY 2021/22, the Fleet Maintenance Supplies and Services budget is expected to increase by \$80.1K (17%) due primarily to the addition of 44 police units to the Town's fleet. As a result, police related vehicle maintenance and repair costs as well as towing and GPS monitoring services are expected to increase by \$24.8K and \$20K, respectively. In addition to these police related increases, Fleet Services is requesting \$25K for a new fire truck tire purchasing program which is expected to save \$8K compared to the Town's previous procurement method.

Capital Outlay:

The capital budget for Fleet Maintenance fluctuates annually based on the vehicle and equipment replacement recommendations made each fiscal year. Replacement recommendations are based on a combination of factors including age, mileage, and the overall condition of vehicle's engine and systems.

The FY 2021/22 capital outlay budget for Fleet totals \$384K, a net decrease of \$182K (-32%) compared to the previous fiscal year. This reduction is being driven by the removal of the fuel island project (\$547K), which has been moved to the capital improvement budget (project MF017).

The capital outlay total of \$384K includes \$303K for the replacement of five units. The replacement of two of these units, totaling \$168.5K, was deferred in FY 2020/21 due to the COVID-19 pandemic while the other three, totaling \$134.5K, are new recommended replacements. In addition to these vehicle replacement costs, the Fleet division is requesting \$61.7K for a new pool vehicle and \$20K to provide additional up-fit and safety light installation for various units within the Town's current fleet.



Public Works

Program Performance - Fleet Maintenance

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|--|---------------------|---------------------|------------------------|---------------------|
| Financial Management, Internal Services & Sustainability | Percent of repair and maintenance activities completed by Town fleet staff | 96% | 97% | 97% | 97% |
| | Percent of vehicle and equipment repairs completed within one day of dropoff with Fleet Services (1) | 71% | 90% | 82% | 90% |
| | Percent of repair and maintenance activities completed as preventative maintenance (2) | 81% | 80% | 84% | 80% |

Analysis of Performance

1. With the completion of the parts room in FY 2020/21, efficiency should continue to increase and repair times should continue to decrease. Over the past 12 months, COVID-19 adversely affected transit time for parts and increased repair times, which prohibited meeting the original target in FY 2020/21.
2. Performing preventative maintenance instead of reactively responding to repairs increases the life of the vehicle, provides additional safety inspections, and prevents breakdowns and road calls that decrease staff productivity. Preventative maintenance is also more cost effective and reduces repair expenses by proactively identifying vehicle issues.



Public Works

Program Operating Budget - Traffic

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 361,147 | \$ 269,078 | \$ 317,513 | \$ 313,249 | \$ 545,278 | \$ 232,029 | 74% |
| Supplies & Services | \$ 518,609 | \$ 366,316 | \$ 498,185 | \$ 984,025 | \$ 1,128,515 | \$ 144,490 | 15% |
| Capital Outlay | \$ - | \$ - | \$ 903,826 | \$ 294,000 | \$ 195,000 | \$ (99,000) | (34%) |
| Division Total | \$ 879,756 | \$ 635,394 | \$ 1,719,524 | \$ 1,591,274 | \$ 1,868,793 | \$ 277,519 | 17% |
| | | \$ Change from Prior | \$ 1,084,130 | \$ (128,250) | \$ 277,519 | | |
| | | % Change from Prior | (28%) | 171% | (7%) | 17% | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes the addition of a Traffic Engineer and a Traffic Signal Technician position. The budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

In FY 2021/22, Traffic's Supplies and Services budget reflects a net increase of \$144K (15%). New and increased costs in FY 2021/22 include \$65K for costs and research related to new Maricopa Association of Governments (MAG) grant projects, \$50K for traffic signal repairs, and \$50K for annual street light repair services, which was cut in FY 2020/21 due to COVID-19. These increases are being partially offset by a \$40K reduction in one-time project costs associated with an automated traffic study.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles and equipment as well as one-time traffic related projects. The capital outlay total of \$195K includes two, one-time budget requests. The first, totaling \$130K, will support additional fiber installation to ensure consistent data transmission throughout the Town. And the second signal enhancement project totals \$50K and will seek to upgrade and standardize the Town's older signal system controllers, which are near their end of life. Finally, \$15K in contingency funding associated with the MAG Intelligent Traffic System (ITS) project (I0081) has been included to remedy a budget shortfall in FY 2020/21.

Program Performance - Traffic

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|---|---------------------|---------------------|------------------------|---------------------|
| Capital Improvement Projects (CIP) & Transportation Improvement Plan (TIP) | Percent of emergency signal malfunction responses within one hour of notification | 100% | 100% | 100% | 100% |



Public Works

Program Operating Budget - Street Maintenance

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,230,696 | \$ 1,444,166 | \$ 1,530,193 | \$ 1,607,398 | \$ 1,673,971 | \$ 66,573 | 4% |
| Supplies & Services | \$ 3,824,745 | \$ 3,656,400 | \$ 3,690,479 | \$ 4,490,410 | \$ 4,495,106 | \$ 4,696 | 0% |
| Debt Service | \$ 20,396 | \$ 20,396 | \$ 3,248 | \$ - | \$ - | \$ - | - |
| Capital Outlay | \$ 227,652 | \$ 270,609 | \$ 115,095 | \$ 101,500 | \$ 858,000 | \$ 756,500 | 745% |
| Subtotal Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 827,769 | - |
| Transfers Out - Debt Service | \$ 288,961 | \$ 265,617 | \$ 263,953 | \$ 263,871 | \$ 262,790 | \$ (1,081) | (0%) |
| Division Total | \$ 5,592,451 | \$ 5,657,188 | \$ 5,602,968 | \$ 6,463,179 | \$ 7,289,867 | \$ 826,688 | 13% |
| | \$ Change from Prior | \$ 64,737 | \$ (54,219) | \$ 860,211 | \$ 826,688 | | |
| | % Change from Prior | 1% | (1%) | 15% | 13% | | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes the addition of an M&O Specialist position. The budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

In FY 2021/22, Street's Supplies and Services budget reflects a small, net increase of \$4,696. New and increased costs in FY 2021/22 include a cable repair project on Ironwood Road (\$35k), \$30K for street sweeping services, which includes a \$20K COVID-19 reduction that is being restored as well as a \$10K increase due to escalating contract costs. Other changes include increased fuel costs (\$27K) due to the Town's COVID-related one person per vehicle policy, new granite and rock for 200th St. south of Germann Road (\$14.5K), and a \$4.5K increase in ROW weed control costs. The majority of these increases are being offset by a reduction in one-time street repair projects (\$65K) and a \$45K reduction related to the use of more contracted repair services versus more costly temporary staff.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles and equipment as well as one-time street related projects. The capital outlay total of \$858K includes \$673K for the replacement of six street units. The Replacement of four of these units, totaling \$300K, was deferred in FY 2020/21 due to the COVID-19 pandemic while the other two, totaling \$373K, are new recommended replacements. In addition to these replacement costs, \$55K is being requested for a personnel related vehicle purchase.

Regarding one-time project costs in FY 2021/22, a total of \$130K is being requested for a new road connection along Appleby Rd. near Mansel Carter Park (\$50K), landscaping improvements near Creek View and Hawes Rd. (\$50K), and pavement preservation messaging boards (\$15K).



Public Works

Program Performance – Street Maintenance

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|-------------------------------|--|---------------------|---------------------|------------------------|---------------------|
| CIP, TIP, Image & Identity | Percent of pavement in satisfactory or better condition per Pavement Condition Index (PCI) | 82% | 84% | 82% | 83% |
| | 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 (1) | 97% | 96% | 97% | 98% |

Analysis of Performance

1. The decrease in the FY 2020/21 target figure is related to the annexation of roadways that were not maintained to the same level as Queen Creek’s roadways resulting in an increase in reported maintenance issues.



Public Works

Program Operating Budget - Parks/Grounds Maintenance

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,216,586 | \$ 1,620,487 | \$ 1,700,698 | \$ 1,825,986 | \$ 1,983,662 | \$ 157,676 | 9% |
| Supplies & Services | \$ 295,657 | \$ 335,265 | \$ 354,303 | \$ 459,985 | \$ 702,806 | \$ 242,821 | 53% |
| Capital Outlay | \$ 23,945 | \$ 433,853 | \$ 25,662 | \$ - | \$ 505,000 | \$ 505,000 | - |
| Division Total | \$ 1,536,188 | \$ 2,389,605 | \$ 2,080,664 | \$ 2,285,971 | \$ 3,191,468 | \$ 905,497 | 40% |
| | \$ Change from Prior | | \$ 853,417 | \$ (308,941) | \$ 205,307 | \$ 905,497 | |
| | % Change from Prior | | 56% | (13%) | 10% | 40% | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes the addition of an M&O Technician position. The budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

Ground's FY 2021/22 Supplies and Services budget reflects an increase of \$242K (53%). The majority of the increase (\$155K) is associated with contracted right-of-way (ROW) maintenance costs for 6.5 miles of new ROW areas within the Town. Other new budget requests include \$31K to renovate the Town's Pocket Park for Pups, one-time supply costs of \$16K for additional trash receptacles at Mansel Carter Oasis Park (MCOP), \$15K to repair the Historic Town Hall fountain, \$10K for additional employee appreciation costs, and \$7.5K for increased landscaping supply costs.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles and equipment as well as one-time Grounds related projects. The capital outlay total of \$505K includes \$450K for a new Grounds storage and equipment yard at MCOP. A new yard is needed to replace Ground's current yard near the MSB, which soon will not be available due to planned Town Center road improvements. Additional capital requests include \$55K for a personnel related vehicle purchase.

Program Performance - Parks/Grounds Maintenance

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|------------------|---|---------------------|---------------------|------------------------|---------------------|
| Image & Identity | Percent of graffiti or vandalism repaired within 24 hours of notification | 98% | 95% | 95% | 98% |



Public Works

Program Operating Budget - Solid Waste

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|--------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 429,895 | \$ 478,664 | \$ 539,354 | \$ 445,681 | \$ 459,106 | \$ 13,425 | 3% |
| Supplies & Services | \$ 1,842,390 | \$ 2,224,130 | \$ 2,379,756 | \$ 3,262,977 | \$ 3,934,143 | \$ 671,166 | 21% |
| Department Support Costs | \$ 65,787 | \$ 64,749 | \$ 53,770 | \$ 64,399 | \$ 64,399 | \$ - | 0% |
| Capital Outlay | \$ - | \$ 18,918 | \$ - | \$ - | \$ - | \$ - | - |
| Contingency | \$ - | \$ - | \$ - | \$ 18,200 | \$ 189,000 | \$ 170,800 | 938% |
| Division Total | \$ 2,338,071 | \$ 2,786,461 | \$ 2,972,881 | \$ 3,791,257 | \$ 4,646,648 | \$ 855,391 | 23% |
| | \$ Change from Prior | \$ 448,390 | \$ 186,419 | \$ 818,376 | \$ 855,391 | | |
| | % Change from Prior | 19% | 7% | 28% | 23% | | |

Budget Notes and Changes

Salaries and Fringes:

The personnel budget includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

Supplies & Services:

Solid Waste's Supplies and Services budget contains the contract to provide trash, recycling, and bulk services for the Town. Overall, costs in FY 2021/22 are expected to increase by \$671K due to customer growth and increased contract costs, which are expected to rise from \$2.6M to \$3M in FY 2021/22, an increase of \$427K (or 16%). Additionally, costs related to solid waste cart purchases are expected to increase by \$200K in FY 2021/22 due to increased move-in activity and the need to purchase new carts for the Ironwood Crossing community. While that subdivision will not be added to the Town's current solid waste contract until next fiscal year (FY 2022/23), the COVID-19 pandemic has significantly increased the lead-time needed for new cart deliveries, and thus those funds are being requested this fiscal year. Finally, \$30K in professional and technical service costs were added for integration and implementation services related to the Town's new utility billing system.

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 2021/22, department support costs are expected to remain consistent.

Contingency:

The Solid Waste Fund operates as an Enterprise fund, which includes its own, separate contingency. In FY 2020/21, \$170.8K in contingency funding was reprogrammed to support increased cart purchasing costs, thereby producing a variance when compared to FY 2021/22's budget of \$189K. No new contingency costs have been added to FY 2021/22's requested budget.



Public Works

Program Performance – Solid Waste

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|-----------------|--|---------------------|---------------------|------------------------|---------------------|
| Environment | Percent of recycled or diverted material relative to total solid waste collections | 15% | 20% | 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 of residential collections within a subdivision to establish a starting point. Then, targeted outreach and education efforts are implemented for 2-3 months. The department then measures the impact of these efforts based on the new amount of non-contaminated, recyclable material.



Public Works

Program Operating Budget - Stormwater

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ 101,556 | \$ 60,637 | \$ (40,919) | (40%) |
| Supplies & Services | \$ 70,377 | \$ 132,337 | \$ 52,192 | \$ 182,663 | \$ 179,740 | \$ (2,923) | (2%) |
| Division Total | \$ 70,377 | \$ 132,337 | \$ 52,192 | \$ 284,219 | \$ 240,377 | \$ (43,842) | (15%) |
| | \$ Change from Prior | | \$ 61,960 | \$ (80,144) | \$ 232,027 | \$ (43,842) | |
| | % Change from Prior | | 88% | (61%) | 445% | (15%) | |

Budget Notes and Changes

Salaries & Fringe:

The personnel budget includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The decrease is due to the backfilling of a coordinator position with a lower level position.

Supplies & Services:

The budget for Stormwater supplies and services represents the compliance costs needed to operate and maintain the Town's Stormwater permitting as required by the Arizona Department of Environmental Quality (ADEQ). A minor reduction of \$2,923 (-2%) is expected in FY 2021/22.

Program Operating Budget - CIP Management

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 638,311 | \$ 684,309 | \$ 776,609 | \$ 856,673 | \$ 945,044 | \$ 88,371 | 10% |
| Supplies & Services | \$ 80,905 | \$ 165,975 | \$ 84,720 | \$ 294,776 | \$ 533,855 | \$ 239,079 | 81% |
| Capital Outlay | \$ - | \$ 32,014 | \$ 2,958 | \$ - | \$ - | \$ - | N/A |
| Division Total | \$ 719,216 | \$ 882,298 | \$ 864,287 | \$ 1,151,449 | \$ 1,478,899 | \$ 327,450 | 28% |
| | \$ Change from Prior | | \$ 163,082 | \$ (18,010) | \$ 287,162 | \$ 327,450 | |
| | % Change from Prior | | 23% | (2%) | 33% | 28% | |

Budget Notes and Changes

Salaries and Fringes:

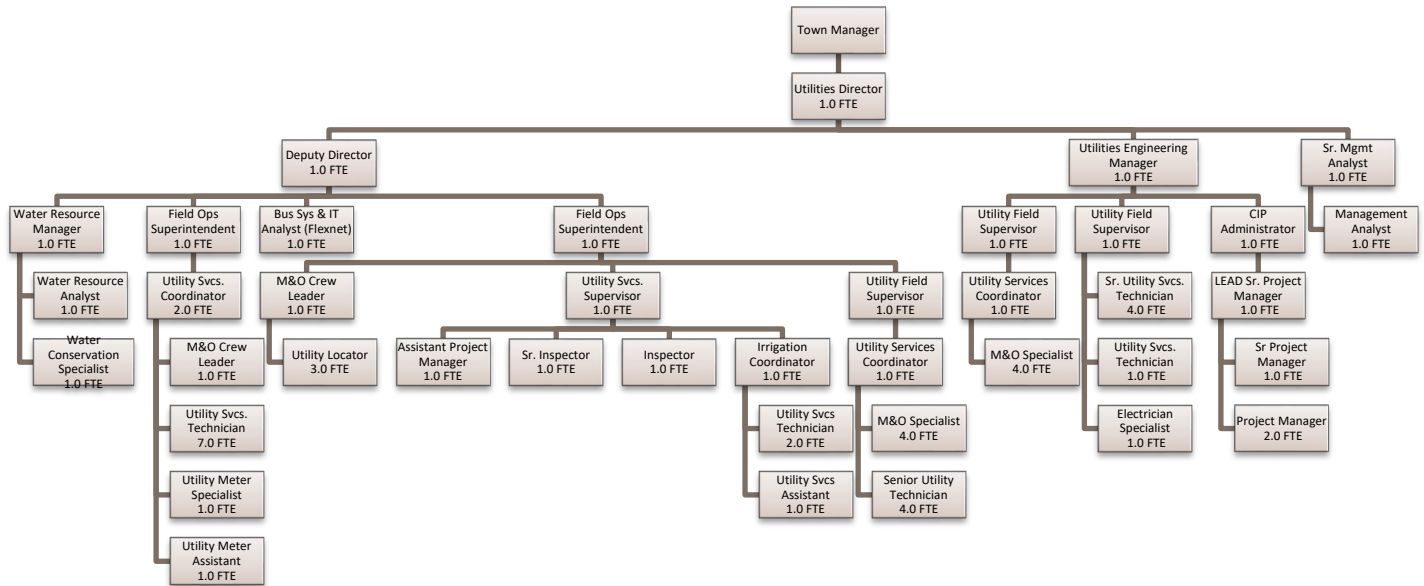
The personnel budget includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The increase is attributed to one position being reallocated from Stormwater.

Supplies & Services:

In FY 2021/22, the supplies and services budget for CIP Management reflects an increase of \$239K (81%) due to an addition of professional project management costs (\$250K) as compared to FY 2020/21's revised budget.



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.

Strategic Priority

Secure Future



FY 2021/22 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
- In partnership with the Arizona State Land Department, proactively plan for the development of State Trust Lands



Utility Services – Water & Wastewater

| Staffing by Division | | | | | |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
| Water – Administration | 3.00 | 3.00 | 5.00 | 5.00 | 5.00 |
| Water – Customer Service* | - | - | - | - | - |
| Water – Engineering | 1.00 | 2.00 | 2.00 | 5.00 | 5.00 |
| Water – Field Ops Meters | 10.00 | 12.00 | 13.00 | 13.00 | 13.00 |
| Water – GIS | 4.00 | 4.00 | 4.00 | 4.00 | 5.00 |
| Water – Irrigation | 1.00 | 2.00 | 2.00 | 4.00 | 4.00 |
| Water – CIP | 3.00 | 3.00 | 4.00 | 3.00 | 3.00 |
| Water – Conservation* | 1.0 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water – Distribution | 11.00 | 15.00 | 16.00 | 18.00 | 19.00 |
| Water – Resources | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Sewer – Water Reclamation | 5.00 | 5.00 | 6.00 | 6.00 | 6.00 |
| Department FTE | 40.00 | 50.00 | 55.00 | 61.00 | 63.00 |

*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 2021/22: Added 2.0 FTEs, an M&O Specialist Crew Leader in Water-GIS and a Utility Services Technician in Water-Distribution.

FY 2020/21: Added 3.0 FTEs related to the WIFA staffing plan: a CIP Administrator and 2 Project Managers. Added uncounted temporary positions to count.

FY 2019/20: Added 5.0 FTEs including a Management Assistant I, a Utility Meter Assistant (Temp), an Inspector for CIP Projects, an M&O FTE in Water Distribution, and a Utility Technician in Water Reclamation.

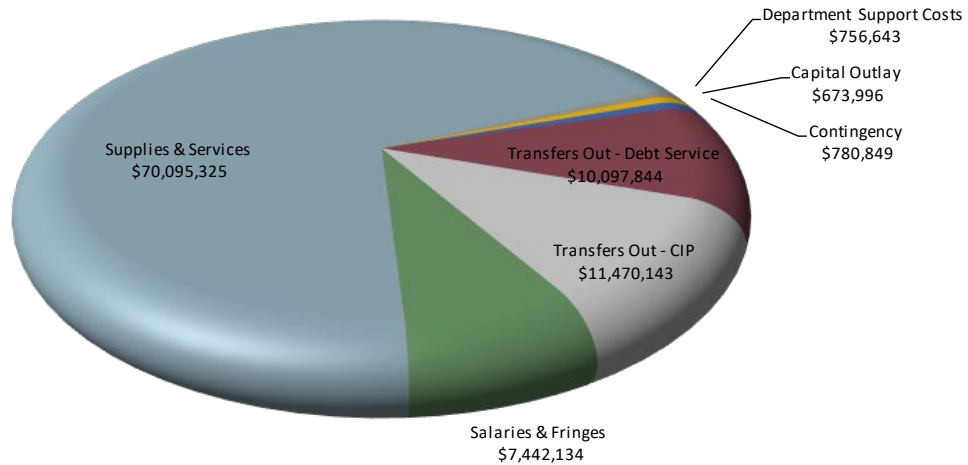
FY 2018/19: Added 10 additional positions, seven of which were recommended in a business assessment completed by an outside consultant hired to review water operations. These positions included a Deputy Director, Water Flexnet Analyst, Sr. Project Engineer, Irrigation Coordinator, Electrician Specialist, 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 2021/22 Adopted Budget \$101.3M



Funding Source

| Funding Source | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Water Revenues | \$ 27,050,538 | \$ 72,863,048 | \$ 41,108,539 | \$ 89,765,944 | \$ 85,187,926 | \$ (4,578,018) | (5%) |
| Sewer Revenues | \$ 6,901,651 | \$ 19,439,930 | \$ 7,580,173 | \$ 7,609,634 | \$ 9,237,182 | \$ 1,627,548 | 21% |
| Department Total | \$ 33,952,189 | \$ 92,302,978 | \$ 48,688,712 | \$ 97,375,578 | \$ 94,425,108 | \$ (2,950,470) | (3%) |
| | \$ Change from Prior | \$ 58,350,789 | \$ (43,614,266) | \$ 48,686,866 | \$ (2,950,470) | | |
| | % Change from Prior | 172% | (47%) | 100% | (3%) | | |

Department Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|-----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 4,219,136 | \$ 4,870,983 | \$ 5,804,134 | \$ 7,006,288 | \$ 7,442,134 | \$ 435,846 | 6% |
| Supplies & Services | \$ 8,215,530 | \$ 60,831,976 | \$ 31,253,302 | \$ 66,437,041 | \$ 70,095,325 | \$ 3,658,284 | 6% |
| Department Support Costs | \$ 929,250 | \$ 733,490 | \$ 780,406 | \$ 756,643 | \$ 756,643 | \$ - | 0% |
| Capital Outlay | \$ 33,673 | \$ 392,784 | \$ 1,098,600 | \$ 841,000 | \$ 673,996 | \$ (167,004) | (20%) |
| Contingency | \$ - | \$ - | \$ - | \$ 1,660,891 | \$ 780,849 | \$ (880,042) | (53%) |
| Subtotal Expenses | \$ 13,397,589 | \$ 66,829,233 | \$ 38,936,442 | \$ 76,701,863 | \$ 79,748,947 | \$ 3,047,084 | 4% |
| Transfers Out - Debt Service | \$ 7,154,109 | \$ 14,417,327 | \$ 7,002,583 | \$ 5,187,277 | \$ 10,097,844 | \$ 4,910,567 | 95% |
| Transfers Out - CIP | \$ - | \$ 22,015,529 | \$ 15,028,679 | \$ 9,559,800 | \$ 11,470,143 | \$ 1,910,343 | 20% |
| Transfers Out-Operating | \$ 959,255 | \$ 1,713,449 | \$ - | \$ - | \$ - | \$ - | - |
| Department Total | \$ 21,510,954 | \$ 104,975,539 | \$ 60,967,703 | \$ 91,448,940 | \$ 101,316,934 | \$ 9,867,994 | 11% |
| | \$ Change from Prior | \$ 83,464,585 | \$ (44,007,836) | \$ 30,481,237 | \$ 9,867,994 | | |
| | % Change from Prior | 388% | (42%) | 50% | 11% | | |



Utility Services – Water & Wastewater

Program Performance – Utilities

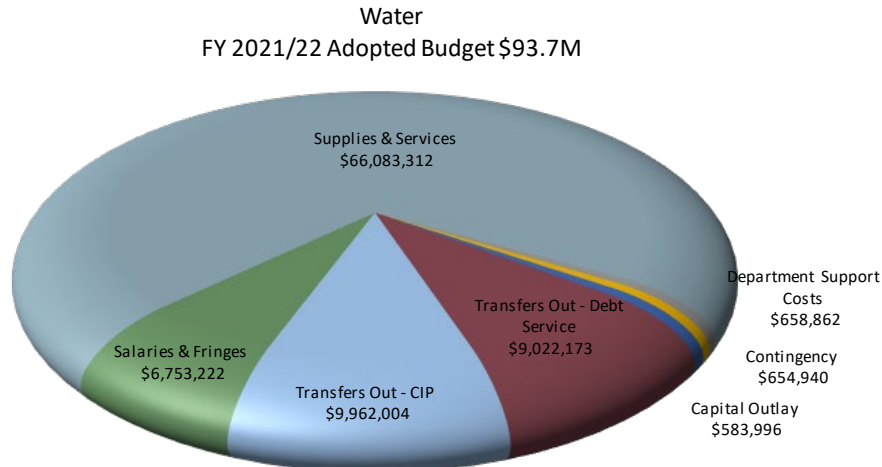
| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|--|--|------------------|------------------|---------------------|------------------|
| Environment | Number of violations of state and federal drinking water standards (1) | 1 | 0 | 0 | 0 |
| | Total water service cost per million gallons produced annually (2) | \$3,110 | \$2,700 | \$2,836 | \$2,800 |
| Financial Management, Internal Services & Sustainability | Percentage of lost/unaccounted for water (non-metered water due to leaks, theft, meter inefficiencies, etc.) (3) | 5.3% | 6.5% | 5.1% | 6.5% |
| | Number of sanitary sewer overflows | 0 | 0 | 0 | 0 |
| | Total wastewater service costs (dollars) per million gallons generated annually (4) | \$3,656 | \$4,000 | \$5,035 | \$5,000 |

Analysis of Performance

1. The reported water violation in FY 2019/20 was due to an error on the part of the ADEQ MAP program. The Town contracts with ADEQ MAP to sample our wells and ensure that the Town is compliant with all water quality regulations. In 2020, ADEQ MAP created a new, accelerated sampling schedule for one of the Town’s new wells but did not inform the Town. As a result, the sample was not gathered by ADEQ MAP in a timely manner, which resulted in ADEQ issuing the Town a violation. The Town had no means to avoid this error but has taken steps to ensure ADEQ MAPS does not miss sampling dates in the future.
2. Based only on direct operating and maintenance costs. Operating expenditures are increasing due to high growth and aging infrastructure requiring costlier maintenance and/or replacement.
3. According to the Arizona Department of Water Resources (ADWR), lost/unaccounted for water should not account for more than 10% of water losses annually. Per ADWR’s guidance, the average lost/unaccounted for water for large municipal providers (over 100,000 in population) should be between 6% and 7%.
4. Based only on direct operating and maintenance costs. Operating expenditures are increasing due to high growth, increased sewer flows, and aging infrastructure requiring costlier maintenance and/or replacement. A portion of the increase flows are related to a new sewer interconnection agreement with EPCOR Utilities



Utility Services – Water Operating



Water Operating Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|----------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 3,689,860 | \$ 4,327,833 | \$ 5,200,288 | \$ 6,341,330 | \$ 6,753,222 | \$ 411,892 | 6% |
| Supplies & Services | \$ 6,376,286 | \$ 58,289,078 | \$ 18,567,347 | \$ 62,959,765 | \$ 66,083,312 | \$ 3,123,547 | 5% |
| Department Support Costs | \$ 829,424 | \$ 630,600 | \$ 676,982 | \$ 658,862 | \$ 658,862 | \$ - | 0% |
| Capital Outlay | \$ 33,673 | \$ 371,332 | \$ 1,084,627 | \$ 263,000 | \$ 583,996 | \$ 320,996 | 122% |
| Contingency | \$ - | \$ - | \$ - | \$ 1,570,399 | \$ 654,940 | \$ (915,459) | (58%) |
| Subtotal Expenses | \$ 10,929,242 | \$ 63,618,843 | \$ 25,529,244 | \$ 71,793,356 | \$ 74,734,332 | \$ 2,940,976 | 4% |
| Transfers Out - Debt Service | \$ 686,967 | \$ 3,200,760 | \$ 2,672,110 | \$ 1,803,675 | \$ 9,022,173 | \$ 7,218,498 | 400% |
| Transfers Out - CIP | \$ - | \$ 13,646,175 | \$ 9,442,346 | \$ 6,816,064 | \$ 9,962,004 | \$ 3,145,940 | 46% |
| Transfers Out-Operating | \$ - | \$ 1,713,449 | \$ - | \$ - | \$ - | \$ - | N/A |
| Department Total | \$ 11,616,209 | \$ 82,179,227 | \$ 37,643,699 | \$ 80,413,095 | \$ 93,718,509 | \$ 13,305,414 | 17% |
| | | \$ 70,563,018 | \$ (44,535,528) | \$ 42,769,396 | \$ 13,305,414 | | |
| | | 607% | (54%) | 114% | 17% | | |

Water Operating Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|----------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Water Admin | \$ 2,880,763 | \$ 7,602,744 | \$ 6,145,563 | \$ 7,688,293 | \$ 7,034,224 | \$ (654,069) | (9%) |
| Engineering | \$ 244,820 | \$ 332,557 | \$ 376,598 | \$ 791,394 | \$ 881,669 | \$ 90,275 | 11% |
| Field Operations - Meters | \$ 1,873,606 | \$ 2,075,240 | \$ 2,288,955 | \$ 2,616,097 | \$ 2,517,771 | \$ (98,326) | (4%) |
| GIS | \$ 447,681 | \$ 470,535 | \$ 528,976 | \$ 542,144 | \$ 706,687 | \$ 164,543 | 30% |
| Irrigation | \$ 252,142 | \$ 323,461 | \$ 301,429 | \$ 365,027 | \$ 357,464 | \$ (7,563) | (2%) |
| CIP | \$ 324,461 | \$ 332,398 | \$ 408,261 | \$ 396,094 | \$ 395,214 | \$ (880) | (0%) |
| Conservation | \$ 236,886 | \$ 245,586 | \$ 202,722 | \$ 238,948 | \$ 253,101 | \$ 14,153 | 6% |
| Distribution | \$ 4,358,574 | \$ 4,136,704 | \$ 6,313,540 | \$ 7,251,141 | \$ 7,315,154 | \$ 64,013 | 1% |
| Water Resources | \$ 310,309 | \$ 49,813,067 | \$ 8,963,200 | \$ 51,904,218 | \$ 55,273,048 | \$ 3,368,830 | 6% |
| Water Debt Transfers | \$ 686,967 | \$ 3,200,760 | \$ 2,672,110 | \$ 1,803,675 | \$ 9,022,173 | \$ 7,218,498 | 400% |
| Water CIP Transfers | \$ - | \$ 13,646,175 | \$ 9,442,346 | \$ 6,816,064 | \$ 9,962,004 | \$ 3,145,940 | 46% |
| Department Total | \$ 11,616,209 | \$ 82,179,227 | \$ 37,643,699 | \$ 80,413,095 | \$ 93,718,509 | \$ 13,305,414 | 17% |
| | | \$ 70,563,018 | \$ (44,535,528) | \$ 42,769,396 | \$ 13,305,414 | | |
| | | 607% | (54%) | 114% | 17% | | |



Utility Services – Water Operating

Program Operating Budget – Water Admin

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 661,427 | \$ 707,884 | \$ 1,034,456 | \$ 1,187,258 | \$ 1,216,812 | \$ 29,554 | 2% |
| Supplies & Services | \$ 1,356,239 | \$ 4,179,479 | \$ 4,043,705 | \$ 4,008,774 | \$ 4,131,610 | \$ 122,836 | 3% |
| Department Support Costs | \$ 829,424 | \$ 630,600 | \$ 676,982 | \$ 658,862 | \$ 658,862 | \$ - | 0% |
| Capital Outlay | \$ 33,673 | \$ 371,332 | \$ 390,420 | \$ 263,000 | \$ 372,000 | \$ 109,000 | 41% |
| Contingency | \$ - | \$ - | \$ - | \$ 1,570,399 | \$ 654,940 | \$ (915,459) | (58%) |
| Subtotal Expenses | \$ 2,880,763 | \$ 5,889,295 | \$ 6,145,563 | \$ 7,688,293 | \$ 7,034,224 | \$ (654,069) | (9%) |
| Transfers Out - Debt Service | \$ 3,985,254 | \$ 7,809,408 | \$ 6,609,883 | \$ 4,795,177 | \$ 9,022,173 | \$ 4,226,996 | 88% |
| Transfers Out - CIP | \$ - | \$ 13,646,175 | \$ 9,442,346 | \$ 6,816,064 | \$ 9,962,004 | \$ 3,145,940 | 46% |
| Miscellaneous Transfers | \$ - | \$ 1,713,449 | \$ - | \$ - | \$ - | \$ - | N/A |
| Division Total | \$ 6,866,017 | \$ 29,058,327 | \$ 22,197,791 | \$ 19,299,534 | \$ 26,018,401 | \$ 6,718,867 | 35% |
| | \$ Change from Prior | \$ 22,192,311 | \$ (6,860,536) | \$ (2,898,257) | \$ 6,718,867 | | |
| | % Change from Prior | 323% | (24%) | (13%) | 35% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

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 increase by \$122.8K (3%) in FY 2021/22 due to increased utility ROI and franchise fee costs. These costs are driven by water user fee revenue, which is expected to increase in FY 2021/22 due to customer growth. These increases, totaling \$411K, are being partially offset by a \$250K reduction in legal service costs.

Department Support Costs:

Support costs (overhead) consist of charges from the General Fund for internal services such as Human Resources, and Payroll. Any changes identified in this budget are the result of a service or support change from supporting departments. In FY 2021/22, department support costs for IT are expected to remain consistent.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. Due to increased vehicle and equipment replacement activity in FY 2021/22, capital costs are projected to increase by \$109K.

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 17-20 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 water infrastructure improvements that are planned for FY 2021/22.



Utility Services – Water Operating

Program Operating Budget – Water Engineering

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-----------------------|----------------------|-------------------|-------------------|-------------------|-------------------|--------------------|------------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 144,647 | \$ 245,898 | \$ 295,322 | \$ 641,394 | \$ 656,669 | \$ 15,275 | 2% |
| Supplies & Services | \$ 100,174 | \$ 86,659 | \$ 81,276 | \$ 150,000 | \$ 225,000 | \$ 75,000 | 50% |
| Division Total | \$ 244,820 | \$ 332,557 | \$ 376,598 | \$ 791,394 | \$ 881,669 | \$ 90,275 | 11% |
| | \$ Change from Prior | \$ 87,736 | \$ 44,041 | \$ 414,797 | \$ 90,275 | | |
| | % Change from Prior | 36% | 13% | 110% | 11% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by 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 2021/22, this division is projecting a \$75K increase for consulting costs related to Utilities' comprehensive master plan update.

Program Operating Budget – Water Field Ops (Meters)

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-------------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 870,459 | \$ 968,126 | \$ 1,098,518 | \$ 1,245,807 | \$ 1,204,036 | \$ (41,771) | (3%) |
| Supplies & Services | \$ 1,003,147 | \$ 1,107,115 | \$ 1,190,437 | \$ 1,370,290 | \$ 1,313,735 | \$ (56,555) | (4%) |
| Division Total | \$ 1,873,606 | \$ 2,075,240 | \$ 2,288,955 | \$ 2,616,097 | \$ 2,517,771 | \$ (98,326) | (4%) |
| | \$ Change from Prior | \$ 201,634 | \$ 213,715 | \$ 327,142 | \$ (98,326) | | |
| | % Change from Prior | 11% | 10% | 14% | (4%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The decreased budget is due to 2 positions going vacant and then rehiring at an amount below what was budget in FY21. Also, the overtime budget has been decreased due to reduced utilization.

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. Now that the Town's oldest meters have been changed-out as part of Utilities' meter replacement program, new meter installation, repair, and replacement costs are expected to fall by \$56.5K (-4%) in FY 2021/22.



Utility Services – Water Operating

Program Operating Budget – Water GIS

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 435,801 | \$ 456,081 | \$ 500,048 | \$ 523,144 | \$ 627,742 | \$ 104,598 | 20% |
| Supplies & Services | \$ 11,880 | \$ 14,455 | \$ 28,928 | \$ 19,000 | \$ 38,945 | \$ 19,945 | 105% |
| Capital Outlay | \$ - | \$ - | \$ - | \$ - | \$ 40,000 | \$ 40,000 | N/A |
| Division Total | \$ 447,681 | \$ 470,535 | \$ 528,976 | \$ 542,144 | \$ 706,687 | \$ 164,543 | 30% |
| | \$ Change from Prior | \$ 22,855 | \$ 58,441 | \$ 13,168 | \$ 164,543 | | |
| | % Change from Prior | 5% | 12% | 2% | 30% | | |

Budget Notes and Changes

Salaries and Fringes:

A new M&O Specialist was added to support GIS operations. Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by 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. An increase of \$19.9K is projected in FY 2021/22 due to personnel related supply costs and increased licensing and equipment costs.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. Capital costs are projected to increase by \$40K in FY 2021/22 due to a new personnel related vehicle purchase.

Program Operating Budget – Water Irrigation

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 112,528 | \$ 155,865 | \$ 169,684 | \$ 330,027 | \$ 312,464 | \$ (17,563) | (5%) |
| Supplies & Services | \$ 139,614 | \$ 167,595 | \$ 131,745 | \$ 35,000 | \$ 45,000 | \$ 10,000 | 29% |
| Division Total | \$ 252,142 | \$ 323,461 | \$ 301,429 | \$ 365,027 | \$ 357,464 | \$ (7,563) | (2%) |
| | \$ Change from Prior | \$ 71,319 | \$ (22,031) | \$ 63,598 | \$ (7,563) | | |
| | % Change from Prior | 28% | (7%) | 21% | (2%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The decreased budget is reflective of savings captured by bringing in two irrigation positions on a temporary basis rather than paying the contractual cost that was budgeted higher.

Supplies & Services:

The Water Irrigation Division provides Flood Irrigation Services to approximately 450 residential customers as well as various schools and contractors. The Supplies and Services budget of \$45K supports irrigation part and supply costs, which are expected to increase by \$10K in FY 2021/22.



Utility Services – Water Operating

Program Operating Budget – Water Construction and Inspection

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 303,759 | \$ 331,938 | \$ 367,574 | \$ 365,374 | \$ 365,214 | \$ (160) | (0%) |
| Supplies & Services | \$ 20,702 | \$ 460 | \$ 870 | \$ 30,720 | \$ 30,000 | \$ (720) | (2%) |
| Division Total | \$ 324,461 | \$ 332,398 | \$ 368,444 | \$ 396,094 | \$ 395,214 | \$ (880) | (0%) |
| | \$ Change from Prior | \$ 7,936 | \$ 36,046 | \$ 27,650 | \$ (880) | | |
| | % Change from Prior | 2% | 11% | 8% | (0%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The lower budget is attributed to decreased rates for Worker’s Compensation, lowering the Town’s cost.

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. A nominal decrease of \$720 is projected in FY 2021/22.

Program Operating Budget – Water Conservation

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 197,301 | \$ 195,028 | \$ 145,406 | \$ 143,758 | \$ 145,325 | \$ 1,567 | 1% |
| Supplies & Services | \$ 39,585 | \$ 50,559 | \$ 57,316 | \$ 95,190 | \$ 107,776 | \$ 12,586 | 13% |
| Division Total | \$ 236,886 | \$ 245,586 | \$ 202,722 | \$ 238,948 | \$ 253,101 | \$ 14,153 | 6% |
| | \$ Change from Prior | \$ 8,700 | \$ (42,864) | \$ 36,226 | \$ 14,153 | | |
| | % Change from Prior | 4% | (17%) | 18% | 6% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by 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 \$95K. Overall, this division’s Supplies and Services budget is projecting an increase of \$12.5K due to increased printing and virtual outreach activities.



Utility Services – Water Operating

Program Operating Budget – Water Distribution

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|--------------------|-----------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 1,251,444 | \$ 1,146,953 | \$ 1,383,901 | \$ 1,646,668 | \$ 1,951,358 | \$ 304,690 | 19% |
| Supplies & Services | \$ 2,999,148 | \$ 2,989,751 | \$ 4,275,249 | \$ 5,604,473 | \$ 5,191,800 | \$ (412,673) | (7%) |
| Capital Outlay | \$ 171,996 | \$ - | \$ 654,390 | \$ - | \$ 171,996 | \$ 171,996 | - |
| Division Total | \$ 4,422,587 | \$ 4,136,704 | \$ 6,313,540 | \$ 7,251,141 | \$ 7,315,154 | \$ 64,013 | 1% |
| | \$ Change from Prior | \$ (285,883) | \$ 2,176,835 | \$ 937,601 | \$ 64,013 | | |
| | % Change from Prior | (6%) | 53% | 15% | 1% | | |

Budget Notes and Changes

Salaries and Fringes:

A new Utility Services Technician was added to support Water Distribution operations. Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The increased budget is largely due to adding a new Utility Services Technician as well as increasing the budget for callout and standby pay.

Supplies & Services:

The Water Distribution Division is responsible for the maintenance and repairs of the Town’s wells and water delivery systems. While well site electricity costs are projected to increase by 130K due to rate increases and the acquisition of the Diversified Water system, this will be offset by a \$500K decrease to well site repair and maintenance costs, resulting in a net supply and service reduction of \$412K (-7%) in FY 2021/22. Moving forward, these well-related repair costs will be allocated to a new capital improvement project for well rehabilitation.

Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. One new vehicle, related to the addition of a Utility Service Technician, is being requested FY 2021/22 as well as one new truck generating an increase of \$171.9K.



Utility Services – Water Operating

Program Operating Budget – Water Resources

| Division by Category | FY 2017/18 | FY 2018/19 | FY 2019/20 | FY 2020/21 | FY 2021/22 | From Prior Revised | |
|-----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|---------------------|-----------|
| | Actual | Actual | Actual | Revised | Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 17,184 | \$ 120,061 | \$ 205,379 | \$ 257,900 | \$ 273,602 | \$ 15,702 | 6% |
| Supplies & Services | \$ 293,125 | \$ 49,693,006 | \$ 8,757,821 | \$ 51,646,318 | \$ 54,999,446 | \$ 3,353,128 | 6% |
| Division Total | \$ 310,309 | \$ 49,813,067 | \$ 8,963,200 | \$ 51,904,218 | \$ 55,273,048 | \$ 3,368,830 | 6% |
| | \$ Change from Prior | \$ 49,502,758 | \$ (40,849,867) | \$ 42,941,018 | \$ 3,368,830 | | |
| | % Change from Prior | 15953% | (82%) | 479% | 6% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

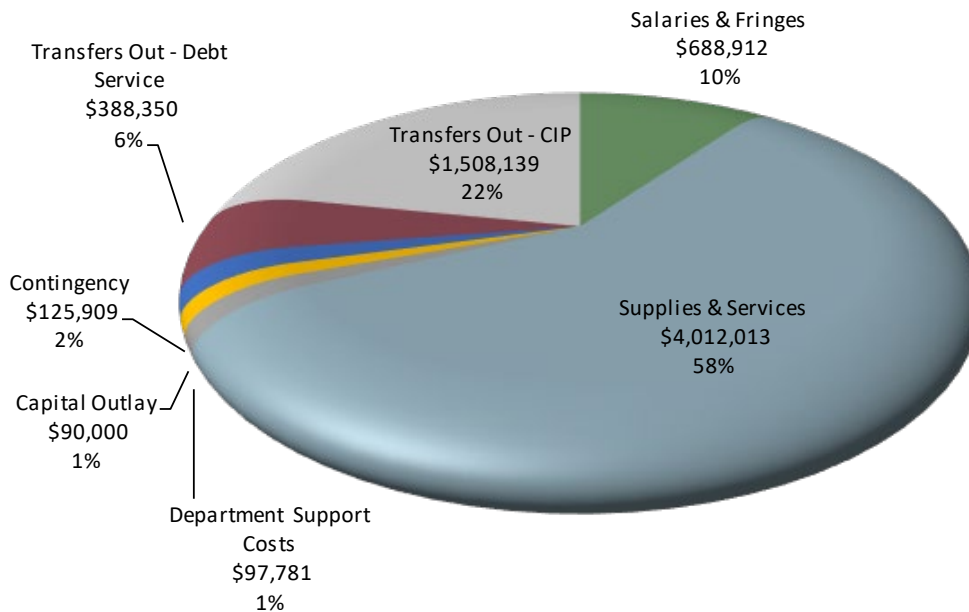
Supplies & Services:

The Water Resources Division manages the Town’s water supplies and plans for the community’s future water needs. The FY 2021/22 budget includes \$53M for the potential acquisition of various water resources, \$990K for effluent transportation and recharge costs, \$500K for projected surface water orders, and \$357K related to water licenses and fees. In FY 2021/22, potential water acquisition costs are increasing by \$3.3M, generating a commensurate net increase compared to FY 2020/21.



Utility Services – Sewer/Wastewater Operating

Sewer/Wastewater
FY 2021/22 Adopted Budget \$6.9M



Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 529,276 | \$ 543,150 | \$ 603,846 | \$ 664,958 | \$ 688,912 | \$ 23,954 | 4% |
| Supplies & Services | \$ 1,839,244 | \$ 2,542,898 | \$ 2,854,838 | \$ 3,477,276 | \$ 4,012,013 | \$ 534,737 | 15% |
| Department Support Costs | \$ 99,826 | \$ 102,890 | \$ 103,425 | \$ 97,781 | \$ 97,781 | \$ - | 0% |
| Capital Outlay | \$ - | \$ 21,452 | \$ 13,973 | \$ 578,000 | \$ 90,000 | \$ (488,000) | (84%) |
| Contingency | \$ - | \$ - | \$ - | \$ 90,492 | \$ 125,909 | \$ 35,417 | 39% |
| Transfers Out - Debt Service | \$ 3,168,856 | \$ 6,607,919 | \$ 392,700 | \$ 392,100 | \$ 388,350 | \$ (3,750) | (1%) |
| Transfers Out - CIP | \$ - | \$ 8,369,354 | \$ 5,586,333 | \$ 2,743,736 | \$ 1,508,139 | \$ (1,235,597) | (45%) |
| Transfers Out-Operating | \$ 959,255 | \$ - | \$ - | \$ - | \$ - | \$ - | N/A |
| Department Total | \$ 6,596,458 | \$ 18,187,664 | \$ 9,555,114 | \$ 8,044,343 | \$ 6,911,104 | \$ (1,133,239) | (14%) |
| | \$ Change from Prior | \$ 11,591,206 | \$ (8,632,550) | \$ (1,510,771) | \$ (1,133,239) | | |
| | % Change from Prior | 176% | (47%) | (16%) | (14%) | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance. Medical Premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute).

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.



Utility Services – Sewer/Wastewater Operating

Due to planned repair and replacement projects and increased sewer flows associated with a wastewater interconnection agreement with EPCOR Utilities, GWRP's operations and maintenance costs are projected to increase by \$472K from \$1.82M to \$2.3M in FY 2021/22. Additionally, franchise fee and customer billing costs are expected to increase by \$70K and \$61K, respectively, due to customer and revenue growth. These increases are being partially offset by a \$60K reduction to in lieu property tax costs and a \$35K reduction in chemical costs resulting in a net Supply and Services increase of \$534K or 14%.

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 2021/22, no change in wastewater's department supports costs is expected.

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 expected to fall by \$488K in FY 2021/22 due to reduced vehicle replacement activity.

Transfers Out – Debt Service:

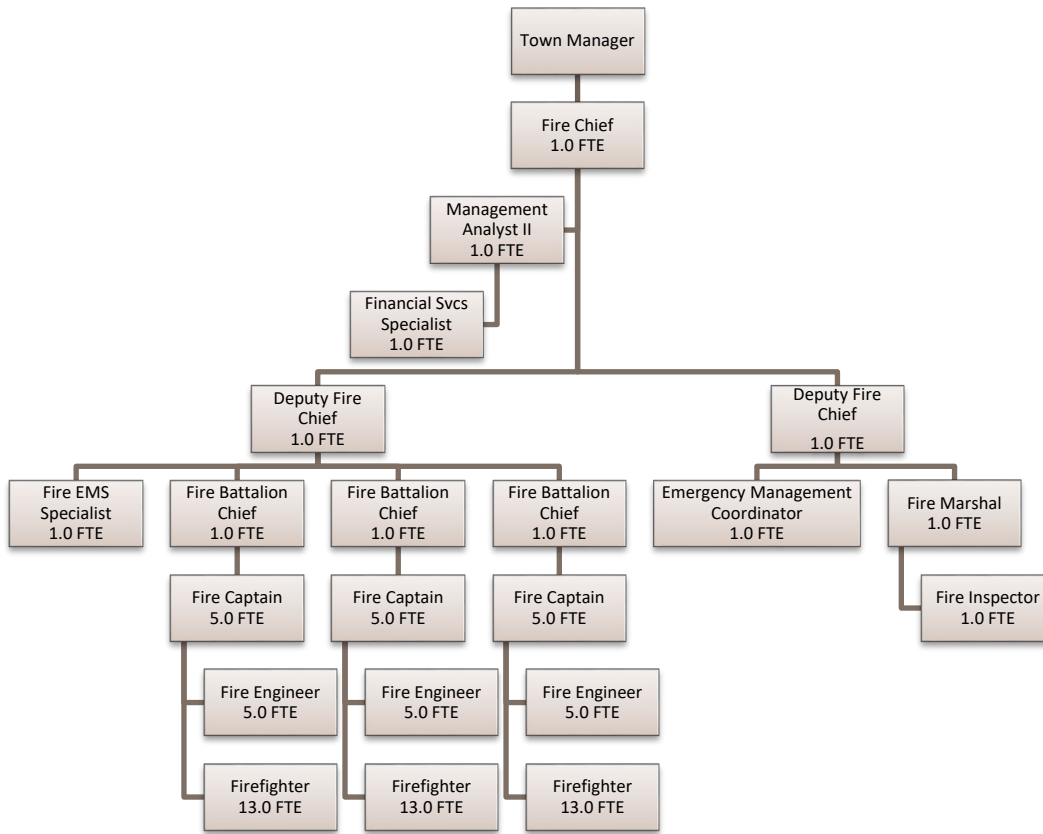
Budget in this category represents the non-growth share of debt service and is adjusted annually per the debt service schedule. Please refer to the Debt Section for additional information and details.

Transfers Out – CIP:

Budget in this category represents the non-growth share of infrastructure improvements that are planned for FY 2021/22.



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

The mission of the Queen Creek Fire and Medical Department is to deliver the highest level of professional service to protect lives and property by honoring tradition and embracing innovation.

Strategic Priority

Safe Community



FY 2021/22 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.
- 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.
- Continue efforts in constructing 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.
- Implement components of the Strategic Plan for the Queen Creek Fire and Medical Department, focusing on FY 22 Initiatives, included as part of an update to the Fire Master Plan completed in the spring of 2020; these include:
 - Replace current Engine 412 with a new Type 1 Engine.
 - Increase support staff by hiring an additional Administrative Assistant to provide needed clerical duties to support all department operations.
 - Maintain the continuity of medical services in Queen Creek by monitoring the regional status of public sector provided patient transport services along with the level of service supplied by the private sector.
- 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
| Administration | 4.00 | 4.00 | 4.00 | 5.00 | 5.00 |
| Operations | 43.00 | 58.00 | 58.00 | 73.00 | 73.00 |
| Training | 1.00 | - | - | - | - |
| Fire Prevention Bureau | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| Resource Management | 1.00 | - | - | - | - |
| Medical | 1.00 | - | 1.00 | 1.00 | 1.00 |
| Department FTE | 51.00 | 63.00 | 65.00 | 81.00 | 81.00 |

FTE Changes

FY 2021/22: No staffing increases.

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). Moved the Emergency Management Coordinator from Public Works to Fire.

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.

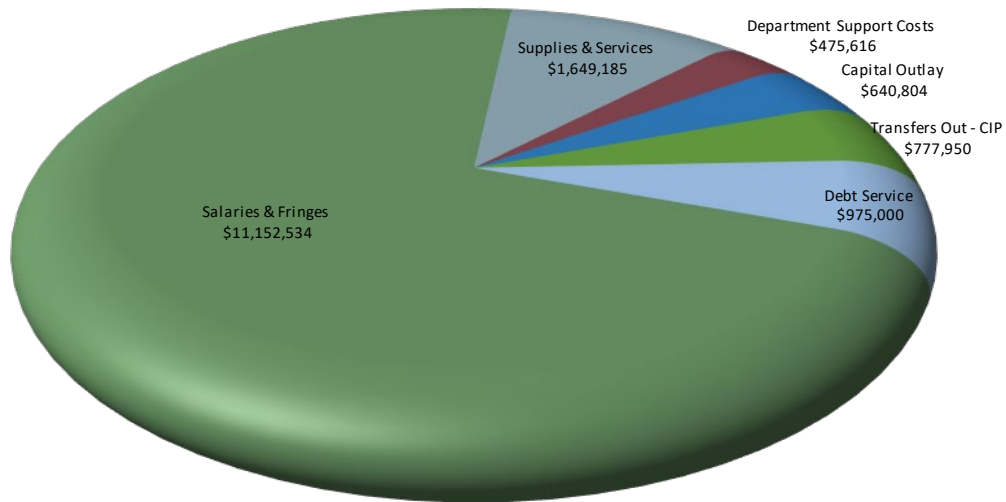
FY 2018/19: Staffing Fire Station #4 resulted in the hiring of 12 additional sworn FTE staff (6 Firefighters, 3 Fire Engineers, 3 Fire Captains), and a Deputy Chief to help manage the growing operations. There was additional re-organization within the department moving supervisory staff in alignment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

FY 2017/18: 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 2021/22 Adopted Budget \$15.7M



Department Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 6,968,997 | \$ 7,777,200 | \$ 9,191,126 | \$ 11,119,532 | \$ 11,152,534 | \$ 33,002 | 0% |
| Supplies & Services | \$ 721,225 | \$ 1,007,560 | \$ 1,461,302 | \$ 1,790,140 | \$ 1,649,185 | \$ (140,955) | (8%) |
| Department Support Costs | \$ 404,100 | \$ 415,350 | \$ 453,064 | \$ 475,616 | \$ 475,616 | \$ - | 0% |
| Debt Service | \$ 83,380 | \$ 83,380 | \$ 83,380 | \$ 83,380 | \$ - | \$ (83,380) | (100%) |
| Capital Outlay | \$ 496,099 | \$ 571,707 | \$ 1,029,222 | \$ 198,800 | \$ 640,804 | \$ 442,004 | 222% |
| Subtotal Expenses | \$ 8,673,801 | \$ 9,855,197 | \$ 12,218,094 | \$ 13,667,468 | \$ 13,918,139 | \$ 250,671 | 2% |
| Transfers Out - Debt Service | \$ - | \$ - | \$ - | \$ 335,959 | \$ 777,950 | \$ 441,991 | 132% |
| Transfers Out - CIP | \$ 2,355,282 | \$ 788,351 | \$ 1,536,490 | \$ - | \$ 975,000 | \$ 975,000 | - |
| Department Total | \$ 11,029,083 | \$ 10,643,548 | \$ 13,754,584 | \$ 14,003,427 | \$ 15,671,089 | \$ 1,667,662 | 12% |
| \$ Change from Prior | | \$ (385,535) | \$ 3,111,036 | \$ 248,843 | \$ 1,667,662 | | |
| % Change from Prior | | (3%) | 29% | 2% | 12% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Fire Administration | \$ 1,108,306 | \$ 1,165,270 | \$ 1,317,687 | \$ 1,692,952 | \$ 2,310,601 | \$ 617,649 | 36% |
| Operations | \$ 5,919,911 | \$ 6,779,893 | \$ 8,513,810 | \$ 10,484,181 | \$ 10,683,385 | \$ 199,204 | 2% |
| Training | \$ 193,708 | \$ 187,096 | \$ 21,394 | \$ 118,459 | \$ 57,156 | \$ (61,303) | (52%) |
| Fire Prevention | \$ 173,786 | \$ 193,422 | \$ 280,546 | \$ 335,654 | \$ 370,676 | \$ 35,022 | 10% |
| Resource Management | \$ 3,338,503 | \$ 1,988,335 | \$ 3,357,405 | \$ 1,013,442 | \$ 1,860,586 | \$ 847,144 | 84% |
| Medical | \$ 294,870 | \$ 310,132 | \$ 243,742 | \$ 343,739 | \$ 373,685 | \$ 29,946 | 9% |
| Wildland | \$ - | \$ - | \$ - | \$ 15,000 | \$ 15,000 | \$ - | 0% |
| Contingency | \$ - | \$ 19,400 | \$ 20,000 | \$ - | \$ - | \$ - | - |
| Department Total | \$ 11,029,083 | \$ 10,643,548 | \$ 13,754,584 | \$ 14,003,427 | \$ 15,671,089 | \$ 1,667,662 | 12% |
| \$ Change from Prior | | \$ (385,535) | \$ 3,111,036 | \$ 248,843 | \$ 1,667,662 | | |
| % Change from Prior | | (3%) | 29% | 2% | 12% | | |



Fire & Medical

Program Performance – Non-Emergency

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------------------------|--|------------------|------------------|---------------------|------------------|
| Public Safety | Number of training hours in emergency response per operations employee (1) | Fire 331 | Fire 250 | Fire 300 | Fire 250 |
| | | Medical 99 | Medical 76 | Medical 100 | Medical 76 |
| | | Rescue 57 | Rescue 25 | Rescue 50 | Rescue 25 |
| | Number of annual commercial occupancy inspections by risk category (2) | High 120 | High 192 | High 210 | High 230 |
| | | Medium 3 | Medium 53 | Medium 63 | Medium 75 |
| | | Low 103 | Low 109 | Low 113 | Low 150 |
| Public Safety & Community Involvement | Child car seat installations | 49 | 70 | 25 | 25 |
| | Public education program hours delivered | 505 | 300 | 300 | 300 |
| | Community CPR (3) | 319 | 1,000 | 0 | 1,000 |

Analysis of Performance

1. 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.
2. 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.
3. This is a new program that began in FY 2018/19 and is a strategic initiative to train 10% of the Town’s population in CPR. Due to COVID-19 this program has been temporarily suspended.

Program Performance – Fire Emergency

| Key Result Area | Program Performance | Actual FY2019/20 | Target FY2020/21 | Projected FY2020/21 | Target FY2021/22 |
|---------------------------------------|--|------------------|------------------|---------------------|------------------|
| Public Safety | Number of emergency response incidents / response time | 4,341 / 4:49 | 5,200 / 4:00 | 4,500 / 4:00 | 5,000 / 4:00 |
| Public Safety & Community Involvement | CERT Basic Training Class delivered (1) | 1 | 1 | 0 | 2 |
| | Disaster Management and Awareness Training Class delivered (2) | 0 | 3 | 1 | 2 |

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).



Fire & Medical

Program Operating Budget - Fire Admin

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|------------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 541,058 | \$ 597,125 | \$ 664,896 | \$ 676,042 | \$ 859,866 | \$ 183,824 | 27% |
| Supplies & Services | \$ 163,148 | \$ 152,794 | \$ 199,726 | \$ 205,335 | \$ 197,169 | \$ (8,166) | (4%) |
| Department Support Costs | \$ 404,100 | \$ 415,350 | \$ 453,064 | \$ 475,616 | \$ 475,616 | \$ - | 0% |
| Subtotal Expenses | \$ 1,108,306 | \$ 1,165,270 | \$ 1,317,687 | \$ 1,356,993 | \$ 1,532,651 | \$ 175,658 | 13% |
| Transfers Out - Debt Service | \$ - | \$ - | \$ - | \$ 335,959 | \$ 777,950 | \$ 441,991 | 132% |
| Division Total | \$ 1,108,306 | \$ 1,165,270 | \$ 1,317,687 | \$ 1,692,952 | \$ 2,310,601 | \$ 617,649 | 36% |
| \$ Change from Prior | | \$ 56,963 | \$ 152,417 | \$ 375,265 | \$ 617,649 | | |
| % Change from Prior | | 5% | 13% | 28% | 36% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a 5% step program for Sworn staff which is based on employee performance. Medical Premiums increased 4.0%. 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 employees plan selection. Non-sworn personnel budgets include a merit increase of up to 3%, based on employee performance and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute). The budget for the Emergency Management Coordinator was moved from Public Works to the Fire Admin budget driving the increase.

Supplies & Services:

The increases in this category include internal fleet cross charges. We are seeing a 14% increase or \$2.3K in this area that is related to fleet maintenance needs for the departments' staff vehicles. Cellular Telephone and Dues/Membership fees is seeing an increase of \$1.9K. This is directly related to a staffing change where one FTE is being added back into the Fire Admin division as well as additional cellular service needs for staff in this division with iPads. Several decreases have been made as well due to budget adjustments based on actual spending patterns. This area is seeing an overall decrease of 4% or \$8.2K.

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 is the result of a service/support change from partnering departments.

Contingency:

Contingency for FY 2021/22 have been removed from this budget to Centralized Services budget.



Fire & Medical

Program Operating Budget - Fire Operations

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 5,742,200 | \$ 6,593,388 | \$ 8,289,150 | \$ 10,070,804 | \$ 9,853,462 | \$ (217,342) | (2%) |
| Supplies & Services | \$ 144,561 | \$ 180,077 | \$ 221,302 | \$ 387,377 | \$ 355,486 | \$ (31,891) | (8%) |
| Capital Outlay | \$ 33,150 | \$ 6,428 | \$ 3,358 | \$ 26,000 | \$ 474,437 | \$ 448,437 | 1725% |
| Division Total | \$ 5,919,911 | \$ 6,779,893 | \$ 8,513,810 | \$ 10,484,181 | \$ 10,683,385 | \$ 199,204 | 2% |
| | \$ Change from Prior | \$ 859,982 | \$ 1,733,917 | \$ 1,970,371 | \$ 199,204 | | |
| | % Change from Prior | 15% | 26% | 23% | 2% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a 5% step program for Sworn staff which is based on employee performance. Medical Premiums also increased 4.0%. The decrease is primarily due to a decrease in medical plan costs for new hires in FY 2020/21, as well as a decrease in the Public Safety Personnel Retirement System rates for Tier I and Tier II employees. The 15 new employees added in FY 2020/21 included a medical budget at the highest possible level. Upon hire, many of the new hires selected a medical plan costing below what was budgeted. The Tier I/II rates for the Public Safety Personnel Retirement System also decreased by 1.4% contributing to the decreased budget.

Supplies & Services:

FY22 the Fire Operations division is seeing an increase in dispatch service fees with the cost going up \$4.00 per call as per the approved IGA with the City of Mesa, as well as an increase in call volume due to the annexation of Encantera \$32K. One-time funding was removed for uniform costs for the 20-2 academy \$36K, however funds were included for annual uniform allowances for the 15 new firefighters. Uniform allotments were also increased from \$600 per person to \$800 after an analysis was completed comparing to our neighboring fire departments. On average Queen Creek was \$158.00 below other departments per firefighter. Uniform costs have also continued to rise approximately 3-4% a year. The departments' last increase to the uniform program was back in 2014. This adjustment comprised of an additional \$14K. Also one-time funding was removed for a portable data network \$6K to be used for special events i.e. vaccine clinics, however additional iPads were added for the three Battalion Chief's as well as cell services for the newly acquired fire apparatus E415. With the removal of one-time funding and these additions, this division is seeing an overall 17% increase or \$55K.

The following one-time contractual service requests totaling \$73K have been removed from the FY2021/22 supplies as agreements and purchases were completed during FY 2020/21:

- Drone Programming (\$17K)
- Class A Uniform Purchase (\$22K)
- RMS Software: Electronic Patient Care Reporting (\$34K)

Capital Outlay:

The FY 2021/22 capital outlay base budget totals \$448K, and includes a recurring TOPAZ agreement that is resulting a \$3.5K (14%) increase in expenses based on Town's population growth. Additional one-time budget request totaling \$445K has been added as a placeholder specific for monitor/defibrillator equipment upgrades.



Fire & Medical

Program Operating Budget - Fire Training

| Division by Category | From Prior Revised | | | | | | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|--------------|
| | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 169,572 | \$ 134,186 | \$ - | \$ - | \$ - | \$ - | - |
| Supplies & Services | \$ 24,135 | \$ 52,910 | \$ 21,394 | \$ 118,459 | \$ 57,156 | \$ (61,303) | (52%) |
| Division Total | \$ 193,708 | \$ 187,096 | \$ 21,394 | \$ 118,459 | \$ 57,156 | \$ (61,303) | (52%) |
| \$ Change from Prior | | \$ (6,611) | \$ (165,702) | \$ 97,065 | \$ (61,303) | | |
| % Change from Prior | | (3%) | (89%) | 454% | (52%) | | |

Budget Notes and Changes

Salaries and Fringes:

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

Supplies & Services:

FY21 included one-time funds for the academy recruit class 20-2. These included the State Firefighter 1 and 2 exams, fees to the City of Mesa and academy testing books. This was a reduction of \$62,544. This category is only seeing an increase in one object and that is for recurring fees for three iPads that have been issued to the Training Division. Overall, this category is seeing a 52% decrease or \$61K.

Program Operating Budget - Fire Prevention

| Division by Category | From Prior Revised | | | | | | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|------------------|-------------|
| | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 159,641 | \$ 176,651 | \$ 216,869 | \$ 280,788 | \$ 329,000 | \$ 48,212 | 17% |
| Supplies & Services | \$ 14,144 | \$ 16,771 | \$ 20,458 | \$ 54,866 | \$ 41,676 | \$ (13,190) | (24%) |
| Capital Outlay | \$ - | \$ - | \$ 43,219 | \$ - | \$ - | \$ - | N/A |
| Division Total | \$ 173,786 | \$ 193,422 | \$ 280,546 | \$ 335,654 | \$ 370,676 | \$ 35,022 | 10% |
| \$ Change from Prior | | \$ 19,637 | \$ 87,123 | \$ 55,108 | \$ 35,022 | | |
| % Change from Prior | | 11% | 45% | 20% | 10% | | |

Budget Notes and Changes

Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a 5% step program for Sworn staff which is based on employee performance. Medical Premiums increased 4.0% for FY 2021/22 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 12.04% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

FY21 included one-time funds for the purchase of AED's for the towns' park facilities. However, \$2,200 was included to support commercial occupancy inspections and equipment needs for arson investigations. Overall, this category is seeing a reduction of \$13.2K.

Capital Outlay:

This category reflects the amount of capital budget requests. No requests submitted for FY 2021/22.



Fire & Medical

Program Operating Budget - Fire Resource

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|--------------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ 178,158 | \$ 136,773 | \$ - | \$ - | \$ - | \$ - | - |
| Supplies & Services | \$ 258,734 | \$ 414,552 | \$ 754,890 | \$ 757,262 | \$ 719,219 | \$ (38,043) | (5%) |
| Debt Service | \$ 83,380 | \$ 83,380 | \$ 83,380 | \$ 83,380 | \$ - | \$ (83,380) | (100%) |
| Capital Outlay | \$ 462,949 | \$ 565,279 | \$ 982,645 | \$ 172,800 | \$ 166,367 | \$ (6,433) | (4%) |
| Subtotal Expenses | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (127,856) | - |
| Transfers Out - CIP | \$ 2,355,282 | \$ 788,351 | \$ 1,536,490 | \$ - | \$ 975,000 | \$ 975,000 | - |
| Division Total | \$ 3,338,503 | \$ 1,988,335 | \$ 3,357,405 | \$ 1,013,442 | \$ 1,860,586 | \$ 847,144 | 84% |
| | \$ Change from Prior | \$ (1,350,168) | \$ 1,369,070 | \$ (2,343,963) | \$ 847,144 | | |
| | % Change from Prior | (40%) | 69% | (70%) | 84% | | |

Budget Notes and Changes

Salaries and Fringes:

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

Supplies & Services:

FY21 included one-time funds for Mobile Computer Terminal (MCT) replacements at \$53K. However, \$5K was included to accommodate repairs and maintenance costs for additional radios added to the fleet and other maintenance for the G2 Alerting system due to the opening of Fire Station #4. In FY21, one-time funds for outfitting the fifteen new firefighters with turnout equipment, also known as personal protective equipment (PPE) \$67K.

A turnout replacement program is included, where the department will replace ten sets a year, which equates to \$42K this budget year. PPE has a service life of ten years; when the garments reach ten years of service life, they no longer meet the NFPA standard, and the manufacture no longer guarantees they will perform to specifications. By replacing the oldest ten sets of (PPE) per year, the department should avoid a situation of mass (PPE) replacement in a single budget year.

Funds were included for the replacement of hose and nozzles at \$63K. This item was removed in FY21 due to Covid-19; however, it is being placed back in the base budget for FY22. The hose and nozzle replacement is part of a regional change being made by the Automatic Aid partners.

Also included this year are funds for replacing Self Contained Breathing Apparatus' (SCBA) that are older generation air packs that are no longer in production. Three years ago, the department replaced the SCBAs with a newer generation; the newer air packs and the older ones are not compatible and cannot be used on the fire trucks simultaneously. Seven SCBAs will be replaced each year for a total of three years. At the cost of \$63K per year.

The other objects in this category relate to utility costs (electric, gas, water, etc.), facility and apparatus repairs, and maintenance. These objects have either been increased or reduced based on actual costs. With the removal of one-time funding and the additions mentioned, this category results a \$38K decrease (5%).

Capital Outlay:

One-time capital requests totaling \$166K have been added to the FY2021/22 supplies and service budget for Town Managers review and consideration:

- Replacement Radio Equipment (\$16K)
- UV/Ionization & Fan/Ventilation Equipment (\$150K)



Fire & Medical

Program Operating Budget - Fire Medical

| Division by Category | From Prior Revised | | | | | | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|------------------|-------------|
| | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | Dollar Change | % Change |
| Salaries & Fringes | \$ 178,367 | \$ 139,078 | \$ 20,211 | \$ 91,898 | \$ 110,206 | \$ 18,308 | 20% |
| Supplies & Services | \$ 116,502 | \$ 171,055 | \$ 223,531 | \$ 251,841 | \$ 263,479 | \$ 11,638 | 5% |
| Capital Outlay | \$ - | \$ - | \$ 43,219 | \$ - | \$ - | \$ - | - |
| Division Total | \$ 294,870 | \$ 310,132 | \$ 286,961 | \$ 343,739 | \$ 373,685 | \$ 29,946 | 9% |
| | \$ Change from Prior | \$ 15,262 | \$ (23,171) | \$ 56,778 | \$ 29,946 | | |
| | % Change from Prior | 5% | (7%) | 20% | 9% | | |

Budget Notes and Changes

Salaries and Fringes:

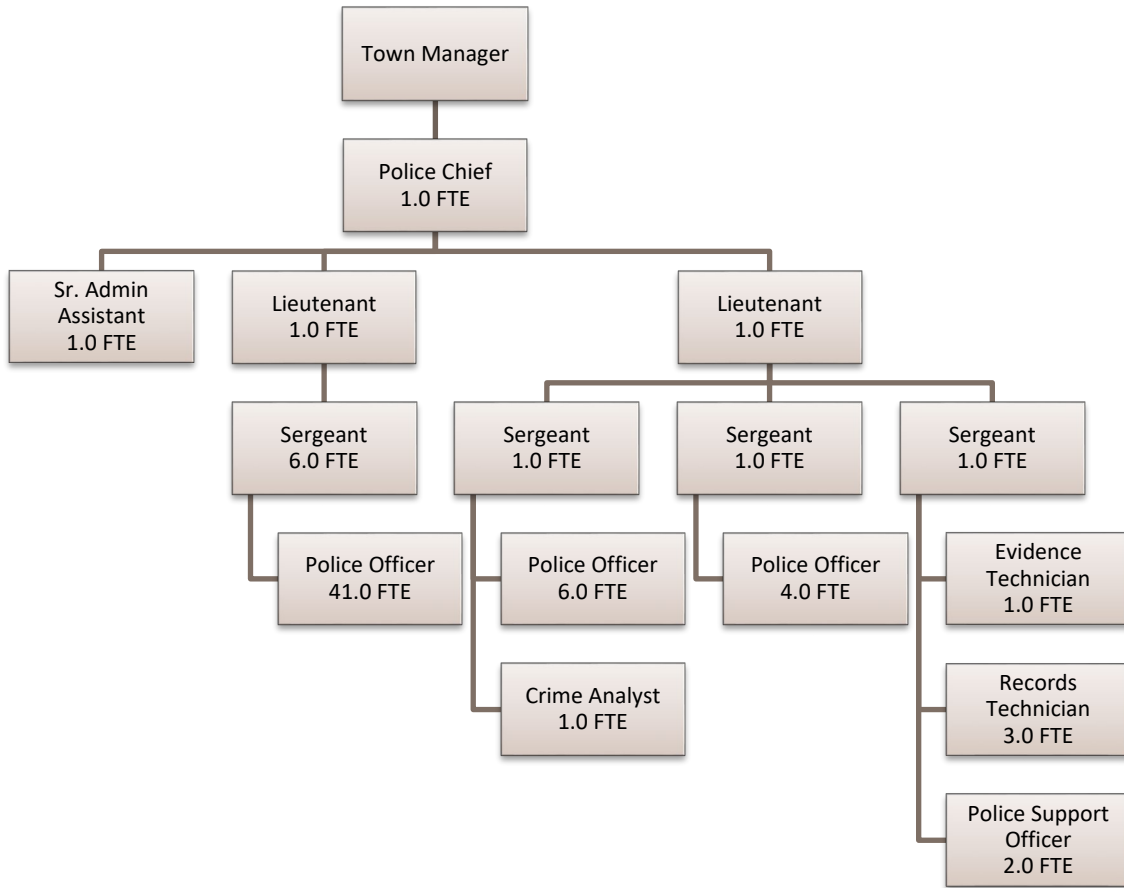
Personnel budgets include an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a 5% step program for Sworn staff which is based on employee performance. Medical Premiums increased 4.0% for FY 2021/22 and annual pension rates increased based on the actuarial 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 12.04% to 12.22% (driven by Arizona Revised Statute).

Supplies & Services:

Annual medical exams increased almost \$12K to accommodate the fifteen new firefighters as well as the addition of new blood markers recommended by the departments' mental health and wellness contractor. There was also a 3% increase in medical equipment, which is directly related to additional calls for service. Additionally funds were included for cellular services for the new EMS Coordinator as well as iPads placed in service for the newly acquired apparatus E415. One-time funds in the amount of \$4,200 were reduced for onboarding fees related to the hiring of the new EMS Coordinator in FY21. Overall, this category is seeing a 5% increase or \$12K.



Police Services



Department Description and Programs

To fulfill our mission, the Queen Creek Police Department will employ Stratified Policing – an organizational model of problem-solving, analysis, and accountability supported by the U.S. Department of Justice Community Oriented Policing Services Office. This management approach seeks to strengthen current policing methods and incorporate evidence-based practices. Stratified Policing distinguishes among different types of problems for which crime reduction strategies are implemented and designates responsibility based on the situation and resources necessary to address the issue. By separating and distinguishing the types of problems, different analyses, responses, and accountability mechanisms are carried out by different personnel within the agency, which ‘stratifies’ the workload and responsibility for resolving the problems and reducing crime. In concert with these efforts, we will also focus on several key strategies, including:

Community and Regional Engagement: Addressing the community’s needs requires genuine collaboration with our community and other essential partners. Individually and collectively, we must build and maintain effective relationships, promote trust and ensure legitimacy through procedural justice, transparency, accountability, and honest recognition of issues or problems.

Crime and Fear of Crime: These two conditions have a corrosive effect on individuals and communities. We will work with businesses and community members to deliver effective strategies that maintain low crime rates and minimize the fear of crime in Queen Creek.



Police Services

Traffic and multimodal safety: As a rapidly evolving community, Queen Creek continues to experience increased traffic congestion. As the town employs or pursues additional transportation strategies, our role is to provide support and educational/enforcement activities designed to improve traffic safety.

Technology, Communications, & Data: Reliable, timely, and accurate data must be collected, analyzed, evaluated, and disseminated in a variety of forms and then consistently used to improve organizational outcomes. We will leverage data and technology to effectively problem-solve, deploy resources, and communicate with the community (and other essential partners).

Employee Development, Support, & Resilience: People are the greatest asset to our agency. Ensuring that our employees are appropriately supported is essential to maintaining a ready, adaptive, and resilient workforce. We will leverage all available resources to provide high-quality training, effective mentoring, strong coaching, collaborative development, and widespread wellness support.

Department Mission

It is the mission of the Queen Creek Police Department to provide an environment where people feel safe, engaged, valued, and secured. “We will serve with respect, compassion, and trust.”

Strategic Priority

Safe Community



FY 2021/22 Objectives

- Hire and onboard all FY22 positions.
- Send 7 sworn positions to the basic training academy (beginning fall 2021).
- Complete the transition academy training program for all other positions.
- Purchase/order vehicles required for FY23 positions.
- Complete upfitting/configuration of all vehicles (required for cutover).
- Complete policy implementation process.
- Establish/complete critical IGAs for essential infrastructure (e.g., dispatch services, property & evidence, basic training, jail services, regional support, etc.)
- Configure and implement all network, SAAS, local software, and other IT infrastructure necessary for startup and year one operations.
- Complete operational cutover in January 2022.
- Initiate accreditation process.
- Initiate phase 2 of RMS configuration (additional interfaces, MCSO data conversion, etc.).
- Complete retrofitting of all MCSO vehicles.
- Initiate evaluation/planning process for Property & Evidence building/management system.



Police Services

| Staffing by Division | | | | | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|
| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
| QC Police Department | - | - | - | 6.00 | 71.00 |
| MCSO Contract | 49.46 | 49.14 | 55.74 | 55.74 | - |
| Department FTE | 49.46 | 49.14 | 55.74 | 61.74 | 71.00 |

FTE Changes

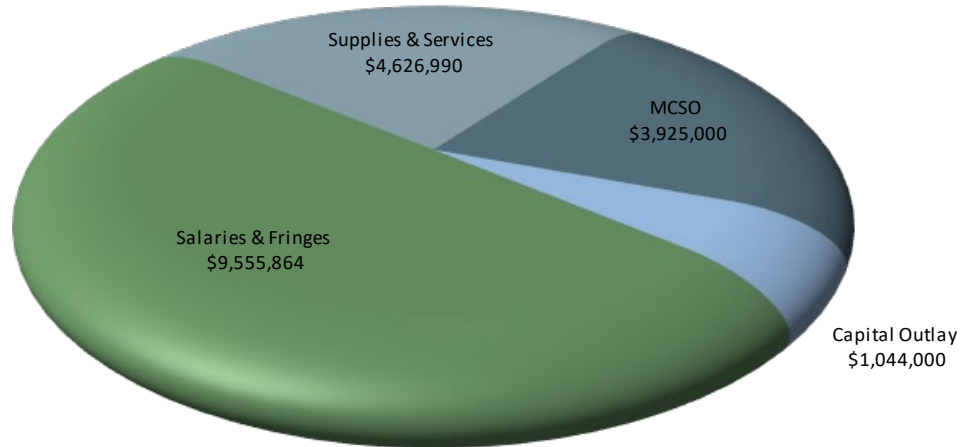
Starting in FY 2021/22, the Town Police Department becomes fully operational. A total of 65 FTEs are being added: 7 Sergeants, 51 Police Officers, 1 Crime Analyst, 1 Evidence Technician, 3 Records Technicians, and 2 Police Officer Support positions.

Starting in FY 2020/21 the creation of an internal Police Department necessitated the hiring of a Police Chief, two Police Lieutenants and a Sr. Administrative Assistant. Two Sergeant positions were also added during the FY 2020/21 mid-year.



Police Services

Police Services
FY 2021/22 Adopted Budget \$19.1M



Department Expenditure by Type

| Expense Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Recommended | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|---------------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ 845,019 | \$ 9,555,864 | \$ 8,710,845 | 1031% |
| Supplies & Services | \$ - | \$ - | \$ - | \$ 2,945,261 | \$ 4,626,990 | \$ 1,681,729 | 57% |
| MCSO | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 7,994,208 | \$ 3,925,000 | \$ (4,069,208) | (51%) |
| Capital Outlay | \$ - | \$ - | \$ - | \$ 3,159,736 | \$ 1,044,000 | \$ (2,115,736) | (67%) |
| Contingency | \$ - | \$ - | \$ - | \$ 298,099 | \$ - | \$ (298,099) | (100%) |
| Department Total | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 15,242,323 | \$ 19,151,854 | \$ 3,909,531 | 26% |
| | | \$ 214,224 | \$ 1,110,672 | \$ 7,702,571 | \$ 3,909,531 | | |
| | | 3% | 17% | 102% | 26% | | |

Expenditure by Division

| Division | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Recommended | From Prior Revised | |
|-------------------------|----------------------|----------------------|----------------------|-----------------------|---------------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Administration | \$ - | \$ - | \$ - | \$ 7,248,115 | \$ 6,349,865 | \$ (898,250) | (12%) |
| Support | \$ - | \$ - | \$ - | \$ - | \$ 2,950,840 | \$ 2,950,840 | +100% |
| Patrol | \$ - | \$ - | \$ - | \$ - | \$ 5,267,849 | \$ 5,267,849 | +100% |
| Record Management | \$ - | \$ - | \$ - | \$ - | \$ 302,640 | \$ 302,640 | +100% |
| Property/Evidence | \$ - | \$ - | \$ - | \$ - | \$ 200,660 | \$ 200,660 | +100% |
| Training | \$ - | \$ - | \$ - | \$ - | \$ 155,000 | \$ 155,000 | +100% |
| Public Safety (MCSO) | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 7,994,208 | \$ 3,925,000 | \$ (4,069,208) | (51%) |
| Department Total | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 15,242,323 | \$ 19,151,854 | \$ 3,909,531 | 26% |
| | | \$ 214,224 | \$ 1,110,672 | \$ 7,702,571 | \$ 3,909,531 | | |
| | | 3% | 17% | 102% | 26% | | |



Police Services

Program Operating Budget – Police Administration

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ 845,019 | \$ 2,404,960 | \$ 1,559,941 | 185% |
| Supplies & Services | \$ - | \$ - | \$ - | \$ 2,945,261 | \$ 2,901,905 | \$ (43,356) | (1%) |
| Capital Outlay | \$ - | \$ - | \$ - | \$ 3,159,736 | \$ 1,043,000 | \$ (2,116,736) | (67%) |
| Contingency | \$ - | \$ - | \$ - | \$ 298,099 | \$ - | \$ (298,099) | (100%) |
| Division Total | \$ - | \$ - | \$ - | \$ 7,248,115 | \$ 6,349,865 | \$ (898,250) | (12%) |
| | | \$ Change from Prior | \$ - | \$ - | \$ 7,248,115 | \$ (898,250) | |
| | | % Change from Prior | | | | (12%) | |

Budget Notes and Changes

Salaries and Fringes:

The FY 2021/22 budget includes the addition of 7 new FTEs in the administration division for police recruits. The personnel budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance for existing non-sworn employees. Included for Sworn personnel is a 5% step program based on performance. Medical premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute) for non-sworn personnel.

Supplies & Services:

The FY 2021/22 supplies and service budget includes start-up as well as support. This budget has been developed to maintain various contracts, services, and fees for the Queen Creek Police department scheduled to go live beginning January 2022.

Capital Outlay:

The FY 2021/22 capital outlay budget totaling \$1M will cover anticipated Topaz capital expenses as well as support necessary vehicle up fitting/retrofitting needs.

Contingency:

A special contingency amount is included in the FY 2021/22 Centralized Service budget to cover unanticipated needs for the Emergency Services Fund.



Police Services

Program Operating Budget – Support

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ - | \$ 2,014,700 | \$ 2,014,700 | N/A |
| Supplies & Services | \$ - | \$ - | \$ - | \$ - | \$ 936,140 | \$ 936,140 | - |
| Division Total | \$ - | \$ - | \$ - | \$ - | \$ 2,950,840 | \$ 2,950,840 | - |
| | \$ Change from Prior | \$ - | \$ - | \$ - | \$ 2,950,840 | | |
| | % Change from Prior | - | - | - | - | | |

Budget Notes and Changes

Salaries and Fringes:

The FY 2021/22 budget includes the addition of 17 new FTEs in the support division: 3 Sergeants, 10 Officers, 1 Crime Analyst, 1 Evidence Technician, and 2 Police Officer Support positions. The personnel budget also includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance for existing non-sworn employees. Included for Sworn personnel is a 5% step program based on performance. Medical premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute) for non-sworn personnel.

Supplies & Services:

FY 2021/22 budget has been developed to purchase weapons, ammunition, safety supplies, and equipment necessary to supply the new Queen Creek police department scheduled to go live beginning January 2022.

Program Operating Budget – Patrol

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ - | \$ 4,833,564 | \$ 4,833,564 | N/A |
| Supplies & Services | \$ - | \$ - | \$ - | \$ - | \$ 433,285 | \$ 433,285 | - |
| Capital Outlay | \$ - | \$ - | \$ - | \$ - | \$ 1,000 | \$ 1,000 | - |
| Division Total | \$ - | \$ - | \$ - | \$ - | \$ 5,267,849 | \$ 5,267,849 | - |
| | \$ Change from Prior | \$ - | \$ - | \$ - | \$ 5,267,849 | | |
| | % Change from Prior | - | - | - | - | | |

Budget Notes and Changes

Salaries and Fringes:

The FY 2021/22 budget includes the addition of 40 new FTEs in the support division: 6 Sergeants and 34 Officers. The personnel budget includes a market increase allowance of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), and funding for a 5% step program based on performance. Medical premiums increased 4.0% and annual pension rates are budgeted at 25% of earnings for sworn personnel.

Supplies & Services:

FY 2021/22 budget has been developed to supply necessary tools to respond to hazardous calls, purchase police kit supplies, emergency materials, and vehicle fuel, necessary to support the new Queen Creek police department patrol/fleet scheduled to go live beginning January 2022.

Capital Outlay:

Budget necessary to replace scanner equipment for vehicles.



Police Services

Program Operating Budget – Record Management

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Salaries & Fringes | \$ - | \$ - | \$ - | \$ - | \$ 302,640 | \$ 302,640 | N/A |
| Division Total | \$ - | \$ - | \$ - | \$ - | \$ 302,640 | \$ 302,640 | N/A |
| | \$ Change from Prior | \$ - | \$ - | \$ - | \$ 302,640 | | |
| | % Change from Prior | - | - | - | - | | |

Budget Notes and Changes

Salaries and Fringes:

The FY 2021/22 budget includes the addition of 3 new Records Technicians in the record management division. The personnel budget includes an allowance for a market increase of 1.5% (tied to Bureau of Labor Statistics Cost Indexes), as well as a merit increase of up to 3%, based on employee performance for existing non-sworn employees. Medical premiums increased 4.0% and annual pension rates increased by 1.5% from 12.04% to 12.22% (driven by statute) for non-sworn personnel.

Supplies & Services:

This section is in place to house budgeted items to support the records management division.

Program Operating Budget – Property Evidence

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Supplies & Services | \$ - | \$ - | \$ - | \$ - | \$ 200,660 | \$ 200,660 | - |
| Division Total | \$ - | \$ - | \$ - | \$ - | \$ 200,660 | \$ 200,660 | - |
| | \$ Change from Prior | \$ - | \$ - | \$ - | \$ 200,660 | | |
| | % Change from Prior | - | - | - | - | | |

Budget Notes and Changes

Supplies & Services:

Funds allocated are to support property and evidence storage contract with a local municipality as well as other items necessary to supply a new police department. The amounts budgeted are in place to support the new Queen Creek Police department scheduled to go live beginning January 2022.

Program Operating Budget – Training

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|--------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Supplies & Services | \$ - | \$ - | \$ - | \$ - | \$ 155,000 | \$ 155,000 | - |
| Division Total | \$ - | \$ - | \$ - | \$ - | \$ 155,000 | \$ 155,000 | - |
| | \$ Change from Prior | \$ - | \$ - | \$ - | \$ 155,000 | | |
| | % Change from Prior | - | - | - | - | | |

Budget Notes and Changes

Supplies & Services:

Funds allocated are to support staff training on specialized equipment and local mandates.



Police Services

Program Operating Budget – Public Safety - MCSO

| Division by Category | FY 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|-----------------------|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|--------------|
| | | | | | | Dollar Change | % Change |
| Supplies & Services | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 7,994,208 | \$ 3,925,000 | \$ (4,069,208) | (51%) |
| Division Total | \$ 6,214,856 | \$ 6,429,080 | \$ 7,539,752 | \$ 7,994,208 | \$ 3,925,000 | \$ (4,069,208) | (51%) |
| | \$ Change from Prior | \$ 214,224 | \$ 1,110,672 | \$ 454,456 | \$ (4,069,208) | | |
| | % Change from Prior | 3% | 17% | 6% | (51%) | | |

Budget Notes and Changes

Supplies & Services:

The contract with Maricopa County Sheriff's Office (MCSO) for law enforcement services will decrease as the contract services are set to expire January 2022.



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 and Economic Development Agreements
- Transfers to fund debt service and capital programs

FY 2021/22 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 2017/18 Actual | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted | From Prior Revised | |
|---|----------------------|----------------------|----------------------|-----------------------|-----------------------|---------------------|-------------|
| | | | | | | Dollar Change | % Change |
| Supplies & Services | \$ 1,771,667 | \$ 2,096,287 | \$ 1,876,435 | \$ 2,078,250 | \$ 2,379,100 | \$ 300,850 | 14% |
| Outside Agency Support - San Tan Historical Society | \$ - | \$ 12,768 | \$ 13,000 | \$ - | \$ 13,000 | \$ 13,000 | - |
| Non-Profit Support* | \$ 17,972 | \$ 19,036 | \$ 15,500 | \$ - | \$ 60,000 | \$ 60,000 | - |
| Transportation Development Agreements | \$ 2,227,365 | \$ 1,650,431 | \$ 637,395 | \$ - | \$ 1,500,000 | \$ 1,500,000 | - |
| Capital Outlay | \$ 1,500 | \$ - | \$ - | \$ - | \$ - | \$ - | - |
| Contingency | \$ - | \$ - | \$ - | \$ 1,212,657 | \$ 2,098,950 | \$ 886,293 | 73% |
| Subtotal Expenses | \$ 4,018,503 | \$ 3,778,523 | \$ 2,542,330 | \$ 3,290,907 | \$ 6,051,050 | \$ 2,760,143 | 84% |
| Transfers Out - Debt Service | \$ 1,332,632 | \$ 4,022,611 | \$ 4,206,128 | \$ 5,349,695 | \$ 6,685,278 | \$ 1,335,583 | 25% |
| Transfers Out - CIP Funding | \$ 1,092,669 | \$ 10,502,482 | \$ 3,833,785 | \$ 3,377,700 | \$ 3,881,300 | \$ 503,600 | 15% |
| Transfers Out - Operating | \$ 7,288,271 | \$ 4,556,865 | \$ 6,367,741 | \$ 11,762,303 | \$ 15,583,321 | \$ 3,821,018 | 32% |
| Department Total | \$ 13,732,075 | \$ 22,860,480 | \$ 16,949,984 | \$ 23,780,605 | \$ 32,200,949 | \$ 8,420,344 | 35% |
| | \$ Change from Prior | \$ 9,128,405 | \$ (5,910,496) | \$ 6,830,621 | \$ 8,420,344 | | |
| | % Change from Prior | 66% | (26%) | 40% | 35% | | |

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



Centralized Services

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. FY 2021/22 reflects an increase totaling \$301K (14%) and can be attributed to the following adjustments:

- Provide \$200K contingency fund for Town staff professional development opportunity. Last year’s COVID reductions included over \$200K in total reductions to every department’s Training & Travel budgets. As the training and travel environment is still uncertain due to COVID, Finance recommends adding a single \$200K line item to the Centralized Services budget as a contingency appropriation that can be used for departments’ training and travel needs throughout the year. The intent is to adjust departments’ budgets later in the fiscal year as a mid-year adjustment once the training and travel landscape is more certain.
- Based on the increase in FTE and trending, the Liability Insurance budget has increased \$93K in FY 21/22.
- Department of Revenue annual assessment is anticipated to increase by \$20K.
- Categories including professional services, membership dues and office supplies reflect decreases totaling \$12K based on trend spending.

Outside Agency Support:

Request recurring funds to be added back to the FY 2021/22 base budget totaling \$13K to support the San Tan Historical Society. This amount was eliminated in last year’s COVID reductions.

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. The FY 2021/22 budget includes a \$60,000 placeholder for these requests. The total award recommendation for FY 2021/22 is \$23,320.

| Entity | Program Name | FY 20/21 Approved | FY 21/22 Adopted |
|--|----------------------------|----------------------|---------------------|
| Monetary Support | | | |
| About Care | Services for the Homebound | \$ - | \$ 7,500 |
| Life Force Community Services | Behavior Health Support | \$ - | \$ 3,200 |
| American Legion Post #129 | Legion Programs | \$ - | \$ 3,000 |
| Total Monetary Support | | \$ - | \$ 10,700 |
| In-Kind Support | | | |
| Queen Creek 4-H | Various Events & Shows | \$ 3,000 | \$ 5,000 |
| Queen Creek 4-H | Meeting Space | \$ 2,052 | \$ 1,620 |
| Pan de Vida Foundation | Health and Community Fair | \$ 547 | \$ - |
| American Legion #129 | Office Space Occupancy | \$ 3,000 | \$ 3,000 |
| Total In-Kind Support | | \$ 8,599 | \$ 9,620 |
| Total Town Support - Monetary and In-Kind | | \$ 8,599 | \$ 23,320 |



Centralized Services

Transportation and Economic Development Agreements:

These agreements historically have been with the major developers to reimburse for their cost of public infrastructure they installed or to provide incentives for economic expansion. The FY 2021/22 includes \$1.5M for waived building fees and paid-on-behalf-of impact fees specific to the H&QC LLC development agreement. Staff expects building permits for the project to be issued in early summer, which triggers the Town's obligation to waive and/or pay fees.

CIP Transfers:

This is the support from the Operating Budget for cash funding the non-growth share of transportation and other infrastructure improvements and major equipment funding. A total of \$3.4M is included for transportation pay-as-you-go funding for ongoing infrastructure projects. Another \$0.5M is for funding of improvements to the Field Operations Facility for the Public Works Department.

Debt Transfers:

The non-growth share of debt service is transferred from the Operating Budget to the Debt Service fund to help pay annual principal and interest on the Town's excise tax and state-shared revenue bonds.

Operating Transfers:

This is the FY 2021/22 budget support from the General Fund to the Emergency Services Fund, HPEC Fund, and HURF as those funds' expenses exceed the funds' revenues.

Contingency:

The amount budgeted for FY 2021/22 is a set amount to cover unanticipated needs in the General Fund, HURF, HPEC Fund, and the Emergency Services Fund. The amount represents approximately 3% of Operating Budget expenditures.



FY 2021/22
Budget



Capital Program, Debt, and Other Funds

Capital Program Overview:

Five-Year Capital Improvement Summary

Capital Funding Sources

Capital Funding Uses

Capital Budgets Year-to-Year Comparison

Major Funding Sources for CIP

CIP Impacts on Operations & Maintenance

Capital Funds Carryforward

CIP Funds Five-Year Forecast:

Drainage & Transportation Fund

General Capital Fund

Water Utility CIP Funds

Wastewater Utility CIP Funds

Development Fee Funds Five-Year Forecast:

Transportation Development Fund

Parks, Open Space & Recreation

Public Safety Development Fund

Fire Development Fund

Town Building Development Fund

Library Development Fund

Other Funds:

Construction Sale Tax Funds

Town Center Fund

Healthcare Self-Insured Fund

SLIDS

Community Events Fund

Grants Fund

Debt Overview and Guidelines

Debt by Type

Debt 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 2022-FY 2026

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 (usually 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, because 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 approved but not started or encumbered by fiscal year-end.

During the annual budget cycle, the Town 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 2024/26 and identifies fiscal year needs and financing sources. The FY 2021/22 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, the Town Council approved a delegation resolution option allowing for a more streamlined CIP contract 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 project's 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's capital program budget for FY 2021/22 amounts to \$205.6 million in expenditure authority for capital improvements related to General Government and Transportation. That amount includes \$50.2 million in new appropriations for capital projects, and \$155.4 million in carry-forward appropriation for projects approved in prior years' budgets. Water and Wastewater CIP includes \$84.5 million in expenditure authority for capital improvements, which includes \$37.1 million in new appropriations for capital projects, and \$47.4 million in carry-forward for projects approved in prior years' budgets. In total, the budget for new appropriations for capital improvements for FY 2021/22 is \$87.3 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 forecasts 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

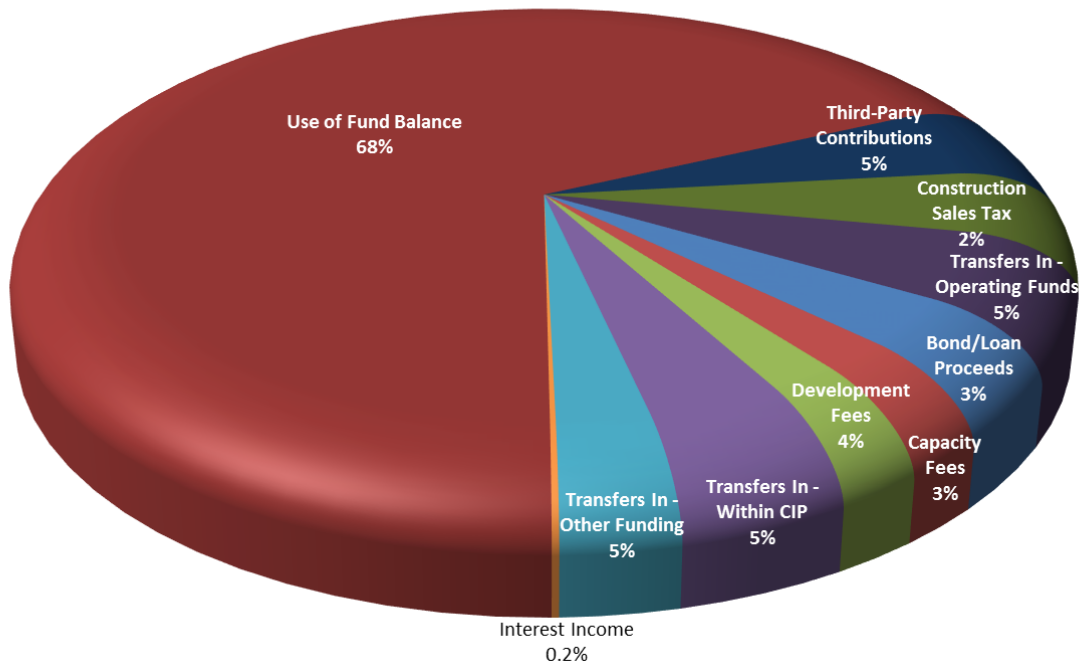
| Summary 5-Year CIP | FY19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| New Single Family Home Permits | 1,750 | 1,532 | 1,331 | 1,154 | 1,111 | 1,150 | 1,132 | 5,878 |
| Revenues by Source | | | | | | | | |
| Development Fees | \$ 12,272,569 | \$ 13,008,781 | \$ 12,282,041 | \$ 11,303,902 | \$ 11,126,023 | \$ 10,735,211 | \$ 10,858,040 | \$ 56,305,217 |
| Capacity Fees | 9,447,701 | 6,275,004 | 7,590,919 | 6,327,108 | 6,484,939 | 6,465,314 | 6,744,595 | 33,612,875 |
| Construction Sales Tax | 9,571,851 | 12,511,525 | 7,520,485 | 7,836,284 | 7,081,067 | 7,026,010 | 7,121,062 | 36,584,908 |
| Third-Party Contributions | 5,481,271 | 12,533,897 | 14,438,253 | 8,946,468 | 1,510,816 | - | - | 24,895,537 |
| Bond/Loan Proceeds | 94,755,094 | 130,000,000 | 10,000,000 | - | - | - | 30,000,000 | 40,000,000 |
| Interest Income | 728,100 | 650,313 | 609,740 | 404,100 | 221,470 | 99,700 | 141,210 | 1,476,220 |
| Total Revenues | \$ 132,256,585 | \$ 174,979,520 | \$ 52,441,438 | \$ 34,817,862 | \$ 26,424,315 | \$ 24,326,235 | \$ 54,864,907 | \$ 192,874,757 |
| Transfers In - Operating | 20,398,954 | 33,085,809 | 16,326,443 | 11,251,734 | 11,963,154 | 7,051,318 | 6,490,617 | 53,083,266 |
| Transfers In - Other Funding | - | 7,149,132 | 15,000,000 | - | - | - | - | 15,000,000 |
| Transfers In -Within CIP | 9,319,584 | 42,892,394 | 17,065,990 | 7,024,136 | 1,895,932 | 2,378,292 | 3,478,426 | 31,842,776 |
| Total Sources by Type | \$ 161,975,123 | \$ 258,106,855 | \$ 100,833,871 | \$ 53,093,732 | \$ 40,283,401 | \$ 33,755,845 | \$ 64,833,950 | \$ 292,800,799 |
| Sources by Fund | | | | | | | | |
| Drainage & Transportation | \$ 68,742,106 | \$ 33,700,376 | \$ 42,535,543 | \$ 17,359,164 | \$ 5,513,873 | \$ 3,410,064 | \$ 33,412,248 | \$ 102,230,892 |
| General CIP | 21,869,800 | 29,110,602 | 18,975,000 | 5,072,640 | 4,300,000 | 2,302,150 | 3,400,000 | 34,049,790 |
| Construction Sales Tax Fund | 9,571,851 | 12,511,525 | 7,520,485 | 7,836,284 | 7,081,067 | 7,026,010 | 7,121,062 | 36,584,908 |
| Wastewater Capital/Capacity | 10,602,511 | 59,820,907 | 5,298,104 | 4,676,868 | 4,833,876 | 3,720,568 | 4,600,786 | 23,130,202 |
| Water Capital/Capacity | 14,331,196 | 101,312,822 | 14,062,958 | 6,670,774 | 7,287,092 | 6,482,142 | 5,320,604 | 39,823,570 |
| Transportation Development Fund | 14,937,840 | 12,551,086 | 3,926,888 | 3,615,975 | 3,539,980 | 3,373,804 | 3,465,496 | 17,922,143 |
| Parks Development Fund | 6,454,336 | 5,692,065 | 5,111,549 | 4,631,957 | 4,539,028 | 4,338,868 | 4,400,808 | 23,022,210 |
| Public Safety Development Fund | 495,450 | 1,013,723 | 1,054,861 | 1,015,630 | 1,003,020 | 977,010 | 980,855 | 5,031,376 |
| Fire Development Fund | 13,433,257 | 1,961,670 | 1,964,010 | 1,867,965 | 1,843,550 | 1,795,820 | 1,801,065 | 9,272,410 |
| Town Buildings Development Fund | 623,148 | 136,926 | 121,316 | 109,422 | 107,978 | 103,744 | 104,232 | 546,692 |
| Library Development Fund | 913,628 | 295,153 | 263,157 | 237,053 | 233,937 | 225,665 | 226,794 | 1,186,606 |
| Total Sources by Fund | \$ 161,975,123 | \$ 258,106,855 | \$ 100,833,871 | \$ 53,093,732 | \$ 40,283,401 | \$ 33,755,845 | \$ 64,833,950 | \$ 292,800,799 |
| Uses by Fund | | | | | | | | |
| Drainage & Transportation | \$ 23,487,084 | \$ 15,385,254 | \$ 151,669,814 | \$ 26,513,055 | \$ 6,214,591 | \$ 28,121,580 | \$ 18,401,393 | \$ 230,920,434 |
| General CIP | 6,777,580 | 9,370,715 | 53,888,492 | 5,072,640 | 4,300,000 | 2,302,150 | 3,400,000 | 68,963,282 |
| Construction Sales Tax Fund | 1,445,829 | 9,893,316 | 8,556,566 | 3,475,289 | 1,782,655 | 1,561,994 | 1,563,075 | 16,939,579 |
| Water Capital/Capacity | 20,149,961 | 15,919,117 | 58,009,858 | 11,444,501 | 14,158,879 | 12,312,035 | 7,503,852 | 103,429,125 |
| Wastewater Capital/Capacity | 17,771,534 | 7,525,857 | 32,661,520 | 6,051,263 | 8,890,663 | 3,612,331 | 8,294,668 | 59,510,444 |
| Transportation Development Fund | 7,957,386 | 16,700,476 | 6,084,355 | 4,693,119 | 1,263,738 | 966,691 | 967,791 | 13,975,694 |
| Parks Development Fund | 697,283 | 5,738,734 | 5,587,543 | 2,797,431 | 1,809,878 | 2,730,024 | 3,829,418 | 16,754,294 |
| Public Safety Development Fund | 418,328 | 2,328,471 | 180,075 | 142,175 | 139,175 | 140,675 | 141,550 | 743,650 |
| Fire Development Fund | 1,984,454 | 11,783,689 | 1,130,538 | 1,092,088 | 1,087,863 | 1,086,463 | 1,087,588 | 5,484,540 |
| Town Buildings Development Fund | 290,100 | 286,957 | 307,723 | 288,727 | 289,045 | 288,982 | 289,782 | 1,464,259 |
| Library Development Fund | 232,890 | 232,910 | 252,116 | 232,731 | 231,601 | 228,919 | 229,568 | 1,174,935 |
| Total Uses by Fund | \$ 81,212,428 | \$ 95,165,495 | \$ 318,328,600 | \$ 61,803,019 | \$ 40,168,088 | \$ 53,351,844 | \$ 45,708,685 | \$ 519,360,235 |
| Change in Fund Balance | \$ 80,762,695 | \$ 162,941,359 | \$ (217,494,729) | \$ (8,709,287) | \$ 115,313 | \$ (19,595,999) | \$ 19,125,265 | \$ (226,559,436) |



Funding Sources FY 2021/22

CIP FY 2021/22 Funding - \$318.3M

| Capital Funding by Source | FY 2021/22 Adopted | % of Total |
|--------------------------------|-----------------------|-------------|
| Development Fees | \$ 12,282,041 | 4% |
| Capacity Fees | 7,590,919 | 2% |
| Construction Sales Tax | 7,520,485 | 2% |
| Third-Party Contributions | 14,438,253 | 5% |
| Bond/Loan Proceeds | 10,000,000 | 3% |
| Interest Income | 609,740 | 0.2% |
| Use of Fund Balance | 217,494,729 | 68% |
| Total Revenues | \$ 269,936,167 | 85% |
| Transfers In - Operating Funds | \$ 16,326,443 | 5% |
| Transfers In - Other Funding | 15,000,000 | 5% |
| Transfers In - Within CIP | 17,065,990 | 5% |
| Total Sources | \$ 318,328,600 | 100% |

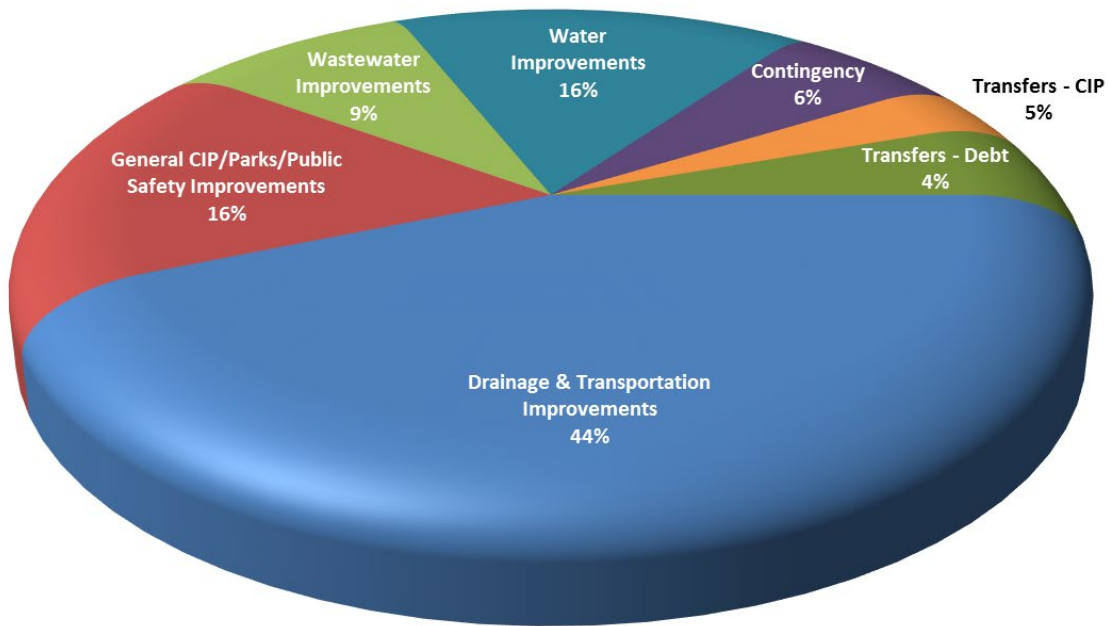




Expenditures/Uses FY 2021/22

CIP Expenditures/Uses FY 2021/22 - \$318.3M

| Capital Expenditures by Program | FY 2021/22 Adopted | % of Total |
|--|-----------------------|-------------|
| Drainage & Transportation Improvements | \$ 139,169,814 | 44% |
| General CIP/Parks/Public Safety Improvements | 51,713,492 | 16% |
| Wastewater Improvements | 28,557,770 | 9% |
| Water Improvements | 50,954,777 | 16% |
| Contingency | 20,000,000 | 6% |
| Total Expenses | \$ 290,395,853 | 91% |
| Transfers - Debt | 10,866,757 | 3% |
| Transfers - CIP | 17,065,990 | 5% |
| Total Uses | \$ 318,328,600 | 100% |





Capital Budgets Year-to-Year Comparison

| Capital Funding by Source | FY 2020/21 Revised | FY 2021/22 Adopted | % Change |
|--------------------------------|-----------------------|-----------------------|-------------|
| Development Fees | \$ 13,008,781 | \$ 12,282,041 | (6%) |
| Capacity Fees | 6,275,004 | 7,590,919 | 21% |
| Construction Sales Tax | 12,511,525 | 7,520,485 | (40%) |
| Third-Party Contributions | 12,533,897 | 14,438,253 | 15% |
| Bond/Loan Proceeds | 130,000,000 | 10,000,000 | (92%) |
| Interest Income | 650,313 | 609,740 | (6%) |
| Use of Fund Balance | - | 217,494,729 | |
| Total Revenues | \$ 174,979,520 | \$ 269,936,167 | 54% |
| Transfers In - Operating Funds | \$ 33,085,809 | \$ 16,326,443 | |
| Transfers In - Other Funding | 7,149,132 | 15,000,000 | |
| Transfers In - Within CIP | 42,892,394 | 17,065,990 | |
| Total Sources | \$ 258,106,855 | \$ 318,328,600 | |

| Capital Expenditures by Program | FY 2020/21 Revised | FY 2021/22 Adopted | % Change |
|--|-----------------------|-----------------------|-------------|
| Drainage & Transportation Improvements | \$ 15,385,254 | \$ 139,169,814 | 805% |
| General CIP/Parks/Public Safety Improvements | 7,241,151 | 51,713,492 | 614% |
| Wastewater Improvements | 5,025,857 | 28,557,770 | 468% |
| Water Improvements | 13,419,117 | 50,954,777 | 280% |
| Contingency | 7,149,132 | 20,000,000 | 180% |
| Total Expenses | \$ 48,220,510 | \$ 290,395,853 | 502% |
| Transfers - Debt | 4,052,591 | 10,866,757 | |
| Transfers - CIP | 42,892,394 | 17,065,990 | |
| Total Uses | \$ 95,165,495 | \$ 318,328,600 | |



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 improvements 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 2021/22 amounts to \$7.6 million. The forecast has seen recent revisions due to higher than expected population growth.

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 2021/22 amounts to \$12.3 million. The forecast has seen recent revisions due to robust development activity within the Town.

In 2011, Arizona's Legislature passed Senate Bill 1525, which mandated 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; however, the new bill narrowly defined 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 for a single family home, from \$6,794 to \$7,365. The overall cost for a single family home was reduced from \$15,890 to \$12,648 by a reduction to the water and wastewater capacity fees.

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.

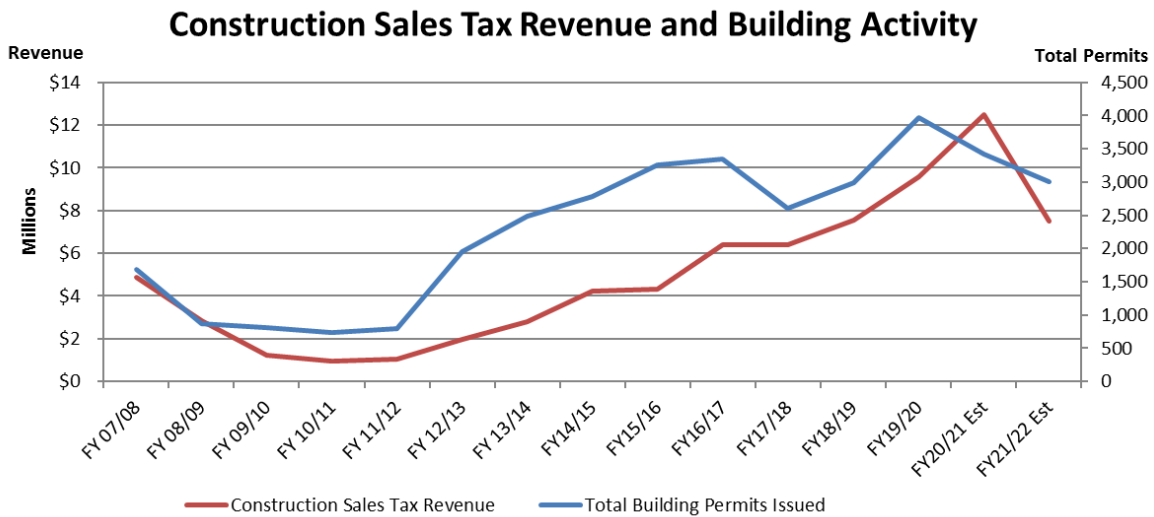


Major Funding Sources for CIP

| 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 growth-related infrastructure projects. Effective in FY 2016/17, this funding source has also been utilized to reimburse major development for the growth share of developers' contributions to transportation infrastructure. This funding source also pays the growth share of debt service related to transportation projects. For FY 2021/22, dedicated construction sales tax is projected at \$7.5 million.



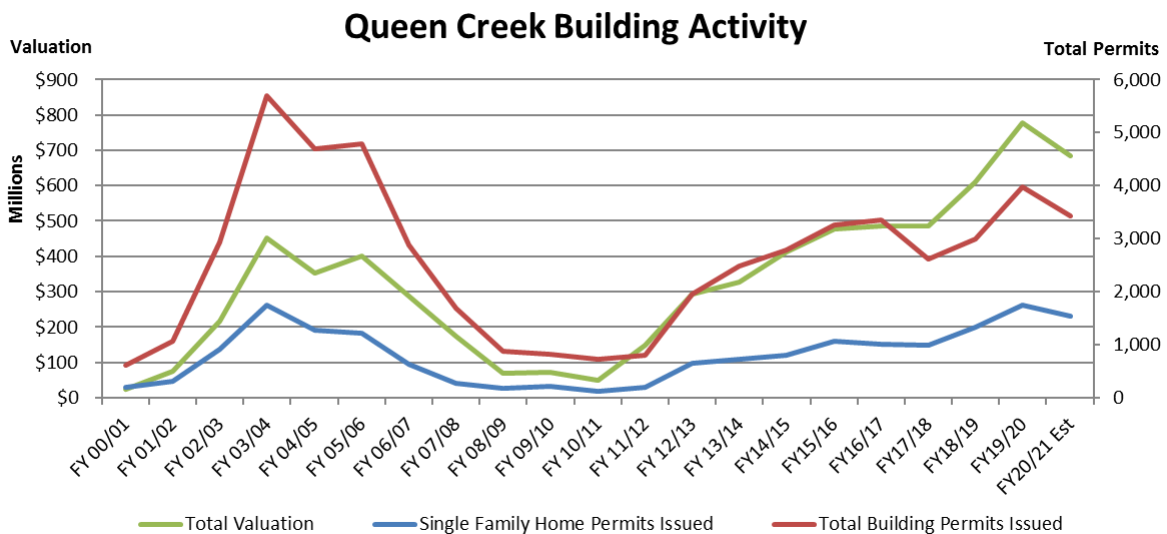


Major Funding Sources for CIP

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 are shown below.

| Fiscal Year | Single Family | | Total Valuation |
|-------------|---------------------|-------------------------------|-----------------|
| | Home Permits Issued | Total Building Permits Issued | |
| FY 00/01 | 188 | 609 | \$24,656,951 |
| FY 01/02 | 307 | 1,061 | \$74,891,686 |
| FY 02/03 | 920 | 2,943 | \$216,559,217 |
| FY 03/04 | 1,754 | 5,703 | \$452,591,435 |
| FY 04/05 | 1,265 | 4,692 | \$352,657,045 |
| FY 05/06 | 1,215 | 4,789 | \$400,141,504 |
| FY 06/07 | 627 | 2,876 | \$287,343,796 |
| FY 07/08 | 268 | 1,684 | \$174,150,962 |
| FY 08/09 | 180 | 875 | \$68,056,680 |
| FY 09/10 | 224 | 812 | \$70,811,968 |
| FY 10/11 | 125 | 731 | \$49,554,857 |
| FY 11/12 | 193 | 801 | \$147,525,972 |
| FY 12/13 | 647 | 1,946 | \$292,920,680 |
| FY 13/14 | 719 | 2,485 | \$326,593,909 |
| FY14/15 | 792 | 2,783 | \$410,805,749 |
| FY15/16 | 1,073 | 3,265 | \$477,847,810 |
| FY16/17 | 1,003 | 3,347 | \$486,694,589 |
| FY17/18 | 996 | 2,606 | \$486,045,529 |
| FY18/19 | 1,325 | 2,992 | \$610,498,813 |
| FY19/20 | 1,750 | 3,967 | \$776,643,384 |
| FY20/21 Est | 1,532 | 3,420 | \$683,691,719 |





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 may also require that additional employees be hired 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 few 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
- Fund CIP maintenance and operations costs adequately
- Establish base-line maintenance and operations forecasts for potential future CIP considerations

Following are projections of operating and maintenance costs of projects that have recently been completed or are in the FY 2021/22 budget. It is not anticipated that a savings or new revenue stream will be realized through any capital projects.



CIP Impacts on Operations and Maintenance

| | FY 21/22 Requested | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 Year Projection |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Street Improvements | | | | | | |
| A0008 Town Center Street N/S: Duncan to Ocotillo | \$ 3,750 | \$ 3,863 | \$ 3,978 | \$ 4,098 | \$ 4,221 | \$ 19,909 |
| A0009 Aldecoa & Munoz: Ellsworth Loop to Ellsworth | 8,250 | 8,498 | 8,752 | 9,015 | 9,285 | 43,800 |
| A0115 Ocotillo:signal Butte To Meridian | 24,600 | 25,338 | 26,098 | 26,881 | 27,688 | 130,605 |
| A0116 Ocotillo Road: West of Sossaman Rd to Hawes Rd | 24,314 | 25,043 | 25,795 | 26,569 | 27,366 | 129,086 |
| A0207 Ellsworth: Rittenhouse to UPRR-N | - | 6,321 | 6,511 | 6,706 | 6,907 | 26,445 |
| A0306 Rittenhouse Rd Village Loop North to Alliance Lumber | 57,810 | 59,544 | 61,331 | 63,171 | 65,066 | 306,921 |
| A0401 Hawes Road: Ocotillo to Rittenhouse | - | 7,710 | 7,941 | 8,180 | 8,425 | 32,256 |
| A0402 Hawes Road @ Creekview Ranches | 1,519 | 1,565 | 1,612 | 1,660 | 1,710 | 8,066 |
| A0510 Riggs Road: Ellsworth to Meridian | 10,161 | 10,466 | 10,780 | 11,103 | 11,436 | 53,946 |
| A0520 Riggs Road: Hawes to Power (QC Irrigation) | 2,766 | 2,849 | 2,934 | 3,022 | 3,113 | 14,683 |
| A0601 Chandler Hts - Hawes to Ellsworth | - | 10,042 | 10,343 | 10,654 | 10,973 | 42,012 |
| A0602 Chandler Hts-Sossaman to Hawes | - | - | 11,765 | 12,118 | 12,481 | 36,364 |
| A0603 Chandler Hts-Power to Sossaman | 8,446 | 8,699 | 8,960 | 9,229 | 9,506 | 44,841 |
| A0604 Chandler Heights: Recker to Power | 9,013 | 9,283 | 9,561 | 9,848 | 10,144 | 47,849 |
| A0702 Crismon Road: Queen Creek to Germann | 6,360 | 6,551 | 6,748 | 6,950 | 7,159 | 33,767 |
| A0801 Signal Butte: Ocotillo to Queen Creek | 11,665 | 12,015 | 12,375 | 12,746 | 13,129 | 61,930 |
| A0802 Signal Butte: Germann to SR24 | - | 12,750 | 13,133 | 13,526 | 13,932 | 53,341 |
| A1002 Queen Creek Road - Ellsworth to Signal Butte | 17,399 | 17,921 | 18,459 | 19,012 | 19,583 | 92,374 |
| A1203 Germann Rd: Ellsworth to Crismon | - | - | 13,126 | 13,520 | 13,925 | 40,571 |
| A1403 Power Road: Ocotillo to Brooks Farms | 10,080 | 10,382 | 10,693 | 11,014 | 11,345 | 53,514 |
| A1404 Power Road: Brooks Farms to Chandler Heights | - | 6,335 | 6,525 | 6,721 | 6,922 | 26,503 |
| A1405 Power Road: Chandler Heights to Riggs | - | 8,960 | 9,229 | 9,506 | 9,791 | 37,485 |
| A1406 Power Road: Riggs to Hunt Hwy | - | - | - | 8,960 | 9,229 | 18,189 |
| A1505 Meridian Road: Combs to Queen Creek Wash | 8,200 | 8,446 | 8,699 | 8,960 | 9,229 | 43,535 |
| A1506 Meridian Rd: Germann to State Route 24 IGA | - | 12,750 | 13,133 | 13,526 | 13,932 | 53,341 |
| A1702 220th: Queen Creek to Ryan | 2,240 | 2,307 | 2,377 | 2,448 | 2,521 | 11,894 |
| A2001 Ryan Road: Crismon to Signal Butte | 4,300 | 4,429 | 4,562 | 4,699 | 4,840 | 22,831 |
| A2101 Hunt Hwy: Power to Sossaman | - | - | - | 8,960 | 9,229 | 18,189 |
| D0200 Sonoqui Wash Erosion Repairs | 1,803 | 1,857 | 1,912 | 1,970 | 2,029 | 9,570 |
| A2220 Ironwood Road Improvements | 2,833 | 2,917 | 3,005 | 3,095 | 3,188 | 15,038 |
| D0004 Cloud Road Drainage | 1,391 | 1,432 | 1,475 | 1,519 | 1,565 | 7,382 |
| D0013 Via Jardines Wash Crossing | 1,652 | 1,702 | 1,753 | 1,805 | 1,859 | 8,771 |
| P0620 East Park Drainage | - | 4,250 | 4,378 | 4,509 | 4,644 | 17,780 |
| Intersection Improvements & Traffic Signals | | | | | | |
| I0010 Ellsworth & Queen Creek | \$ 6,721 | \$ 6,922 | \$ 7,130 | \$ 7,344 | \$ 7,564 | \$ 35,681 |
| A0605 Signal: Chandler Hts at 180th | 1,082 | 1,114 | 1,147 | 1,182 | 1,217 | 5,742 |
| I0032 Riggs @ Hawes Traffic Signal | 6,150 | 6,335 | 6,525 | 6,720 | 6,922 | 32,651 |
| I0071 Ellsworth @ San Tan Blvd | 6,150 | 6,335 | 6,525 | 6,720 | 6,922 | 32,651 |
| I0069 Ocotillo @ Scotland Ct Traffic Signal | 6,150 | 6,335 | 6,525 | 6,720 | 6,922 | 32,651 |
| TBD Power Road @ San Tan Blvd | - | - | - | 6,150 | 6,335 | 12,485 |
| Parks and Trail Improvements | | | | | | |
| TE100 QC Wash Improvements | \$ 6,695 | \$ 6,896 | \$ 7,103 | \$ 7,316 | \$ 7,535 | \$ 35,545 |
| TE200 Sonoqui Wash: Hawes to Ellsworth | 6,500 | 6,695 | 6,896 | 7,103 | 7,316 | 34,509 |
| TE210 Sonoqui Wash: Ellsworth to Crismon | 6,500 | 6,695 | 6,896 | 7,103 | 7,316 | 34,509 |
| P0630 Eagle Park | 21,117 | 21,751 | 22,403 | 23,075 | 23,767 | 112,113 |
| P0620 East Park | - | - | - | 94,342 | 97,172 | 191,514 |
| Town Facilities | | | | | | |
| MF005 Public Works Corp Yard | \$ 10,272 | \$ 10,580 | \$ 10,897 | \$ 11,224 | \$ 11,561 | \$ 54,533 |
| MF012 Street Sweeper Washout Facility | 2,568 | 2,645 | 2,724 | 2,806 | 2,890 | 13,633 |
| MF010 Fire Station #2 | 77,250 | 79,568 | 81,955 | 84,413 | 86,946 | 410,131 |
| MF007 Fire Station #4 | 77,250 | 79,568 | 81,955 | 84,413 | 86,946 | 410,131 |
| MF009 Fire Station #5 | 77,250 | 79,568 | 81,955 | 84,413 | 86,946 | 410,131 |
| MF011 Fire Resource Center | 28,500 | 29,355 | 30,236 | 31,143 | 32,077 | 151,310 |
| Total General Government | \$ 558,704 | \$ 644,583 | \$ 688,811 | \$ 827,888 | \$ 852,724 | \$ 3,572,709 |



CIP Impacts on Operations and Maintenance

| | FY 21/22 Requested | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 Year Projection |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Water Projects - Identified Needs | | | | | | |
| WA123 Crimson Rd: Queen Creek to Germann | \$ - | \$ - | \$ 1,500 | \$ 1,545 | \$ 1,591 | \$ 4,636 |
| WA077 Ironwood Rd & Ocotillo & Marilyn | - | 2,100 | 2,163 | 2,228 | 2,295 | 8,786 |
| WA062 Ocotillo Rd: 186th to Sossaman | - | 1,950 | 2,009 | 2,069 | 2,131 | 8,158 |
| WA141 Orchard Ranch Booster to Bellero (WA141) | - | - | 923 | 951 | 979 | 2,852 |
| WA129 Hunt Hwy: Power to Sossaman - Upper Zone (WA129) | - | - | - | 2,520 | 2,596 | 5,116 |
| WA124 Germann Rd: Ellsworth to Crismon (WA124) | 1,377 | 1,418 | 1,460 | 1,504 | 1,549 | 7,309 |
| WA166 Chandler Heights: Power to Sossaman(PWP) | 2,400 | 2,472 | 2,546 | 2,623 | 2,701 | 12,742 |
| WA121 Ironwood Rd: Pima to Westbrook (WA121) | - | - | - | 1,486 | 1,531 | 3,017 |
| WA063 Germann Rd: Sossaman to 196th (WA063) | - | - | - | 1,487 | 1,532 | 3,019 |
| WA149 Duncan St: Ellsworth Loop to Ellsworth & North to Ocotillo (WA149) | 1,231 | 1,268 | 1,306 | 1,345 | 1,386 | 6,536 |
| WA150 Aldecoa: Ellsworth to Ellsworth Loop | 600 | 618 | 637 | 656 | 675 | 3,185 |
| WA167 Chandler Heights Rd: Sossaman to Hawes (PWP) | 2,180 | 2,246 | 2,313 | 2,382 | 2,454 | 11,576 |
| WA176 Ocotillo Rd: Sossaman to Hawes (PWP) | 2,608 | 2,687 | 2,767 | 2,850 | 2,936 | 13,848 |
| WA178 Signal Butte Rd: Ocotillo to Queen Creek (PWP) | 3,041 | 3,132 | 3,226 | 3,323 | 3,422 | 16,144 |
| T04 Thompson (Borgata): Empire to Skyline | 2,991 | 3,080 | 3,173 | 3,268 | 3,366 | 15,878 |
| T08 Germann Rd: Crismon to Signal Butte | - | - | - | 2,973 | 3,062 | 6,035 |
| T24 Red Fern: Meridian to Green Acres | - | - | - | 350 | 360 | 710 |
| T48 Bell Rd: Hunt to Sun Dance Transmission | - | - | - | 2,850 | 2,936 | 5,786 |
| WA199 Pecan North Well, Irrigation, and Transmission Lines | 1,290 | 1,329 | 1,369 | 1,410 | 1,452 | 6,849 |
| WA200 Sossaman Waterline: Appleby to Villa Del Jardine & West to Sossaman Tank | - | - | - | 3,141 | 3,235 | 6,376 |
| WA202 Harvest Tank, Boosters, & Site | - | - | 16,262 | 16,750 | 17,253 | 50,265 |
| WA258 Davidson Well | 1,281 | 1,319 | 1,359 | 1,400 | 1,442 | 6,801 |
| T19 Schnepf: Chandler Heights to Combs | 2,628 | 2,706 | 2,788 | 2,871 | 2,957 | 13,950 |
| WA205 SR-24 Crossing | 525 | 541 | 557 | 574 | 591 | 2,787 |
| WA066 Riggs Rd: Sossaman to Hawes Rd (PWP) | 1,331 | 1,371 | 1,412 | 1,454 | 1,498 | 7,067 |
| WA098 Ocotillo & Meridian PRV | 162 | 167 | 172 | 177 | 182 | 860 |
| WA099 Hashknife (Encanterra) Waterline & Transmission line: Shea Well to Gantzel Backup Well | 1,329 | 1,369 | 1,410 | 1,452 | 1,496 | 7,056 |
| WA104 Ellsworth Rd @ Rittenhouse Tie In | 16 | 16 | 17 | 17 | 18 | 83 |
| WA116 Meridian Rd & Queen Creek PRV (WA116) | 210 | 216 | 223 | 229 | 236 | 1,115 |
| WA119 Rittenhouse Rd: Combs to Cloud | 1,541 | 1,588 | 1,635 | 1,684 | 1,735 | 8,183 |
| WA138 Hastings Well & Site | 7 | 7 | 7 | 7 | 7 | 35 |
| WA143 Meridian Rd: Combs to Red Fern Phase II | 1,049 | 1,081 | 1,113 | 1,147 | 1,181 | 5,571 |
| WA147 Gary Rd:Combs to Empire (PWP) | 389 | 401 | 413 | 425 | 438 | 2,065 |
| WA156 Riggs Road: Railroad Bore | 357 | 368 | 379 | 390 | 402 | 1,895 |
| WA161 Signal Butte: Germann to Queen Creek (WA161) | 1,650 | 1,700 | 1,750 | 1,803 | 1,857 | 8,760 |
| WA162 Meridian Rd: Germann to Queen Creek (WA162) | 2,472 | 2,547 | 2,623 | 2,702 | 2,783 | 13,127 |
| WA163 Germann Rd: Signal Butte to Meridian | 2,670 | 2,750 | 2,832 | 2,917 | 3,005 | 14,175 |
| WA188 Gary East Transmission Line | 860 | 886 | 913 | 940 | 968 | 4,568 |
| WA190 Cloud Road Waterline: Signal Butte to Rittenhouse | 773 | 796 | 820 | 845 | 870 | 4,104 |
| WA191 Airport Road: Coyote Rd. to Schnepf | 1,164 | 1,199 | 1,234 | 1,271 | 1,310 | 6,178 |
| WA192 Meridian Rd & Combs PRV | 180 | 185 | 191 | 197 | 203 | 956 |
| WA196 Chandler Heights:Recker to Power | 2,648 | 2,727 | 2,809 | 2,893 | 2,980 | 14,056 |
| WA197 Links North Well, Site, Boosters, Waterlines, & Irrigation | 5,093 | 5,246 | 5,403 | 5,566 | 5,733 | 27,041 |
| WA198 Links South Well & Site | 1,638 | 1,687 | 1,738 | 1,790 | 1,844 | 8,696 |
| WA201 Gantzel Well Rehab & Equipping | 688 | 708 | 729 | 751 | 774 | 3,650 |
| WA204 Signal Butte: Riggs to Empire Water & Irrigation Lines | 1,645 | 1,694 | 1,745 | 1,797 | 1,851 | 8,733 |
| WA253 Meridian Rd: Red Fern to Queen Creek Wash (PWP) | 1,693 | 1,744 | 1,796 | 1,850 | 1,905 | 8,987 |
| WA255 Combs Rd: ALA to Schnepf | 1,177 | 1,212 | 1,249 | 1,286 | 1,325 | 6,248 |
| WA256 Twin Acres: 196th to Sossaman | 2,049 | 2,110 | 2,174 | 2,239 | 2,306 | 10,877 |
| WA257 Meridian Rd: Germann to Frye | 2,520 | 2,596 | 2,673 | 2,754 | 2,836 | 13,379 |
| WA259 Chandler Hghts: Meridian to Gantzel | 1,800 | 1,854 | 1,910 | 1,967 | 2,026 | 9,556 |



CIP Impacts on Operations and Maintenance

| | FY 21/22 Requested | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 Year Projection |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------------|
| Water Projects - Reconstruction Projects | | | | | | |
| T39 Chandler Heights: Hawes to Ellsworth (PWP) | \$ - | \$ - | \$ 831 | \$ 856 | \$ 881 | \$ 2,568 |
| WA173 Power Rd: Chandler Heights to Riggs (PWP) | - | - | 341 | 351 | 362 | 1,054 |
| WA007 Sossaman Well, Boosters, Site, & Tank | - | - | - | 6,000 | 6,180 | 12,180 |
| WA020 Barney Farm Well, Boosters, Site, & Tank | 14,555 | 14,992 | 15,442 | 15,905 | 16,382 | 77,277 |
| WA050 Cloud Rd: Power to Sossaman | - | - | - | 2,517 | 2,592 | 5,109 |
| WA078 Church Farm East Well, Boosters, Site, Tank, & Waterlines | 15,436 | 15,899 | 16,376 | 16,867 | 17,373 | 81,950 |
| WA079 Church Farms West Well & Site | 155 | 159 | 164 | 169 | 174 | 820 |
| WA125 Queen Creek Rd: Signal Butte to Meridian (PWP) | 235 | 242 | 249 | 257 | 264 | 1,247 |
| WA126 Power Rd: Ocotillo to Chandler Heights (PWP) | 698 | 719 | 741 | 763 | 786 | 3,706 |
| WA127 Power Rd: Riggs to Hunt (PWP) | - | - | 2,739 | 2,822 | 2,906 | 8,467 |
| WA130 Hawes Rd: Ocotillo to Rittenhouse (PWP) | - | 247 | 255 | 262 | 270 | 1,034 |
| WA133 Rancho Jardines Water Reconstruction (PWP) | - | 1,231 | 1,268 | 1,306 | 1,345 | 5,150 |
| WA145 West Park Well & Equipment | 379 | 391 | 402 | 414 | 427 | 2,013 |
| WA152 Queen Creek Rd: Ellsworth to Crismon (PWP) | 238 | 245 | 252 | 260 | 268 | 1,262 |
| WA157 Villages Well, Booster, Site, & Waterline | 1,112 | 1,146 | 1,180 | 1,216 | 1,252 | 5,906 |
| WA169 Ocotillo: Signal Butte to Meridian (PWP) | 385 | 396 | 408 | 420 | 433 | 2,042 |
| WA189 Gary Well & Site | 263 | 271 | 279 | 287 | 296 | 1,396 |
| WA193 Barney Farm Lake Well, Site, & Waterlines | 2,472 | 2,546 | 2,623 | 2,701 | 2,782 | 13,124 |
| WA195 Ocotillo: Meridian to Ironwood | 1,050 | 1,082 | 1,114 | 1,147 | 1,182 | 5,575 |
| WA254 Queen Creek Rd: Crismon to Signal Butte (PWP) | 464 | 477 | 492 | 506 | 522 | 2,461 |
| Water Projects - Resource/Recurring Projects | | | | | | |
| MF005 Corp Yard Interim Building & Improvements | \$ 31,339 | \$ 32,279 | \$ 33,248 | \$ 34,245 | \$ 35,273 | \$ 166,384 |
| T47 Gravel Pit Lake | - | - | 1,749 | 1,801 | 1,855 | 5,405 |
| WA017 Emergency Generator Controls | - | - | 2,770 | 2,853 | 2,939 | 8,562 |
| WA049 Fire Hydrant Installation Project | 79 | 82 | 84 | 87 | 89 | 421 |
| T42 Water Line Replacement Improvements | - | 769 | 793 | 816 | 841 | 3,219 |
| T43 Well Site Upgrades | - | 308 | 317 | 327 | 336 | 1,288 |
| WA088 MSB Remodel - Utilities Offices | 1,283 | 1,322 | 1,362 | 1,402 | 1,444 | 6,814 |
| WA107 Utilities Billing System | 2,982 | 3,072 | 3,164 | 3,259 | 3,357 | 15,834 |
| WA139 Flexnet - Meter & MUX Replacement | 2,169 | 2,234 | 2,301 | 2,370 | 2,441 | 11,514 |
| WA148 Orchard Ranch Irrigation Improvements | - | 1,077 | 1,110 | 1,143 | 1,177 | 4,507 |
| WA194 Goldmine Mountain Parking Lot Water | - | 308 | 317 | 327 | 336 | 1,288 |
| WA206 Tank Rehabilitation | 1,545 | 1,591 | 1,639 | 1,688 | 1,739 | 8,203 |
| WA252 New Well Investigation | 317 | 327 | 336 | 346 | 357 | 1,683 |
| WA288 Utilities Admin Building (FOF) | 54,682 | 56,323 | 58,013 | 59,753 | 61,546 | 290,316 |
| WA900 Project Management & Inspections | 927 | 955 | 983 | 1,013 | 1,043 | 4,922 |
| Total Water Utility | \$ 192,026 | \$ 205,777 | \$ 239,066 | \$ 269,562 | \$ 277,649 | \$ 1,184,080 |
| Wastewater Projects - Identified Needs | | | | | | |
| WW025 Ocotillo Rd: Sonoqui to 190th | \$ 1,854 | \$ 1,910 | \$ 1,967 | \$ 2,026 | \$ 2,087 | \$ 9,843 |
| WW027 Cloud Rd: 220th to Rittenhouse | 10,073 | 10,376 | 10,687 | 11,007 | 11,338 | 53,481 |
| WW051 Combs Rd: ALA to Ironwood | 3,013 | 3,103 | 3,196 | 3,292 | 3,391 | 15,995 |
| WW060 Riggs Rd: Crismon to Rittenhouse | 773 | 796 | 820 | 844 | 869 | 4,101 |
| WW061 Sossaman & Riggs to Box Canyon | - | - | - | 8,584 | 8,842 | 17,426 |
| WW062 San Tan Flats to Borgata | 3,399 | 3,501 | 3,606 | 3,714 | 3,826 | 18,046 |
| WW063 Aldecoa: Ellsworth to Ellsworth Loop | 1,268 | 1,306 | 1,345 | 1,386 | 1,427 | 6,732 |
| WW068 Meridian Rd: Combs to Red Fern Phase II - Land Acquisition & Remediation | 951 | 980 | 1,009 | 1,039 | 1,070 | 5,049 |
| WW072 Duncan St: Ellsworth Loop to Ellsworth | 1,347 | 1,388 | 1,429 | 1,472 | 1,516 | 7,153 |
| WW076 Signal Butte: Ryan to Germann | 2,472 | 2,546 | 2,623 | 2,701 | 2,782 | 13,124 |
| ST16 Schnepf: Combs to Hashknife | 4,079 | 4,201 | 4,327 | 4,457 | 4,591 | 21,655 |
| ST17 Schnepf: Hashknife to Skyline | 4,079 | 4,201 | 4,327 | 4,457 | 4,591 | 21,655 |
| ST18 Schnepf: Hashknife Lift Station | 1,452 | 1,496 | 1,541 | 1,587 | 1,635 | 7,710 |



CIP Impacts on Operations and Maintenance

| | FY 21/22 Requested | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 Year Projection |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| Wastewater Projects - Identified Needs | | | | | | |
| WW081 Signal Butte: Riggs to Empire | 3,111 | 3,205 | 3,301 | 3,400 | 3,502 | 16,519 |
| WW084 Germann: Signal Butte to Meridian | 2,781 | 2,864 | 2,950 | 3,039 | 3,130 | 14,765 |
| WW087 Signall Butte:FS#4 To Ryan Rd | 866 | 892 | 919 | 946 | 975 | 4,597 |
| WW091 Empire: 209th to 220th | 309 | 318 | 328 | 338 | 348 | 1,641 |
| WW092 RWCD Reclaimed Water Discharge | 2,753 | 2,836 | 2,921 | 3,008 | 3,099 | 14,617 |
| WW255 Combs ALA to Schnepf | 8,729 | 8,991 | 9,261 | 9,539 | 9,825 | 46,345 |
| WW256 Kenworthy: Combs to Hashknife | 3,760 | 3,873 | 3,989 | 4,108 | 4,232 | 19,961 |
| WW257 Meridian Rd: Germann to Frye | 4,820 | 4,965 | 5,114 | 5,267 | 5,425 | 25,592 |
| Wastewater Projects - Resource Projects | | | | | | |
| WW501 Encanterra Construction | \$ 1,545 | \$ 1,591 | \$ 1,639 | \$ 1,688 | \$ 1,739 | \$ 8,203 |
| WW502 Frisbee Park Recharge Facility | 1,545 | 1,591 | 1,639 | 1,688 | 1,739 | 8,203 |
| ST13 RWCD Basin | - | 4,774 | 4,917 | 5,065 | 5,217 | 19,973 |
| ST14 Frisbee Park Transmission Line | - | - | 3,278 | 3,377 | 3,478 | 10,133 |
| Wastewater Projects - Miscellaneous Projects | | | | | | |
| MF005 Corp Yard Interim Building & Improvements | \$ 31 | \$ 32 | \$ 33 | \$ 34 | \$ 35 | \$ 163 |
| ST05 GWRP 2027 Plant Expansion (10% of \$40M) | 12,360 | 12,731 | 13,113 | 13,506 | 13,911 | 65,621 |
| ST06 GWRP 2027 Plant Expansion (90% of \$40M) | 148,320 | 152,770 | 157,353 | 162,073 | 166,935 | 787,451 |
| WW058 GWRP Capital Construction | 1,712 | 1,763 | 1,816 | 1,870 | 1,927 | 9,088 |
| WW059 Sewer Dosing Sites | 927 | 955 | 983 | 1,013 | 1,043 | 4,922 |
| WW075 Utilities Corp Yard Building and Improvements | 6,657 | 6,857 | 7,062 | 7,274 | 7,493 | 35,343 |
| WW089 WW089 - OCOTILLO:MERIDIAN TO IRONWOOD | 3,510 | 3,616 | 3,724 | 3,836 | 3,951 | 18,636 |
| WW090 WW090 - CHANDLER HTS:POWER TO SOSSAMAN | 2,318 | 2,387 | 2,459 | 2,532 | 2,608 | 12,304 |
| WWT07 GWRP 2018 Plant Expansion - Expansion Future Buildout 34% | 9,593 | 9,881 | 10,177 | 10,483 | 10,797 | 50,931 |
| WWT08 GWRP 2018 Plant Expansion - Rerating Capacity 29% | 8,165 | 8,410 | 8,662 | 8,922 | 9,190 | 43,348 |
| WWT09 GWRP 2018 Plant Expansion - Renovations 37% | 10,510 | 10,826 | 11,150 | 11,485 | 11,829 | 55,800 |
| WWT10 GWRP Plant Improvements | 1,468 | 1,512 | 1,558 | 1,605 | 1,653 | 7,796 |
| WWT11 GWRP Equipment Replacement / Lifecycle | 2,603 | 2,681 | 2,761 | 2,844 | 2,929 | 13,819 |
| WWT12 GWRP Major Plant Improvements | - | - | - | 4,563 | 4,700 | 9,264 |
| ST11 GWRP Reclaimed Water Storage Tank | - | - | - | 9,114 | 9,388 | 18,502 |
| WW258 Combs: Schnepf to Sierra Vista Reimbursement | 1,236 | 1,273 | 1,311 | 1,351 | 1,391 | 6,562 |
| Wastewater Projects - Reconstruction Projects | | | | | | |
| WW026 Power Rd: Chandler Heights to South of Riggs (PWP) | \$ - | \$ - | \$ - | \$ 669 | \$ 689 | \$ 1,358 |
| WW064 Power: Ocotillo to Chandler Heights (PWP) | 387 | 398 | 410 | 422 | 435 | 2,053 |
| WW066 Hawes: Ocotillo to Rittenhouse (PWP) | - | 262 | 270 | 278 | 286 | 1,097 |
| WW070 Power Road T Lock Sleeving | 5,408 | 5,570 | 5,737 | 5,909 | 6,086 | 28,709 |
| WW073 Ocotillo Rd: Signal Butte to Meridian (PWP) | 159 | 163 | 168 | 173 | 178 | 842 |
| WW074 Chandler Heights: Hawes to Ellsworth (PWP) | - | 262 | 270 | 278 | 286 | 1,097 |
| WW079 Meridian Rd: Combs to Queen Creek Wash (PWP) | 178 | 183 | 189 | 194 | 200 | 944 |
| WW086 Queen Creek Rd: Ellsworth to Signal Butte (PWP) | 567 | 584 | 602 | 620 | 638 | 3,011 |
| WW205 SR24 Sleeving: Ironwood & Meridian | 1,514 | 1,560 | 1,606 | 1,654 | 1,704 | 8,039 |
| Wastewater Projects - Recurring Projects | | | | | | |
| WW077 Sewer Line Rehabilitation | \$ 8,549 | \$ 8,806 | \$ 9,070 | \$ 9,342 | \$ 9,622 | \$ 45,389 |
| WW078 Manhole Rehabilitation | 1,617 | 1,666 | 1,716 | 1,767 | 1,820 | 8,586 |
| WW900 Project Management | 3,053 | 3,144 | 3,239 | 3,336 | 3,436 | 16,208 |
| Total Wastewater Utility | \$ 261,060 | \$ 274,191 | \$ 285,695 | \$ 308,612 | \$ 317,871 | \$ 1,447,428 |
| Total All | \$ 1,011,790 | \$ 1,124,551 | \$ 1,213,572 | \$ 1,406,061 | \$ 1,448,243 | \$ 6,204,217 |



Capital Funds Carryforward

Carry-Forward 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.

| Transportation Carryforward | | | |
|---|----------------------------|---|------------------|
| Project | FY 20/21 Under Contract | FY20/21 Remaining Approved Budget | # of Projects |
| A0009 - TC ALDECOA&DUNCAN:ELLS TO ELLS LOOP | - | 4,106,444 | |
| A0115 - OCOTILLO: 226TH TO IRONWOOD | 83,222 | 19,621,351 | |
| A0116 - OCOTILLO: SOSSAMAN TO HAWES | 1,758,590 | 11,079,919 | |
| A0207 - ELLSWORTH: RITTENHOUSE TO UPRR-N | 84,188 | 500,000 | |
| A0210 - QUEEN CREEK RD: ELLSWORTH TO 206TH | - | - | |
| A0306 - RITTENHOUSE: VILLAGE LP TO ALLIANCE | 3,353,929 | 447,727 | |
| A0307 - RITTENHOUSE BRIDGE AT QC WASH | 21,421 | 41,474 | |
| A0601 - CHANDLER HGTS-HAWES TO ELLSWORTH | - | 500,000 | |
| A0602 - CHANDLER HGTS-HAWES TO SOSSAMAN | - | 500,000 | |
| A0603 - CHANDLER HTS:SOSSAMAN TO POWER | 4,625,284 | 7,062,590 | |
| A0604 - CHANDLER HTS: RECKER TO POWER | 33,742 | 5,557,781 | |
| A0605 - SIGNAL:CHANDLER HTS AT 180TH | 1,319 | 543,536 | |
| A0801 - SIGNAL BUTTE: OCOTILLO TO QC RD | 38,585 | 8,151,456 | |
| A0802 - SIGNAL BUTTE: GERMANN TO SR24 | - | 7,000,000 | |
| A1001 - QUEEN CREEK RD:ELLSWORTH TO CRISMON | - | - | |
| A1002 - QC RD-ELLSWORTH TO SIGNAL BUTTE | 4,409,827 | 12,524,824 | |
| A1404 - POWER: BROOKS FARM TO CHAND HGTS | 41,584 | 6,776,872 | |
| A1405 - POWER: CHANDLER HTS TO RIGGS | - | 1,000,000 | |
| A1406 - POWER: RIGGS TO HUNT HWY | - | 400,000 | |
| A1505 - MERIDIAN: COMBS TO QC WASH | 258,964 | 12,583,993 | |
| A1506 - MERIDIAN - GERMANN TO SR24 | - | 3,579,674 | |
| A1507 - MERIDIAN ROAD: QC ROAD TO GERMANN | - | 2,042,005 | |
| D0004 - CLOUD & SOSSAMAN DRAINAGE | 155,766 | 79,326 | |
| D0013 - VIA JARDINES WASH CROSSING | - | 500,000 | |
| I0010 - ELLSWORTH @ QUEEN CREEK (TEMP T.S.) | 465 | 6,501 | |
| I0032 - QUEEN CREEK @ 188TH STREET | - | 400,000 | |
| I0069 - SIGNAL@ OCOTILLO & SCOTTLAND | - | 300,000 | |
| I0071 - ELLSWORTH @ SAN TAN BLVD (T.S.) | - | 300,000 | |
| Current Year Projects Partially Under Contract & Remaining | 14,866,886 | 105,605,473 | 28 |

| | |
|-------------------------------------|--------------------|
| Grand Total to Carry Forward | 120,472,359 |
|-------------------------------------|--------------------|

| General Capital Carryforward | | | |
|---|----------------------------|---|------------------|
| Project | FY 20/21 Under Contract | FY20/21 Remaining Approved Budget | # of Projects |
| MF007 - FIRE STATION #4 | 311,936 | 376,374 | |
| MF009 - FIRE STATION #5 | 37,199 | 9,173,036 | |
| MF010 - FIRE STATION #2 PERMANENT FACILITY | 39,040 | 8,568,059 | |
| MF011 - FIRE RESOUCE CENTER | 584 | 5,006,189 | |
| MF012 - STREET SWEEPER WASHOUT FACILITY | 42,600 | 407,400 | |
| P0620 - EAST PARK | 1,317,335 | 7,000,000 | |
| TE100 - QC WASH TRAIL: CRISMON TO UPRR | 322,685 | 37,968 | |
| TE200 - SONOQUI WASH:HAWES TO ELLSWORTH | 15,913 | 1,077,678 | |
| TE210 - SONOQUI WASH: ELLSWORTH TO CRISMON | 44,748 | 1,134,748 | |
| Current Year Projects Partially Under Contract & Remaining | 2,132,040 | 32,781,453 | 9 |

| | |
|-------------------------------------|-------------------|
| Grand Total to Carry Forward | 34,913,492 |
|-------------------------------------|-------------------|



Capital Funds Carryforward

Water Carryforward

| Project | FY 20/21 Under Contract | FY20/21 Remaining Approved Budget | # of Projects |
|---|----------------------------|---|------------------|
| MF014 - MSB REMODEL PHASE 2 | 12,466 | 362,484 | |
| WA005 - WELL SITE SECURITY | - | 357,106 | |
| WA007 - SOSSAMAN WELL | 64,302 | 55,135 | |
| WA010 - ASSURED WATER SUPPLY | - | 30,000 | |
| WA017 - EMERGENCY GENERATOR CONTROLS | - | 415,490 | |
| WA020 - BARNEY WELL, RESERVOIR, BOOSTER | 1,652,332 | 427,166 | |
| WA049 - FIRE HYDRANT INSTALLATIONS-SYS WIDE | - | 51,296 | |
| WA062 - OCOTILLO TRANSMISSION | 4,924 | 125,500 | |
| WA067 - RIGGS RD PH1: ELLSWORTH CRISMON | 30,044 | 313,992 | |
| WA077 - IRONWOOD @ OCOTILLO & MARILYN | - | 100,000 | |
| WA078 - CHURCH FARMS EAST WELL | 529,824 | 335,566 | |
| WA079 - CHURCH FARMS WEST WELL | 1,013 | - | |
| WA088 - MSB 1ST FLOOR REMODEL | 168,161 | - | |
| WA098 - PRV-OCOTILLO AND FULTON DR. | 3,621 | 44,760 | |
| WA099 - ENCANTERRA/SHEA LINE INSTALL | 6,501 | - | |
| WA103 - ELLSWORTH INTERSECTION IMPROV. & QC | - | 256,475 | |
| WA107 - NEW UTILITIES BILLING SOFTWARE | 115,515 | - | |
| WA116 - MERIDIAN & QUEEN CREEK PRV | - | 102,590 | |
| WA119 - RITTENHOUSE RD: COMBS TO CLOUD | 111,549 | 544,382 | |
| WA124 - GERMANN RD:ELLSWORTH TO CRISMON | - | 458,885 | |
| WA125 - QUEEN CREEK RD:SIG BUTTETO MERIDIAN | - | 78,288 | |
| WA126 - POWER RD:OCOTILLO TO CHANDLER HEIGH | 7,066 | 193,358 | |
| WA130 - HAWES RD:OCOTILLO TO RITTENHOUSE | - | 26,993 | |
| WA134 - REPAIR & REPLACEMENT MASTER PLAN | - | 167,690 | |
| WA138 - HASTINGS WELL REHAB | 2,193 | 125,563 | |
| WA139 - FLEXNET METER MXU REPLACEMENT | 801,291 | 819,174 | |
| WA142 - POWER MASTER PLAN | - | 120,000 | |
| WA143 - MERIDIAN:COMBS TO RED FERN PH II | - | 303,749 | |
| WA149 - DUNCAN:ELLSWORTH TO ELLS LOOP +N.S | - | 410,360 | |
| WA150 - ALDECOA:ELLSWORTH TO ELLS LOOP | - | 200,000 | |
| WA152 - QC RD:ELLSWORTH TO CRISMON | - | 76,943 | |
| WA156 - RIGGS PH3:SIG BUTTE TO MERIDIAN | 75,602 | 331,853 | |
| WA157 - VILLAGES WELL REPLACEMENT | 177,269 | 209,761 | |
| WA158 - JORDE WELL SIGNAL BUTTE | 138,210 | 47,857 | |
| WA161 - SIGNAL BUTTE:QUEEN CREEK TO GERMANN | 9,373 | - | |
| WA162 - MERIDIAN:QUEEN CREEK TO GERMANN | 6,590 | 410,066 | |
| WA163 - GERMANN: SIGNAL BUTTE TO MERIDIAN | 7,006 | 127,494 | |
| WA166 - CHANDLER HTS:POWER TO SOSSAMAN | 40,681 | 243,115 | |
| WA167 - CHANDLER HTS:SOSSAMAN TO HAWES | - | 726,773 | |
| WA169 - OCOTILLO: SIGNAL BUTTE TO MERIDIAN | - | 131,461 | |
| WA173 - POWER: CHANDLER HTS TO RIGGS | - | 27,692 | |
| WA176 - OCOTILLO:SOSSAMAN TO HAWES | - | 869,425 | |
| WA178 - SIGNAL BUTTE: OCOTILLO TO QC RD | 67,250 | 854,799 | |
| WA188 - GARY EAST WELL - TRANSMISSION LINE | - | 236,451 | |
| WA189 - GARY EAST WELL - MERIDIAN CROSSING | - | 18,930 | |
| WA190 - CLOUD RD:SIGNAL BUTTE TO RITTENHOUS | 21,464 | 171,861 | |
| WA192 - MERIDIAN RD & COMBS PRV | - | 102,590 | |



Capital Funds Carryforward

Water Carryforward

| Project | FY 20/21 Under Contract | FY20/21 Remaining Approved Budget | # of Projects |
|---|----------------------------|---|------------------|
| WA193 - BARNEY FARMS LAKE WELL | 35,564 | 194,293 | |
| WA195 - OCOTILLO: MERIDIAN TO IRONWOOD | 1,386 | 363,474 | |
| WA196 - CHANDLER HTS:RECKER TO POWER | 85,742 | 44,203 | |
| WA197 - LINKS NORTH WELL | 60,213 | 230,551 | |
| WA198 - LINKS SOUTH WELL | 66,291 | 51,100 | |
| WA199 - PECAN NORTH IRRIGATION & TRANS LINE | 13,295 | 367,251 | |
| WA200 - SOSSAMAN WTRLN:APPLEBY TO OCOTILLO | 599,816 | - | |
| WA201 - GANTZELWELL REHAB/EQUIPPING | 53,030 | 11,469 | |
| WA202 - HARVEST TANK & SITE | 134,673 | 2,590,900 | |
| WA204 - SIGNAL BUTTE:RIGGS TO EMPIRE & IRR | 5,420 | - | |
| WA205 - SR24 SLEEVING: IRONWOOD & MERIDIAN | - | 175,000 | |
| WA206 - TANK REHABILITATION | 399,942 | 75,212 | |
| WA210 - COMPREHENSIVE UTILITY MASTER PLAN | 229,691 | 36,361 | |
| WA250 - SCHNEPF: QC WASH PAST COMBS | 60,932 | 740,082 | |
| WA252 - NEW WELL INVESTIGATION | 1,200 | 89,923 | |
| WA254 - QC RD: CRISMON TO SIGNAL BUTTE | - | 51,295 | |
| WA255 - COMBS RD: ALA TO SCHNEPF | - | 64,258 | |
| WA256 - TWIN ACRES:196TH TO SOSSAMAN | 52,483 | - | |
| WA257 - MERIDIAN:GERMANN TO FRYE | 17,132 | 659,800 | |
| WA258 - DAVIDSON WELL | - | 1,161,200 | |
| WA259 - CHANDLER HGHTS: MERIDIAN TO GANTZEL | 56,761 | - | |
| WA260 - WATER RESOURCES MASTER PLAN | - | 205,180 | |
| WA262 - SCHNEPF: 10" TRANS COMBS-HASHKNIFE | 100,391 | - | |
| WA270 - SCHNEPF: COMBS TO HASHKNIFE | 140,830 | - | |
| WA271 - SCHNEPF: HASHKNIFE TO SKYLINE | 50,773 | - | |
| WA272 - COMBS 680' EAST OF SCHNEPF | - | 185,851 | |
| WA274 - SKYLINE: SCHNEPF TO SIERRA VISTA | 45,523 | - | |
| WA275 - SKYLINE: SIERRA VISTA TO QUAIL RUN | 45,523 | - | |
| WA277 - DIVERSIFIED: UPFIT COMBS RANCH WELL | 477,253 | - | |
| WA278 - COMBS RANCH WELL REIMB | - | 88,482 | |
| WA288 - UTILITIES ADMIN BUILDING (FOF) | 280,986 | 414,516 | |
| WA800 - BARNEY FARMS GWEC | - | 236,983 | |
| WA801 - HARVEST GWEC | - | 426,774 | |
| WA900 - PROJECT MANAGEMENT | 394,065 | 38,806 | |
| Current Year Projects Partially Under Contract & Remaining | 7,463,160 | 19,516,035 | 84 |
| Grand Total to Carry Forward | | 26,979,195 | |



Capital Funds Carryforward

Wastewater Carryforward

| Project | FY 20/21 Under Contract | FY20/21 Remaining Approved Budget | # of Projects |
|---|----------------------------|---|------------------|
| MF014 - MSB REMODEL PHASE 2 | - | 164,400 | |
| WW025 - OCOTILLO RD - 188TH TO POWER | - | 750,000 | |
| WW027 - CLOUD RD - 220TH TO SIGNAL BUTTE | - | 294,689 | |
| WW058 - GWRP CAPITAL CONSTRUCTION | 349,180 | - | |
| WW059 - SEWER DOSING SITES | 4,296 | 211,439 | |
| WW060 - RIGGS RD:CRISMON TO RITTENHOUSE | 59,879 | - | |
| WW062 - EMPIRE & ELLSWORTH TO THOMPSON RD | 954 | 752,396 | |
| WW063 - ALDECOA: ELLSWORTH TO ELLSWORTH LOO | - | 410,360 | |
| WW064 - POWER: OCOTILLO TO CHANDLER HEIGHTS | - | 125,120 | |
| WW066 - HAWES: OCOTILLO TO RITTENHOUSE | - | 26,993 | |
| WW067 - RIGGS RD SEWER:ELLSWORTH TO CRISMON | 21,034 | - | |
| WW068 - MERIDIAN RD:COMBS TO RED FERN PH II | - | 307,770 | |
| WW070 - POWER RD T LOCK SLEEVING | - | 2,527,596 | |
| WW071 - WATER RESOURCES MASTER PLAN | 314,068 | - | |
| WW072 - DUNCAN:ELLSWORTH TO ELLS LOOP | - | 436,008 | |
| WW073 - OCOTILLO:SIGNAL BUTTE TO MERIDIAN | - | 78,272 | |
| WW074 - CHANDLER HTS:HAWES TO ELLSWORTH | - | 26,993 | |
| WW075 - UTILITIES CORP YARD & IMPROVEMENTS | 120,444 | 736,505 | |
| WW076 - SB:RYAN TO GERMANN@BARNEY PROP | 78,731 | - | |
| WW081 - SIGNAL BUTTE:RIGGS TO EMPIRE | 4,749 | - | |
| WW083 - QUEEN CREEK: 228TH TO MERIDIAN | 385,052 | 58,199 | |
| WW084 - GERMANN:SIGNAL BUTTE TO MERIDIAN | 23,816 | - | |
| WW086 - QUEEN CREEK: ELLSWORTH TO SIG BUTTE | 146,640 | - | |
| WW087 - SIGNAL BUTTE:FS#4 TO RYAN RD | 3,051 | - | |
| WW089 - OCOTILLO:MERIDIAN TO IRONWOOD | 4,482 | 135,398 | |
| WW090 - CHANDLER HTS:POWER TO SOSSAMAN | 6,572 | - | |
| WW091 - EMPIRE: 209TH TO 220TH | - | 100,000 | |
| WW092 - PECOS RD RECLAIMED WATER DISCHARGE | 469,800 | 53,817 | |
| WW096 - MERIDIAN: QUEEN CREEK TO GERMANN | 93,619 | 2,406,110 | |
| WW205 - SR24 SLEEVING: IRONWOOD-MERIDIAN | - | 315,000 | |
| WW210 - COMPREHENSIVE UTILITY MASTER PLAN | 197,551 | 32,405 | |
| WW255 - COMBS:ALA TO SCHNEPF | 51,509 | 574,085 | |
| WW256 - KENWORTHY: COMBS TO HASHKNIFE | 386,425 | 110,616 | |
| WW257 - MERIDIAN: GERMANN TO FRYE | 18,011 | 12,111 | |
| WW258 - COMBS: SCHNEPF TO SIERRA VISTA | 1,888 | 409,250 | |
| WW270 - SCHNEPF: COMBS TO HASHKNIFE | 56,723 | 1,142,447 | |
| WW271 - SCHNEPF: HASHKNIFE TO SKYLINE | 40,262 | 1,142,447 | |
| WW272 - HASHKNIFE LIFT STATION | 97,137 | 300,900 | |
| WW501 - RECHARGE LAKE CONSTRUCTION | - | 150,000 | |
| WW502 - FRISBEE PARK RECHARGE FACILITY | - | 150,000 | |
| WW900 - PROJECT MANAGEMENT | - | 80,980 | |
| WWT07 - GWRP EXPANSION 2018 FUTURE BUILDOUT | 1,187,145 | - | |
| WWT08 - GWRP 2018 EXPANSION - RERATING | 1,006,931 | - | |
| WWT09 - GWRP 2018 EXPANSION - RENOVATIONS | 1,314,655 | - | |
| Current Year Projects Partially Under Contract & Remaining | 6,444,604 | 14,022,307 | 44 |

| | |
|-------------------------------------|-------------------|
| Grand Total to Carry Forward | 20,466,911 |
|-------------------------------------|-------------------|



Capital Funds Five-Year Projections

Transportation Infrastructure Improvement Fund

| DRAINAGE & TRANSPORTATION FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 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 | \$ 3,333,922 | \$ 3,333,822 | \$ 16,817,369 |
| Transfer In - Construction Sales Tax (Growth Projects) | - | - | 7,028,875 | 1,944,673 | 253,600 | 32,406 | 33,378 | 9,292,932 |
| Transfers In - Impact Fees (Growth Projects) | 7,370,548 | 15,968,779 | 5,037,115 | 3,774,975 | 342,332 | 43,736 | 45,048 | 9,243,206 |
| Bond/Loan Proceeds | 53,263,169 | - | - | - | - | - | 30,000,000 | 30,000,000 |
| Contingency Funding | - | 5,000,000 | 12,500,000 | - | - | - | - | 12,500,000 |
| Third Party Contributions | 4,305,206 | 9,033,897 | 14,438,253 | 8,178,316 | 1,510,816 | - | - | 24,127,385 |
| Interest income | 428,983 | 320,000 | 150,000 | 80,000 | 20,000 | - | - | 250,000 |
| TOTAL REVENUES/SOURCES | \$68,742,106 | \$ 33,700,376 | \$ 42,535,543 | \$ 17,359,164 | \$ 5,513,873 | \$ 3,410,064 | \$ 33,412,248 | \$102,230,892 |
| EXPENDITURES/USES | | | | | | | | |
| Projects | \$22,279,384 | \$134,769,168 | \$ 17,218,556 | \$ 25,275,000 | \$ 4,927,014 | \$ 26,782,500 | \$ 17,008,750 | \$ 91,211,820 |
| Project Management Expenses | 776,609 | 1,088,445 | 1,478,899 | 1,238,055 | 1,287,577 | 1,339,080 | 1,392,643 | 6,736,255 |
| Debt Issuance | 431,091 | - | - | - | - | - | - | - |
| Contingency/Carryforward | - | (120,472,359) | 120,472,359 | - | - | - | - | 120,472,359 |
| Fund Contingency | - | - | 12,500,000 | - | - | - | - | 12,500,000 |
| TOTAL EXPENDITURES/USES | \$23,487,084 | \$ 15,385,254 | \$151,669,814 | \$ 26,513,055 | \$ 6,214,591 | \$ 28,121,580 | \$ 18,401,393 | \$230,920,434 |
| SOURCES OVER/(UNDER) USES | 45,255,022 | 18,315,122 | (109,134,271) | (9,153,891) | (700,718) | (24,711,516) | 15,010,855 | |
| Beginning Balance | \$34,746,163 | \$ 80,001,185 | \$ 98,316,307 | \$ (10,817,964) | \$ (19,971,855) | \$ (20,672,573) | \$ (45,384,089) | |
| Projected Ending Fund Balance (1) | \$80,001,185 | \$ 98,316,307 | \$ (10,817,964) | \$ (19,971,855) | \$ (20,672,573) | \$ (45,384,089) | \$ (30,373,234) | |
| Projected Ending Cash Balance (1) | \$85,593,086 | \$ 73,585,532 | \$ 58,269,377 | \$ 35,137,522 | \$ 32,310,056 | \$ 7,522,398 | \$ 22,454,826 | |

(1) In the schedule above, a negative ending fund balance is shown. This is caused by two things. One, under state law, we must budget and encumber the entire amount of a construction contract in the year we approve the contract, even though it might take two or three years to complete the project. Two, some of the revenue used to pay for the projects is received after the project is completed. Both of these issues cause the expenses to be recorded before the revenues and result in a fund balance deficit. CIP financing plans are done in 10 year cycles with the intention that, at the end of the ten years, the revenues and expenses match up and equal out. To enhance the presentation of the ending financial position of the fund, an ending cash balance amount is also presented. This helps to mitigate the fact that expenses lead revenues for projects.

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. Given the size of the transportation capital improvement plan, the contingency amount included for FY 2021/22 is \$132.9M – of which \$120.5M is for projects currently under contract or approved in prior years that need to carry forward. In addition, \$12.5M of expenditure authority is included for any unplanned projects that may arise after budget adoption.

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 2021/22 | | | | | | | | | | | | |
|---|----------------|--------------------|-------------------|--------------------|--------------------|--------------------|-------------------|-------------------|------------------|-------------------|-------------------|------------------|
| Project Title | # | Project Total | 3rd Party | Town | Prior Year Actuals | Revised FY 2021 | Adopted FY2022 | FY2023 | FY 2024 | FY 2025 | FY 2026 | Beyond 5 |
| Infrastructure Improvement Plan (IIP) Projects: | | | | | | | | | | | | |
| Town Center Street N/S: Duncan to Ocotillo | A0008 | - | - | - | - | - | - | - | - | - | - | - |
| Aldecoa & Munoz: Ellsworth Loop to Ellsworth | A0009 | 5,527,886 | - | 5,527,886 | 27,886 | 4,106,444 | 1,393,556 | - | - | - | - | - |
| Ocotillo Road: 226th to Ironwood | A0115 | 21,179,308 | 1,002,596 | 20,176,712 | 830,091 | 20,441,673 | - | - | - | - | - | - |
| Ocotillo Road: West of Sossaman Rd to Hawes Rd | A0116 | 13,808,159 | - | 13,808,159 | 919,151 | 12,939,581 | - | - | - | - | - | - |
| Queen Creek Road: Ellsworth to 206th | A0210 | - | - | - | - | - | - | - | - | - | - | - |
| Ellsworth: Rittenhouse to UPRR-N | A0207 | 2,199,951 | 1,449,951 | 750,000 | 10,763 | 584,188 | 1,605,000 | - | - | - | - | - |
| Rittenhouse Rd: Village Loop North to Alliance Lumber | A0306 A0307 | 20,612,593 | 2,627,000 | 17,985,593 | 14,654,883 | 10,266,118 | - | - | - | - | - | - |
| Hawes Road: Ocotillo to Rittenhouse | A0401 | 6,300,000 | 1,055,501 | 5,244,499 | - | - | 300,000 | 6,000,000 | - | - | - | - |
| 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 | - | 8,275,000 | - | - | - | - |
| Chandler Hts: Power to Sossman | A0603 | 13,306,736 | - | 13,306,736 | 1,109,893 | 12,845,538 | - | - | - | - | - | - |
| Signal Butte: Ocotillo to Queen Creek | A0801 | 8,190,041 | - | 8,190,041 | - | 8,190,041 | - | - | - | - | - | - |
| Queen Creek Road: Ellsworth to Signal Butte | A1002 | 24,790,760 | 1,457,685 | 23,333,075 | 4,503,419 | 20,408,070 | - | - | - | - | - | - |
| 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 | 7,153,691 | - | 7,153,691 | 242,314 | 6,911,378 | - | - | - | - | - | - |
| 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 | - | - | 3,233,750 | 6,467,500 | 3,233,750 | - |
| Meridian Road: Combs to Queen Creek Wash | A1505 | 16,730,042 | 8,365,021 | 8,365,021 | 3,849,117 | 12,882,525 | - | - | - | - | - | - |
| Meridian Road: Queen Creek Road to Germann | A1507 | 2,042,005 | 1,021,003 | 1,021,003 | - | 2,042,005 | - | - | - | - | - | - |
| Hunt Hwy: Power to Sossaman | A2101 | 6,043,264 | 3,021,632 | 3,021,632 | - | - | - | - | 1,293,264 | 3,750,000 | 1,000,000 | - |
| Traffic Signal: Ocotillo & Scotland Court | I0069 | 300,000 | - | 300,000 | - | 300,000 | - | - | - | - | - | - |
| Ocotillo Road: Power to Recker | A0107 | 3,345,546 | 2,019,394 | 1,326,152 | - | 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 | 29,094 | 261,856 | - | 290,950 | - | - | - | - | - | - |
| Riggs Road: Ellsworth to Meridian | A0510 | 22,552,423 | 6,443,985 | 16,108,438 | 22,044,461 | 510,626 | - | - | - | - | - | - |
| Riggs Road: Hawes to Power (QC Irrigation) | A0520 | 1,166,230 | - | 1,166,230 | - | 1,166,230 | - | - | - | - | - | - |
| Crismon Road: Queen Creek to Germann | A0702 | 2,705,385 | 1,998,363 | 707,022 | 2,577,294 | 128,092 | - | - | - | - | - | - |
| Power Road: Ocotillo to Brooks Farms | A1403 | 6,424,215 | - | 6,424,215 | 6,424,215 | - | - | - | - | - | - | - |
| 220th: Queen Creek to Ryan | A1702 | 896,881 | 719,917 | 176,964 | - | 864,236 | - | - | - | - | - | - |
| 196th: Ocotillo to Appleby 2 | A1802 | 1,682,548 | - | 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 | 393,797 | 393,797 | - | 393,797 | - | - | - | - | - | - | - |
| Ellsworth @ Queen Creek Alignment | I0010 | 7,319,837 | 755,000 | 6,564,837 | 7,296,169 | 23,668 | - | - | - | - | - | - |
| 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 | 288,574 | 86,426 | - | - | - | - | - | - |
| Subtotal | | 239,574,578 | 40,000,315 | 199,574,262 | 81,648,864 | 115,099,018 | 3,798,556 | 25,275,000 | 4,527,014 | 10,217,500 | 4,233,750 | - |
| Other Road Projects: | | | | | | | | | | | | |
| Ironwood Road Improvements | A2220 | 1,000,000 | - | 1,000,000 | 536,436 | 663,756 | - | - | - | - | - | - |
| Meridian Rd: Germann to State Route 24 (IGA) | A1506 | 9,399,373 | 4,699,686 | 4,699,686 | 694,799 | 4,000,000 | 5,120,000 | - | - | - | - | - |
| Chandler Heights: Recker to Power | A0604 | 5,878,499 | 5,878,499 | - | 269,666 | 5,626,634 | - | - | - | - | - | - |
| Queen Creek Rd: Ellsworth to 206th | A0210 | 3,300,000 | - | 3,300,000 | - | - | 3,300,000 | - | - | - | - | - |
| Sossaman: Sonoqui Wash to Riggs | TBD | 13,470,000 | - | 13,470,000 | - | - | - | - | 7,220,000 | - | 6,250,000 | - |
| Sossaman: Riggs to Empire | TBD | 8,005,000 | - | 8,005,000 | - | - | - | - | 5,005,000 | - | 3,000,000 | - |
| Hawes: Chandler Heights to Ocotillo | TBD | 7,865,000 | - | 7,865,000 | - | - | - | - | 4,340,000 | - | 3,525,000 | - |
| Subtotal | | 48,917,872 | 10,578,185 | 38,339,687 | 1,500,901 | 10,290,391 | 8,420,000 | - | - | 16,565,000 | 12,775,000 | - |
| 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 | - | - | - | - | - |
| Interchange @ Ellsworth and SR24 (IGA) | A0209 | 3,290,000 | - | 3,290,000 | 2,500,000 | 2,500,000 | - | - | - | - | - | - |
| Subtotal | | 15,290,000 | 12,000,000 | 3,290,000 | 2,500,000 | 10,290,000 | 5,000,000 | - | - | - | - | - |
| Drainage Projects: | | | | | | | | | | | | |
| Cloud Road Drainage | D0004 | 450,000 | - | 450,000 | 87,459 | 381,942 | - | - | - | - | - | - |
| Sonoqui Wash Erosion Repairs | D0200 | 115,237 | - | 115,237 | 115,237 | - | - | - | - | - | - | - |
| Via Jardines Wash Crossing | D0013 | 500,000 | - | 500,000 | - | 500,000 | - | - | - | - | - | - |
| Subtotal | | 1,065,237 | - | 1,065,237 | 202,696 | 881,942 | - | - | - | - | - | - |
| Traffic Signal Projects: | | | | | | | | | | | | |
| Traffic Signal: Chandler Heights @ 180th | A0605 | 580,822 | 350,000 | 230,822 | 34,424 | 550,073 | - | - | - | - | - | - |
| 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: Power Road @ San Tan | TBD | 400,000 | - | 400,000 | - | - | - | - | 400,000 | - | - | - |
| Subtotal | | 1,680,822 | 505,000 | 1,175,822 | 34,424 | 1,250,073 | - | - | 400,000 | - | - | - |
| Project Management Costs | | 18,894,694 | - | 18,894,694 | 3,225,268 | 1,088,445 | 1,478,899 | 1,238,055 | 1,287,577 | 1,339,080 | 1,392,643 | 7,844,726 |
| Total | | 325,423,203 | 63,083,501 | 262,339,702 | 89,112,153 | 138,899,869 | 18,697,455 | 26,513,055 | 6,214,591 | 28,121,580 | 18,401,393 | 7,844,726 |



Capital Funds Five-Year Projections

General Capital Improvement Fund

| GENERAL CIP FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|--|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Public Safety | | | | | | | | |
| Public Safety Fire - Transfers from Fire Impact Fees (Growth) | \$ 1,486,591 | \$ 11,011,811 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Public Safety Fire - Transfers from Operating (Non-Growth) | 1,536,490 | 239,570 | 975,000 | - | - | - | - | 975,000 |
| Public Safety Police - Transfers from Public Safety Impact Fees (Growth) | 278,078 | 2,185,596 | - | - | - | - | - | - |
| Bond Proceeds | 14,490,000 | - | - | - | - | - | - | - |
| Premiums on Bond Proceeds | 2,671,813 | - | - | - | - | - | - | - |
| Parks & Trails | | | | | | | | |
| Parks & Trails - Transfers from Parks Impact Fees (Growth) | 184,367 | 5,226,208 | 5,000,000 | 1,304,488 | 1,300,000 | 2,302,150 | 3,400,000 | 13,306,638 |
| Parks - Operating Transfers (Non-Growth) | - | 4,675,409 | - | - | - | - | - | - |
| Bond Proceeds - Placeholder for Parks Land Acquisition | - | - | 10,000,000 | - | - | - | - | 10,000,000 |
| Cost Share - Outside Agency/3rd Party/Grant | 762,876 | 3,500,000 | - | 768,152 | - | - | - | 768,152 |
| Other Project - Transfers | | | | | | | | |
| Transfers from Operating Funds | 459,585 | 122,876 | 500,000 | 3,000,000 | 3,000,000 | - | - | 6,500,000 |
| Contingency Funding | - | 2,149,132 | 2,500,000 | - | - | - | - | 2,500,000 |
| TOTAL REVENUES/SOURCES | \$ 21,869,800 | \$ 29,110,602 | \$ 18,975,000 | \$ 5,072,640 | \$ 4,300,000 | \$ 2,302,150 | \$ 3,400,000 | \$ 34,049,790 |
| EXPENDITURES/USES | | | | | | | | |
| CONSTRUCTION SERVICES | | | | | | | | |
| Public Safety - Fire | | | | | | | | |
| Fire Resource Center | \$ 18,811 | \$ 5,006,773 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Fire Station #2 (Police Impact Fees = \$845,662) | 34,880 | 8,778,500 | - | - | - | - | - | - |
| Fire Station #4 (Police Impact Fees = \$722,500) | 2,743,049 | 4,313,824 | - | - | - | - | - | - |
| Fire Station #5 Land | 1,080,553 | - | - | - | - | - | - | - |
| Fire Station - #5 (Police Impact Fees = \$905,100) | 22,749 | 9,395,000 | - | - | - | - | - | - |
| Fire Ladder Truck | 142,249 | - | - | - | - | - | - | - |
| Fire Pumper | 734,552 | 239,570 | 975,000 | - | - | - | - | 975,000 |
| Parks | | | | | | | | |
| Eagle Park (Old Landfill Park) | 762,876 | - | - | - | - | - | - | - |
| East Park - Drainage Design | 208,349 | 1,448,465 | - | - | - | - | - | - |
| East Park - Drainage Construction | - | 7,000,000 | - | - | - | - | - | - |
| Design / Development Placeholder - Future Parks | - | - | 5,000,000 | - | - | - | - | 5,000,000 |
| Land Acquisition Placeholder - Future Parks | - | 2,500,000 | 10,000,000 | - | - | - | - | 10,000,000 |
| Trails | | | | | | | | |
| QC Wash Trail Improvements - Crismon to Rittenhouse | 37,833 | 363,010 | - | 2,072,640 | - | - | - | 2,072,640 |
| QC Wash Trail Improvements - Rittenhouse to Meridian | - | - | - | - | 1,300,000 | - | 3,400,000 | 4,700,000 |
| Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth | 47,633 | 1,183,298 | - | - | - | - | - | - |
| Sonoqui Wash - Riggs Road Channel - Ellsworth to Crismon | 30,146 | 1,269,854 | - | - | - | - | - | - |
| 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 | | | | | | | | |
| Field Operations Facility - Fuel Yard | - | - | 500,000 | - | - | - | - | 500,000 |
| Street Sweeper Washout | - | 450,000 | - | - | - | - | - | - |
| Field Operations Facility | 457,585 | 186,782 | - | 3,000,000 | 3,000,000 | - | - | 6,000,000 |
| OTHER | | | | | | | | |
| Miscellaneous and Debt Issuance | 456,314 | - | - | - | - | - | - | - |
| Contingency/Carry Forward | - | (34,913,492) | 34,913,492 | - | - | - | - | 34,913,492 |
| Fund Contingency | - | 2,149,132 | 2,500,000 | - | - | - | - | 2,500,000 |
| TOTAL EXPENDITURES/USES | \$ 6,777,580 | \$ 9,370,715 | \$ 53,888,492 | \$ 5,072,640 | \$ 4,300,000 | \$ 2,302,150 | \$ 3,400,000 | \$ 68,963,282 |
| SOURCES OVER/(UNDER) USES | 15,092,220 | 19,739,887 | (34,913,492) | - | - | - | - | - |
| Beginning Balance | \$ 81,385 | \$ 15,173,605 | \$ 34,913,492 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Projected Ending Fund Balance | \$ 15,173,605 | \$ 34,913,492 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |

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 from operating and development impact fee funds. The funding for most projects in this fund includes a growth/non-growth split and the funding transfers to individual projects reflect these splits.

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 most recent Capacity Fee Study.

Water CIP

| WATER CAPACITY FEE & CAPITAL FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---|---------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Water Capacity Fee | \$ 4,841,240 | \$ 4,411,464 | \$ 3,900,954 | \$ 3,301,452 | \$ 3,189,498 | \$ 3,306,216 | \$ 3,675,426 | \$ 17,373,546 |
| Interest Income | 47,610 | 102,471 | 200,000 | 100,000 | 50,000 | 10,000 | 10,000 | 370,000 |
| Bond Proceeds | - | 80,000,000 | - | - | - | - | - | - |
| Transfer in from Water Operating Budget | 9,442,346 | 16,798,887 | 9,962,004 | 3,269,322 | 4,047,594 | 3,165,926 | 1,635,178 | 22,080,024 |
| TOTAL REVENUES/SOURCES | \$14,331,196 | \$101,312,822 | \$ 14,062,958 | \$ 6,670,774 | \$ 7,287,092 | \$ 6,482,142 | \$ 5,320,604 | \$ 39,823,570 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2021 Debt Issue | \$ - | \$ - | \$ 4,555,081 | \$ 2,235,255 | \$ 2,235,255 | \$ 2,235,255 | \$ 2,235,255 | \$ 13,496,101 |
| PROJECTS - TRANSFERS OUT | | | | | | | | |
| Water Projects | 20,149,961 | 40,398,312 | 23,975,582 | 9,209,246 | 11,923,624 | 10,076,780 | 5,268,597 | 60,453,829 |
| OTHER | | | | | | | | |
| Fund Contingency | - | 2,500,000 | 2,500,000 | - | - | - | - | 2,500,000 |
| Contingency/Carryover | - | (26,979,195) | 26,979,195 | - | - | - | - | 26,979,195 |
| TOTAL EXPENDITURES/USES | \$20,149,961 | \$ 15,919,117 | \$ 58,009,858 | \$ 11,444,501 | \$ 14,158,879 | \$ 12,312,035 | \$ 7,503,852 | \$ 103,429,125 |
| SOURCES OVER/(UNDER) USES | (5,818,766) | 85,393,705 | (43,946,900) | (4,773,727) | (6,871,787) | (5,829,893) | (2,183,248) | |
| Beginning Balance | \$ 2,374,242 | \$ (3,444,523) | \$ 81,949,182 | \$ 38,002,282 | \$ 33,228,555 | \$ 26,356,768 | \$ 20,526,875 | |
| Projected Ending Fund Balance | \$ (3,444,523) | \$ 81,949,182 | \$ 38,002,282 | \$ 33,228,555 | \$ 26,356,768 | \$ 20,526,875 | \$ 18,343,627 | |

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Water Capacity fees, which, like impact fees, are assessed at the time of building permit issuance and are based on water meter size. Capacity fees are used towards growth projects identified in the Water Infrastructure Improvement Plan (IIP). The projects will also be funded by Bond Proceeds which are anticipated in FY 20/21, and transfers from the Water Operating Fund.

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



Effective Government



Secure Future



Superior Infrastructure



Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2021/22

| Project Title | Project # | FY2021 | | FY2022 | | FY2023 | FY2024 | FY2025 | FY2026 | Beyond 5 |
|--|-----------|---------------|-----------|-----------|-----------|-----------|---------|-----------|---------|----------|
| | | Project Total | Revised | Adopted | Adopted | | | | | |
| Identified Needs | | | | | | | | | | |
| Crismon Rd: Cloud to Riggs | T03 | 400,000 | - | - | - | - | - | - | - | 400,000 |
| Thompson (Borgata): Empire to Skyline | WA293 | 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 | 700,000 | - | - | - | - | - | - | - | 700,000 |
| Hunt Hwy: Hawes to Ellsworth | T16 | 1,039,842 | - | - | - | - | - | 119,601 | 920,241 | - |
| Sherry: Kenworthy to Schnepf | T17 | 1,003,836 | - | - | - | - | - | - | 122,699 | 881,137 |
| 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) | T48 | 950,000 | - | - | - | - | 950,000 | - | - | - |
| Crismon Rd: Empire to Hunt (WA059) | WA059 | 269,932 | - | - | - | - | - | 269,932 | - | - |
| Ocotillo Rd: 186th to Sossaman | WA062 | 650,000 | 133,181 | 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 Rd: Sossaman to Hawes Rd (PWP) | WA066 | 424,683 | - | - | - | - | - | - | - | - |
| Riggs Road: Ellsworth to Crismon (PWP) | WA067 | 351,045 | 344,037 | - | - | - | - | - | - | - |
| Ironwood Rd & Ocotillo & Marilyn | WA077 | 700,000 | 100,000 | 600,000 | - | - | - | - | - | - |
| Ocotillo & Meridian PRV | WA098 | 73,641 | 48,381 | - | - | - | - | - | - | - |
| Hashknife (Encanterra) Waterline & Transmission line: Shea Well to Gantzel Backup Well | WA099 | 397,348 | 41,400 | - | - | - | - | - | - | - |
| Meridian Rd & Queen Creek PRV (WA116) | WA116 | 102,590 | 102,590 | - | - | - | - | - | - | - |
| Rittenhouse Rd: Combs to Cloud | WA119 | 913,771 | 844,025 | - | - | - | - | - | - | - |
| Empire Water Line: Gary to Pegasus | WA120 | 1,344 | - | - | - | - | - | - | - | - |
| 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 | - | - | - | - |
| Hastings Well & Site | WA138 | 194,781 | 127,755 | - | - | - | - | - | - | - |
| Orchard Ranch Booster to Bellero (WA141) | WA141 | 307,618 | - | - | 307,618 | - | - | - | - | - |
| Meridian Rd: Combs to Red Fern Phase II | WA143 | 305,447 | 303,749 | - | - | - | - | - | - | - |
| Gary Rd: Combs to Empire (PWP) | WA147 | 5,535 | - | - | - | - | - | - | - | - |
| 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 | - | - | - | - | - | - | - |
| Riggs Road: Railroad Bore | WA156 | 476,746 | 407,455 | - | - | - | - | - | - | - |
| Signal Butte: Germann to Queen Creek (WA161) | WA161 | 534,731 | 9,612 | - | - | - | - | - | - | - |
| Meridian Rd: Germann to Queen Creek (WA162) | WA162 | 833,653 | 434,863 | - | - | - | - | - | - | - |
| Germann Rd: Signal Butte to Meridian | WA163 | 913,718 | 487,925 | - | - | - | - | - | - | - |
| Chandler Heights: Power to Sossaman(PWP) | WA166 | 1,347,110 | 479,617 | - | - | - | - | - | - | - |
| Chandler Heights Rd: Sossaman to Hawes (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 | 983,382 | 941,495 | - | - | - | - | - | - | - |
| Gary East Transmission Line | WA188 | 298,433 | 298,433 | - | - | - | - | - | - | - |
| Cloud Road Waterline: Signal Butte to Rittenhouse | WA190 | 302,583 | 228,402 | - | - | - | - | - | - | - |
| Airport Road: Coyote Rd. to Schnepf | WA191 | 156,814 | - | - | - | - | - | - | - | - |
| Meridian Rd & Combs PRV | WA192 | 102,590 | 102,590 | - | - | - | - | - | - | - |
| Chandler Heights:Recker to Power | WA196 | 888,640 | 845,623 | - | - | - | - | - | - | - |
| Links North Well, Site, Boosters, Waterlines, & Irrigation | WA197 | 1,697,764 | 1,071,982 | - | - | - | - | - | - | - |
| Links South Well & Site | WA198 | 946,629 | 348,111 | - | - | - | - | - | - | - |
| Pecan North Well, Irrigation, and Transmission Lines | WA199 | 418,863 | 415,339 | - | - | - | - | - | - | - |
| Sossaman Waterline: Appleby to Villa Del Jardine & West to Sossaman Tank | WA200 | 1,302,064 | 159,519 | - | - | 1,076,000 | - | - | - | - |
| Gantzel Well Rehab & Equipping | WA201 | 449,172 | 98,850 | - | - | - | - | - | - | - |
| Harvest Tank, Boosters, & Site | WA202 | 9,120,348 | 3,847,777 | 3,128,995 | 2,051,800 | - | - | - | - | - |
| Signal Butte: Riggs to Empire Water & Irrigation Lines | WA204 | 538,573 | 0 | - | - | - | - | - | - | - |
| SR-24 Crossing | WA205 | 175,000 | 175,000 | - | - | - | - | - | - | - |
| Schnepf: Chandler Heights to Combs | WA250 | 1,111,984 | 1,090,832 | - | - | - | - | - | - | - |
| Meridian Rd: Red Fern to Queen Creek Wash (PWP) | WA253 | 121,557 | - | - | - | - | - | - | - | - |
| Combs Rd: ALA to Schnepf | WA255 | 432,110 | 109,848 | - | - | - | - | - | - | - |
| Twin Acres: 196th to Sossaman | WA256 | 619,857 | 0 | - | - | - | - | - | - | - |
| Meridian Rd: Germann to Frye | WA257 | 840,000 | 779,718 | - | - | - | - | - | - | - |
| Davidson Well | WA258 | 427,000 | 427,000 | - | - | - | - | - | - | - |



Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2021/22

| Project Title | Project # | FY2021 | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Beyond 5 |
|---|-----------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|
| | | Project Total | Revised | Adopted | | | | | |
| Identified Needs (continued) | | | | | | | | | |
| Chandler Hghts: Meridian to Gantzel | WA259 | 821,056 | 652,310 | - | - | - | - | - | - |
| Schnepf: 10" Trans QC Wash-Combs (WIFA Diversified) | WA261 | 134,860 | 134,860 | - | - | - | - | - | - |
| Schnepf: 10" Trans QC Combs-Hashknife | WA262 | 324,852 | 324,852 | - | - | - | - | - | - |
| Schnepf: Combs to Hashknife | WA270 | 1,039,632 | 1,039,632 | - | - | - | - | - | - |
| Schnepf: Hashknife to Skyline | WA271 | 1,039,632 | 1,039,632 | - | - | - | - | - | - |
| Combs 680' East of Schnepf (WIFA Diversified) | WA272 | 225,088 | 225,088 | - | - | - | - | - | - |
| Laredo 750' East of Schnepf (WIFA Diversified) | WA273 | 168,058 | 168,058 | - | - | - | - | - | - |
| Skyline: Schnepf to Sierra Vista | WA274 | 695,798 | 695,798 | - | - | - | - | - | - |
| Skyline: Sierra Vista to Quail Run | WA275 | 695,798 | 695,798 | - | - | - | - | - | - |
| Diversified: Upfit Well #1 (WIFA Diversified) | WA276 | 460,000 | 460,000 | - | - | - | - | - | - |
| Diversified: Upfit Combs Ranch Well (WIFA Diversified) | WA277 | 460,000 | 460,000 | - | - | - | - | - | - |
| Home Place (Wales Ranch) East Well & Transmission Line | WA290 | 1,300,000 | - | 1,300,000 | - | - | - | - | - |
| Home Place (Wales Ranch) North Well & Transmission Line | WA291 | 1,300,000 | - | 1,300,000 | - | - | - | - | - |
| Home Place (Wales Ranch) South Well & Transmission Line | WA292 | 1,500,000 | - | 1,500,000 | - | - | - | - | - |
| Home Place Irrigation: Kenworthy to Schnepf (Home Place) | WA294 | 645,005 | - | 645,005 | - | - | - | - | - |
| East Park Water Lines | WA350 | 600,000 | - | 600,000 | - | - | - | - | - |
| East Park Well | WA351 | 1,750,000 | - | 1,750,000 | - | - | - | - | - |
| East Park Lake | WA352 | 2,500,000 | - | 2,500,000 | - | - | - | - | - |
| State Lands | WA600 | 6,300,000 | - | 2,300,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | - |
| Quail Run: Skyline to Rolling Ridge Road (Quail Ranch) | WA295 | 315,024 | - | 315,024 | - | - | - | - | - |
| Rolling Ridge: Quail Run to Sierra Vista (Quail Ranch) | WA296 | 621,440 | - | 621,440 | - | - | - | - | - |
| Hashknife: Schnepf to Sierra Vista (Quail Ranch) | WA297 | 621,440 | - | 621,440 | - | - | - | - | - |
| Sierra Vista: Skyline south 1/2 mile (Well 0) | WA298 | 428,753 | - | 428,753 | - | - | - | - | - |
| Encantetra Effluent/Lake Recharge Agreement | WR001 | 8,500,000 | - | - | - | - | - | - | - |
| Water Resources Acquisition (moved from operating) | WA299 | 909,650 | - | - | - | - | - | - | - |
| Major Equipment Replacement (moved from operating) | WA302 | 629,967 | - | - | - | - | - | - | - |
| New Service Meter Installs from Operating | WA303 | 6,014,587 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,000,000 |
| Subtotal | | 89,725,587 | 23,866,581 | 19,607,582 | 4,467,391 | 6,356,791 | 5,589,915 | 3,533,884 | 8,082,891 |
| Miscellaneous/Recurring Projects | | | | | | | | | |
| Corp Yard Interim Building & Improvements | MF005 | 49,875 | 19 | - | - | - | - | - | - |
| MSB Remodel - Phase II | MF014 | 387,484 | 385,000 | - | - | - | - | - | - |
| Water Line Replacement Improvements | WA304 | 2,821,225 | - | 256,475 | 256,475 | 256,475 | 256,475 | 256,475 | 1,538,850 |
| Well Site Upgrades | WA305 | 4,128,490 | - | 702,590 | 702,590 | 702,590 | 702,590 | 702,590 | 615,540 |
| Gravel Pit Lake | T47 | 582,908 | - | - | - | 582,908 | - | - | - |
| Emergency Generator Controls | WA017 | 923,310 | 415,490 | 307,770 | 200,050 | - | - | - | - |
| Fire Hydrant Installation Project | WA049 | 205,184 | 51,296 | 25,648 | 25,648 | 25,648 | 25,648 | 25,648 | 25,648 |
| MSB Remodel - Utilities Offices | WA088 | 404,338 | 358,858 | - | - | - | - | - | - |
| Utilities Billing System | WA107 | 980,751 | 411,489 | - | - | - | - | - | - |
| Flexnet - Meter & MUX replacement | WA139 | 6,405,911 | 2,059,029 | 720,002 | 603,786 | - | - | - | - |
| Orchard Ranch Irrigation Improvements | WA148 | 359,065 | - | 359,065 | - | - | - | - | - |
| Goldmine Mountain Parking Lot Water | WA194 | 102,590 | - | 102,590 | - | - | - | - | - |
| Tank Rehabilitation | WA206 | 5,000,000 | 500,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| New Well Investigation | WA252 | 512,950 | 102,590 | 102,590 | 102,590 | - | 102,590 | - | 102,590 |
| Utilities Admin Building (FOF) | WA288 | 4,697,991 | 2,625,040 | - | - | - | - | - | - |
| Project Management & Inspections | WA900 | 1,198,015 | 502,649 | 300,000 | 300,000 | - | - | - | - |
| Subtotal | | 28,760,087 | 7,411,461 | 3,626,730 | 2,941,139 | 2,317,621 | 1,837,303 | 1,734,713 | 3,032,628 |
| Reconstruction Projects | | | | | | | | | |
| Chandler Heights: Hawes to Ellsworth (PWP) | WA306 | 303,917 | - | 26,993 | 276,924 | - | - | - | - |
| Sossaman Well, Boosters, Site, & Tank | WA007 | 4,180,233 | 131,749 | - | - | 2,000,000 | 2,000,000 | - | - |
| Barney Farm Well, Boosters, Site, & Tank | WA020 | 4,729,353 | 4,224,938 | - | - | - | - | - | - |
| Cloud Rd: Power to Sossaman | WA050 | 838,852 | - | - | - | 838,852 | - | - | - |
| Church Farm East Well, Boosters, Site, Tank, & Waterlines | WA078 | 6,117,954 | 762,340 | - | - | - | - | - | - |
| Church Farms West Well & Site | WA079 | 68,693 | 1,013 | - | - | - | - | - | - |
| 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 | 202,532 | - | - | - | - | - | - |
| 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 | - | - |
| Queen Creek Rd: Ellsworth to Crismon (PWP) | WA152 | 76,943 | 76,943 | - | - | - | - | - | - |
| Villages Well, Booster, Site, & Waterline | WA157 | 597,347 | 419,299 | - | - | - | - | - | - |
| Jorde Signal Butte Well and Waterline | WA158 | 175,823 | 135,241 | - | - | - | - | - | - |
| Ocotillo: Signal Butte to Meridian (PWP) | WA169 | 131,461 | 131,461 | - | - | - | - | - | - |



Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2021/22

| Project Title | Project # | FY2021 | | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Beyond 5 |
|---|-----------|--------------------|-------------------|-------------------|------------------|-------------------|-------------------|------------------|-------------------|
| | | Project Total | Revised | Adopted | | | | | |
| Reconstruction Projects (continued) | | | | | | | | | |
| Power Rd: Chandler Heights to Riggs (PWP) | WA173 | 141,330 | 27,692 | - | 113,638 | - | - | - | - |
| Gary Well & Site | WA189 | 89,921 | 19,229 | - | - | - | - | - | - |
| Barney Farm Lake Well, Site, & Waterlines | WA193 | 766,114 | 230,379 | - | - | - | - | - | - |
| Ocotillo: Meridian to Ironwood | WA195 | 410,044 | 385,239 | - | - | - | - | - | - |
| Queen Creek Rd: Crismon to Signal Butte (PWP) | WA254 | 51,295 | 51,295 | - | - | - | - | - | - |
| Subtotal | | 21,881,087 | 7,161,106 | 519,731 | 1,687,078 | 3,249,212 | 2,410,360 | - | - |
| Master Planning Projects | | | | | | | | | |
| Capacity Fee & Rate Study | T44 | 242,774 | - | - | 113,638 | - | - | - | 129,136 |
| Water Master Plan | WA307 | 759,380 | - | 221,539 | - | - | - | - | 537,841 |
| Barney Farms GWEC | WA800 | 236,983 | 236,983 | - | - | - | - | - | - |
| Harvest GWEC | WA801 | 426,774 | 426,774 | - | - | - | - | - | - |
| Assured Water Supply Study | WA010 | 30,000 | 30,000 | - | - | - | - | - | - |
| Well Site Security (WA005) | WA005 | 558,028 | 372,566 | - | - | - | - | - | 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 | - | - |
| Comprehensive Utility Master Plan | WA210 | 399,971 | 399,971 | - | - | - | - | - | - |
| Water Resource Master Plan | WA260 | 743,021 | 205,180 | - | - | - | - | - | 537,841 |
| Subtotal | | 3,923,824 | 1,959,164 | 221,539 | 113,638 | - | 239,202 | - | 1,390,281 |
| Grand total | | 144,290,585 | 40,398,312 | 23,975,582 | 9,209,246 | 11,923,624 | 10,076,780 | 5,268,597 | 12,505,800 |

(continued on next page)



Capital Funds Five-Year Projections

Wastewater CIP

| WASTEWATER CAPACITY FEE & CAPITAL FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|--|----------------------|----------------------|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Wastewater Capacity Fee | \$ 4,606,461 | \$ 1,863,540 | \$ 3,689,965 | \$ 3,025,656 | \$ 3,295,441 | \$ 3,159,098 | \$ 3,069,169 | \$ 16,239,329 |
| Interest Income | - | 86,000 | 100,000 | 50,000 | 10,000 | 10,000 | 10,000 | 180,000 |
| 3rd Party Reimbursement | 409,717 | - | - | - | - | - | - | - |
| Bond Proceeds | - | 50,000,000 | - | - | - | - | - | - |
| Transfers in from Sewer Operating Budget | 5,586,333 | 7,871,367 | 1,508,139 | 1,601,212 | 1,528,435 | 551,470 | 1,521,617 | 6,710,873 |
| TOTAL REVENUES/SOURCES | \$ 10,602,511 | \$ 59,820,907 | \$ 5,298,104 | \$ 4,676,868 | \$ 4,833,876 | \$ 3,720,568 | \$ 4,600,786 | \$ 23,130,202 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2021 Debt Issue | \$ - | \$ - | \$ 1,603,750 | \$ 1,603,750 | \$ 1,603,750 | \$ 1,603,750 | \$ 1,603,750 | \$ 8,018,749 |
| PROJECTS | | | | | | | | |
| Wastewater Projects | 17,771,534 | 25,492,768 | 8,090,859 | 4,447,513 | 7,286,913 | 2,008,581 | 6,690,918 | 28,524,784 |
| OTHER | | | | | | | | |
| Fund Contingency | - | 2,500,000 | 2,500,000 | - | - | - | - | 2,500,000 |
| Contingency/Carryover | - | (20,466,911) | 20,466,911 | - | - | - | - | 20,466,911 |
| TOTAL EXPENDITURES/USES | \$ 17,771,534 | \$ 7,525,857 | \$ 32,661,520 | \$ 6,051,263 | \$ 8,890,663 | \$ 3,612,331 | \$ 8,294,668 | \$ 59,510,444 |
| SOURCES OVER/(UNDER) USES | (7,169,023) | 52,295,051 | (27,363,416) | (1,374,395) | (4,056,787) | 108,237 | (3,693,882) | |
| Beginning Balance | \$ (7,990,261) | \$ (15,159,284) | \$ 37,135,767 | \$ 9,772,351 | \$ 8,397,956 | \$ 4,341,170 | \$ 4,449,407 | |
| Projected Ending Fund Balance | \$ (15,159,284) | \$ 37,135,767 | \$ 9,772,351 | \$ 8,397,956 | \$ 4,341,170 | \$ 4,449,407 | \$ 755,525 | |

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Wastewater Capacity fees, which, like development impact fees, are assessed at the time of building permit issuance and are based on meter size. Capacity fees are used towards growth projects identified in the Wastewater Infrastructure Improvement Plan (IIP). The projects will also be funded by Bond Proceeds which are anticipated in FY 20/21, and transfers from the Wastewater Operating Fund.

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



Effective Government



Secure Future: Environment



Superior Infrastructure

Queen Creek Wastewater Capital Improvement Plan FY 2021/22

| Project Title | Project # | Project Total | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Beyond 5 |
|--|-----------|---------------|---------|---------|--------|-----------|---------|---------|----------|
| | | | Revised | Adopted | | | | | |
| Identified Needs | | | | | | | | | |
| Future Reconstruction Projects | ST15 | 1,048,187 | - | - | - | - | 119,601 | 122,699 | 805,887 |
| Ocotillo Rd: Sonoqui to 190th | WW025 | 750,000 | 750,000 | - | - | - | - | - | - |
| Cloud Rd: 220th to Rittenhouse | WW027 | 1,755,376 | 176,533 | - | - | - | - | - | - |
| Combs Rd: ALA to Ironwood | WW051 | 975,000 | 975,000 | - | - | - | - | - | - |
| Riggs Rd: Crismon to Rittenhouse | WW060 | 94,712 | 59,879 | - | - | - | - | - | - |
| Sossaman & Riggs to Box Canyon | WW061 | 2,542,336 | - | - | - | 2,542,336 | - | - | - |
| San Tan Flats to Borgata | WW062 | 1,148,612 | 753,350 | - | - | - | - | - | - |
| Aldecoa: Ellsworth to Ellsworth Loop | WW063 | 410,360 | 410,360 | - | - | - | - | - | - |
| Power: Riggs to Hunt Hwy | WW065 | 690,212 | - | - | - | - | - | 80,980 | 609,232 |
| Riggs Rd: Ellsworth to Crismon | WW067 | 21,034 | 21,034 | - | - | - | - | - | - |
| 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 | 405,158 | - | - | - | - | - | - | - |
| Crismon: Riggs to Empire | WW080 | 772,590 | - | - | - | - | 107,973 | 664,617 | - |
| Signal Butte: Riggs to Empire | WW081 | 1,002,177 | - | - | - | - | - | - | - |
| Queen Creek: 228th to Meridian | WW083 | 332,570 | 332,410 | - | - | - | - | - | - |
| Germann: Signal Butte to Meridian | WW084 | 793,531 | 66,220 | - | - | - | - | - | - |
| Signal Butte:FS#4 To Ryan Rd | WW087 | 283,057 | 3,051 | - | - | - | - | - | - |



Capital Funds Five-Year Projections

Queen Creek Wastewater Capital Improvement Plan FY 2021/22

| Project Title | Project # | Project Total | FY2021 | FY2022 | FY2023 | FY2024 | FY2025 | FY2026 | Beyond 5 |
|--|-----------|--------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| | | | Revised | Adopted | | | | | |
| Identified Needs (continued) | | | | | | | | | |
| Empire: 209th to 220th | WW091 | 100,000 | 100,000 | - | - | - | - | - | - |
| RWCD Reclaimed Water Discharge | WW092 | 1,404,440 | 621,657 | - | - | - | - | - | - |
| Meridian Road: Queen Creek to Germann | WW096 | 2,550,000 | 2,550,000 | - | - | - | - | - | - |
| Easement at Tractor Supply | WW098 | 50,000 | 50,000 | - | - | - | - | - | - |
| Combs ALA to Schnepf | WW255 | 6,805,429 | 1,575,299 | - | - | - | - | - | - |
| Kenworthy: Combs to Hashknife | WW256 | 1,216,775 | 478,851 | - | - | - | - | - | - |
| Meridian Rd: Germann to Frye | WW257 | 1,560,000 | 64,289 | 1,426,784 | - | - | - | - | - |
| Subtotal | | 27,455,334 | 9,731,711 | 1,426,784 | - | 2,542,336 | 227,574 | 868,296 | 1,415,119 |
| Water Resource Projects | | | | | | | | | |
| RWCD Basin | WW274 | 1,500,000 | - | 1,500,000 | - | - | - | - | - |
| Frisbee Park Transmission Line | ST14 | 1,000,000 | - | - | 1,000,000 | - | - | - | - |
| Encanterra Construction | WW501 | 900,000 | 150,000 | - | 750,000 | - | - | - | - |
| Frisbee Park Recharge Facility | WW502 | 1,350,000 | 150,000 | - | 1,200,000 | - | - | - | - |
| Subtotal | | 4,750,000 | 300,000 | 1,500,000 | - | 2,950,000 | - | - | - |
| Miscellaneous Projects | | | | | | | | | |
| Corp Yard Interim Building & Improvements | MF005 | 9,946 | - | - | - | - | - | - | - |
| MSB Remodel Phase II | MF014 | 165,000 | 165,000 | - | - | - | - | - | - |
| 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 Reclaimed Water Storage Tank | ST11 | 2,699,325 | - | - | - | 2,699,325 | - | - | - |
| GWRP Capital Construction | WW058 | 553,970 | 372,734 | - | - | - | - | - | - |
| Sewer Dosing Sites | WW059 | 300,000 | 297,350 | - | - | - | - | - | - |
| Utilities Corp Yard Building and Improvements | WW075 | 2,154,390 | 1,286,152 | - | - | - | - | - | - |
| WW089 - OCOTILLO:MERIDIAN TO IRONWOOD | WW089 | 169,236 | 149,805 | - | - | - | - | - | - |
| WW090 - CHANDLER HTS:POWER TO SOSSAMAN | WW090 | 36,416 | - | - | - | - | - | - | - |
| GWRP 2018 Plant Expansion - Expansion Future | | | | | | | | | |
| Buildout 34% | WWT07 | 3,104,589 | 1,407,808 | - | - | - | - | - | - |
| GWRP 2018 Plant Expansion - Rerating Capacity 29% | WWT08 | 2,642,326 | 1,195,071 | - | - | - | - | - | - |
| GWRP 2018 Plant Expansion - Renovations 37% | WWT09 | 3,401,358 | 1,554,861 | - | - | - | - | - | - |
| GWRP Plant Improvements | WWT10 | 434,196 | - | 326,767 | 9,766 | 97,663 | - | - | - |
| GWRP Equipment Replacement / Lifecycle | WWT11 | 564,301 | - | 256,286 | 61,603 | 61,603 | 61,603 | 61,603 | 61,603 |
| GWRP Major Plant Improvements | WWT12 | 1,351,502 | - | - | - | 448,805 | 300,899 | 300,899 | 300,899 |
| Combs: Schnepf to Sierra Vista Reimbursement | WW258 | 1,257,426 | 1,256,481 | - | - | - | - | - | - |
| Schnepf: Combs to Hashknife | WW270 | 1,539,120 | 1,539,120 | - | - | - | - | - | - |
| Schnepf: Hashknife to Skyline | WW271 | 1,539,120 | 1,539,120 | - | - | - | - | - | - |
| Hashknife Lift Station | WW272 | 1,210,573 | 1,210,573 | - | - | - | - | - | - |
| East Park Sewer Lines | WW350 | 600,000 | - | 600,000 | - | - | - | - | - |
| State Lands | WW600 | 6,300,000 | - | 2,300,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | - |
| Combs to Peltcs Subdivision | WW273 | 400,000 | - | 400,000 | - | - | - | - | - |
| Subtotal | | 82,432,794 | 11,974,075 | 3,883,053 | 1,071,369 | 4,307,396 | 1,362,502 | 5,362,502 | 48,362,502 |
| Reconstruction Projects | | | | | | | | | |
| Power Rd: Chandler Heights to South of Riggs (PWP) | WW026 | 198,150 | - | 198,150 | - | - | - | - | - |
| Riggs Rd & Sossaman Intersection (PWP) | WW052 | 114,164 | - | - | - | - | - | - | - |
| 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 | 1,970,874 | 1,967,597 | - | - | - | - | - | - |
| Ocotillo Rd: Signal Butte to Meridian (PWP) | WW073 | 78,272 | 78,272 | - | - | - | - | - | - |
| Chandler Heights: Hawes to Ellsworth (PWP) | WW074 | 82,378 | 26,993 | 55,385 | - | - | - | - | - |
| Meridian Rd: Combs to Queen Creek Wash (PWP) | WW079 | - | - | - | - | - | - | - | - |
| Queen Creek Rd: Ellsworth to Signal Butte (PWP) | WW086 | 197,230 | 166,555 | - | - | - | - | - | - |
| SR24 Sleeving: Ironwood & Meridian | WW205 | 315,000 | 315,000 | - | - | - | - | - | - |
| Subtotal | | 3,163,566 | 2,706,530 | 308,920 | - | - | - | - | - |
| Recurring Projects | | | | | | | | | |
| Sewer Line Rehabilitation | WW077 | 3,472,945 | - | 276,924 | 284,096 | 291,454 | 299,003 | 306,747 | 2,014,721 |
| Manhole Rehabilitation | WW078 | 664,585 | - | 55,385 | 56,819 | 58,291 | 29,801 | 61,349 | 402,940 |
| Project Management | WW900 | 1,122,864 | 80,980 | 83,077 | 85,229 | 87,436 | 89,701 | 92,024 | 604,417 |
| Subtotal | | 5,260,394 | 80,980 | 415,386 | 426,144 | 437,181 | 418,505 | 460,120 | 3,022,078 |
| Master Planning Projects | | | | | | | | | |
| Capacity Fee Study | WW301 | 242,774 | - | 113,638 | - | - | - | - | 129,136 |
| Sewer Master Plan 2022 | WW302 | 759,380 | - | 221,539 | - | - | - | - | 537,841 |
| Water Resources Master Plan 2018 | WW303 | 473,292 | - | 221,539 | - | - | - | - | 251,753 |
| Water Resources Master Plan 2018 | WW071 | 770,600 | 343,015 | - | - | - | - | - | 286,088 |
| Comprehensive Utility Master Plan | WW210 | 356,457 | 356,457 | - | - | - | - | - | - |
| Subtotal | | 2,602,504 | 699,472 | 556,716 | - | - | - | - | 1,204,819 |
| Grand Total | | 125,664,592 | 25,492,768 | 8,090,859 | 4,447,513 | 7,286,913 | 2,008,581 | 6,690,918 | 54,004,518 |



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 the 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 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---------------------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Transportation Development Fee | \$ 2,841,573 | \$ 4,029,644 | \$ 3,921,888 | \$ 3,615,975 | \$ 3,539,980 | \$ 3,373,804 | \$ 3,465,496 | \$ 17,917,143 |
| Interest Income | 21,442 | 21,442 | 5,000 | - | - | - | - | 5,000 |
| Reimbursement for prior year projects | - | 8,500,000 | - | - | - | - | - | - |
| Bond Proceeds | 12,074,825 | - | - | - | - | - | - | - |
| TOTAL REVENUES/SOURCES | \$14,937,840 | \$ 12,551,086 | \$ 3,926,888 | \$ 3,615,975 | \$ 3,539,980 | \$ 3,373,804 | \$ 3,465,496 | \$ 17,922,143 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2018 Bond Debt Service | \$ 586,838 | \$ 585,788 | \$ 583,688 | \$ 581,388 | \$ 583,788 | \$ 584,763 | \$ 584,263 | \$ 2,917,890 |
| 2020 Bond Debt Service | - | 145,909 | 338,552 | 336,756 | 337,618 | 338,192 | 338,480 | 1,689,598 |
| PROJECTS - TRANSFERS OUT | | | | | | | | |
| Transportation Projects IIP | 7,370,548 | 15,968,779 | 5,037,115 | 3,774,975 | 342,332 | 43,736 | 45,048 | 9,243,206 |
| OTHER | | | | | | | | |
| Professional Services & Studies | - | - | 125,000 | - | - | - | - | 125,000 |
| TOTAL EXPENDITURES/USES | \$ 7,957,386 | \$ 16,700,476 | \$ 6,084,355 | \$ 4,693,119 | \$ 1,263,738 | \$ 966,691 | \$ 967,791 | \$ 13,975,694 |
| SOURCES OVER/(UNDER) USES | 6,980,454 | (4,149,390) | (2,157,467) | (1,077,144) | 2,276,242 | 2,407,113 | 2,497,705 | |
| Beginning Balance | \$ 1,239,673 | \$ 8,220,127 | \$ 4,070,737 | \$ 1,913,270 | \$ 836,126 | \$ 3,112,368 | \$ 5,519,481 | |
| Projected Ending Fund Balance | \$ 8,220,127 | \$ 4,070,737 | \$ 1,913,270 | \$ 836,126 | \$ 3,112,368 | \$ 5,519,481 | \$ 8,017,186 | |

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. This revenue is used to pay for the growth share of transportation improvements and debt service related to those improvements.

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 DEVELOPMENT FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Parks Development Fee | \$ 6,320,877 | \$ 5,578,665 | \$ 4,967,809 | \$ 4,469,657 | \$ 4,410,058 | \$ 4,271,168 | \$ 4,292,598 | \$ 22,411,290 |
| Interest Income | 129,987 | 113,400 | 143,740 | 162,300 | 128,970 | 67,700 | 108,210 | 610,920 |
| Grants/Other Agency | 3,472 | - | - | - | - | - | - | - |
| TOTAL REVENUES/SOURCES | \$ 6,454,336 | \$ 5,692,065 | \$ 5,111,549 | \$ 4,631,957 | \$ 4,539,028 | \$ 4,338,868 | \$ 4,400,808 | \$ 23,022,210 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2016 Refinancing of the 2007 Excise Tax Bond | \$ 203,937 | \$ 203,873 | \$ 203,038 | \$ 203,886 | \$ 203,801 | \$ 203,487 | \$ 204,221 | \$ 1,018,433 |
| 2016 Refinancing of the 2007 Excise Tax Bond - HPEC | 224,883 | 224,813 | 223,891 | 224,827 | 224,733 | 224,387 | 225,197 | 1,123,035 |
| 2016 Refinancing of the 2008AGADA Loan - HPEC | 84,096 | 83,840 | 80,614 | 84,915 | 81,344 | - | - | 246,873 |
| PROJECTS - TRANSFERS OUT | | | | | | | | |
| Parks | | | | | | | | |
| East Park - Drainage Design | 68,755 | 463,056 | - | - | - | - | - | - |
| East Park - Drainage Construction | - | 2,310,000 | - | - | - | - | - | - |
| Design Placeholder - Future Parks | - | - | 5,000,000 | - | - | - | - | 5,000,000 |
| Trails | | | | | | | | |
| QC Wash Trail Improvements - Crismon to Rittenhouse | 37,833 | - | - | 2,283,803 | - | - | - | 2,283,803 |
| QC Wash Trail Improvements - Rittenhouse to Meridian | - | - | - | - | 1,300,000 | - | 3,400,000 | 4,700,000 |
| Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth | 47,633 | 1,183,298 | - | - | - | - | - | - |
| Sonoqui Wash - Riggs Road Channel - Ellsworth to Crismon | 30,146 | 1,269,854 | - | - | - | - | - | - |
| 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 | - | - | 80,000 | - | - | - | - | 80,000 |
| TOTAL EXPENDITURES/USES | \$ 697,283 | \$ 5,738,734 | \$ 5,587,543 | \$ 2,797,431 | \$ 1,809,878 | \$ 2,730,024 | \$ 3,829,418 | \$ 16,754,294 |
| SOURCES OVER/(UNDER) USES | 5,757,053 | (46,669) | (475,994) | 1,834,526 | 2,729,150 | 1,608,844 | 571,390 | |
| Beginning Balance | \$ 7,196,681 | \$ 12,953,735 | \$ 12,907,066 | \$ 12,431,072 | \$ 14,265,598 | \$ 16,994,748 | \$ 18,603,592 | |
| Projected Ending Fund Balance | \$ 12,953,735 | \$ 12,907,066 | \$ 12,431,072 | \$ 14,265,598 | \$ 16,994,748 | \$ 18,603,592 | \$ 19,174,982 | |

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 debt service transfers represent the growth share of debt related to Parks facilities and Horseshoe 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 completion of East Park design and construction of the drainage components on the site to accommodate regional flood control strategies. This project is a partnership with Maricopa County Flood Control. Also, progress on the Sonoqui Wash and Queen Creek Wash Trail segments will continue over the next five years. Finally, the budget includes a \$5 million placeholder for design of future park facilities which will be used after receiving specific direction from the Town Council.

Strategic priorities that relate to the Parks Development Fund are:



Superior Infrastructure



Quality Lifestyle



Capital Funds Five-Year Projections

Public Safety

| PUBLIC SAFETY DEVELOPMENT FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|-------------------------------------|-------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|-------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Public Safety Development Fee | \$ 489,581 | \$ 1,013,723 | \$ 1,054,861 | \$ 1,014,830 | \$ 1,001,520 | \$ 975,010 | \$ 977,855 | \$ 5,024,076 |
| Interest Income | 5,869 | - | - | 800 | 1,500 | 2,000 | 3,000 | 7,300 |
| TOTAL REVENUES/SOURCES | \$ 495,450 | \$ 1,013,723 | \$ 1,054,861 | \$ 1,015,630 | \$ 1,003,020 | \$ 977,010 | \$ 980,855 | \$ 5,031,376 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2018 Bond Issue - PS Admin Building | \$ 140,250 | \$ 142,875 | \$ 140,075 | \$ 142,175 | \$ 139,175 | \$ 140,675 | \$ 141,550 | \$ 703,650 |
| PROJECTS - TRANSFERS OUT | | | | | | | | |
| Police Space at Fire Station #2 | 2,020 | 845,662 | - | - | - | - | - | - |
| Police Space at Fire Station #4 | 273,784 | 434,834 | - | - | - | - | - | - |
| Police Space at Fire Station #5 | 2,275 | 905,100 | - | - | - | - | - | - |
| OTHER | | | | | | | | |
| Professional Services and Studies | - | - | 40,000 | - | - | - | - | 40,000 |
| TOTAL EXPENDITURES/USES | \$ 418,328 | \$ 2,328,471 | \$ 180,075 | \$ 142,175 | \$ 139,175 | \$ 140,675 | \$ 141,550 | \$ 743,650 |
| SOURCES OVER/(UNDER) USES | 77,122 | (1,314,748) | 874,786 | 873,455 | 863,845 | 836,335 | 839,305 | |
| Beginning Balance | \$ 273,950 | \$ 351,072 | \$ (963,676) | \$ (88,890) | \$ 784,565 | \$ 1,648,410 | \$ 2,484,745 | |
| Projected Ending Fund Balance (1) | \$ 351,072 | \$ (963,676) | \$ (88,890) | \$ 784,565 | \$ 1,648,410 | \$ 2,484,745 | \$ 3,324,050 | |
| Projected Ending Cash Balance (1) | \$ 352,213 | \$ 438,075 | \$ (87,749) | \$ 784,565 | \$ 1,648,410 | \$ 2,484,745 | \$ 3,324,050 | |

(1) In the schedule above, a negative ending fund balance is shown. This is caused by two things. One, under state law, we must budget and encumber the entire amount of a construction contract in the year we approve the contract, even though it might take two or three years to complete the project. Two, some of the revenue used to pay for the projects is received after the project is completed. Both of these issues cause the expenses to be recorded before the revenues and result in a fund balance deficit. CIP financing plans are done in 10 year cycles with the intention that, at the end of the ten years, the revenues and expenses match up and equal out. To enhance the presentation of the ending financial position of the fund, an ending cash balance amount is also presented. This helps to mitigate the fact that expenses lead revenues for projects.

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 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 fire stations are spaces for law enforcement.

Strategic priorities that relate to the Public Safety Development Fund are:



Superior Infrastructure



Safe Community



Capital Funds Five-Year Projections

Fire

| FIRE DEVELOPMENT FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---|---------------------|----------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Fire Development Fee | \$ 1,145,191 | \$ 1,961,670 | \$ 1,959,010 | \$ 1,862,965 | \$ 1,838,550 | \$ 1,789,820 | \$ 1,795,065 | \$ 9,245,410 |
| Interest Income | 32,780 | - | 5,000 | 5,000 | 5,000 | 6,000 | 6,000 | 27,000 |
| Bond Proceeds | 12,255,287 | - | - | - | - | - | - | - |
| TOTAL REVENUES/SOURCES | \$13,433,257 | \$ 1,961,670 | \$ 1,964,010 | \$ 1,867,965 | \$ 1,843,550 | \$ 1,795,820 | \$ 1,801,065 | \$ 9,272,410 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2018 Bond - Fire Station 1 & Fire Station 3 | \$ 497,863 | \$ 494,538 | \$ 494,738 | \$ 494,538 | \$ 493,938 | \$ 491,538 | \$ 492,163 | \$ 2,466,915 |
| 2020 Bond - Fire Station 2, 4, 5, & RC | - | 257,772 | 595,800 | 597,550 | 593,925 | 594,925 | 595,425 | 2,977,625 |
| PROJECT TRANSFERS | | | | | | | | |
| Fire Resource Center | 9,029 | 2,403,251 | - | - | - | - | - | - |
| Fire Station #2 | 7,674 | 3,368,018 | - | - | - | - | - | - |
| Fire Station #4 | 1,040,378 | 1,635,802 | - | - | - | - | - | - |
| Fire Station #5 Land | 361,230 | - | - | - | - | - | - | - |
| Fire Station #5 | - | 3,604,740 | - | - | - | - | - | - |
| Ladder Truck | 68,280 | - | - | - | - | - | - | - |
| OTHER | | | | | | | | |
| Professional Services and Studies | - | 19,568 | 40,000 | - | - | - | - | 40,000 |
| TOTAL EXPENDITURES/USES | \$ 1,984,454 | \$ 11,783,689 | \$ 1,130,538 | \$ 1,092,088 | \$ 1,087,863 | \$ 1,086,463 | \$ 1,087,588 | \$ 5,484,540 |
| SOURCES OVER/(UNDER) USES | 11,448,803 | (9,822,019) | 833,472 | 775,877 | 755,687 | 709,357 | 713,477 | |
| Beginning Balance | \$ 2,070,049 | \$ 13,518,852 | \$ 3,696,833 | \$ 4,530,305 | \$ 5,306,182 | \$ 6,061,869 | \$ 6,771,226 | |
| Projected Ending Fund Balance | \$13,518,852 | \$ 3,696,833 | \$ 4,530,305 | \$ 5,306,182 | \$ 6,061,869 | \$ 6,771,226 | \$ 7,484,703 | |

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 2018 Excise Tax Bond was issued for the growth share of the recent construction of Fire Station #1 and Fire Station #3. The 2020 Excise Tax Bond was issued for construction of Fire Station #4, Fire Station #5, reconstruction of Fire Station #2, and a new Fire Resource Center. Development Impact Fees will be used to pay the debt service on the growth portions of each bond. The fire system is seeing increased expansion due to growth in the Town's residential population and commercial sector.

Strategic priorities that relate to the Fire Development Fund are:



Superior Infrastructure



Safe Community



Capital Funds Five-Year Projections

Town Buildings

| TOWN BUILDINGS FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|--|--------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Town Buildings & Vehicles Development Fee | \$ 584,103 | \$ 132,926 | \$ 118,316 | \$ 106,422 | \$ 104,978 | \$ 101,744 | \$ 102,232 | \$ 533,692 |
| Interest Income | 39,045 | 4,000 | 3,000 | 3,000 | 3,000 | 2,000 | 2,000 | 13,000 |
| TOTAL REVENUES/SOURCES | \$ 623,148 | \$ 136,926 | \$ 121,316 | \$ 109,422 | \$ 107,978 | \$ 103,744 | \$ 104,232 | \$ 546,692 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2016 Refinancing of 2004 GADA Loan- Municipal Services | \$ 224,128 | \$ 221,005 | \$ 222,042 | \$ 222,771 | \$ 223,117 | \$ 223,155 | \$ 223,718 | \$ 1,114,803 |
| 2016 Refinancing of the 2007 Excise Tax Bond - Buildings | 65,972 | 65,952 | 65,681 | 65,956 | 65,928 | 65,827 | 66,064 | 329,456 |
| OTHER | | | | | | | | |
| Professional Services & Studies | - | - | 20,000 | - | - | - | - | 20,000 |
| TOTAL EXPENDITURES/USES | \$ 290,100 | \$ 286,957 | \$ 307,723 | \$ 288,727 | \$ 289,045 | \$ 288,982 | \$ 289,782 | \$ 1,464,259 |
| SOURCES OVER/(UNDER) USES | 333,048 | (150,031) | (186,407) | (179,305) | (181,067) | (185,238) | (185,550) | |
| Beginning Balance | \$ 2,640,350 | \$ 2,973,398 | \$ 2,823,367 | \$ 2,636,960 | \$ 2,457,655 | \$ 2,276,588 | \$ 2,091,350 | |
| Projected Ending Fund Balance | \$ 2,973,398 | \$ 2,823,367 | \$ 2,636,960 | \$ 2,457,655 | \$ 2,276,588 | \$ 2,091,350 | \$ 1,905,800 | |

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 debt service transfers represent the growth share of debt related Town building improvements. The refinancing in 2016 resulted in substantial long-term savings that allowed the impact fee to be lowered in February 2020.

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 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---|--------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Library Development Fee | \$ 891,244 | \$ 292,153 | \$ 260,157 | \$ 234,053 | \$ 230,937 | \$ 223,665 | \$ 224,794 | \$ 1,173,606 |
| Interest Income | 22,384 | 3,000 | 3,000 | 3,000 | 3,000 | 2,000 | 2,000 | 13,000 |
| TOTAL REVENUES/SOURCES | \$ 913,628 | \$ 295,153 | \$ 263,157 | \$ 237,053 | \$ 233,937 | \$ 225,665 | \$ 226,794 | \$ 1,186,606 |
| EXPENDITURES/USES | | | | | | | | |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2016 Refinancing of the 2005B GADA Loan | \$ 39,426 | \$ 39,841 | \$ 40,069 | \$ 40,242 | \$ 40,346 | \$ 37,684 | \$ 37,933 | \$ 196,274 |
| 2016 Refinancing of the 2006A GADA Loan | 166,745 | 166,358 | 165,446 | 165,777 | 164,554 | 164,575 | 164,879 | 825,231 |
| 2016 Refinancing of the 2007 Excise Tax Bond | 26,719 | 26,711 | 26,601 | 26,712 | 26,701 | 26,660 | 26,756 | 133,430 |
| OTHER | | | | | | | | |
| Infrastructure Improvement Plan Studies/Other | - | - | 20,000 | - | - | - | - | 20,000 |
| TOTAL EXPENDITURES/USES | \$ 232,890 | \$ 232,910 | \$ 252,116 | \$ 232,731 | \$ 231,601 | \$ 228,919 | \$ 229,568 | \$ 1,174,935 |
| SOURCES OVER/(UNDER) USES | 680,738 | 62,243 | 11,041 | 4,322 | 2,336 | (3,254) | (2,774) | |
| Beginning Balance | \$ 1,197,126 | \$ 1,877,864 | \$ 1,940,107 | \$ 1,951,148 | \$ 1,955,470 | \$ 1,957,806 | \$ 1,954,552 | |
| Projected Ending Fund Balance | \$ 1,877,864 | \$ 1,940,107 | \$ 1,951,148 | \$ 1,955,470 | \$ 1,957,806 | \$ 1,954,552 | \$ 1,951,778 | |

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 debt service transfers represent the growth share of debt service for the Library. The refinancing in 2016 resulted in substantial long-term savings that allowed the impact fee to be lowered in February 2020.

Strategic priorities that relate to the Library Development Fund are:



Superior Infrastructure



Quality Lifestyle



Capital Funds Five-Year Projections

Construction Sales Tax Fund

| CONSTRUCTION SALES TAX FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|---|---------------------|----------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Construction Sales Tax | \$ 9,571,851 | \$ 12,511,525 | \$ 7,520,485 | \$ 7,836,284 | \$ 7,081,067 | \$ 7,026,010 | \$ 7,121,062 | \$ 36,584,908 |
| TOTAL REVENUES/SOURCES | \$ 9,571,851 | \$ 12,511,525 | \$ 7,520,485 | \$ 7,836,284 | \$ 7,081,067 | \$ 7,026,010 | \$ 7,121,062 | \$ 36,584,908 |
| EXPENDITURES/USES | | | | | | | | |
| DEVELOPMENT AGREEMENTS | | | | | | | | |
| Interfund Loan Payment to Water \$8.0M | \$ 160,836 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| DEBT SERVICE TRANSFERS | | | | | | | | |
| 2006 ID Bonds - Ellsworth Loop Rd | 1,001,325 | 1,001,625 | 994,425 | 997,500 | 995,419 | 995,963 | 994,838 | 4,978,145 |
| 2016 Refinancing of 2007 Excise Tax Bond | 283,668 | 283,580 | 282,417 | 283,597 | 283,479 | 283,042 | 284,064 | 1,416,599 |
| 2020 Bond | - | 108,111 | 250,849 | 249,519 | 250,157 | 250,583 | 250,795 | 1,251,903 |
| PROJECTS - TRANSFERS OUT | | | | | | | | |
| Transportation Projects (Growth Projects) | - | - | 7,028,875 | 1,944,673 | 253,600 | 32,406 | 33,378 | 9,292,932 |
| Reimbursement of prior year project costs | - | 8,500,000 | - | - | - | - | - | - |
| TOTAL EXPENDITURES/USES | \$ 1,445,829 | \$ 9,893,316 | \$ 8,556,566 | \$ 3,475,289 | \$ 1,782,655 | \$ 1,561,994 | \$ 1,563,075 | \$ 16,939,579 |
| SOURCES OVER/(UNDER) USES | 8,126,022 | 2,618,209 | (1,036,081) | 4,360,995 | 5,298,412 | 5,464,016 | 5,557,987 | |
| Beginning Balance | \$ (8,041,785) | \$ 84,237 | \$ 2,702,446 | \$ 1,666,365 | \$ 6,027,360 | \$ 11,325,772 | \$ 16,789,788 | |
| Projected Ending Fund Balance | \$ 84,237 | \$ 2,702,446 | \$ 1,666,365 | \$ 6,027,360 | \$ 11,325,772 | \$ 16,789,788 | \$ 22,347,775 | |

Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the dedicated 2.0% construction sales tax rate that is applied to prime contracting activities, as defined by state statutes. Construction sales tax is used to pay the growth share of debt and capital costs related to infrastructure projects.

Strategic priorities that relate to the Construction Sales Tax Fund are:



Superior Infrastructure



Other Funds

Municipal Town Center Fund

| TOWN CENTER FUND | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|--|--------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Retail Sales Tax 0.25% | \$ 721,950 | \$ 927,265 | \$ 1,010,719 | \$ 1,101,684 | \$ 1,189,818 | \$ 1,285,004 | \$ 1,374,954 | \$ 5,962,179 |
| Building Lease Revenue | 24,099 | 80,650 | 81,426 | 81,426 | 81,426 | 81,426 | 81,426 | 407,130 |
| Signage Revenue | 15,145 | 13,200 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 100,000 |
| Interest Income | 9,369 | 6,500 | - | 1,000 | 1,000 | 2,000 | 2,000 | 6,000 |
| TOTAL REVENUES/SOURCES | \$ 770,563 | \$ 1,027,615 | \$ 1,112,145 | \$ 1,204,110 | \$ 1,292,244 | \$ 1,388,430 | \$ 1,478,380 | \$ 6,475,309 |
| 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 | \$ 331,612 | \$ 1,659,380 |
| BUSINESS EXPENSES | | | | | | | | |
| Professional Services | 4,050 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 125,000 |
| QC Inc/Chamber Annex | 6,114 | 15,400 | 15,900 | 16,400 | 16,900 | 17,400 | 17,900 | 84,500 |
| Gangplank | - | 8,000 | - | - | - | - | - | - |
| Town Center Rental Properties | 3,563 | 1,500 | 1,500 | 1,550 | 1,600 | 1,650 | 1,700 | 8,000 |
| CONSTRUCTION SERVICES | | | | | | | | |
| Town Center Infrastructure (TC014) | 171,848 | 310,470 | - | - | - | - | - | - |
| Façade Improvements (TC001) | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Directional Signage (TC015) | 2,895 | - | - | - | - | - | - | - |
| Town Center Plat Road Dedication (TC016) | 6,325 | - | - | - | - | - | - | - |
| Ellsworth Loop: Ocotillo Road (TC017) | 9,802 | - | - | - | - | - | - | - |
| Town Center Solar Lighting (TC018) | 12,836 | - | - | - | - | - | - | - |
| LAND | | | | | | | | |
| Property Purchase | 19,084 | - | - | - | - | - | - | - |
| OTHER | | | | | | | | |
| Block Party | - | - | - | - | - | - | - | - |
| Trunk or Treat | - | - | - | - | - | - | - | - |
| Town Center/Banner Signage (TC007) | 15,424 | 10,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 75,000 |
| Fire Suppression Project (OP130) | - | 155,000 | - | - | - | - | - | - |
| Construction/Land Contingency | - | 709,176 | 860,000 | - | - | - | - | 860,000 |
| TOTAL EXPENDITURES/USES | \$ 585,716 | \$ 1,618,421 | \$ 1,298,875 | \$ 440,450 | \$ 440,306 | \$ 441,037 | \$ 441,212 | \$ 3,061,880 |
| Annual Result | 184,847 | (590,806) | (186,730) | 763,660 | 851,938 | 947,393 | 1,037,168 | |
| Beginning Balance | \$ 598,261 | \$ 783,108 | \$ 192,302 | \$ 5,572 | \$ 769,232 | \$ 1,621,170 | \$ 2,568,563 | |
| Projected Ending Fund Balance | \$ 783,108 | \$ 192,302 | \$ 5,572 | \$ 769,232 | \$ 1,621,170 | \$ 2,568,563 | \$ 3,605,731 | |

Fund Description and Relation to Corporate Strategic Plan

This fund is used to run beautification and business-related projects in Town Center, and to pay debt service on bonds that were issued to build Town Center infrastructure. The funding mechanism for these projects is primarily the 0.25% dedicated sales tax charged within the major retail developments in Town Center.

The Town is completing the design of roadway and drainage infrastructure next to Town Hall and preparing for construction in FY 2021/22. 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

Healthcare Self-Insurance Fund

| Healthcare Self-Insurance Fund | FY 19/20 Actual | FY 20/21 Revised | FY 21/22 Adopted | FY 22/23 Requested | FY 23/24 Requested | FY 24/25 Requested | FY 25/26 Requested | Total 5 year Projection |
|----------------------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|
| REVENUES/SOURCES | | | | | | | | |
| Employer Premiums - Medical | \$ 2,613,195 | \$ 2,937,943 | \$ 4,875,173 | \$ 5,021,400 | \$ 5,272,500 | \$ 5,536,100 | \$ 5,812,900 | \$ 26,518,073 |
| Employee Premiums - Medical | 602,521 | 631,549 | 1,021,208 | 1,051,800 | 1,083,400 | 1,115,900 | 1,149,400 | 5,421,708 |
| Employer Premiums - Dental | 191,134 | 202,675 | 299,842 | 308,800 | 318,100 | 327,600 | 337,400 | 1,591,742 |
| Employee Premiums - Dental | 61,664 | 72,556 | 90,129 | 92,800 | 95,600 | 98,500 | 101,500 | 478,529 |
| Employer Premiums - Vision | 18,710 | 20,382 | 28,708 | 29,600 | 30,500 | 31,400 | 32,300 | 152,508 |
| Employee Premiums - Vision | 4,765 | 5,711 | 7,381 | 7,600 | 7,800 | 8,000 | 8,200 | 38,981 |
| HSA Funding | 556,679 | 551,399 | 598,069 | 616,000 | 634,500 | 653,500 | 673,100 | 3,175,169 |
| Insurance Premiums | 120,782 | 76,400 | 67,841 | 69,900 | 72,000 | 74,200 | 76,400 | 360,341 |
| Interest | 28,113 | 12,900 | - | - | - | - | - | - |
| Stop Loss Reimbursement | 280,646 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| TOTAL REVENUES/SOURCES | \$ 4,478,209 | \$ 4,611,515 | \$ 7,088,351 | \$ 7,297,900 | \$ 7,614,400 | \$ 7,945,200 | \$ 8,291,200 | \$ 38,237,051 |
| EXPENDITURES/USES | | | | | | | | |
| Claims & Ins Payments | | | | | | | | |
| Medical Claims | \$ 2,890,145 | \$ 3,203,252 | \$ 4,754,221 | \$ 5,134,560 | \$ 5,545,320 | \$ 5,988,950 | \$ 6,468,070 | \$ 27,891,121 |
| Fixed Expense | 528,212 | 421,737 | 421,536 | 434,180 | 447,210 | 460,630 | 474,450 | 2,238,006 |
| HSA Contributions | 709,227 | 551,399 | 598,069 | 616,000 | 634,500 | 653,500 | 673,100 | 3,175,169 |
| Short Term Disability Premiums | 19,383 | 25,850 | 35,246 | 36,300 | 37,390 | 38,510 | 39,670 | 187,116 |
| Dental Premiums | 204,929 | 275,231 | 389,971 | 401,600 | 413,700 | 426,100 | 438,900 | 2,070,271 |
| Vision Premiums | 22,358 | 26,093 | 36,089 | 37,200 | 38,300 | 39,400 | 40,500 | 191,489 |
| Flexible Spending premiums | 4,124 | 2,873 | 4,000 | 4,120 | 4,240 | 4,370 | 4,500 | 21,230 |
| Life Insurance Premiums | 73,555 | 74,350 | 32,595 | 33,570 | 34,580 | 35,620 | 36,690 | 173,055 |
| Wellness Initiatives | 2,599 | 6,000 | 6,000 | 6,480 | 7,000 | 7,560 | 7,560 | 34,600 |
| COVID Testing | - | 30,000 | - | - | - | - | - | - |
| ACA Fees | 24,130 | 24,730 | 24,730 | 26,710 | 28,840 | 31,150 | 31,150 | 142,580 |
| TOTAL EXPENDITURES/USES | \$ 4,478,662 | \$ 4,641,515 | \$ 6,302,457 | \$ 6,730,720 | \$ 7,191,080 | \$ 7,685,790 | \$ 8,214,590 | \$ 36,124,637 |
| Annual Result | (453) | (30,000) | 785,894 | 567,180 | 423,320 | 259,410 | 76,610 | |
| Beginning Balance | \$ 1,622,532 | \$ 1,622,079 | \$ 1,592,079 | \$ 2,377,973 | \$ 2,945,153 | \$ 3,368,473 | \$ 3,627,883 | |
| Projected Ending Fund Balance | \$ 1,622,079 | \$ 1,592,079 | \$ 2,377,973 | \$ 2,945,153 | \$ 3,368,473 | \$ 3,627,883 | \$ 3,704,493 | |

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 2021/22 is due to the anticipated hiring of 79 new FTEs, 65 of which are the staffing for the new Police Department, which is set to become fully operational during FY 2021/22.

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 109 districts for FY 2021/22, and the expenditure budget is set at \$43,720.

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. During the COVID-19 crisis, many of these events were cancelled but are expected to resume once the pandemic subsides. The total budget for all events in this fund is \$165,000 for FY 2021/22.

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 2021/22:

- American Rescue Plan Federal Grant, passed by Congress in March 2021 to assist state and local governments respond to the COVID-19 pandemic. Estimated grant total is \$12 million.
- 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 related to the Police Department, Trails construction, or other special projects, the FY 2021/22 Grants Fund budget is set at \$17 million.



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 2021/22 is \$605,001,641. This includes both Maricopa County and Pinal County assessed values.

| | |
|---|----------------|
| 20% Debt Margin Limit: | \$ 121,000,328 |
| Bonded Debt Outstanding: | <u>0</u> |
| Unused 20% Limitation Borrowing Capacity: | \$ 121,000,328 |
| 6% Debt Margin Limit: | \$ 36,300,098 |
| Bonded Debt Outstanding: | <u>0</u> |
| Unused 6% Limitation Borrowing Capacity: | \$ 36,300,098 |

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. The Town currently does not have any outstanding capital leases. 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 a portion of the 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/public safety, 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 AA 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 cost of 2.71%, a final maturity in FY 2050/51, and while excise taxes and state shared-revenue were pledged, a variety of sources will repay the debt including 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/her 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 five outstanding WIFA loans, each being secured by a pledge of the revenues of the respective Water and Wastewater funds. This include:

- 2008 Loan, \$40,000,000 – issued to purchase the Queen Creek Water Company. The loan was refinanced in FY2019/20 to extend the term of the loan to a final maturity date in FY 2038/39.
- 2014 Loan, \$15,943,655 – issued to pay for a portion of the purchase of the H2O Water Company. The loan was refinanced in FY2019/20 to extend the term of the loan to a final maturity date in FY 2043/44.
- 2020 Loan (GWEC), \$57,981,000 – issued to finance the purchase of approximately 229,000 acre-feet of Ground Water Extinguishment Credits (GWECs). The loan has a final maturity in FY 2050/51.
- 2020 Loan (Encanterra), \$8,600,000 – issued to finance a water exchange agreement with Trilogy Encanterra LLC wherein the Town receives up to 3 MGD of reclaimed water and access to permanent recharge facilities. The loan has a final maturity in FY 2050/51.
- 2020 Loan (Diversified), \$13,250,000 – issued to finance the purchase of the Diversified Water Company in September 2020. The loan was eligible for a forgivable principal amount of \$442,500, which is reflected in the schedules below, and has a final maturity date in FY 2050/51.

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 and has a final maturity in FY 2043/44.

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. In fiscal year 2019/20, WIFA approved the Town's request to amend the Town's pledge requirements to combine both water and wastewater net revenues as a single system-wide pledge for all WIFA loans. This change improved the Town's coverage ratios for its WIFA debt.



Debt

| Issue Date | Final Maturity Date | Bond Issue / Loan Type | Original Principal | 6/30/2021 Outstanding Principal |
|---|---------------------|---|-----------------------|---------------------------------|
| Excise Tax and State-Shared Pledged Revenue Bonds | | | | |
| 6/30/2020 | 2051 | 2020 Series - Transportation and Fire | \$ 78,605,000 | \$ 78,605,000 |
| 2/21/2018 | 2047 | 2018 Series 2018A - Transportation | 47,945,000 | 45,965,000 |
| 2/21/2018 | 2037 | 2018 Series 2018B - Transportation and Public Safety | 18,015,000 | 16,850,000 |
| 10/1/2016 | 2029 | 2016 Refunding - 2004 GADA Loan Town Hall Bldgs | 4,305,000 | 3,195,000 |
| 10/1/2016 | 2030 | 2016 Refunding - 2005 GADA Loan Library | 1,470,000 | 1,130,000 |
| 10/1/2016 | 2036 | 2016 Refunding - 2006 GADA Loan Library | 7,995,000 | 6,835,000 |
| 10/1/2016 | 2033 | 2016 Refunding - 2007 Excise Tax Bonds: Parks, Transportation, Town Buildings, Library | 18,210,000 | 14,615,000 |
| 10/1/2016 | 2023 | 2016 Refunding - 2008 GADA Loan HPEC Facility | 985,000 | 450,000 |
| 10/1/2016 | 2032 | 2016 Refunding - 2006 ID Bonds Ellsworth Loop Road | 15,025,000 | 12,030,000 |
| 3/26/2014 | 2028 | 2014A GADA Revenue Refunding (Sewer Buy-in -GWRP) | 3,845,000 | 2,605,000 |
| Subtotal Excise Tax and State-Shared Pledged Revenue Bonds | | | \$ 196,400,000 | \$ 182,280,000 |
| Water and Wastewater Pledged Revenue Loans | | | | |
| 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 Exchange Agreement | 8,600,000 | 8,600,000 |
| 9/25/2020 | 2051 | 2020 WIFA Loan - Diversified Water Company Acquisition | 12,807,500 | 12,807,500 |
| 3/27/2008 | 2028 | WIFA Loan 2008 - QC Water Company Acquisition | 40,000,000 | 21,819,447 |
| 11/1/2013 | 2033 | WIFA Loan 2014 - H2O Company Acquisition | 16,000,000 | 12,045,179 |
| 11/1/2013 | 2044 | 2014 Subordinate Lien Water System Revenue Obligations, Schnepf Trust - H2O Acquisition | 19,425,089 | 18,872,408 |
| Subtotal Water and Wastewater Pledged Revenue Loans | | | \$ 154,813,589 | \$ 132,125,534 |
| Improvement District Bonds | | | | |
| 11/30/2016 | 2030 | 2016I Refunding - Improvement District No 001 Bonds, 2006 | \$ 18,445,000 | \$ 12,895,229 |
| Total All Debts/Loans | | | \$ 369,658,589 | \$ 327,300,763 |

| Loan/Bond Type | Interest Rate | Original Amount of Loan/Bond | 6/30/2021 Outstanding Principal | FY 2021/22 | | | | 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 | 2-5% | \$ 78,605,000 | \$ 78,605,000 | \$ 1,080,000 | \$ 3,364,550 | \$ - | \$ 4,444,550 | 2051 |
| 2018 Series 2018A - Transportation | 2-5% | 47,945,000 | 45,965,000 | 855,000 | 2,263,700 | - | 3,118,700 | 2047 |
| 2018 Series 2018B - Transportation and Public Safety | 2-5% | 18,015,000 | 16,850,000 | 500,000 | 718,501 | - | 1,218,501 | 2047 |
| 2016 Refunding - 2004 GADA Loan Town Hall Bldgs | 2-5% | 4,305,000 | 3,195,000 | 295,000 | 138,675 | - | 433,675 | 2029 |
| 2016 Refunding - 2005 GADA Loan Library | 2-5% | 1,470,000 | 1,130,000 | 95,000 | 49,925 | - | 144,925 | 2030 |
| 2016 Refunding - 2006 GADA Loan Library | 2-5% | 7,995,000 | 6,835,000 | 300,000 | 298,400 | - | 598,400 | 2036 |
| 2016 Refunding - 2007 Excise Tax Bonds: Parks, Transportation, Town Buildings, Library | 2-5% | 18,210,000 | 14,615,000 | 940,000 | 663,550 | - | 1,603,550 | 2033 |
| 2016 Refunding - 2008 GADA Loan HPEC Facility | 2-5% | 985,000 | 450,000 | 140,000 | 17,450 | - | 157,450 | 2023 |
| 2016 Refunding - 2006 ID Bonds Ellsworth Loop Road | 2-5% | 15,025,000 | 12,030,000 | 780,000 | 545,900 | - | 1,325,900 | 2032 |
| 2014A GADA Revenue Refunding (Sewer Buy-in -GWRP) | 2-5% | 3,845,000 | 2,605,000 | 275,000 | 113,350 | - | 388,350 | 2028 |
| Subtotal Excise Tax and State-Shared Pledged Revenue Bonds | | \$ 196,400,000 | \$ 182,280,000 | \$ 5,260,000 | \$ 8,174,001 | \$ - | \$ 13,434,001 | |
| Water and Wastewater Pledged Revenue Loans | | | | | | | | |
| 2020 WIFA Loan - Ground Water Extinguishment Credits | 1.98% | \$ 57,981,000 | \$ 57,981,000 | \$ 1,432,812 | \$ 273,693 | \$ 848,223 | \$ 2,554,728 | 2051 |
| 2020 WIFA Loan - Water Exchange Agreement | 1.98% | 8,600,000 | 8,600,000 | 212,521 | 40,595 | 125,813 | 378,929 | 2051 |
| 2020 WIFA Loan - Diversified Water Company Acquisition | 1.87% | \$ 12,807,500 | \$ 12,807,500 | \$ - | \$ 47,893 | \$ 192,086 | 239,979 | 2051 |
| WIFA Loan 2008 - QC Water Company Acquisition | 4.04% | 40,000,000 | 21,819,447 | 847,888 | 532,153 | 314,574 | 1,694,615 | 2039 |
| WIFA Loan 2014 - H2O Company Acquisition | 3.15% | 16,000,000 | 12,045,179 | 364,388 | 193,200 | 175,212 | 732,800 | 2044 |
| 2014 Subordinate Lien Water System Revenue Obligations | 8.00% | 19,425,089 | 18,872,408 | 309,926 | 1,492,689 | - | 1,802,615 | 2044 |
| Subtotal Water and Wastewater Pledged Revenue Loans | | \$ 154,813,589 | \$ 132,125,534 | \$ 3,167,535 | \$ 2,580,223 | \$ 1,655,908 | \$ 7,403,666 | |
| Improvement District Bonds | | | | | | | | |
| 2016I Refunding - 2006 ID Bonds Ellsworth Loop Road | 2.45% | 18,445,000 | 12,895,229 | 1,421,288 | 315,933 | - | 1,737,221 | 2030 |
| Totals | | \$ 369,658,589 | \$ 327,300,763 | \$ 9,848,823 | \$ 11,070,157 | \$ 1,655,908 | \$ 22,574,888 | |



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 | \$ 6,675,278 |
| EMS Fund | 777,950 |
| HPEC | 290,233 |
| HURF/Streets | 262,790 |
| Town Center | 331,475 |
| Construction Sales Tax | 1,527,691 |
| Parks Development | 507,543 |
| Town Buildings Development | 287,723 |
| Transportation Development | 922,239 |
| Library Development | 232,116 |
| Public Safety Development | 140,075 |
| Fire Development | 1,090,538 |
| Improvement District Assessment | 1,737,221 |
| Sewer Operating | 388,350 |
| Water Operating | 7,403,666 |
| TOTAL | \$ 22,574,888 |



Debt

| Loan/Bond Type | FY 2021/22 | FY 2022/23 | FY 2023/24 | FY 2024/25 | FY 2025/26 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | 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 | 211,633 | 212,329 | 212,658 | 212,695 | 213,232 |
| 2016 Refunding - 2005B GADA - Library | 104,856 | 105,308 | 105,579 | 98,616 | 99,267 |
| 2016 Refunding - 2006A GADA - Library | 432,954 | 433,823 | 430,621 | 430,675 | 431,471 |
| 2016 Refunding - 2007 Excise Tax Bond | 325,735 | 327,096 | 326,958 | 326,456 | 327,635 |
| 2018 Series 2018A - Transportation | 3,118,700 | 3,118,800 | 3,112,875 | 3,115,375 | 3,110,500 |
| 2020 Series - 2020 Excise Tax Bond | 2,481,400 | 2,483,150 | 2,488,275 | 2,486,775 | 2,483,775 |
| Subtotal General Fund | \$ 6,675,278 | \$ 6,680,506 | \$ 6,676,966 | \$ 6,670,592 | \$ 6,665,880 |
| 2020 Series - 2020 Excise Tax Bond | 777,950 | 777,200 | 775,950 | 774,200 | 776,825 |
| Subtotal EMS Fund | \$ 777,950 | \$ 777,200 | \$ 775,950 | \$ 774,200 | \$ 776,825 |
| 2016 Refunding - 2007 Excise Tax Bond | 213,397 | 214,288 | 214,198 | 213,869 | 214,641 |
| 2016 Refunding - 2008A GADA - HPEC | 76,836 | 80,935 | 77,531 | - | - |
| Subtotal HPEC Fund | \$ 290,233 | \$ 295,223 | \$ 291,729 | \$ 213,869 | \$ 214,641 |
| 2016 Refunding - 2007 Excise Tax Bond | 262,790 | 263,888 | 263,777 | 263,372 | 264,322 |
| Subtotal HURF Fund | \$ 262,790 | \$ 263,888 | \$ 263,777 | \$ 263,372 | \$ 264,322 |
| 2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd | 331,475 | 332,500 | 331,806 | 331,987 | 331,612 |
| Subtotal Town Center Development Fund | \$ 331,475 | \$ 332,500 | \$ 331,806 | \$ 331,987 | \$ 331,612 |
| 2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd | 994,425 | 997,500 | 995,419 | 995,963 | 994,838 |
| 2016 Refunding - 2007 Excise Tax Bond | 282,417 | 283,597 | 283,479 | 283,042 | 284,064 |
| 2020 Series - 2020 Excise Tax Bond | 250,849 | 249,519 | 250,157 | 250,583 | 250,795 |
| Subtotal Construction Sales Tax | \$ 1,527,691 | \$ 1,530,616 | \$ 1,529,055 | \$ 1,529,588 | \$ 1,529,697 |
| 2016 Refunding - 2007 Excise Tax Bond | 203,038 | 203,886 | 203,801 | 203,487 | 204,221 |
| 2016 Refunding - 2007 Excise Tax Bond - HPEC | 223,891 | 224,827 | 224,733 | 224,387 | 225,197 |
| 2016 Refunding - 2008A GADA - HPEC | 80,614 | 84,915 | 81,344 | - | - |
| Subtotal Parks & Open Space Development Fund | \$ 507,543 | \$ 513,628 | \$ 509,878 | \$ 427,874 | \$ 429,418 |
| 2016 Refunding - 2004B GADA - Town Buildings | 222,042 | 222,771 | 223,117 | 223,155 | 223,718 |
| 2016 Refunding - 2007 Excise Tax Bond | 65,681 | 65,956 | 65,928 | 65,827 | 66,064 |
| Subtotal Town Buildings Development Fund | \$ 287,723 | \$ 288,727 | \$ 289,045 | \$ 288,982 | \$ 289,782 |
| 2018 Series 2018B - Transportation | 583,688 | 581,388 | 583,788 | 584,763 | 584,263 |
| 2020 Series - 2020 Excise Tax Bond | 338,551 | 336,756 | 337,618 | 338,192 | 338,480 |
| Subtotal Transportation Development Fund | \$ 922,239 | \$ 918,144 | \$ 921,406 | \$ 922,955 | \$ 922,743 |
| 2016 Refunding - 2005B GADA - Library | 40,069 | 40,242 | 40,346 | 37,684 | 37,933 |
| 2016 Refunding - 2006A GADA - Library | 165,446 | 165,777 | 164,554 | 164,575 | 164,879 |
| 2016 Refunding - 2007 Excise Tax Bond | 26,601 | 26,712 | 26,701 | 26,660 | 26,756 |
| Subtotal Library Development Fund | \$ 232,116 | \$ 232,731 | \$ 231,601 | \$ 228,919 | \$ 229,568 |
| 2018 Series 2018B - Public Safety | 140,075 | 142,175 | 139,175 | 140,675 | 141,550 |
| Subtotal Public Safety Fund | \$ 140,075 | \$ 142,175 | \$ 139,175 | \$ 140,675 | \$ 141,550 |
| 2018 Series 2018B - Public Safety | 494,738 | 494,538 | 493,938 | 491,538 | 492,163 |
| 2020 Series - 2020 Excise Tax Bond | 595,800 | 597,550 | 593,925 | 594,925 | 595,425 |
| Subtotal Fire Development Fund | \$ 1,090,538 | \$ 1,092,088 | \$ 1,087,863 | \$ 1,086,463 | \$ 1,087,588 |
| 2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd | 1,737,221 | 1,732,010 | 1,731,009 | 1,739,030 | 1,736,094 |
| Subtotal Special Assessment ID Fund | \$ 1,737,221 | \$ 1,732,010 | \$ 1,731,009 | \$ 1,739,030 | \$ 1,736,094 |
| 2014A GADA Revenue Refunding (Sewer Buy-in GWRP) | 388,350 | 384,100 | 384,100 | 386,500 | 385,000 |
| Subtotal Sewer Operating Fund | \$ 388,350 | \$ 384,100 | \$ 384,100 | \$ 386,500 | \$ 385,000 |
| 2008 WIFA Loan QC Water Co Acquisition | 1,694,615 | 1,693,233 | 1,691,795 | 1,690,299 | 1,688,742 |
| 2014 WIFA Loan H2O Water Co Acquisition | 732,800 | 732,438 | 732,064 | 731,678 | 731,280 |
| 2014 Schnepf Trust H2O Water Co Acquisition | 1,802,615 | 1,801,479 | 1,800,259 | 1,798,947 | 1,797,539 |
| 2020 WIFA Loan - GWECs | 2,554,728 | 2,554,164 | 2,553,589 | 2,553,002 | 2,552,404 |
| 2020 WIFA Loan - Water Exchange Agreement | 378,929 | 378,845 | 378,760 | 378,673 | 378,584 |
| 2020 WIFA Loan - Diversified Water Co Acquisition | 239,979 | 239,979 | 585,425 | 585,301 | 585,175 |
| Subtotal Water Operating Fund | \$ 7,403,666 | \$ 7,400,138 | \$ 7,741,892 | \$ 7,737,900 | \$ 7,733,724 |
| Total Debt Service | \$ 22,574,888 | \$ 22,583,674 | \$ 22,905,252 | \$ 22,742,906 | \$ 22,738,444 |



Outstanding Debt Schedules

| Town of Queen Creek Outstanding Debt FY2022 - FY2051 | | | | | | | | | |
|--|---|--|---|--------------------------------------|--------------------------------------|--------------------------------|--|------------------------------|---|
| Principal, Interest and Fees Combined | | | | | | | | | |
| Year | 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 (Private Property Owners) \$18,445,000 |
| 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 | \$ 136,749,125 | \$ 110,001,789 | \$ 3,907,025 | \$ 1,415,700 | \$ 9,534,401 | \$ 482,175 | \$ 19,218,775 | \$ 15,810,950 | \$ 14,412,507 |



Outstanding Debt Schedules

| Town of Queen Creek Outstanding Debt FY2022 - FY2051 | | | | | | | | |
|--|--------------|---------------|---------------|-------------------------------|------------------------|----------------------|----------------------|---------------|
| Principal, Interest and Fees Combined | | | | | | | | |
| Year | GADA 2014A | | | Water Revenue Subordinate | | | | FY Total |
| | Sewer | QC Water | H2O | Lien 2014 (Schnepf Trust) H2O | WIFA 2020 (GWEC) Water | WIFA 2020 (CW) Water | WIFA 2020 (DW) Water | |
| | \$3,845,000 | \$40,000,000 | \$16,000,000 | \$19,425,089 | \$57,981,000 | \$8,600,000 | \$12,807,500 | |
| FY21-22 | \$ 388,350 | \$ 1,694,615 | \$ 732,800 | \$ 1,802,615 | \$ 2,554,728 | \$ 378,929 | \$ 239,979 | \$ 22,574,888 |
| FY22-23 | 384,100 | 1,693,233 | 732,438 | 1,801,479 | 2,554,164 | 378,845 | 239,979 | 22,583,674 |
| FY23-24 | 384,100 | 1,691,795 | 732,064 | 1,800,259 | 2,553,589 | 378,760 | 585,425 | 22,905,252 |
| FY24-25 | 386,500 | 1,690,299 | 731,678 | 1,798,947 | 2,553,002 | 378,673 | 585,301 | 22,742,906 |
| FY25-26 | 385,000 | 1,688,742 | 731,280 | 1,797,539 | 2,552,404 | 378,584 | 585,175 | 22,738,445 |
| FY26-27 | 387,500 | 1,687,123 | 730,870 | 1,796,027 | 2,551,794 | 378,493 | 585,047 | 22,730,026 |
| FY27-28 | 384,250 | 1,685,438 | 730,447 | 1,794,402 | 2,551,172 | 378,401 | 584,916 | 22,697,058 |
| FY28-29 | 385,000 | 1,683,686 | 730,010 | 1,792,655 | 2,550,537 | 378,307 | 584,783 | 22,692,103 |
| FY29-30 | | 1,681,862 | 729,559 | 1,790,777 | 2,549,890 | 378,211 | 584,647 | 21,074,865 |
| FY30-31 | | 1,679,965 | 729,095 | 1,788,759 | 2,549,230 | 378,113 | 584,509 | 20,101,647 |
| FY31-32 | | 1,677,991 | 728,615 | 1,786,589 | 2,548,557 | 378,013 | 584,368 | 20,723,565 |
| FY32-33 | | 1,675,938 | 728,121 | 1,784,254 | 2,547,871 | 377,912 | 584,225 | 20,708,133 |
| FY33-34 | | 1,673,802 | 727,611 | 1,781,741 | 2,547,171 | 377,808 | 584,079 | 17,809,942 |
| FY34-35 | | 1,671,579 | 727,085 | 1,779,041 | 2,546,457 | 377,702 | 583,930 | 17,805,657 |
| FY35-36 | | 1,669,267 | 726,542 | 1,776,134 | 2,545,729 | 377,594 | 583,779 | 17,797,607 |
| FY36-37 | | 1,666,861 | 725,982 | 1,773,005 | 2,544,986 | 377,484 | 583,624 | 17,777,956 |
| FY37-38 | | 1,664,359 | 725,404 | 1,769,637 | 2,544,229 | 377,371 | 583,467 | 17,188,455 |
| FY38-39 | | 1,661,755 | 724,809 | 1,766,011 | 2,543,456 | 377,257 | 583,306 | 16,532,619 |
| FY39-40 | | | 724,194 | 1,762,109 | 2,542,669 | 377,140 | 583,143 | 14,864,655 |
| FY40-41 | | | 723,560 | 1,757,908 | 2,541,866 | 377,021 | 582,977 | 14,861,207 |
| FY41-42 | | | 722,906 | 1,753,380 | 2,541,046 | 376,899 | 582,807 | 13,654,464 |
| FY42-43 | | | 722,232 | 1,748,505 | 2,540,211 | 376,775 | 582,635 | 13,649,858 |
| FY43-44 | | | 721,536 | 1,743,253 | 2,539,359 | 376,649 | 582,459 | 13,638,356 |
| FY44-45 | | | | | 2,538,490 | 376,520 | 582,280 | 11,166,165 |
| FY45-46 | | | | | 2,537,604 | 376,389 | 582,097 | 11,156,465 |
| FY46-47 | | | | | 2,536,700 | 376,255 | 581,911 | 11,158,666 |
| FY47-48 | | | | | 2,535,779 | 376,118 | 581,722 | 11,152,068 |
| FY48-49 | | | | | 2,534,839 | 375,979 | 581,529 | 7,514,346 |
| FY49-50 | | | | | 2,533,880 | 375,836 | 581,332 | 7,514,449 |
| FY50-51 | | | | | 2,532,902 | 375,691 | 581,132 | 7,508,526 |
| | \$ 3,084,800 | \$ 30,238,309 | \$ 16,738,838 | \$ 40,945,026 | \$ 76,344,310 | \$ 11,323,728 | \$ 16,816,564 | |



Appendix

Budget Adoption Resolution
State Auditor General Schedules
Position Listing
Acronyms
Glossary





Budget Adoption Resolution

RESOLUTION 1410-21

TOWN OF QUEEN CREEK

Resolution for the Adoption of the Budget

Fiscal Year 2022

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 May 5, 2021, 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 May 19, 2021, 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 May 19, 2021, 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 2021/2022.

Passed by the Mayor and Queen Creek Town Council, this 19th day of May 2021.

FOR THE TOWN OF QUEEN CREEK:


Gail Barney, Mayor

REVIEWED BY:


John Kross, Town Manger

ATTESTED TO:


Maria Gonzalez, Town Clerk

APPROVED AS TO FORM:


Attorneys for the Town
Dickinson Wright



State Auditor General Budget (Schedule A)

TOWN OF QUEEN CREEK
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2022

| Fiscal Year | S c h | FUNDS | | | | | | | Total All Funds | |
|-------------|--|--------------|----------------------|-------------------|-----------------------|----------------|----------------------------|------------------------|-----------------|-------------|
| | | General Fund | Special Revenue Fund | Debt Service Fund | Capital Projects Fund | Permanent Fund | Enterprise Funds Available | Internal Service Funds | | |
| 2021 | Adopted/Adjusted Budgeted Expenditures/Expenses* | E | 28,837,320 | 40,341,105 | 12,366,827 | 178,588,127 | 0 | 144,336,448 | 4,641,515 | 409,111,342 |
| 2021 | Actual Expenditures/Expenses** | E | 28,837,320 | 40,341,105 | 12,366,827 | 23,202,276 | 0 | 96,890,342 | 4,641,515 | 206,279,385 |
| 2022 | Fund Balance/Net Position at July 1*** | | 70,367,463 | 45,042,778 | 0 | 111,991,236 | 0 | 99,532,531 | 224,297 | 327,158,305 |
| 2022 | Primary Property Tax Levy | B | 0 | 11,045,515 | 0 | 0 | | | | 11,045,515 |
| 2022 | Secondary Property Tax Levy | B | 0 | 0 | 0 | 0 | | | | 0 |
| 2022 | Estimated Revenues Other than Property Taxes | C | 60,793,112 | 50,178,154 | 1,737,222 | 39,588,253 | 0 | 107,024,406 | 7,088,351 | 266,409,498 |
| 2022 | Other Financing Sources | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2022 | Other Financing (Uses) | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2022 | Interfund Transfers In | D | 0 | 15,583,321 | 13,055,652 | 29,422,290 | 0 | 46,003,116 | 0 | 104,064,379 |
| 2022 | Interfund Transfers (Out) | D | 26,149,899 | 31,911,364 | 0 | 0 | 0 | 46,003,116 | 0 | 104,064,379 |
| 2022 | Reduction for Amounts Not Available: | | | | | | | | | |
| 2022 | Total Financial Resources Available | | 105,010,676 | 89,938,404 | 14,792,874 | 181,001,779 | 0 | 206,556,937 | 7,312,648 | 604,613,318 |
| 2022 | Budgeted Expenditures/Expenses | E | 34,531,776 | 60,690,273 | 14,792,873 | 185,558,306 | 0 | 185,307,929 | 6,302,457 | 487,183,614 |

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

| | 2021 | 2022 |
|---|----------------|----------------|
| Budgeted expenditures/expenses | \$ 409,111,342 | \$ 487,183,614 |
| Budgeted expenditures/expenses adjusted for reconciling items | 409,111,342 | 487,183,614 |
| Amount subject to the expenditure limitation | \$ 409,111,342 | \$ 487,183,614 |
| EEC expenditure limitation | \$ 409,111,342 | \$ 487,183,614 |

- * 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 May 19, 2021



State Auditor General Budget (Schedule B)

TOWN OF QUEEN CREEK Tax Levy and Tax Rate Information Fiscal Year 2022

| | <u>2021</u> | <u>2022</u> |
|---|---------------|---------------|
| 1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A) | \$ 15,716,317 | \$ 17,234,077 |
| 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 | \$ 9,779,705 | \$ 11,045,515 |
| B. Secondary property taxes | - | - |
| C. Total property tax levy amounts | \$ 9,779,705 | \$ 11,045,515 |
| 4. Property taxes collected* | | |
| A. Primary property taxes | | |
| (1) Current year's levy | \$ 9,779,705 | |
| (2) Prior years' levies | 79,572 | |
| (3) Total primary property taxes | \$ 9,859,277 | |
| B. Secondary property taxes | | |
| (1) Current year's levy | \$ - | |
| (2) Prior years' levies | - | |
| (3) Total secondary property taxes | \$ - | |
| C. Total property taxes collected | \$ 9,859,277 | |
| 5. Property tax rates | | |
| A. City/Town tax rate | | |
| (1) Primary property tax rate | 1.8257 | 1.8257 |
| (2) Secondary property tax rate | - | - |
| (3) Total city/town tax rate | 1.8257 | 1.8257 |
| 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 (Schedule C)

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2022

| SOURCE OF REVENUES | ESTIMATED REVENUES 2021 | ACTUAL REVENUES* 2021 | ESTIMATED REVENUES 2022 |
|--|-------------------------------|-----------------------------|-------------------------------|
| GENERAL FUND | | | |
| Local taxes | | | |
| City Sales Tax | \$ 16,692,324 | \$ 25,403,605 | \$ 28,328,818 |
| Construction Sales Tax | 4,134,393 | 12,511,525 | 7,520,485 |
| Licenses and permits | | | |
| Business Licenses | 75,000 | 75,000 | 75,000 |
| Liquor License | 10,500 | 10,500 | 10,500 |
| Building Revenue | 4,545,000 | 8,702,800 | 7,362,600 |
| Intergovernmental | | | |
| State Sales Tax | 5,011,800 | 5,617,000 | 6,898,800 |
| Urban Revenue Sharing | 7,200,700 | 7,272,892 | 7,494,700 |
| Charges for services | | | |
| Recreation User Fees | 327,842 | 327,842 | 442,491 |
| Interest on investments | | | |
| Interest Income | 472,000 | 472,000 | 200,000 |
| Miscellaneous | | | |
| Telecommunications | 160,000 | 160,000 | 165,000 |
| Gas Franchises | 115,000 | 115,000 | 115,000 |
| Cable Licenses | 330,000 | 330,000 | 390,000 |
| Miscellaneous | 103,500 | 103,500 | 103,500 |
| Departmental Support Revenue | 1,686,218 | 1,686,218 | 1,686,218 |
| Total General Fund | \$ 40,864,277 | \$ 62,787,882 | \$ 60,793,112 |
| SPECIAL REVENUE FUNDS | | | |
| Highway User Revenue Fund | | | |
| Highway Users Revenue | \$ 2,725,200 | \$ 3,429,900 | \$ 4,083,000 |
| Pinal County Taxes | 23,600 | 23,600 | 23,600 |
| Vehicle License Tax | 2,186,800 | 2,582,700 | 3,162,100 |
| Grants | - | - | 255,000 |
| Total Highway User Revenue Fund | \$ 4,935,600 | \$ 6,036,200 | \$ 7,523,700 |
| Municipal Town Center Fund | | | |
| City Sales Tax | \$ 669,998 | \$ 927,265 | \$ 1,010,719 |
| Building Lease Revenue | 80,650 | 80,650 | 81,426 |
| Signage Revenue | 13,200 | 13,200 | 20,000 |
| Interest Income | 6,500 | 6,500 | - |
| Total Municipal Town Center Fund | \$ 770,348 | \$ 1,027,615 | \$ 1,112,145 |
| Construction Sales Tax Fund | | | |
| 2% Construction Sales Tax | \$ 4,134,393 | \$ 12,511,525 | \$ 7,520,485 |
| Total Construction Sales Tax Fund | \$ 4,134,393 | \$ 12,511,525 | \$ 7,520,485 |
| Grants & Contingency Fund | | | |
| Grants | \$ 2,000,000 | \$ 7,842,506 | \$ 5,000,000 |
| Total Grants & Contingency Fund | 2,000,000 | 7,842,506 | 5,000,000 |
| Parks Development Fund | | | |
| Parks Development Fee | \$ 2,532,510 | \$ 5,578,665 | \$ 4,967,809 |
| Interest Income | 77,040 | 77,040 | 143,740 |
| Total Parks Development Fund | \$ 2,609,550 | \$ 5,655,705 | \$ 5,111,549 |
| Town Buildings Fund | | | |
| Town Building & Vehicle Development Fee | \$ 60,720 | \$ 132,926 | \$ 118,316 |
| Interest Income | 22,610 | 22,610 | 3,000 |
| Total Town Buildings Fund | \$ 83,330 | \$ 155,536 | \$ 121,316 |



State Auditor General Budget (Schedule C)

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2022

| SOURCE OF REVENUES | ESTIMATED REVENUES 2021 | ACTUAL REVENUES* 2021 | ESTIMATED REVENUES 2022 |
|---|--------------------------------|------------------------------|--------------------------------|
| Transportation Development Fee Fund | | | |
| Transportation Development Impact Fee | \$ 1,975,820 | \$ 4,029,644 | \$ 3,921,888 |
| Interest Income | - | - | 5,000 |
| Total Transportation Development Fee Fund | \$ 1,975,820 | \$ 4,029,644 | \$ 3,926,888 |
| Library Development Fee Fund | | | |
| Library Development Impact Fee | \$ 133,380 | \$ 292,153 | \$ 260,157 |
| Interest Income | 17,540 | 17,540 | 3,000 |
| Total Library Development Fee Fund | \$ 150,920 | \$ 309,693 | \$ 263,157 |
| Public Safety Development Fee Fund | | | |
| Public Safety Development Fees | \$ 506,020 | \$ 1,013,723 | \$ 1,054,861 |
| Interest Income | 2,380 | 2,380 | - |
| Total Public Safety Development Fee Fund | \$ 508,400 | \$ 1,016,103 | \$ 1,054,861 |
| Emergency Services Fund | | | |
| City Sales Tax | \$ 2,086,540 | \$ 3,175,451 | \$ 3,541,102 |
| Construction Sales Tax | 527,601 | 1,563,941 | 940,061 |
| County Island Fire District | 1,445,000 | 1,445,000 | 1,500,000 |
| Fire Inspections | 56,250 | 56,250 | 75,000 |
| PSPRS Premium Tax Credit | 144,000 | 144,000 | 145,000 |
| ROI Utility Revenue | 3,034,871 | 3,034,871 | 3,372,160 |
| IGA - School District | 155,000 | 155,000 | 155,000 |
| Wildland Reimbursement | 65,000 | 65,000 | 15,000 |
| Building Lease Revenue | 28,000 | 28,000 | 28,000 |
| Grants | - | 6,000,000 | 6,000,000 |
| Miscellaneous | 35,000 | 35,000 | 40,000 |
| Total Emergency Services Fund | \$ 7,577,262 | \$ 15,702,513 | \$ 15,811,323 |
| Fire Development Fee Fund | | | |
| Fire Development Fees | \$ 954,070 | \$ 1,961,670 | \$ 1,959,010 |
| Interest Income | - | - | 5,000 |
| Total Fire Development Fee Fund | \$ 954,070 | \$ 1,961,670 | \$ 1,964,010 |
| Streetlight Improvement Districts | | | |
| Special Assessment | \$ 67,370 | \$ 67,370 | \$ 43,720 |
| Total Streetlight Improvement Districts | \$ 67,370 | \$ 67,370 | \$ 43,720 |
| 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 | \$ 431,193 | \$ 431,193 | \$ 650,000 |
| Total HPEC Fund | \$ 431,193 | \$ 431,193 | \$ 650,000 |
| Total Special Revenue Funds | \$ 26,273,256 | \$ 56,822,273 | \$ 50,178,154 |
| DEBT SERVICE FUNDS | | | |
| Special Assessment Fund | | | |
| Property Assessments | \$ 1,736,651 | \$ 1,750,453 | \$ 1,737,222 |
| Interest Income | - | - | - |
| Total Special Assessment Fund | \$ 1,736,651 | \$ 1,750,453 | \$ 1,737,222 |
| Total Debt Service Funds | \$ 1,736,651 | \$ 1,750,453 | \$ 1,737,222 |



State Auditor General Budget (Schedule C)

TOWN OF QUEEN CREEK
Revenues Other Than Property Taxes
Fiscal Year 2022

| SOURCE OF REVENUES | ESTIMATED REVENUES 2021 | ACTUAL REVENUES* 2021 | ESTIMATED REVENUES 2022 |
|---|-------------------------|-----------------------|-------------------------|
| CAPITAL PROJECTS FUNDS | | | |
| Drainage & Transportation Fund | | | |
| Reimbursement from Government Agency | \$ 7,433,922 | \$ 7,433,922 | \$ 14,438,253 |
| Other Funding | - | - | 12,500,000 |
| Interest Income | - | - | 150,000 |
| Total Drainage & Transportation Fund | \$ 7,433,922 | \$ 7,433,922 | \$ 27,088,253 |
| General CIP | | | |
| Contributions from Outside Agencies | \$ 6,000,000 | \$ - | \$ - |
| Other Funding | - | - | 12,500,000 |
| Total General CIP | \$ 6,000,000 | \$ - | \$ 12,500,000 |
| Total Capital Projects Funds | \$ 13,433,922 | \$ 7,433,922 | \$ 39,588,253 |
| INTERNAL SERVICE FUNDS | | | |
| Healthcare Self-Insurance | | | |
| Premiums | \$ 4,498,615 | \$ 4,498,615 | \$ 6,988,351 |
| Stop Loss Reimbursement | 100,000 | 100,000 | 100,000 |
| Interest Income | 12,900 | 12,900 | - |
| Total Healthcare Self-Insurance | \$ 4,611,515 | \$ 4,611,515 | \$ 7,088,351 |
| ENTERPRISE FUNDS | | | |
| Sewer Utility Funds | | | |
| User Fees | \$ 6,841,556 | \$ 6,841,556 | \$ 8,246,236 |
| Miscellaneous | 768,078 | 768,078 | 990,946 |
| Bond/Loan Proceeds | 40,000,000 | 40,000,000 | - |
| Capacity Fee | 1,863,540 | 5,007,772 | 3,689,965 |
| Interest Income | 86,000 | 86,000 | 100,000 |
| Total Sewer Utility | \$ 49,559,174 | \$ 52,703,406 | \$ 13,027,147 |
| Water Fund | | | |
| Water Revenues/User Fees | \$ 24,683,892 | \$ 29,171,350 | \$ 31,519,400 |
| Capacity Fee | 1,973,055 | 4,213,547 | 3,900,954 |
| Miscellaneous | 448,447 | 448,447 | 518,526 |
| Interest Income | 248,618 | 248,618 | 350,000 |
| Bond/Loan Proceeds | 110,000,000 | 120,250,000 | 53,000,000 |
| Total Water Fund | \$ 137,354,012 | \$ 154,331,962 | \$ 89,288,880 |
| Solid Waste Fund | | | |
| User Fees | \$ 3,625,735 | \$ 3,625,735 | \$ 4,417,279 |
| Recycling | 21,000 | 21,000 | 16,000 |
| Cart Fees | 176,310 | 176,310 | 270,000 |
| Interest Income | 11,000 | 11,000 | 5,100 |
| Total Solid Waste | \$ 3,834,045 | \$ 3,834,045 | \$ 4,708,379 |
| Total Enterprise Funds | \$ 190,747,231 | \$ 210,869,413 | \$ 107,024,406 |
| TOTAL ALL FUNDS | \$ 277,666,852 | \$ 344,275,458 | \$ 266,409,498 |

* 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 (Schedule D)

TOWN OF QUEEN CREEK
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2022

| FUND | OTHER FINANCING 2022 | | INTERFUND TRANSFERS 2022 | |
|---|-------------------------|--------|-----------------------------|----------------|
| | SOURCES | (USES) | IN | (OUT) |
| GENERAL FUND | | | | |
| Debt Service | \$ | \$ | \$ | \$ 6,685,278 |
| Infrastructure (CIP) | | | | 3,881,300 |
| Emergency Services Fund | | | | 14,006,645 |
| Horseshoe Park & Equestrian Center Fund | | | | 1,576,676 |
| HURF | | | | |
| Community Events | | | | |
| | | | | |
| | | | | |
| Total General Fund | \$ - | \$ - | \$ - | \$ 26,149,899 |
| SPECIAL REVENUE FUNDS | | | | |
| Library Development Fee Fund | \$ | \$ | \$ | \$ 232,116 |
| Emergency Services Fund | | | 14,006,645 | 1,752,950 |
| Parks Development | | | | 5,507,543 |
| Public Safety Development Fee Fund | | | | 140,075 |
| Town Buildings & Vehicles Development Fee | | | | 287,723 |
| Fire Development Fee Fund | | | | 1,090,538 |
| Transportation Development Fund | | | | 13,459,355 |
| Construction Sales Tax | | | | 8,556,566 |
| Town Center | | | | 331,475 |
| HURF | | | | 262,790 |
| Horseshoe Park & Equestrian Center Fund | | | 1,576,676 | 290,233 |
| | | | | |
| Total Special Revenue Funds | \$ - | \$ - | \$ 15,583,321 | \$ 31,911,364 |
| DEBT SERVICE FUNDS | | | | |
| Special Assessment Fund | \$ | \$ | \$ | \$ |
| Debt Service | | | 13,055,652 | |
| Total Debt Service Funds | \$ - | \$ - | \$ 13,055,652 | \$ - |
| CAPITAL PROJECTS FUNDS | | | | |
| Transportation CIP | \$ | \$ | \$ 22,947,290 | \$ |
| General CIP | | | 6,475,000 | |
| Total Capital Projects Funds | \$ - | \$ - | \$ 29,422,290 | \$ - |
| ENTERPRISE FUNDS | | | | |
| Water Fund | \$ | \$ | \$ | \$ 18,984,177 |
| Water Capacity | | | | 16,248,659 |
| Water CIP | | | 23,975,582 | |
| Water Debt | | | 11,257,254 | |
| Sewer/Wastewater Fund | | | | 2,583,810 |
| Sewer/Wastewater Capacity | | | | 8,186,470 |
| Sewer/Wastewater CIP | | | 8,090,859 | |
| Sewer/Wastewater Debt | | | 2,679,421 | |
| Total Enterprise Funds | \$ - | \$ - | \$ 46,003,116 | \$ 46,003,116 |
| TOTAL ALL FUNDS | \$ - | \$ - | \$ 104,064,379 | \$ 104,064,379 |



State Auditor General Budget (Schedule E)

TOWN OF QUEEN CREEK
Expenditures/Expenses by Fund
Fiscal Year 2022

| FUND/DEPARTMENT | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021 | ACTUAL EXPENDITURES/ EXPENSES* 2021 | BUDGETED EXPENDITURES/ EXPENSES 2022 |
|---|--|--|--|---|
| GENERAL FUND | | | | |
| Town Council | \$ 439,120 | \$ 3,242 | \$ 442,362 | \$ 444,052 |
| Town Manager | 1,168,570 | 28,963 | 1,197,533 | 1,236,238 |
| Legal Services | 465,000 | - | 465,000 | 565,000 |
| Town Clerk | 306,598 | 7,454 | 314,052 | 284,121 |
| Finance | 2,203,392 | 894,716 | 3,098,108 | 3,308,469 |
| Workforce & Technology | 4,364,109 | 166,170 | 4,530,279 | 5,741,668 |
| Communications, Marketing & Recreation | 2,212,438 | 139,464 | 2,351,902 | 2,677,194 |
| Economic Development | 790,833 | 682,376 | 1,473,209 | 1,115,287 |
| Development Services | 3,319,502 | 254,768 | 3,574,270 | 3,691,598 |
| Public Works | 7,714,677 | 335,021 | 8,049,698 | 9,417,099 |
| Centralized Services | 2,593,750 | 747,157 | 3,340,907 | 6,051,050 |
| Total General Fund | \$ 25,577,989 | \$ 3,259,331 | \$ 28,837,320 | \$ 34,531,776 |
| SPECIAL REVENUE FUNDS | | | | |
| HURF | | | | |
| Public Works | \$ 4,768,890 | \$ 1,430,418 | \$ 6,199,308 | \$ 7,027,077 |
| Municipal Town Center Fund | | | | |
| Economic Development | 1,146,441 | 138,105 | 1,284,546 | 967,400 |
| Streetlight Improvement District | | | | |
| General Operations | 181,600 | | 181,600 | 199,360 |
| Grants & Contingency Fund | | | | |
| General Operations | 6,262,796 | (3,964,697) | 2,298,099 | 17,000,000 |
| Construction Sales Tax Fund | | | | |
| Capital | 146,147 | - | 146,147 | - |
| Parks Development Fund | | | | |
| Comm, Marketing & Recreation | | | | 80,000 |
| Carryforward Allowance | | | | |
| Town Buildings & Vehicles Fund | | | | |
| General Operations | | | | 20,000 |
| Transportation Development Fund | | | | |
| Public Works | | | | 125,000 |
| Library Development Fund | | | | |
| Comm, Marketing & Recreation | | | | 20,000 |
| Public Safety Development Fund | | | | |
| Emergency Management Services | | | | 40,000 |
| Fire Development Fund | | | | |
| Emergency Management Services | | - | - | 40,000 |
| Emergency Services Fund | | | | |
| Emergency Management Services | 23,905,600 | 4,706,092 | 28,611,692 | 33,069,993 |
| Community Events Fund | | | | |
| Comm, Marketing & Recreation | 165,000 | - | 165,000 | 165,000 |
| HPEC Fund | | | | |
| Economic Development | 1,368,777 | 85,936 | 1,454,713 | 1,936,443 |
| LTAf | | | | |
| Public Works | - | - | - | - |
| Total Special Revenue Funds | \$ 37,945,251 | \$ 2,395,854 | \$ 40,341,105 | \$ 60,690,273 |



State Auditor General Budget (Schedule E)

TOWN OF QUEEN CREEK
Expenditures/Expenses by Fund
Fiscal Year 2022

| FUND/DEPARTMENT | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021 | ACTUAL EXPENDITURES/ EXPENSES* 2021 | BUDGETED EXPENDITURES/ EXPENSES 2022 |
|-------------------------------------|--|--|--|---|
| DEBT SERVICE FUNDS | | | | |
| Special Assessment Fund | | | | |
| General Operations | \$ 1,736,651 | \$ - | \$ 1,736,651 | \$ 1,737,222 |
| Debt Service Fund | | | | |
| General Operations | 10,952,351 | (322,175) | 10,630,176 | 13,055,651 |
| Total Debt Service Funds | \$ 12,689,002 | \$ (322,175) | \$ 12,366,827 | \$ 14,792,873 |
| CAPITAL PROJECTS FUNDS | | | | |
| Drainage & Transportation | | | | |
| Public Works | \$ 100,359,623 | \$ 37,893,531 | \$ 138,253,154 | \$ 131,669,814 |
| Carryforward Allowance | | | (120,472,359) | |
| General CIP - | | | | |
| General Operations | 43,940,333 | (3,605,360) | 40,334,973 | 53,888,492 |
| Carryforward Allowance | | | (34,913,492) | |
| Total Capital Projects Funds | \$ 144,299,956 | \$ 34,288,171 | \$ 23,202,276 | \$ 185,558,306 |
| ENTERPRISE FUNDS | | | | |
| Sewer/Wastewater Funds | | | | |
| Sewer Operating | \$ 4,891,774 | \$ 16,733 | \$ 4,908,507 | \$ 5,014,615 |
| Sewer Capacity | - | - | - | - |
| Sewer Capital | 40,594,713 | 650,000 | 41,244,713 | 31,057,770 |
| Sewer Debt | 392,100 | - | 392,100 | 2,679,421 |
| Carryforward Allowance | - | - | (20,466,911) | - |
| Subtotal Sewer/Wastewater | \$ 45,878,587 | \$ 666,733 | \$ 26,078,409 | \$ 38,751,806 |
| Water Funds | | | | |
| Water Operating | \$ 82,353,030 | \$ (46,624,041) | \$ 35,728,989 | \$ 77,197,446 |
| Water Capacity | - | - | - | - |
| Water Capital | 46,184,438 | 7,141,268 | 53,325,706 | 53,454,777 |
| Water Debt | 5,737,529 | (792,353) | 4,945,176 | 11,257,252 |
| Carryforward Allowance | - | - | (26,979,195) | - |
| Subtotal Water | \$ 134,274,997 | \$ (40,275,126) | \$ 67,020,676 | \$ 141,909,475 |
| Solid Waste Fund | 3,834,045 | (42,788) | 3,791,257 | 4,646,648 |
| Total Enterprise Funds | \$ 183,987,629 | \$ (39,651,181) | \$ 96,890,342 | \$ 185,307,929 |
| INTERNAL SERVICE FUNDS | | | | |
| Healthcare / Self-Insurance Fund | | | | |
| Healthcare | \$ 4,611,515 | \$ 30,000 | \$ 4,641,515 | \$ 6,302,457 |
| Subtotal Healthcare | \$ 4,611,515 | \$ 30,000 | \$ 4,641,515 | \$ 6,302,457 |
| Total Internal Service Funds | \$ 4,611,515 | \$ 30,000 | \$ 4,641,515 | \$ 6,302,457 |
| TOTAL ALL FUNDS | \$ 409,111,342 | \$ - | \$ 206,279,385 | \$ 487,183,614 |

* 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 (Schedule F)

TOWN OF QUEEN CREEK
Expenditures/Expenses by Department
Fiscal Year 2022

| DEPARTMENT/FUND | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2021 | ACTUAL EXPENDITURES/ EXPENSES* 2021 | BUDGETED EXPENDITURES/ EXPENSES 2022 |
|---|--|--|--|---|
| Town Council | | | | |
| General Fund | \$ 439,120 | \$ 3,242 | \$ 442,362 | \$ 444,052 |
| Town Council Total | \$ 439,120 | \$ 3,242 | \$ 442,362 | \$ 444,052 |
| Town Manager | | | | |
| General Fund | \$ 1,168,570 | \$ 28,963 | \$ 1,197,533 | \$ 1,236,238 |
| Town Manager Total | \$ 1,168,570 | \$ 28,963 | \$ 1,197,533 | \$ 1,236,238 |
| Legal Services | | | | |
| General Fund | \$ 465,000 | \$ - | \$ 465,000 | \$ 565,000 |
| Legal Services Total | \$ 465,000 | \$ - | \$ 465,000 | \$ 565,000 |
| Town Clerk | | | | |
| General Fund | \$ 306,598 | \$ 7,454 | \$ 314,052 | \$ 284,121 |
| Town Clerk Total | \$ 306,598 | \$ 7,454 | \$ 314,052 | \$ 284,121 |
| Finance | | | | |
| General Fund | \$ 2,203,392 | \$ 894,716 | \$ 3,098,108 | \$ 3,308,469 |
| Finance Total | \$ 2,203,392 | \$ 894,716 | \$ 3,098,108 | \$ 3,308,469 |
| Communications, Marketing & Recreation | | | | |
| General Fund | \$ 2,212,438 | \$ 139,464 | \$ 2,351,902 | \$ 2,677,194 |
| Parks Development Fund | - | - | - | 80,000 |
| Library Development Fund | - | - | - | 20,000 |
| Community Events Fund | 165,000 | - | 165,000 | 165,000 |
| Communications, Marketing & | \$ 2,377,438 | \$ 139,464 | \$ 2,516,902 | \$ 2,942,194 |
| Development Services | | | | |
| General Fund | \$ 3,319,502 | \$ 254,768 | \$ 3,574,270 | \$ 3,691,598 |
| Development Services Total | \$ 3,319,502 | \$ 254,768 | \$ 3,574,270 | \$ 3,691,598 |
| Public Works | | | | |
| General Fund | \$ 7,714,677 | \$ 335,021 | \$ 8,049,698 | \$ 9,417,099 |
| HURF | 4,768,890 | 1,430,418 | 6,199,308 | 7,027,077 |
| Solid Waste Fund | 3,834,045 | (42,788) | 3,791,257 | 4,646,648 |
| LTAf | - | - | - | - |
| Transportation Development Fund | - | - | - | 125,000 |
| Drainage & Transportation Fund | 100,359,623 | 37,893,531 | 17,780,795 | 131,669,814 |
| Public Works Total | \$ 116,677,235 | \$ 39,616,182 | \$ 35,821,058 | \$ 152,885,638 |
| Workforce & Technology | | | | |
| General Fund | \$ 4,364,109 | \$ 166,170 | \$ 4,530,279 | \$ 5,741,668 |
| Workforce & Technology Total | \$ 4,364,109 | \$ 166,170 | \$ 4,530,279 | \$ 5,741,668 |
| Economic Development | | | | |
| General Fund | \$ 790,833 | \$ 682,376 | \$ 1,473,209 | \$ 1,115,287 |
| Municipal Town Center Fund | 1,146,441 | 138,105 | 1,284,546 | 967,400 |
| Horseshoe Park Fund | 1,368,777 | 85,936 | 1,454,713 | 1,936,443 |
| Economic Development Total | \$ 3,306,051 | \$ 906,417 | \$ 4,212,468 | \$ 4,019,130 |
| Emergency Management Services (EMS) | | | | |
| Emergency Services Fund | \$ 23,905,600 | \$ 4,706,092 | \$ 28,611,692 | \$ 33,069,993 |
| Public Safety Development Fund | - | - | - | 40,000 |
| Fire Development Fund | - | - | - | 40,000 |
| EMS Total | \$ 23,905,600 | \$ 4,706,092 | \$ 28,611,692 | \$ 33,149,993 |



State Auditor General Budget (Schedule F)

TOWN OF QUEEN CREEK
Expenditures/Expenses by Department
Fiscal Year 2022

| DEPARTMENT/FUND | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2021 | EXPENDITURE/ ADJUSTMENTS APPROVED 2021 | ACTUAL EXPENDITURES/ EXPENSES* 2021 | BUDGETED EXPENDITURES/ EXPENSES 2022 |
|--|---|---|--|---|
| Utilities Department | | | | |
| Sewer Utility Fund | \$ 4,891,774 | \$ 16,733 | \$ 4,908,507 | \$ 5,014,615 |
| Sewer Capacity Fund | - | - | - | - |
| Sewer Capital Fund | 40,594,713 | 650,000 | 41,244,713 | 31,057,770 |
| Sewer Debt Fund | 392,100 | - | 392,100 | 2,679,421 |
| Carryforward Allowance | - | - | (20,466,911) | - |
| Water Operating Fund | 82,353,030 | (46,624,041) | 35,728,989 | 77,197,446 |
| Water Capacity Fund | - | - | - | - |
| Water Capital Fund | 46,184,438 | 7,141,268 | 53,325,706 | 53,454,777 |
| Water Debt Fund | 5,737,529 | (792,353) | 4,945,176 | 11,257,252 |
| Carryforward Allowance | - | - | (26,979,195) | - |
| Utilities Department Total | \$ 180,153,584 | \$ (39,608,393) | \$ 93,099,085 | \$ 180,661,281 |
| Centralized Services/General Operations | | | | |
| General Fund | \$ 2,593,750 | \$ 747,157 | \$ 3,340,907 | \$ 6,051,050 |
| General CIP | 43,940,333 | (3,605,360) | 5,421,481 | 53,888,492 |
| Construction Sales Tax | 146,147 | - | 146,147 | - |
| Town Buildings & Vehicle Development | - | - | - | 20,000 |
| Grants & Contingency Fund | 6,262,796 | (3,964,697) | 2,298,099 | 17,000,000 |
| Streetlight Improvement Districts | 181,600 | - | 181,600 | 199,360 |
| Special Assessments Fund | 1,736,651 | - | 1,736,651 | 1,737,222 |
| Debt Service Fund | 10,952,351 | (322,175) | 10,630,176 | 13,055,651 |
| Healthcare / Self-Insurance | 4,611,515 | 30,000 | 4,641,515 | 6,302,457 |
| Centralized Services/General Operations | | | | |
| Total | \$ 70,425,143 | \$ (7,115,075) | \$ 28,396,576 | \$ 98,254,232 |
| Total All Departments | \$ 409,111,342 | \$ - | \$ 206,279,385 | \$ 487,183,614 |



State Auditor General Budget (Schedule G)

TOWN OF QUEEN CREEK
Full-Time Employees and Personnel Compensation
Fiscal Year 2022

| FUND | Full-Time Equivalent (FTE) | Employee Salaries and Hourly Costs | Retirement Costs | Healthcare Costs | Other Benefit Costs | Total Estimated Personnel Compensation |
|------------------------------------|----------------------------|------------------------------------|---------------------|---------------------|---------------------|--|
| | 2022 | 2022 | 2022 | 2022 | 2022 | 2022 |
| GENERAL FUND | | | | | | |
| Town Council | 7.00 | \$ 209,820 | \$ - | \$ 68,235 | \$ 47,677 | = \$ 325,732 |
| Town Manager | 6.00 | 881,137 | 110,942 | 75,533 | 101,221 | = 1,168,833 |
| Town Clerk | 2.00 | 176,353 | 21,887 | 22,027 | 15,474 | = 235,741 |
| Finance | 36.48 | 1,866,309 | 228,536 | 237,391 | 158,558 | = 2,490,794 |
| Communications, Marketing & Rec | 24.06 | 1,553,670 | 149,511 | 123,725 | 144,308 | = 1,971,214 |
| Development Services | 26.50 | 2,346,060 | 284,036 | 307,272 | 233,400 | = 3,170,768 |
| Public Works | 52.43 | 3,370,318 | 399,844 | 609,374 | 352,635 | = 4,732,171 |
| Workforce & Technology | 19.00 | 1,700,488 | 210,222 | 231,136 | 146,416 | = 2,288,262 |
| Economic Development | 5.00 | 476,130 | 58,905 | 43,337 | 40,930 | = 619,302 |
| Non-Departmental | | - | | | | = - |
| Total General Fund | 178.47 | \$ 12,580,285 | \$ 1,463,883 | \$ 1,718,030 | \$ 1,240,619 | = \$ 17,002,817 |
| SPECIAL REVENUE FUNDS | | | | | | |
| Emergency Services | 152.00 | \$ 14,414,140 | \$ 2,325,578 | \$ 2,363,927 | \$ 1,604,753 | = \$ 20,708,398 |
| HPEC | 8.00 | 544,844 | 62,371 | 84,297 | 56,994 | = 748,506 |
| HURF | 19.00 | 1,187,880 | 140,092 | 218,277 | 127,722 | = 1,673,971 |
| Total Special Revenue Funds | 179.00 | \$ 16,146,864 | \$ 2,528,041 | \$ 2,666,501 | \$ 1,789,469 | = \$ 23,130,875 |
| Capital Funds | | | | | | |
| Drainage & Transportation | 8.00 | \$ 695,909 | \$ 84,724 | \$ 97,206 | \$ 67,205 | = \$ 945,044 |
| ENTERPRISE FUNDS | | | | | | |
| Sewer Utility Fund | 6.00 | \$ 495,732 | \$ 58,557 | \$ 80,001 | \$ 54,622 | = \$ 688,912 |
| Water Fund | 57.00 | 5,900,647 | 688,249 | 872,479 | 586,246 | = 8,047,621 |
| Solid Waste Fund | 3.00 | 333,484 | 41,252 | 52,842 | 31,528 | = 459,106 |
| Total Enterprise Funds | 66.00 | \$ 6,729,863 | \$ 788,058 | \$ 1,005,322 | \$ 672,396 | = \$ 9,195,639 |
| TOTAL ALL FUNDS | 431.47 | \$ 36,152,921 | \$ 4,864,706 | \$ 5,487,059 | \$ 3,769,689 | = \$ 50,274,375 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 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 |
| MANAGEMENT SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| MANAGEMENT ANALYST I | 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 | 5.00 |
| <i>Town Clerk</i> | | | | |
| TOWN CLERK | 1.00 | 1.00 | 1.00 | 1.00 |
| TOWN CLERK ASSISTANT | 1.00 | - | - | - |
| DEPUTY TOWN CLERK | - | 1.00 | 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 | 7.00 |
| <i>Finance</i> | | | | |
| <u>GENERAL FUND</u> | | | | |
| FINANCE DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| FINANCE DEPUTY DIRECTOR* | 1.00 | 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 | 3.00 | 3.00 |
| CONTRACT ADMINISTRATOR | - | - | 1.00 | 1.00 |
| PAYROLL SUPERVISOR | - | - | - | 1.00 |
| 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 | 1.00 |
| <u>OTHER FUNDS</u> | | | | |
| FINANCIAL SERVICES SPECIALIST* | 1.00 | - | - | - |
| ENTERPRISE FINANCE MANAGER* | - | 1.00 | 1.00 | 1.00 |
| FINANCIAL SERVICES MANAGER* | 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 | 1.00 |
| IT PROJECT MANAGER | - | - | 1.00 | 1.00 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|----------------------------------|----------------------|----------------------|-----------------------|-----------------------|
| UTILITY ACCOUNTING ANALYST* | 1.00 | - | - | - |
| SR FINANCIAL SERVICES ANALYST* | - | 1.00 | 1.00 | 1.00 |
| FINANCIAL SERVICES ANALYST* | 1.00 | 1.00 | 1.00 | 2.00 |
| CUSTOMER SERVICE SUPERVISOR* | 1.00 | 1.00 | 1.00 | 1.00 |
| CUSTOMER SERVICE COORDINATOR* | 1.00 | - | - | - |
| CUSTOMER SERVICE REPRESENTATIVE* | 5.00 | 7.00 | 6.00 | 6.00 |
| APPLICATIONS & BUSINESS ANALYST* | - | - | 1.00 | 1.00 |
| BILLING & COMPLIANCE SPECIALIST* | 1.00 | 1.00 | 1.00 | 1.00 |
| ADMINISTRATIVE ASSISTANT I* | 1.00 | 1.00 | - | - |
| Total Finance | 25.48 | 27.48 | 29.48 | 31.48 |

Budget

| | | | | |
|--------------------------------|-------------|-------------|-------------|-------------|
| BUDGET ADMINISTRATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. FINANCIAL SERVICES ANALYST | 4.00 | 4.00 | 4.00 | 4.00 |
| Total Budget | 5.00 | 5.00 | 5.00 | 5.00 |

| | | | | |
|----------------------|--------------|--------------|--------------|--------------|
| Total Finance | 30.48 | 32.48 | 34.48 | 36.48 |
|----------------------|--------------|--------------|--------------|--------------|

Workforce & Technology

Human Resources

| | | | | |
|----------------------------------|-------------|-------------|-------------|-------------|
| HUMAN RESOURCES DIVISION MANAGER | - | 1.00 | 1.00 | 1.00 |
| HUMAN RESOURCES MANAGER | 2.00 | 1.00 | 1.00 | 1.00 |
| HUMAN RESOURCES ANALYST | - | 1.00 | 1.00 | 2.00 |
| HUMAN RESOURCES SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Human Resources | 3.00 | 4.00 | 4.00 | 5.00 |

Information Technology

| | | | | |
|---|--------------|--------------|--------------|--------------|
| TECHNOLOGY SUPERVISOR | 1.00 | - | - | - |
| IT DIVISION MANAGER | - | 1.00 | 1.00 | 1.00 |
| SR. DEVELOPER/IT PROJECT MANAGER | 1.00 | - | - | - |
| IT PROGRAM MANAGER | - | 1.00 | 1.00 | 1.00 |
| SR. SYSTEMS ADMINISTRATOR/IT INFRASTRUCTURE SUPVR | 1.00 | 1.00 | 1.00 | 1.00 |
| SYSTEM ADMINISTRATOR | - | - | 1.00 | 1.00 |
| APPLICATION & DESKTOP SUPPORT ANALYST | 1.00 | 1.00 | 1.00 | 1.00 |
| BUSINESS SYSTEMS & IT TRAINING ANALYST* | 2.00 | 3.00 | 2.00 | 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 | 1.00 |
| GIS ANALYST* | 1.00 | 1.00 | 1.00 | 1.00 |
| SR IT TECHNICIAN | 1.00 | 1.00 | 1.00 | 1.00 |
| RADIO COMMUNICATIONS ANALYST | - | - | 1.00 | 1.00 |
| Total Information Technology | 11.00 | 11.00 | 13.00 | 14.00 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|----------------------|-----------------------|-----------------------|
| Total Workforce & Technology | 14.00 | 15.00 | 17.00 | 19.00 |
| Communications, Marketing & Recreation Services | | | | |
| Communications & Marketing | | | | |
| DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| PUBLIC SAFETY OUTREACH & INFO SPECIALIST | - | - | - | 1.00 |
| PUBLIC INFORMATION OFFICER | 1.00 | - | - | - |
| COMMUNICATIONS & MARKETING MANAGER | - | 1.00 | 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 | 6.00 |
| Recreation Programs | | | | |
| RECREATION MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| MANAGEMENT ANALYST 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 | 1.00 |
| RECREATION COORDINATOR | 1.00 | 2.00 | 2.00 | 2.00 |
| RECREATION TECHNICIAN (PT) | 2.00 | 2.00 | 2.00 | 2.00 |
| RECREATION POSITIONS (Seasonal) | 6.06 | 6.06 | 6.06 | 6.06 |
| Total Recreation Programs | 13.06 | 14.06 | 14.06 | 14.06 |
| Parks Rangers | | | | |
| SR. PARK RANGER | 1.00 | 1.00 | 1.00 | 1.00 |
| PARK RANGER | 2.00 | 2.00 | 2.00 | 3.00 |
| PARK RANGER (PT) | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Parks & Grounds Maintenance | 4.00 | 4.00 | 4.00 | 5.00 |
| Total Communications, Marketing & Recreation Services | 22.06 | 23.06 | 23.06 | 25.06 |
| Economic Development | | | | |
| Economic Development | | | | |
| DEPARTMENT DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| DOWNTOWN DEVELOPMENT MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| ECONOMIC DEVELOPMENT COORDINATOR | 1.00 | 1.00 | 1.00 | 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 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|----------------------|-----------------------|-----------------------|
| Development Services | | | | |
| Development Services Administration | | | | |
| DEPARTMENT DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| MANAGEMENT ANALYST | - | - | 1.00 | 1.00 |
| SPECIAL PROJECTS MANAGER/SR PLANNER | - | - | 1.00 | 1.00 |
| Total Development Services Administration | 1.00 | 1.00 | 3.00 | 3.00 |
| Planning | | | | |
| PLANNING ADMINISTRATOR | 1.00 | - | 1.00 | 1.00 |
| SR PLANNER | 1.00 | 2.00 | - | - |
| PLANNER II | 1.00 | - | 1.00 | 1.00 |
| PLANNER I | 1.00 | 1.00 | 1.00 | 1.00 |
| PRINCIPAL PLANNER | 2.00 | 2.00 | 1.00 | 1.00 |
| Total Planning | 6.00 | 5.00 | 4.00 | 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 | 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 | 7.00 | 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 | 1.00 |
| INSPECTOR | 2.00 | 2.00 | 2.00 | 2.00 |
| MANAGEMENT ANALYST I | 1.00 | 1.00 | - | - |
| SR. INSPECTOR | 1.00 | 2.00 | 2.00 | 2.00 |
| DEVELOPMENT SERVICES COORDINATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. PERMIT TECHNICIAN | 1.00 | 1.00 | 1.00 | 1.00 |
| PERMIT TECHNICIAN | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. PLANS EXAMINER | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Building Safety | 10.00 | 11.00 | 10.00 | 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 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|----------------------|-----------------------|-----------------------|
| Total Development Services | 25.50 | 26.50 | 26.50 | 26.50 |
| Public Works | | | | |
| Public Works Administration | | | | |
| DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| DEPUTY DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| OPERATIONS MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| EMERGENCY MANAGEMENT COORDINATOR | 1.00 | 1.00 | - | - |
| SR. ADMINISTRATIVE ASSISTANT | 2.00 | 2.00 | 2.00 | 2.00 |
| MANAGEMENT ANALYST II | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Public Works Administration | 7.00 | 7.00 | 6.00 | 6.00 |
| Facilities Maintenance | | | | |
| FACILITY SERVICES SUPERINTENDENT | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. FACILITY SERVICES SPECIALIST | 2.00 | 2.00 | 2.00 | 2.00 |
| FACILITY SERVICES TECHNICIAN | - | - | - | 1.00 |
| FACILITY SERVICES SPECIALIST | 2.00 | 2.00 | 2.00 | 2.00 |
| DAY PORTER | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Facilities Maintenance | 6.00 | 6.00 | 6.00 | 7.00 |
| Fleet Maintenance | | | | |
| FLEET SERVICES SUPERINTENDENT | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. MECHANIC | 1.00 | 1.00 | 1.00 | 1.00 |
| MECHANIC | 2.00 | 3.00 | 3.00 | 4.00 |
| FLEET COORDINATOR | - | - | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS TECHNICIAN | - | 1.00 | 1.00 | 1.00 |
| Total Fleet Maintenance | 4.00 | 6.00 | 7.00 | 8.00 |
| Traffic | | | | |
| TRAFFIC SIGNAL SUPERVISOR | 1.00 | 1.00 | 1.00 | 1.00 |
| TRAFFIC SIGNAL TECHNICIAN | 1.00 | 1.00 | 1.00 | 2.00 |
| TRAFFIC OPERATIONS ENGINEER | 1.00 | 1.00 | 1.00 | 2.00 |
| Total Traffic | 3.00 | 3.00 | 3.00 | 5.00 |
| Stormwater | | | | |
| STORMWATER COORDINATOR | 1.00 | 1.00 | - | - |
| CUSTOMER SERVICE REPRESENTATIVE | - | - | 1.00 | 1.00 |
| Total Stormwater | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Grounds Maintenance | | | | |
| PARKS SUPERINTENDENT | 1.00 | 1.00 | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS SUPERVISOR | 2.00 | 2.00 | 2.00 | 2.00 |
| MAINTENANCE & OPERATIONS CREW LEADER | 4.00 | 4.00 | 4.00 | 4.00 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|----------------------|-----------------------|-----------------------|
| MAINTENANCE & OPERATIONS TECHNICIAN | 10.00 | 10.00 | 10.00 | 11.00 |
| MAINTENANCE & OPERATIONS SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS ASSISTANT | 6.00 | 6.00 | 6.00 | 6.00 |
| MAINTENANCE & OPERATIONS ASSISTANT (PT) | 0.43 | 0.43 | 0.43 | 0.43 |
| Total Parks & Grounds Maintenance | 24.43 | 24.43 | 24.43 | 25.43 |
| Total Public Works | 45.43 | 47.43 | 47.43 | 52.43 |
| Total General Fund | 150.47 | 157.47 | 161.47 | 171.47 |
| Other Operating Funds | | | | |
| Drainage & Transportation Fund - Public Works | | | | |
| Capital Improvements Program (CIP) | | | | |
| CIP MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. PROJECT MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| PROJECT MANAGER | 3.00 | 3.00 | 3.00 | 3.00 |
| ASSISTANT PROJECT MANAGER | - | - | 1.00 | 1.00 |
| SR. INSPECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| SR. ADMIN ASSISTANT | 1.00 | 1.00 | 1.00 | 1.00 |
| Total CIP Program - Drainage & Transportation Fund | 7.00 | 7.00 | 8.00 | 8.00 |
| 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 SUPERINTENDENT | - | 1.00 | 1.00 | 1.00 |
| FIELD OPERATIONS SUPERVISOR | 1.00 | - | - | - |
| MAINTENANCE & OPERATIONS CREW LEADER | 2.00 | 3.00 | 3.00 | 3.00 |
| MAINTENANCE & OPERATIONS SPECIALIST | 4.00 | 4.00 | 4.00 | 5.00 |
| MAINTENANCE & OPERATIONS TECHNICIAN | 8.00 | 8.00 | 8.00 | 8.00 |
| Total HURF/Streets Fund - Public Works | 17.00 | 18.00 | 18.00 | 19.00 |
| Solid Waste Fund - Public Works | | | | |
| ENVIRONMENTAL PROGRAMS MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| CUSTOMER SERVICE COORDINATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS TECHNICIAN | 1.00 | 1.00 | 1.00 | 1.00 |
| CUSTOMER SERVICE REPRESENTATIVE | 1.00 | 1.00 | - | - |
| Total Solid Waste Fund - Public Works | 4.00 | 4.00 | 3.00 | 3.00 |
| 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 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|---|----------------------|----------------------|-----------------------|-----------------------|
| MAINTENANCE & OPERATIONS SPECIALIST | 4.00 | 4.00 | 4.00 | 5.00 |
| CUSTOMER SERVICE COORDINATOR | - | 1.00 | 1.00 | 1.00 |
| SR. ADMINISTRATIVE ASSISTANT | 1.00 | - | - | - |
| Total HPEC Fund – Economic Development | 7.00 | 7.00 | 7.00 | 8.00 |

Utilities

Water Fund

Water - Administration

| | | | | |
|--|-------------|-------------|-------------|-------------|
| UTILITIES DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| UTILITIES DEPUTY DIRECTOR | 1.00 | 1.00 | 1.00 | 1.00 |
| WATER RESOURCE MANAGER | 1.00 | - | - | - |
| SR. MANAGEMENT ANALYST | 1.00 | 1.00 | 1.00 | 1.00 |
| MANAGEMENT ANALYST I | 1.00 | 1.00 | 1.00 | 1.00 |
| BUSINESS SYSTEMS & IT TRAINING ANALYST | - | 1.00 | 1.00 | 1.00 |
| Total Water - Administration | 5.00 | 5.00 | 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 | 1.00 |
| CIP ADMINISTRATOR | - | - | 1.00 | 1.00 |
| PROJECT MANAGER | - | - | 2.00 | 2.00 |
| Total Water - Engineering | 2.00 | 2.00 | 5.00 | 5.00 |

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 |
| UTILITY METER ASSISTANT | - | 1.00 | 1.00 | 1.00 |
| UTILITY METER SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS CREW LEADER | 1.00 | 1.00 | 1.00 | 1.00 |
| UTILITY SERVICES TECHNICIAN | 7.00 | 5.00 | 5.00 | 5.00 |
| UTILITY SERVICES TECHNICIAN (TEMP) | - | 2.00 | 2.00 | 2.00 |
| Total Water - Field Ops Meters | 12.00 | 13.00 | 13.00 | 13.00 |

Water - GIS

| | | | | |
|--------------------------------------|-------------|-------------|-------------|-------------|
| UTILITY SERVICES SUPERVISOR | 1.00 | 1.00 | - | - |
| FIELD OPS SUPERINTENDENT | - | - | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS CREW LEADER | - | - | - | 1.00 |
| UTILITY LOCATOR | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Water - GIS | 4.00 | 4.00 | 4.00 | 5.00 |

Water - Irrigation

| | | | | |
|----------------------------|------|------|------|------|
| IRRIGATION COORDINATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| UTILITY SERVICES ASSISTANT | - | - | 1.00 | 1.00 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--|----------------------|----------------------|-----------------------|-----------------------|
| UTILITY SERVICES TECHNICIAN | 1.00 | 1.00 | 2.00 | 2.00 |
| Total Water - Irrigation | 2.00 | 2.00 | 4.00 | 4.00 |
| 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 | 2.00 | 1.00 | 1.00 |
| Total Water - CIP | 3.00 | 4.00 | 3.00 | 3.00 |
| 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 | | | | |
| UTILITY SERVICES COORDINATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| UTILITY SERVICES TECHNICIAN | - | - | - | 1.00 |
| UTILITY FIELD SUPERVISOR | 2.00 | 2.00 | 2.00 | 2.00 |
| SR. UTILITY SERVICES TECHNICIAN | 3.00 | 6.00 | 8.00 | 8.00 |
| MAINTENANCE & OPERATIONS SPECIALIST | 6.00 | 5.00 | 4.00 | 4.00 |
| ELECTRICIAN SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| INSPECTOR | 1.00 | - | - | - |
| ASSISTANT PROJECT MANAGER | - | - | 1.00 | 1.00 |
| SR. PROJECT MANAGER | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Water - Distribution | 15.00 | 16.00 | 18.00 | 19.00 |
| Water - Resources | | | | |
| WATER RESOURCE ANALYST | 1.00 | 1.00 | 1.00 | 1.00 |
| WATER RESOURCE MANAGER | - | 1.00 | 1.00 | 1.00 |
| Total Water - Resources | 1.00 | 2.00 | 2.00 | 2.00 |
| Total Water Fund | 45.00 | 49.00 | 55.00 | 57.00 |
| Sewer Fund | | | | |
| UTILITY FIELD SUPERVISOR | 1.00 | 1.00 | 1.00 | 1.00 |
| UTILITY SERVICES COORDINATOR | 1.00 | 1.00 | 1.00 | 1.00 |
| MAINTENANCE & OPERATIONS SPECIALIST | 3.00 | 4.00 | 4.00 | 4.00 |
| Total Sewer Fund | 5.00 | 6.00 | 6.00 | 6.00 |
| Total Utilities - Water & Sewer Funds | 50.00 | 55.00 | 61.00 | 63.00 |
| Emergency Services Fund | | | | |
| Fire Administration | | | | |
| FIRE CHIEF | 1.00 | 1.00 | 1.00 | 1.00 |



Position Listing

| Queen Creek Authorized Positions | FY 2018/19 Actual | FY 2019/20 Actual | FY 2020/21 Revised | FY 2021/22 Adopted |
|--------------------------------------|----------------------|----------------------|-----------------------|-----------------------|
| DEPUTY FIRE CHIEF | 1.00 | 1.00 | 1.00 | 1.00 |
| EMERGENCY MANAGEMENT COORDINATOR | - | - | 1.00 | 1.00 |
| MANAGEMENT ANALYST I | 1.00 | 1.00 | - | - |
| MANAGEMENT ANALYST II | - | - | 1.00 | 1.00 |
| FINANCIAL SERVICES SPECIALIST | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Fire Administration | 4.00 | 4.00 | 5.00 | 5.00 |
| Fire Operations | | | | |
| DEPUTY FIRE CHIEF | 1.00 | 1.00 | 1.00 | 1.00 |
| FIRE BATTALION CHIEF | 3.00 | 3.00 | 3.00 | 3.00 |
| FIRE CAPTAIN | 12.00 | 12.00 | 15.00 | 15.00 |
| FIRE ENGINEER | 12.00 | 12.00 | 15.00 | 15.00 |
| FIREFIGHTER | 30.00 | 30.00 | 39.00 | 39.00 |
| Total Fire Operations | 58.00 | 58.00 | 73.00 | 73.00 |
| Fire Prevention Bureau | | | | |
| FIRE MARSHALL | 1.00 | 1.00 | 1.00 | 1.00 |
| FIRE INSPECTOR/INVESTIGATOR | - | 1.00 | 1.00 | 1.00 |
| Total Fire Prevention Bureau | 1.00 | 2.00 | 2.00 | 2.00 |
| Fire - Medical | | | | |
| FIRE EMS SPECIALIST | - | 1.00 | 1.00 | 1.00 |
| Total Fire - Medical | - | 1.00 | 1.00 | 1.00 |
| Total Fire & Medical | 63.00 | 65.00 | 81.00 | 81.00 |
| Police | | | | |
| POLICE CHIEF | - | - | 1.00 | 1.00 |
| POLICE LIEUTENANT | - | - | 2.00 | 2.00 |
| POLICE SERGEANT | - | - | 2.00 | 9.00 |
| POLICE OFFICER | - | - | - | 51.00 |
| CRIME ANALYST | - | - | - | 1.00 |
| EVIDENCE TECHNICIAN | - | - | - | 1.00 |
| RECORDS TECHNICIAN | - | - | - | 3.00 |
| POLICE OFFICER SUPPORT (FLEX) | - | - | - | 2.00 |
| SR ADMINISTRATIVE ASSISTANT | - | - | 1.00 | 1.00 |
| Total Police | - | - | 6.00 | 71.00 |
| Total Emergency Services Fund | 63.00 | 65.00 | 87.00 | 152.00 |



Position Listing

Summary

| | | | | |
|--|---------------|---------------|---------------|---------------|
| Total Town Employees (less elected officials) | 298.47 | 313.47 | 345.47 | 424.47 |
| Elected Officials | 7.00 | 7.00 | 7.00 | 7.00 |
| Total All | 305.47 | 320.47 | 352.47 | 431.47 |
| # - Change from Prior FY | 55.15 | 15.00 | 32.00 | 79.00 |
| % - Change from Prior FY | 22% | 5% | 10% | 22% |



Acronyms

| | |
|---|--|
| ACFR – Annual Comprehensive Financial Report | GFOA – Government Finance Officers Association |
| ACMA – Arizona City/County Management Association | GFOAz – Government Finance Officers Association of Arizona |
| ADEQ – Arizona Department of Environmental Quality | GWRP – Greenfield Water Reclamation Plant |
| ADOT – Arizona Department of Transportation | HR – Human Resources |
| ADOR – Arizona Department of Revenue | HPEC – Horseshoe Park Equestrian Centre |
| ADWR – Arizona Department of Water Resources | HURF – Highway User Revenue Fund |
| A.R.S – Arizona Revised Statute | ICMA – International City Managers Association |
| ASRS – Arizona State Retirement System | IIP – Infrastructure Improvement Plan |
| CAAG – Central Arizona Association of Governments | IT – Information Technology |
| CAGRD – Central Arizona Groundwater Replenishment District | KRA – Key Result Area |
| CAP – Central Arizona Project | LEED – Leading Through Education & Environmental Design |
| CDBG – Community Development Block Grant | LTAf – Local Transportation Assistance Fund |
| CERT - Community Emergency Response Team | MAG – Maricopa Association of Governments |
| CIL - Cash-in-Lieu | MCSO – Maricopa County Sheriff’s Office |
| CIP – Capital Improvement Program | M&O – Maintenance & Operations |
| CMAQ – Congestion Mitigation & Air Quality | O & M – Operations & Maintenance |
| CMR – Communications, Marketing & Recreation | OSHA – Occupational Safety and Health Administration |
| CPI – Consumer Price Index | PMGAA – Phoenix Mesa Gateway Airport Authority |
| CSP – Corporate Strategic Plan | PRV – Pressure Reducing Valve |
| CY – Calendar Year | PSPRS – Public Safety Personnel Retirement System |
| DEQ – Department of Environmental Quality | PSPRS TIER 1 – Sworn Fire staff hired prior to 1/1/2012 |
| EEO – Equal Employment Opportunity | PSPRS TIER 2 – Sworn Fire staff hired on/after 1/1/2012 but prior to 7/1/2017 |
| EMS – Emergency Medical Services | PSPRS TIER 3 – Sworn Fire staff hired on/after 7/1/2017 |
| EMT – Emergency Medical Technician | ROI – Return on Investment |
| EOC – Emergency Operations Center | SLID – Street Light Improvement District |
| FASB – Financial Accounting Standards Board | TIP – Transportation Improvement Plan |
| FICA – Federal Insurance Contribution Act | WIFA – Water Infrastructure Financing Authority |
| 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 | |



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.



FY 2021/22
Budget