

# TOWN OF QUEEN CREEK, ARIZONA

RECOMMENDED BUDGET  
FISCAL YEAR 2022-2023





# Table of Contents

<b>Town Manager’s Letter/Budget Message..... iv</b>	Emergency Services.....74
<b>Introduction &amp; Community Overview..... 1</b>	Special Revenue .....75
Town Council Profiles ..... 2	Debt Service & Capital .....76
Community Profile ..... 9	Enterprise .....77
Queen Creek Demographics..... 17	
<b>Organizational Planning</b>	<b>Programs</b>
Corporate Strategic Plan..... 24	How to Use this Section ..... 80
Planning Tools..... 27	Expenditure Glossary ..... 86
Long Range Financial Plan..... 28	Town Programs & Performance Overview.....87
Financial Policies ..... 32	<i>Departments - Descriptions, Missions, Objectives,</i>
Budget Process and Procedures..... 40	<i>Budget, Staffing, Organizational Chart,</i>
	<i>Performance &amp; Analysis</i>
<b>Organizational Structure</b>	Mayor & Town Council.....87
Town Organizational Chart..... 44	Town Manager & Legal .....89
Employees by Department..... 45	Town Clerk.....95
Fund Structure Chart..... 47	Finance.....99
Fund Structure Narrative ..... 48	Human Resources ..... 107
Sources: Where the Money Comes From ..... 50	Information Technology ..... 113
Uses: Where the Money Goes ..... 51	Community Services ..... 119
Uses: Budget by Fund/Type ..... 52	Economic Development ..... 129
Budget by Category/Total Appropriations ..... 53	Development Services.....137
<b>Budget</b>	Public Works ..... 147
Budget Development ..... 56	Utility Services Department ..... 167
Budget Overview FY 2022/23 ..... 58	Fire & Emergency Medical Services..... 181
Policy Issues Addressed ..... 59	Police Services ..... 195
Budget Calendar..... 60	Capital Improvement Administration ..... 207
Budget Assumptions - Revenues ..... 61	Centralized Services..... 210
Revenues/Sources by Fund ..... 70	<b>Capital Program &amp; Debt</b>
Expenditures/Uses by Fund..... 71	Capital Program Overview ..... 214
General Fund Budget ..... 72	Five-Year Capital Improvement Summary.. 215
Three-Year Summaries by Fund	CIP Funding Sources..... 216
General Fund..... 73	CIP Expenditures/Uses ..... 217
	CIP Budget Year to Year Comparison ..... 218



# Table of Contents

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## Capital Program & Debt

Major Funding Sources for CIP .....	219
Capital Funds Carryforward.....	222
CIP Five-Year Fund Summaries	
Transportation Infrastructure Fund .....	226
General Capital Fund.....	228
Utility Enterprise Fund.....	230
Development Fee Fund.....	237
Construction Sales Tax.....	243
Other Funds	
Town Center Fund .....	244
Healthcare Self-Insurance Fund .....	245
Streetlight Improvement Districts Fund.....	246
Grants Fund .....	246
Debt Limits & Guidelines .....	247
Debt by Type .....	247
Debt Service by Fund .....	251
Outstanding Debt Schedule.....	254

## Appendix

Position Listing .....	258
Acronyms .....	268
Glossary .....	269



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**July 01, 2021**

*Christopher P. Morill*

Executive Director





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*The Certificate of Recognition for Budget Preparation is presented by the Government Finance Officers Association to those individuals who have been instrumental in their government unit achieving a Distinguished Budget Presentation Award. The Distinguished Budget Presentation Award, which is the highest award in governmental budgeting, is presented to those government units whose budgets are judged to adhere to program standards*

Executive Director

*Christopher P. Morill*

Date: **November 09, 2021**





# TOWN OF QUEEN CREEK ARIZONA

March 24, 2022

Honorable Mayor and Town Council,

The Fiscal Year 2022/23 Recommended Budget is balanced and allocates resources consistent with the needs of our growing community. It was developed following nearly two years of unprecedented upheaval caused by the COVID-19 pandemic and its aftermath of growing inflation, tight labor markets, and supply-chain issues. 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 Recommended Budget is consistent with the Council's priorities identified in the Corporate Strategic Plan.

The Fiscal Year 2022/23 budget totals \$707.2 million; with 72% of the total budget for infrastructure. The primary drivers for the increase from FY2021/22 is in the infrastructure of transportation, utilities, water and parks of \$183.9 million. Queen Creek remains a preferred community in the entire Phoenix region for residential and non-residential investment. The rate of growth in both residential and non-residential investment is directly related to the infrastructure needs to service this growth and position the Town competitively. The recommended budget directly reflects our objectives to maintain service levels and the Council's commitment to the community's infrastructure needs. The FY2022/23 budget maintains our tradition and organizational culture of spending within our means, where we have developed contingencies to our revenues and expenditures and continue to monitor economic conditions regularly. Our budget practices, including Council-adopted financial policies, compel us to design internal controls for evaluating real-time budget-to-actual expenditures, allowing us to adjust very quickly as needed.

Looking back over the last 32 years, it is important to reflect where we were at the time of incorporation: virtually no improved roads, a small private utility company servicing the 2,000 or so residents, and a subscription based single-engine fire company. Today, Queen Creek remains one of the most attractive communities within our region to live, work and play. Since the Great Recession, evaluating the ten year period between 2010 and 2020, Queen Creek grew over 143%, making it the fastest growing community in Arizona. With a population now of about 72,000, we continue to invest in critical and essential infrastructure like roads, utilities and public safety. This investment has been essential to accommodate the Council's vision for the community and position Queen Creek as a preferred choice for families and businesses to thrive in the southeast valley. Preserving and advancing the community's quality of life has always been at the forefront of our budget development process.

Consistent with the needs of our growing community and the Council's priorities, the budget includes full funding for the first phase of the Parks Master Plan. The budget also includes funding to continue building up the new Queen Creek Police Department as well as resources to start up an Emergency Transportation Service program should the Council determine to do so. Finally, the budget 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 funding for construction of roads and utilities to accommodate potential development on the State Lands parcels.

## 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 and Structure, Budget Development Overview with Summary Schedules, Program Budgets by Department, Capital and Development Funds and Debt Schedules, and an appendix with glossary and approved positions.

## Budget Overview

The following guiding principles and key issues shaped the Fiscal Year 2022/23 Budget:

- **Prioritization of Resources.** The Recommended 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, bringing higher consumer confidence and strong demand for goods and services. Growth expectations have recently been tempered by the geopolitical turmoil in Eastern Europe and persistent inflation pressures; however, economists are optimistic that the U.S. economy will continue to grow in the near term.
- **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 Infrastructure.** The Recommended 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 2022/23 Budget:

- **Parks and Recreation.** The Budget includes \$136 million for completion of Mansel Carter Oasis Park, construction of a new 85-acre park in the northeast section of the Town, and the design and construction of a Recreation Center and Aquatic Center.
- **Police Services.** The Budget includes 15 new positions for the Queen Creek Police Department, as well as funding for the necessary software, hardware, and equipment for these new staff.
- **Emergency Transportation Services (ETS).** As directed by the Council at the Strategic Planning Session in February 2022, the Budget includes funding for 26 new positions to begin an ambulance service program in the Fire and Medical Department. Staff will respond to additional questions from Town Council Members regarding the ETS program as the budget process moves forward. The Budget also includes two additional staff to assist with administration of the Fire Department.
- **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 2022/23 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. The Budget includes \$60 million for acquisition of additional water rights.
- Additional Staffing. In addition to the positions mentioned above, the budget includes funding for 21 other new positions:
  - Five Utilities and three Public Works staff to operate, maintain, and service the Town's facilities, streets, 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.
  - Three Development Services and one Economic Development staff to ensure the development community's needs are being met without delays or obstacles to their desired plans for new homes and businesses in Queen Creek.
  - Three Information Technology and one Human Resources staff to maintain critical technology infrastructure, deploy new hardware and software, and service the day-to-day needs of the Town's employees.
  - Three staff in Community Services to assist with design and development of the new parks and recreation facilities, as well as prepare the department for the new operational activities and structure that will come with the opening of those facilities.
  - Two staff in Finance to support other departments' procurement and accounting activities.
- Employee Compensation. Resources have been allocated to fund recommendations of the Town's recent Compensation and Classification Study, including a 2.5% market increase for all staff and additional increases as identified in the Study.
- 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 2.2% 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 2022/23 Budget. Special thanks to our Town Council Budget Committee Council Member Julia Wheatley (Chair), Council Member Robin Benning and Council Member Dawn Oliphant 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 our department directors 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,



John Kross, ICMA-CM  
Town Manager





# Introduction and Community Overview

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- Town Council Profiles
- Community Profile
- Queen Creek Demographics





# Introduction and Community Overview

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**Gail Barney, Mayor**

Term: January 2019 – January 2023  
[gail.barney@queencreekaz.gov](mailto:gail.barney@queencreekaz.gov)

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, and represents the Town Council on the Queen Creek Public Safety Retirement Boards for Fire and Police.

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
- Queen Creek Public Safety Retirement Boards (Fire and Police)





# Queen Creek Town Council

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## Jeff Brown, Vice Mayor

Term: January 2021 – January 2025

[jeff.brown@queencreekaz.gov](mailto:jeff.brown@queencreekaz.gov)

Jeff Brown was first elected to the Town Council in 2008, and was re-elected in 2012, 2016, and 2020. Council Member Brown was appointed by Mayor Barney in January 2022 to serve as Vice Mayor for a one-year period ending in January 2023. He represents the Town on East Valley Partnership Board of Directors, the Greater Phoenix Economic Council, the League of Arizona Cities and Towns General Administration, Human Resources and Elections Committee, and the Town's Parks and Recreation Advisory Committee. 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**

- Parks and Recreation Advisory Committee
- East Valley Partnership Board of Directors
- Greater Phoenix Economic Council
- League General Administration, Human Resources and Elections Committee



# Queen Creek Town Council

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## Dawn Oliphant, Council Member

Term: January 2019 – January 2023

[dawn.oliphant@queencreekaz.gov](mailto:dawn.oliphant@queencreekaz.gov)

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 serves on the Town Council Budget Committee, and represents the Town on the Maricopa Association of Governments (MAG) Economic Development Committee, the League Neighborhoods, Sustainability and Quality of Life Committee, the League Public Safety, Military Affairs and Courts Committee, and as an alternate for the East Valley Transportation Infrastructure (EVTI) North/South Corridor Sub-Committee and Stakeholder Regional 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**

- Budget Committee
- League Neighborhoods, Sustainability & Quality of Life Committee
- League Public Safety, Military Affairs and Courts Committee
- EVTI North/South Corridor Sub-Committee and Stakeholder Regional Committee (alternate)
- Maricopa Association of Governments (MAG) Economic Development Committee



# Queen Creek Town Council

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## **Robin Benning, Council Member**

Term: January 2021 – January 2025

[robin.benning@queencreekaz.gov](mailto:robin.benning@queencreekaz.gov)

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 (PRTA) Board, the East Valley Transportation Infrastructure (EVTI) Stakeholder Regional Committee and North/South Corridor Sub-Committee, and as an alternate for the Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors. He also serves on the Town's Budget Committee, Downtown Arts and Placemaking Advisory Subcommittee, and Municipal Arts Commission. 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
- Downtown Arts and Placemaking Advisory Subcommittee
- Municipal Arts Commission
- Central Arizona Governments (CAG) Regional Council
- EVTI North/South Corridor Sub-Committee and Stakeholder Regional Committee
- Pinal Regional Transportation Authority Board (PRTA)
- Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors (alternate)



# Queen Creek Town Council

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## Leah Martineau, Council Member

Term: January 2021 – January 2025

[leah.martineau@queencreekaz.gov](mailto:leah.martineau@queencreekaz.gov)

Leah Martineau was elected to the Town Council in November 2020. Council Member Martineau serves on the Town's Transportation Advisory Committee, and represents Queen Creek on the League Transportation, Infrastructure and Public Works Committee, and the Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors.

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***

- Transportation Advisory Committee
- League Transportation, Infrastructure and Public Works Committee
- Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors Valley





# Queen Creek Town Council

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## Emilena Turley, Council Member

Term: January 2019 – January 2023

[emilena.turley@queencreekaz.gov](mailto:emilena.turley@queencreekaz.gov)

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

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## Julia Wheatley, Council Member

Term: January 2019 - January 2023

[julia.wheatley@queencreekaz.gov](mailto:julia.wheatley@queencreekaz.gov)

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 Budget Committee, the Economic Development Commission, the Parks and Recreation Advisory Committee and represents the Town on the League Budget, Finance and Economic Development Committee.

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

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

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

### ***Current Committee Appointments***

- Town Council Budget Committee (Chair)
- Economic Development Commission
- Parks and Recreation Advisory Committee
- League Budget, Finance and Economic Development Committee



# Queen Creek Community Profile

## Local Heritage

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



## Quality of Life

Approximately 42 square miles in land area, Queen Creek is located in the southeast corner of Maricopa County and the northwest portion of Pinal County on the edge of the Phoenix metropolitan area. Residents choose to make Queen Creek their home because of its superior quality of life. The development of beautiful parks, trails and other public facilities, along with the variety of programs and events offered by the Town and other community groups, also support a unique lifestyle.

## Governance



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

The Town Council meets at 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.

## Community Assets

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



# Queen Creek Community Profile

## *Parks and Trails*

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



## *Agritainment/Agritourism*

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



## *Arts, Culture & Sports*

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



## *Equestrian Experience*

Horseshoe Park & Equestrian Centre is one of Arizona’s premier event facilities. Horseshoe Park was designed with flexibility in mind. The park hosts a variety of equestrian events of both the English and Western persuasion and is equipped to handle large festivals, RV and equipment shows, concerts, home shows and weddings. Since opening, Horseshoe Park continues to gain momentum as a unique and emerging commercial venue.







# Queen Creek Community Profile

## Public Safety

In 2008, the Town launched its municipal fire department. The Queen Creek Fire and Medical Department provides fire and emergency medical service coverage to residents in the Town’s incorporated limits. The Town’s Fire Station 1 serves the Town Center area. Fire Station 2 is located in the southwest area of Town, Fire Station 3 is in the northwest area of Town, Fire station 4 serves the northeastern portion of the community, and Fire station 5 services the southeastern part of Town.



The Town of Queen Creek launched its municipal police department on Jan. 11, 2022. A modern police agency built on a foundation of community engagement and problem solving, the Queen Creek Police Department has approximately 70 employees and operates out of the Law Enforcement & Community Chambers building in the heart of Town Center. The department has its own patrol division, traffic unit, investigations unit, public records office, and crime scene analysts. Special operations such as SWAT, forensic lab services, crash investigations, and aerial support are provided through intergovernmental agreements with surrounding agencies. Municipal court services are provided through a contract with the Town of Gilbert.

## Water & Environmental Services

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

## Transportation

Loop 202 (the San Tan Freeway), connecting Queen Creek to the Phoenix metropolitan area, is within five miles of Queen Creek. In 2014, the first mile of State Route 24 (Gateway Freeway) was completed, offering enhanced access from southeast Maricopa County to northwest Pinal County and additional routes into and out of Phoenix-Mesa Gateway Airport and its surrounding businesses and schools. The next extension of State Route 24, to Ironwood Road, is anticipated to be complete by late 2022.







# Queen Creek Community Profile

The Queen Creek Town Council continue to invest in roadway infrastructure. With the opening of the State Route 24 extension, the Town has partnered with the City of Mesa and Pinal County to ensure north-south roadways are complete to provide additional connectivity. A major Union Pacific rail-line bisects Queen Creek and allows access to commercial and industrial sites.

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

## Maricopa County Library

### *Queen Creek Branch*

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



## Education & Workforce

### *K-12 School Districts*

Queen Creek is served by four area school districts. Queen Creek Unified School District (QCUSD), an “A” rated district, serves the largest portion of the Town and includes nine elementary schools, three middle schools and three high schools. Also serving Queen Creek are the Chandler Unified School District, Higley Unified School District, J.O. Combs Unified School District as well as campuses of the Benjamin Franklin, American Leadership Academy, Cambridge Academy, Legacy Traditional, and Heritage Academy charter schools, among others.



### *Post-Secondary Education*

Young, well-educated Queen Creek residents provide an ideal employment base. A partnership of post-secondary educational institutions creates a campus environment on the Phoenix-Mesa Gateway Airport grounds, just a 10-minute drive from Queen Creek. At the Arizona State University Polytechnic Campus, students can earn bachelor



# Queen Creek Community Profile

and graduate degrees in such fields as aviation, biological sciences, business, electronics, engineering, graphic information technology, health and wellness, human resources, and others. The Chandler-Gilbert Community College offers a wide array of general studies and university transfer courses, as well as a number of specialized programs, including aviation, nursing, fire science, law enforcement training, and electric utility technology. It maintains partnerships with the University of North Dakota Aerospace (for flight training) and Embry-Riddle Aeronautical Institute (for airframe and power plant/maintenance training).

## *Communiversality at Queen Creek*

Through a public-private partnership with Rio Salado Community College, Queen Creek is home to the Communiversality at Queen Creek. In 2018, Benedictine University began offering its Master of Business Administration degree program at the Communiversality. In addition to Benedictine University, other higher educational providers include: Chandler- Gilbert Community College and Ottawa University. The campus, located in the Town Center, allows students to complete certificates, associate, bachelor’s and master’s degrees in-person

or online in one location close to home. It also is designed to support the needs of local companies for employee training and development. The facility includes classrooms, a computer lab, a testing center and administrative offices, and it is a regional support center for online learners.



## Plans to Manage Growth

Queen Creek contains 42 square miles in its incorporated area and 72 square miles in its planning area. The Town contains several large tracts of land that are attractive for development. The Town’s General Plan and development regulations are designed to accommodate new development requests, while also recognizing the goals of our residents and the long-term vision established for the community.

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

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



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



# Queen Creek Community Profile

## Economic Development

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

The Town Council approved the updated Economic Development Strategic Plan in 2021. The Plan defines targeted industry sectors in order to focus marketing and recruitment efforts to strengthen and diversify Queen Creek's



economy. The targeted sectors include: agritainment / destination tourism (agribusiness, entertainment, recreation & visitor industries); healthcare; business services; information technology / software; and advance manufacturing.

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

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

growth over the past few years.

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





# Queen Creek Community Profile

## Employment

Primary employers in the community consist of a mix of private and public entities. At the northern boundary of Queen Creek, an area referred to as the “Northern Tier,” there is a significant amount of land designated for future employment uses. The General Plan designations and zoning in this area encourage a range of light to intensive commercial and industrial uses. The “Northern Tier” has direct access to major arterials and is positioned for strong growth potential with its proximity to the Phoenix-Mesa Gateway Airport, Eastmark master-planned community (City of Mesa, Arizona), Arizona State University Polytechnic campus and State Route 24. In 2019, the Town annexed in nearly 4,150 acres of State Trust Land adjacent to the “Northern Tier,” northeast of Meridian and Germann Roads, which will provide freeway access within the Town’s boundaries for the first time via the extension of SR 24.

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

## Recreation, Parks & Special Events

From youth sports and senior programs, to block parties and fitness classes, Queen Creek’s Recreation Division makes sure there is fun to be had in Queen Creek year-round! Local sports organizations offer league competition in a variety of sports including football, baseball, softball and soccer. Residents can create their own fun at one of the Town’s award-winning parks.



Residents can bike, walk, run or ride their horse along the Town’s two natural washes. The multi-use trail system connects the Town’s parks and neighborhoods while providing a unique recreation experience. San Tan Mountain Regional Park, a Maricopa County Park located on Queen Creek’s southern edge and serving several East Valley communities, is a natural preserve consisting of more than 10,000 acres of desert that provides a variety of recreational opportunities.

### *Horseshoe Park and Equestrian Centre*

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



Although constructed primarily for equestrian-oriented activities, events such as concerts, home shows, RV and car shows, or weddings can also be hosted at the facility. The park includes



# Queen Creek Community Profile

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over 300 barn stalls and 56 RV slots, providing additional resources for large-scale events. A complete schedule of events is available at [QueenCreekAZ.gov/HPEC](http://QueenCreekAZ.gov/HPEC).



## Community Involvement

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

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

### *Citizen Survey*

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

### *Annual Events*

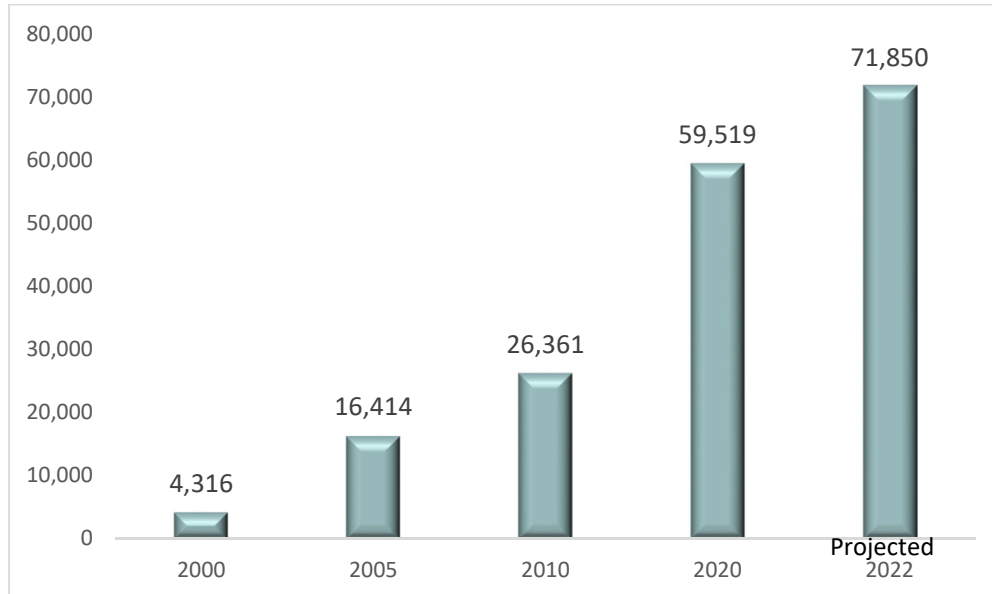
- FEBRUARY – State of the Town
- MARCH – Spring into QC, Roots N' Boots Rodeo and Carnival
- MAY – Peach Festival
- JULY – Independence Day Celebration, National Parks and Recreation Month, Ice Cream Social
- SEPTEMBER – Founders' Day, Queen Creek Olive Mill Garlic Festival
- OCTOBER – Olive Harvest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

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



# Queen Creek Demographics

## Queen Creek Population



Source: The 2022 population projection (per 6/30/2022) is based off the 6/30/2020 population estimate from the Maricopa Association of Governments and the Town of Queen Creek data for residential housing permits.

## Racial Composition

Ethnicity	Queen Creek*	Arizona*
White	72.6%	65.6%
Black or African-American	3.2%	4.7%
Asian	2.4%	3.5%
American Indian & Alaskan Native	0.6%	3.7%
Hispanic (of any race)	16.2%	31.1%
Native Hawaiian/Other Pacific Islander	0.2%	0.2%

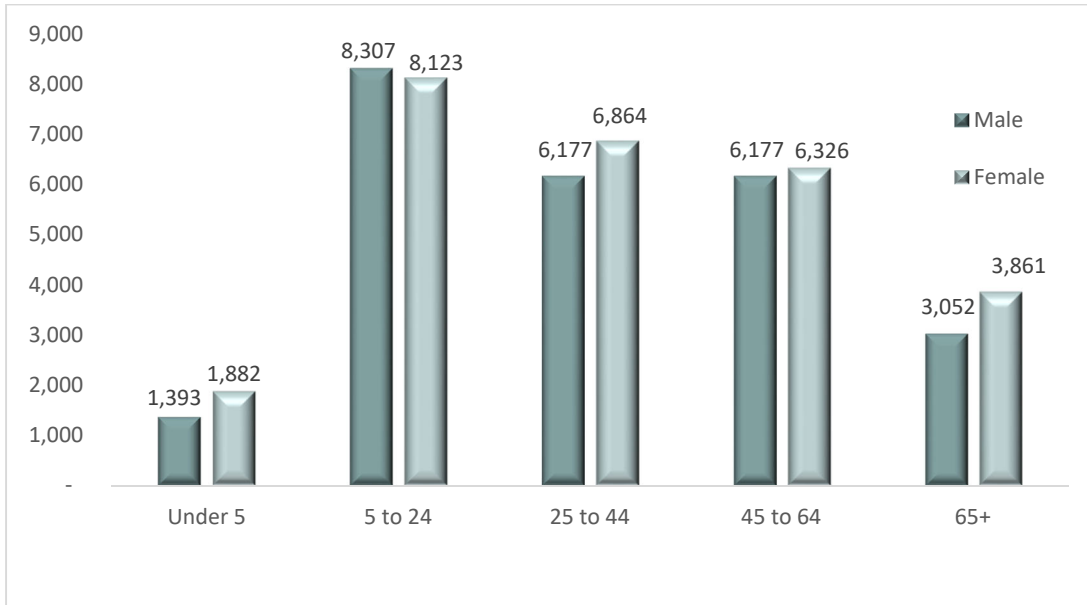
\*Note: Total percent may be greater than 100 because respondents can report more than one race. Source: 2020 Decennial Census





# Queen Creek Demographics

## Queen Creek Population by Gender and Age



Source: 2016-2020 American Community Survey 5-Year Estimates

Median Age	2020
Queen Creek	36.6 years
Maricopa County	36.6 years
Pinal County	39.8 years
United States	38.2 years

Source: 2016-2020 American Community Survey 5-Year Estimates

Queen Creek continues to attract young families, reflected in the Town’s median age of 36.6, aligned with that of Maricopa County, and younger than the United States as a whole.

## Educational Attainment

### Residents Age 25 or older

Highest Education Level Attained	Queen Creek	Maricopa County
Elementary (0-8)	1.4%	5.3%
High School (9-12), no diploma	2.5%	6.4%
High School Graduate	22.1%	22.4%
Some College	25.7%	24.1%
Associate's Degree	10.8%	8.7%
Bachelor's Degree	24.3%	21.1%
Graduate or Professional Degree	13.8%	12.4%

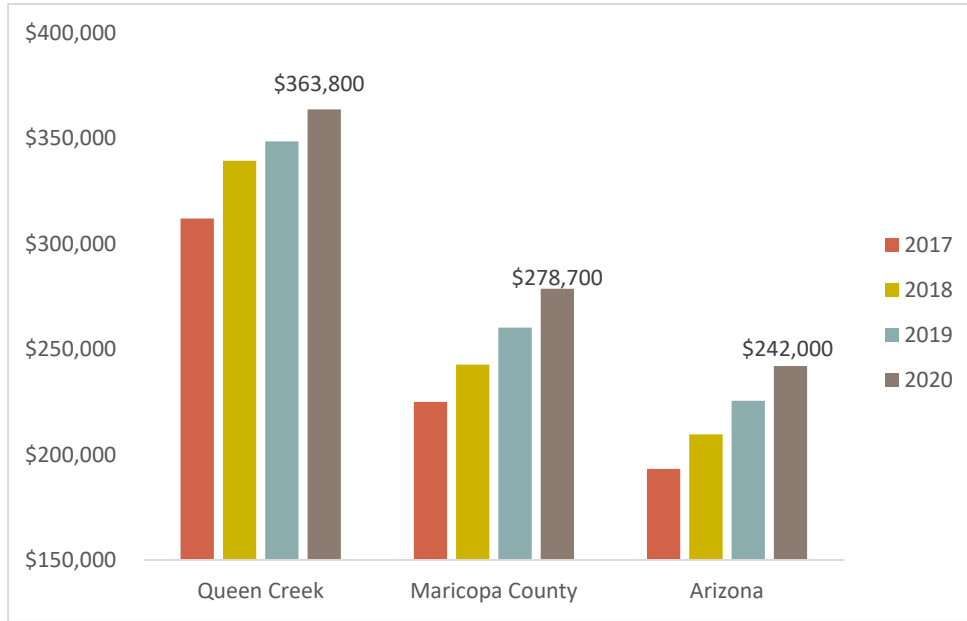
Source: 2016-2020 American Community Survey 5-Year Estimates



# Queen Creek Demographics

Queen Creek’s residents age 25 or older are highly-educated. The two highest levels of educational attainment, completion of a bachelor’s degree or a graduate or professional degree, reflect nearly 40 percent of the Town’s residents (38.1%), compared to the County’s 33.5%.

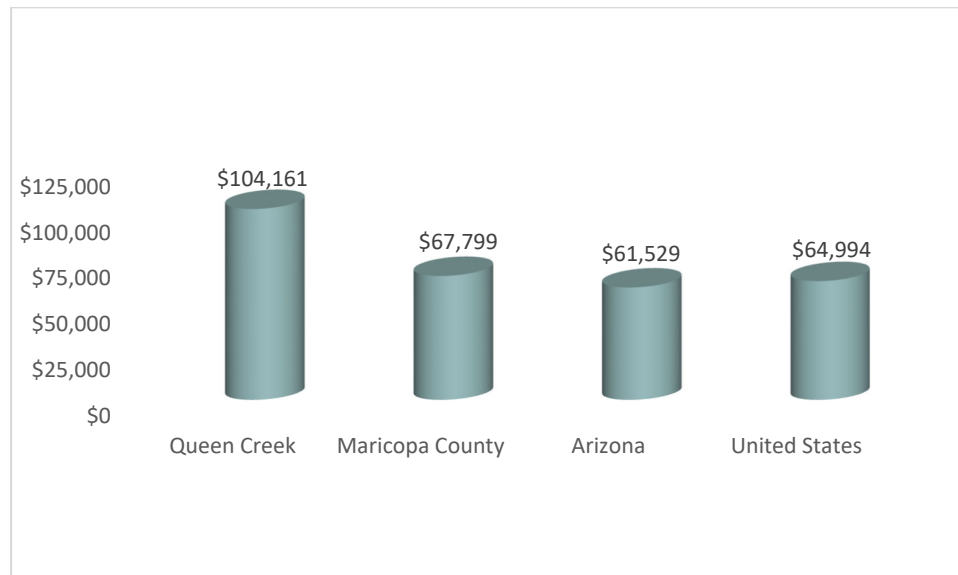
## Median Value of Owner-occupied Housing



Source: 2016-2020 American Community Survey 5-Year Estimates

## Income

### Median Household Income



Source: 2016-2020 American Community Survey 5-Year Estimates



# Queen Creek Demographics

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

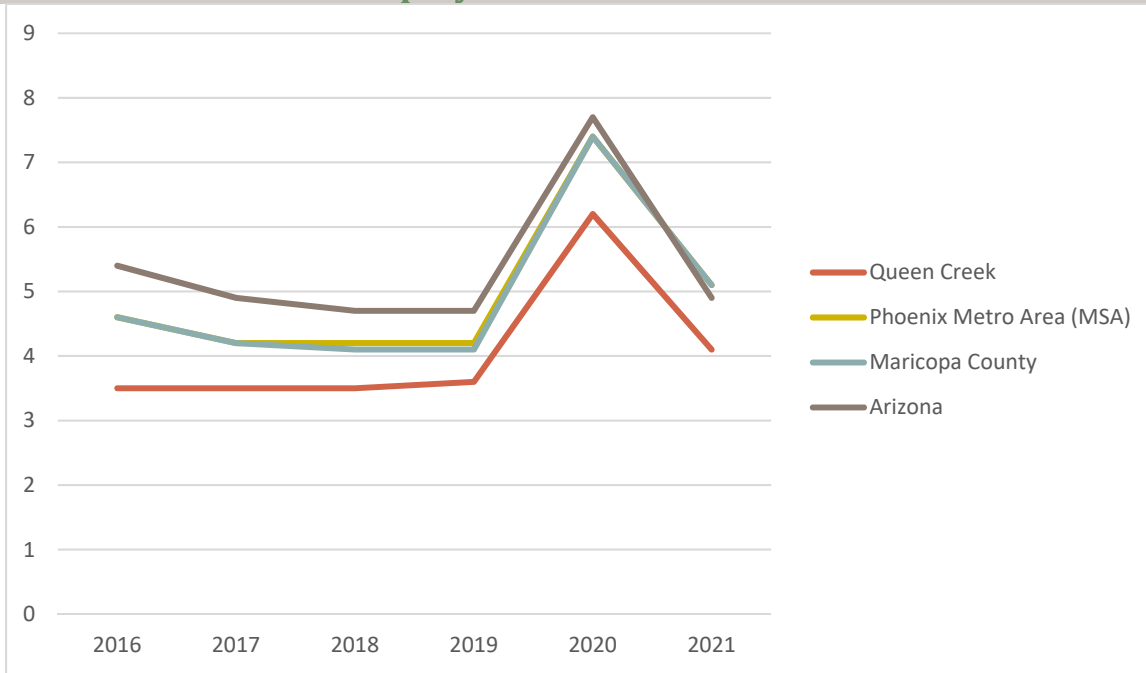
## Households by Income

Income	Queen Creek	Maricopa County
\$150,000 or more	29.1%	15.2%
\$100,000 to \$149,999	23.3%	16.6%
\$50,000 to \$99,999	29.0%	32.0%
\$25,000 to \$49,999	10.4%	20.9%
Under \$25,000	7.6%	15.4%

Source: 2016-2020 American Community Survey 5-Year Estimates

Compared to Maricopa County, Queen Creek has a much higher portion of households in the highest earning categories, with over half (52.4%) of Queen Creek households earning \$100,000 or more annually. Comparatively, just 31.8% of Maricopa County households earn \$100,000 or more.

## Unemployment Rates 2016-2021



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

	2016	2017	2018	2019	2020	2021
Town of Queen Creek	3.5%	3.5%	3.5%	3.6%	6.2%	4.1%
Phoenix Metro Area (MSA)	4.6%	4.2%	4.2%	4.2%	7.4%	5.1%
Maricopa County	4.6%	4.2%	4.1%	4.1%	7.4%	5.1%
Arizona	5.4%	4.9%	4.7%	4.7%	7.7%	4.9%



# Queen Creek Demographics

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

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. Unemployment rates in 2021 dropped from their higher levels in 2020 due to the COVID-19 pandemic. The most recent data, January 2022, shows Queen Creek’s unemployment rate falling further still from the 2021 rate at 2.7%.

## 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, but attraction of large employers is planned for the northeastern part of Queen Creek within the 4,100 acres of Arizona State Trust Land.

According to the 2021 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	839
Wal-Mart	Retail	496
Banner Health	Health Care	408
Chandler Unified School District	Education	337
Town of Queen Creek	Government	327

\* All figures may include full and part time employees.

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

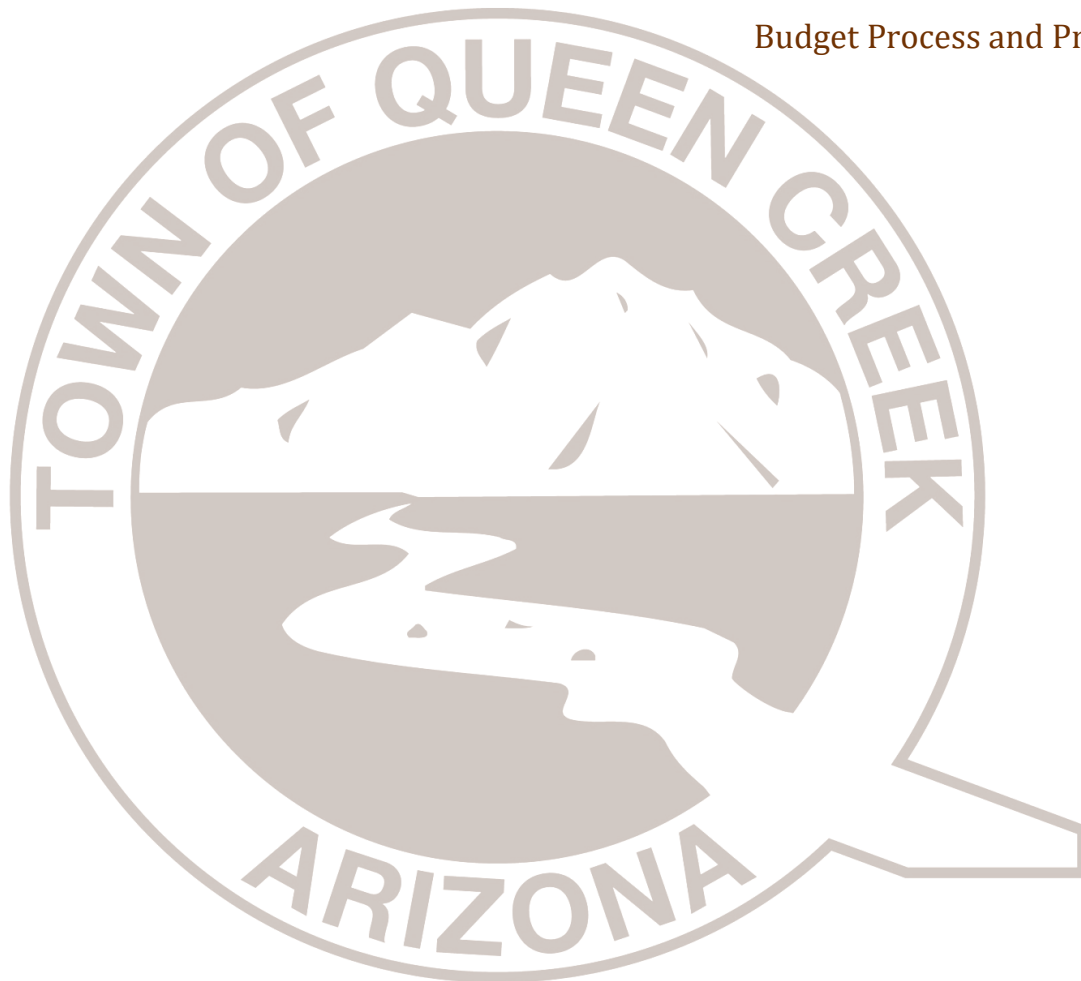




# Organizational Planning

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- Corporate Strategic Plan
- Planning Tools (General Plan)
- Long-Range Financial Plan
- Financial Policies
- Budget Process and Procedures







# Corporate Strategic Plan

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## 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><b>EFFECTIVE GOVERNMENT</b></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><b>KEY RESULT AREAS</b></p> <ul style="list-style-type: none"> <li>• Financial Stability</li> <li>• Intergovernmental Relations</li> <li>• Council Professional Development</li> </ul>
	<p><b>SAFE COMMUNITY</b></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><b>KEY RESULT AREAS</b></p> <ul style="list-style-type: none"> <li>• Public Safety</li> <li>• Community Involvement</li> </ul>
	<p><b>SECURE FUTURE</b></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><b>KEY RESULT AREAS</b></p> <ul style="list-style-type: none"> <li>• Environment</li> <li>• Land Use &amp; Economic Development</li> </ul>
	<p><b>SUPERIOR INFRASTRUCTURE</b></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><b>KEY RESULT AREAS</b></p> <ul style="list-style-type: none"> <li>• Capital Improvement Program</li> <li>• Technology</li> </ul>
	<p><b>QUALITY LIFESTYLE</b></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><b>KEY RESULT AREAS</b></p> <ul style="list-style-type: none"> <li>• Image &amp; Identity</li> </ul>



# 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
<a href="#">General Plan</a>	Guides growth and development in the Town along with the Zoning Ordinance	<ul style="list-style-type: none"> <li>• Community Character – addresses visual aspects of development including development densities, transportation circulation, and building and landscape standards</li> <li>• Quality of Life – how service and facilities will be provided including parks, recreation, and water resources</li> <li>• Environment &amp; Economy – address growth and balance of the economic base and the protection and enhancement of the environment</li> </ul>
<a href="#">Zoning Ordinance</a>	Guides growth and development in the Town along with the General Plan	<ul style="list-style-type: none"> <li>• Address varied types of land use within the Town</li> <li>• Remain current with amendments that require action due to State Legislation</li> <li>• Creates special event permitting specific to agritourism &amp; agritainment type uses</li> </ul>
<a href="#">Parks, Trails &amp; Open Space Master Plan</a>	Important implementation tool to meet the recreation needs of current and future residents.	<ul style="list-style-type: none"> <li>• Interconnected – Create comprehensive trail system within planning area</li> <li>• Character – Provide significant natural open space that enhances community character and land for development of trails and other passive recreation areas</li> <li>• Opportunities – Promote recreation opportunities for all citizens</li> </ul>
<a href="#">Economic Development Strategic Plan</a>	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"> <li>• 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</li> <li>• Real Estate Resources – Partner with land owners and developers to develop an inventory of improved sites and existing “speculative buildings” for employment uses</li> <li>• 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</li> </ul>
<a href="#">Town Center Plan &amp; Town Center Redevelopment Plan</a>	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"> <li>• Strengthen economic vitality</li> <li>• Seek public-private partnerships</li> <li>• Transit center</li> <li>• Entertainment district</li> </ul>
<a href="#">Transportation Master Plan</a>	Important implementation tool for addressing the long term needs related to the regional streets/transportation system	<ul style="list-style-type: none"> <li>• 10-year plan to ensure service levels related to traffic do not decline</li> <li>• Foundation for determining impact of growth on system</li> </ul>



# 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 benefits.

### 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 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 ongoing 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 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Sales Tax - Excluding Construction	43,108,389	46,908,600	51,012,800	54,935,200	59,132,300
Sales Tax - Construction	14,729,500	14,744,000	14,273,200	13,769,300	14,657,000
State Shared	25,339,632	28,208,800	31,738,900	35,515,900	39,003,100
Property Tax	12,470,641	13,983,300	15,736,100	17,525,800	19,455,700
Building Revenues	10,486,700	10,509,700	9,899,300	10,501,600	10,846,300
Charges for Services/Other	8,744,822	11,597,100	12,371,600	12,613,000	12,864,400
Utility ROI	3,887,150	4,081,500	4,285,600	4,499,900	4,724,900
Use of Pension Reserves	924,635	1,049,273	1,186,928	1,344,101	1,523,571
<b>Total Revenues / Sources</b>	<b>119,691,468</b>	<b>131,082,273</b>	<b>140,504,428</b>	<b>150,704,801</b>	<b>162,207,271</b>
\$ Change from Prior	8,460,878	11,266,167	9,284,500	10,043,200	11,323,000
% Change from Prior	7.7%	9.5%	7.1%	7.2%	7.6%
Expenses - Operating	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Personnel	51,550,074	53,186,910	56,105,250	59,273,160	62,724,130
Operating	32,711,385	34,635,640	36,230,970	37,899,530	39,645,510
Capital Outlay	4,669,178	7,690,000	6,040,000	5,890,000	7,365,000
Library	1,800,000	2,000,000	2,050,000	2,100,000	2,150,000
Parks & Recreation - Future O&M on New Facilities	-	735,000	2,470,000	3,470,000	3,470,000
Parks & Recreation - Future Capacity Placeholder	-	1,000,000	1,500,000	2,000,000	2,500,000
Additions to base FTEs - Standard	-	700,000	1,428,000	2,185,120	2,972,525
Additions to base FTEs - Related to PD	-	600,000	1,224,000	1,872,960	2,547,878
Additions to base FTEs - Police Sworn	-	1,800,000	3,672,000	5,618,880	7,643,635
Contingency	2,658,800	3,010,100	3,264,500	3,556,000	3,881,600
<b>Subtotal Operating Expenses</b>	<b>93,389,437</b>	<b>105,357,650</b>	<b>113,984,720</b>	<b>123,865,650</b>	<b>134,900,278</b>
\$ Change from Prior	8,744,336	11,968,213	8,627,070	9,880,930	11,034,628
% Change from Prior	10.3%	12.8%	8.2%	8.7%	8.9%

(continued on the next page)





# Long-Range Financial Plan

Expenses - CIP PAYGO	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
CIP PAYGO - Fire	1,560,000	-	1,000,000	-	1,000,000
CIP PAYGO - Police	500,000	-	-	-	-
CIP PAYGO - Transportation Master Plan	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
<b>Subtotal CIP PAYGO</b>	<b>5,460,000</b>	<b>3,400,000</b>	<b>4,400,000</b>	<b>3,400,000</b>	<b>4,400,000</b>
Expenses - Debt and Reserves	FY 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
2016 Refunding - 2004B GADA - Town Buildings	212,329	212,658	212,695	213,232	211,084
2016 Refunding - 2005B GADA - Library	38,355	38,454	35,918	36,155	37,631
2016 Refunding - 2005B GADA - Rec Annex	66,953	67,126	62,698	63,112	65,688
2016 Refunding - 2006A GADA - Library	158,007	156,841	156,860	157,150	157,282
2016 Refunding - 2006A GADA - Rec Annex	275,816	273,781	273,815	274,321	274,551
2016 Refunding - 2007 Excise Tax Bond Town Buildings	62,864	62,838	62,741	62,968	62,733
2016 Refunding - 2007 Excise Tax Bond Library	25,460	25,449	25,410	25,502	25,407
2016 Refunding - 2007 Excise Tax Bond Rec Annex	44,443	44,424	44,356	44,516	44,350
2016 Refunding - 2007 Excise Tax Bond Parks	194,329	194,247	193,949	194,649	193,924
2016 Refunding - 2007 Excise Tax Bond Streets	263,888	263,777	263,372	264,322	263,339
2016 Refunding - 2007 Excise Tax Bond HPEC	214,288	214,198	213,869	214,641	213,843
2016 Refunding - 2008A GADA - HPEC	80,935	77,531	-	-	-
2018 Series 2018 - Transportation	3,118,800	3,112,875	3,115,375	3,110,500	3,113,125
2020 Series - Fire Stations 2, 4, 5 and Resource Center	777,200	775,950	774,200	776,825	778,700
2020 Series - IGA Roads (Mesa - interest only)	422,850	422,850	422,850	422,850	422,850
2020 Series - IGA Roads (Pinal County, SR24 Interchange)	384,350	383,725	382,850	381,725	380,350
2020 Series - IIP Additional Roads Funding (\$40M)	1,345,300	1,345,800	1,345,300	1,343,800	1,346,175
2020 Series - Other Road Projects	330,650	335,900	335,775	335,400	334,775
Trustee Fees for Excise Tax Bonds	20,000	20,000	20,000	20,000	20,000
<b>Total All Existing Bonds</b>	<b>8,036,817</b>	<b>8,028,424</b>	<b>7,942,033</b>	<b>7,941,668</b>	<b>7,945,807</b>
<i>Proposed New Debt:</i>					
2022 - Parks Master Plan Phase I	3,650,000	6,000,000	6,000,000	6,000,000	6,000,000
<b>Subtotal Debt</b>	<b>11,686,817</b>	<b>14,028,424</b>	<b>13,942,033</b>	<b>13,941,668</b>	<b>13,945,807</b>
Road Replacement Reserves Additional Funding	1,000,000	1,500,000	2,000,000	2,500,000	3,000,000
25% Reserves Additional Funding	2,880,292	2,321,125	2,510,800	2,830,750	2,008,546
<b>Total Expenditures / Uses</b>	<b>114,416,546</b>	<b>126,607,199</b>	<b>136,837,553</b>	<b>146,538,068</b>	<b>158,254,632</b>
\$ Change from Prior	3,226,847	12,190,653	10,230,354	9,700,515	11,716,564
% Change from Prior	2.9%	10.7%	8.1%	7.1%	8.0%
<b>Net Result</b>	<b>5,274,922</b>	<b>4,475,074</b>	<b>3,666,875</b>	<b>4,166,733</b>	<b>3,952,639</b>



# 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 22-23	FY 23-24	FY 24-25	FY 25-26	FY 26-27
Sales Tax - Excluding Construction	43,108,389	46,908,600	51,012,800	54,935,200	59,132,300
Sales Tax - Construction	14,729,500	14,744,000	14,273,200	13,769,300	14,657,000
State Shared Sales Tax	8,385,700	9,385,900	10,643,900	11,906,300	13,075,000
State Shared Income Tax	9,421,900	10,423,400	11,697,200	13,108,500	14,413,800
State Shared Vehicle License Tax	3,138,200	3,568,300	4,081,100	4,656,800	5,213,700
State Shared Highway User Revenue Funds (HURF)	4,321,500	4,753,800	5,233,700	5,755,400	6,206,100
Property Tax	12,470,641	13,983,300	15,736,100	17,525,800	19,455,700
Utility ROI	799,720	839,700	881,700	925,800	972,100
Utility Franchise Fees	2,090,670	2,195,200	2,305,000	2,420,300	2,541,300
Utility In-Lieu Property Tax	996,760	1,046,600	1,098,900	1,153,800	1,211,500
Impact Fees	17,321,260	18,850,234	16,491,926	14,770,699	15,005,909
Capacity Fees	9,904,342	10,123,367	10,209,125	11,312,336	11,496,294
Building Revenues	10,486,700	10,509,700	9,899,300	10,501,600	10,846,300
Water User Fees	32,583,756	34,212,944	35,923,591	37,719,771	39,605,759
Sewer User Fees	10,076,420	10,580,241	11,109,253	11,664,716	12,247,951
Solid Waste User Fees	4,642,956	4,875,104	5,118,859	5,374,802	5,643,542
<b>Total Revenues / Sources</b>	<b>184,478,414</b>	<b>197,000,390</b>	<b>205,715,654</b>	<b>217,501,123</b>	<b>231,724,256</b>



# Financial Policies

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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

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- 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.
- **Parks Master Plan Future Budget Capacity – For fiscal year 2022/23, the Town will set aside \$500,000 in the Operating Budget as an expense placeholder to begin building budget capacity for debt service and operational costs of implementing future phases of the Town’s Parks Master Plan. The amount set aside each year thereafter will increase by \$500,000 until the Operating Budget has sufficient capacity to accommodate the new expenses related to future phases of the Parks Master Plan.**
- 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



# Financial Policies

in the following priority order: first, the fire unfunded pension liability; second, the ~~MCSO~~ **police** 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~~ **Queen Creek Fire Department's** most recent GASB 68 Employer Reporting Accounting Schedules, or the Unfunded Actuarial Accrued Liability reported in the **Queen Creek Fire Department's** most recent Actuarial Valuation. The amount will be based on Tier 1 and 2 employees only.
2. ~~Maricopa County Sheriff's Office (MCSO) Contract~~ **Police Plan in PSPRS**. An ~~MCSO~~ **A Police** 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~~ **Queen Creek Police Department's** most recent GASB 68 Employer Reporting Accounting Schedules, or the Unfunded Actuarial Accrued Liability as reported in the ~~MCSO's~~ **Queen Creek Police Department'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.~~ **Additionally, the amount held in the Town's former MCSO Unfunded Pension Liability Reserve account will be transferred to the Police Unfunded Pension Liability Reserve account at the end of fiscal year 2021/22 and will remain in the Police Reserve account to provide resources for funding future pension liabilities. Over time, as the actuarial valuations of the PSPRS Plan mature, the monies in the Town's reserve account will be transferred to the 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~~ **Police** 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



# Financial Policies

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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.

- 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 25% of the following year’s Operating Budget revenue (excluding one-time grant revenue). It is the intent of the Town to limit use of Operating reserves to non-recurring needs such as to address emergency situations, unexpected events where damage is incurred and immediate, remedial action must be taken to protect the health and safety of residents (e.g. floods, fires, and storm damage), capital needs and other such non-recurring needs. Fund Balance may decline year over year, due to a sudden decline in revenue during the last quarter of the fiscal year, and expenditure savings cannot be achieved fully in this limited timeframe. The Town will consider this funding situation as part of new fiscal year budget discussions. The Town’s objective is not to use Fund Balance for recurring expenditures. Any planned usage of the Unassigned Fund Balance reserve must be appropriated by the Town Council. Any unplanned usage or drawdown caused by revenue declines will be reported to the Council as part of normal financial reporting to Council.
- **Road Replacement Reserve – Beginning in fiscal year 2021/22, the Town will set aside \$500,000 as a separate reserve in the Operating Budget to provide resources for future replacement of the Town’s transportation infrastructure. The amount set aside each year thereafter will increase by \$500,000 until the annual set-aside amount approximates the annualized major repair and replacement costs of transportation infrastructure.**
- 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





# Financial Policies

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

## Investment Policies

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

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



# Financial Policies

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## 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.

- 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



# Financial Policies

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- 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.

### *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

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## 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

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## 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

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

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

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

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

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

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

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







# Organizational Structure

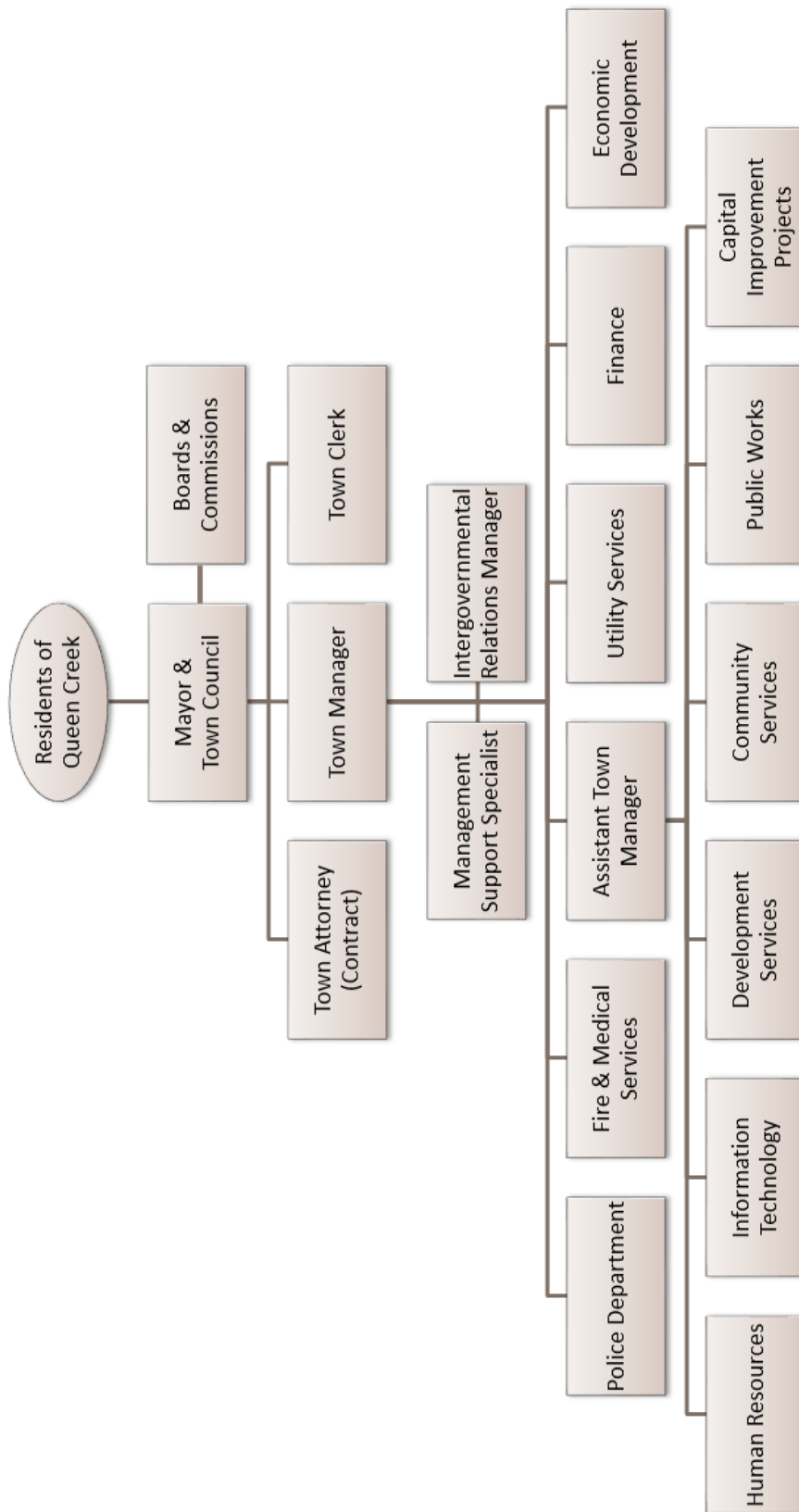
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- Town Organizational Chart
- Full Time Equivalents (FTE) by Department
- Fund Structure Chart
- Fund Structure Narrative
- Where the Money Comes From
- Where the Money Goes
- Expenditure Category Breakout by Fund
- Uses/Total Appropriations Schedule





# Town Organizational Chart





# Full-Time Equivalents by Department

Department	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommend
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	7.00	6.00
Finance	22.18	30.48	32.48	34.48	36.98	38.98
Workforce & Technology	12.00	14.00	15.00	17.00	19.00	-
Human Resources	-	-	-	-	-	6.00
Information Technology	-	-	-	-	-	17.00
Community Services	14.25	16.00	17.00	17.00	19.00	23.25
Economic Development	12.00	12.00	12.00	12.00	12.00	13.00
Development Services	25.50	25.50	26.50	26.50	28.00	31.00
Public Works	56.93	69.43	72.43	73.43	69.43	72.43
Solid Waste	4.00	4.00	4.00	3.00	4.00	4.00
CIP Administration	-	-	-	-	19.00	19.00
Utilities	41.00	50.00	55.00	61.00	58.00	63.00
Fire & Medical	51.00	63.00	65.00	81.00	81.00	109.00
Police	-	-	-	6.00	73.00	88.00
<b>Total Full Time Equivalents</b>	<b>253.86</b>	<b>299.41</b>	<b>314.41</b>	<b>346.41</b>	<b>433.41</b>	<b>497.66</b>
<b>% Change from Prior Year</b>	<b>4%</b>	<b>18%</b>	<b>3%</b>	<b>10%</b>	<b>25%</b>	<b>15%</b>

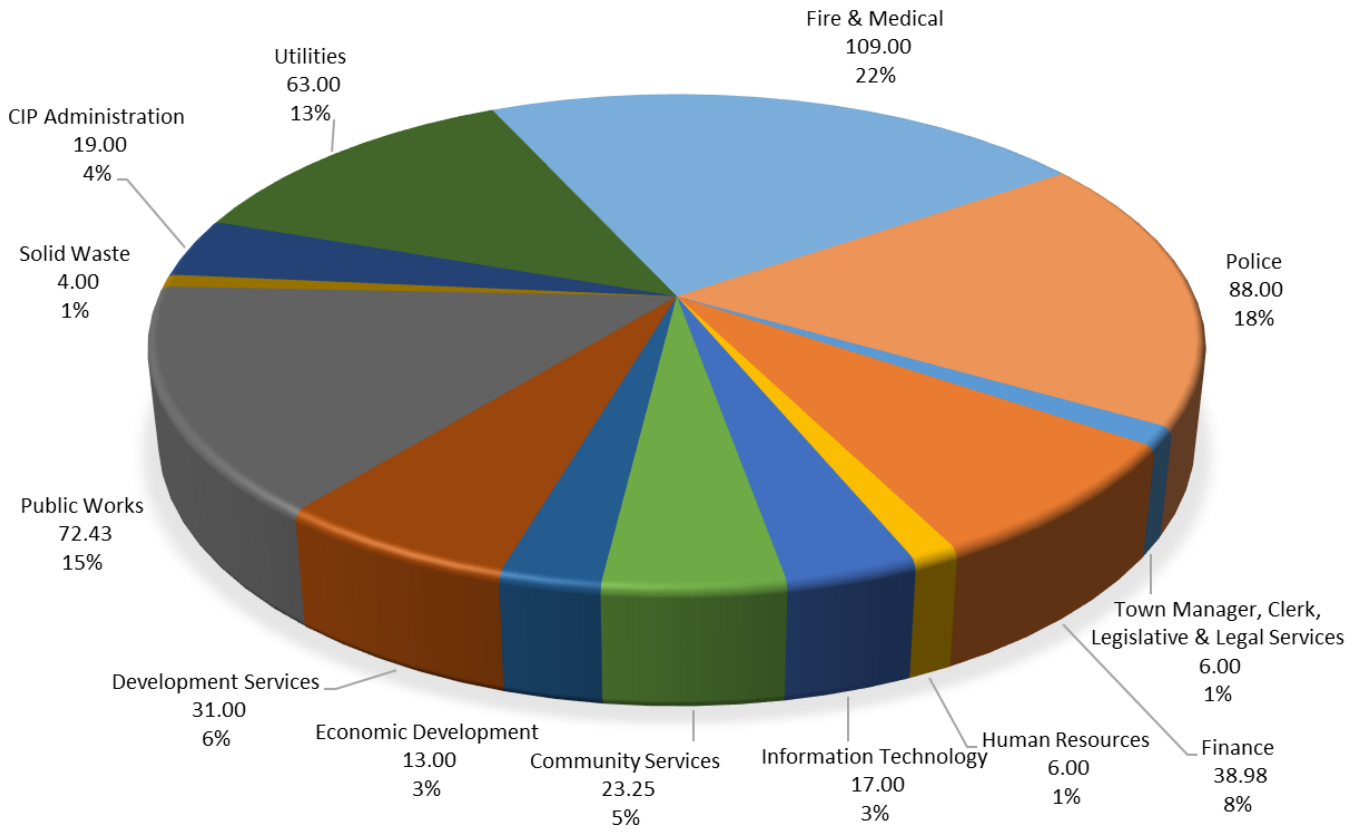
\*Elected Officials, not true FTE.



# Full-Time Equivalents by Department

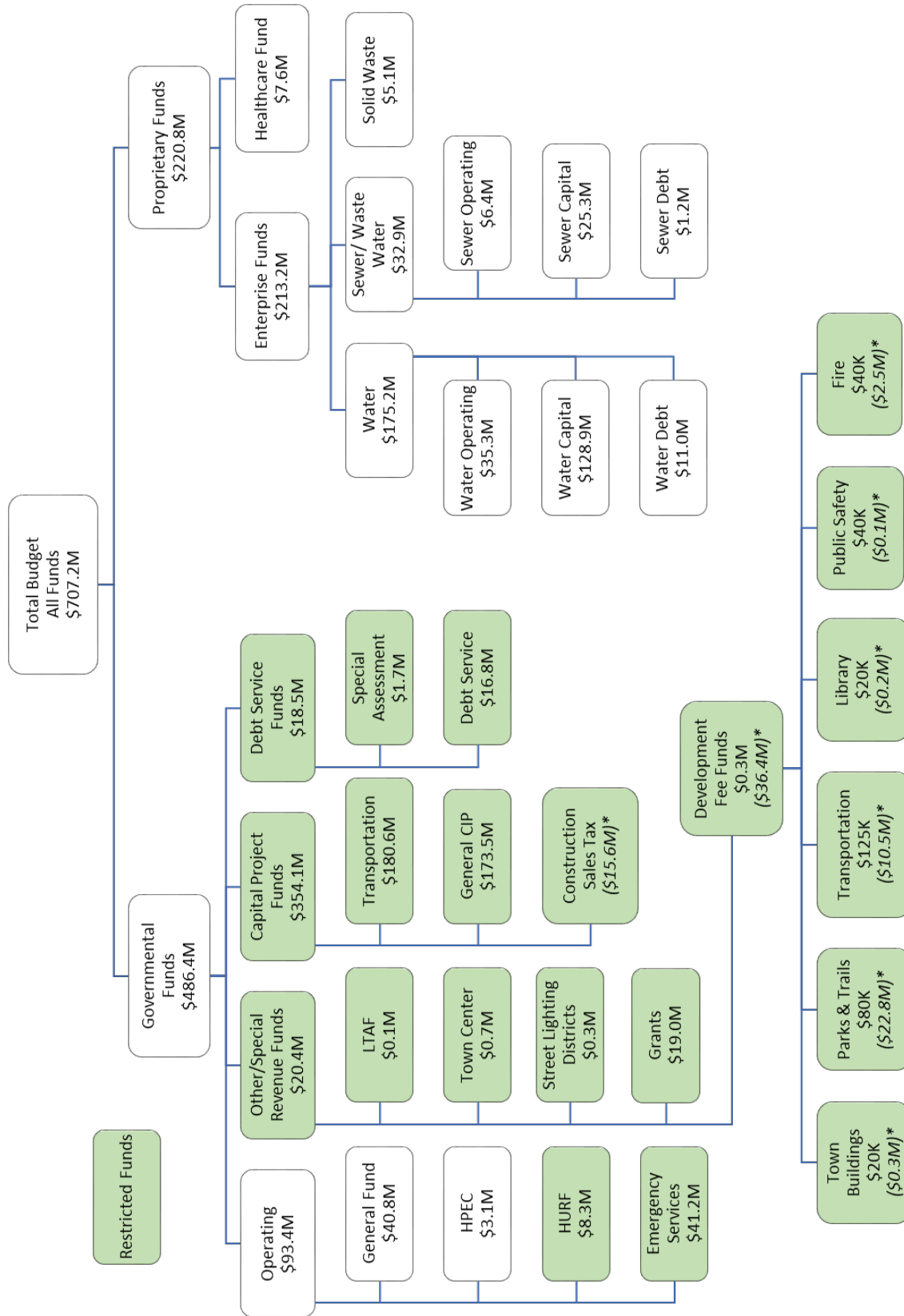
## Percentage of FTE by Department

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

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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.

- **Local Transportation Assistance Fund (LTAF)** – The Town’s share of state revenue is restricted to spending on arterial street expenses.
- **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.
- **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



# Fund Structure Narrative

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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.



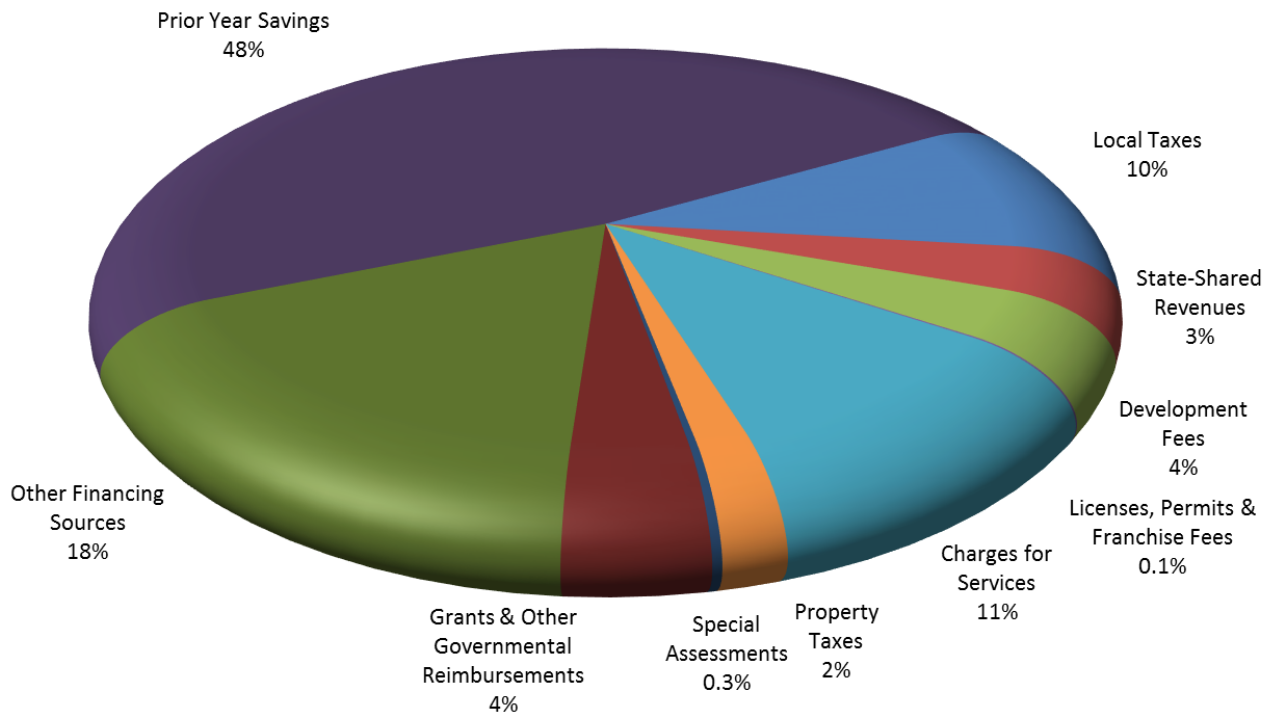
# Sources

## Where the Money Comes From

Sources	FY 2021/22 Revised Budget	FY 2022/23 Recommended Budget	% increase/ (decrease) year over year
Local Taxes	\$ 68,801,109	\$ 72,211,539	5.0%
State Shared Revenue	21,771,563	25,339,632	16.4%
Development Fees	23,338,993	27,298,682	17.0%
Licenses, Permits & Franchise Fees	590,500	580,500	(1.7%)
Charges for Services	71,382,688	76,480,687	7.1%
Property Taxes	11,045,515	12,470,641	12.9%
Special Assessments	1,780,942	1,882,010	5.7%
Grants & Other Governmental Reimbursements	22,271,200	27,622,991	24.0%
Other Financing Sources *	79,432,685	124,528,209	56.8%
<i>Subtotal Revenues</i>	<i>\$ 300,415,195</i>	<i>\$ 368,414,891</i>	<i>22.6%</i>
Prior Year Savings	186,768,419	338,740,418	
<b>Total Sources</b>	<b>\$ 487,183,614</b>	<b>\$ 707,155,309</b>	

\*Includes \$53M of Bond Proceeds in FY 2021/22 and \$60M of Bond Proceeds in FY 2022/23. Inter-fund transfers of \$104.6M have not been included in FY 2022/23 budget figures pursuant to Auditor General Budget guidelines.

### FY 2022/23 Recommended Budget \$707.2M Sources by Category as a Percent of Total





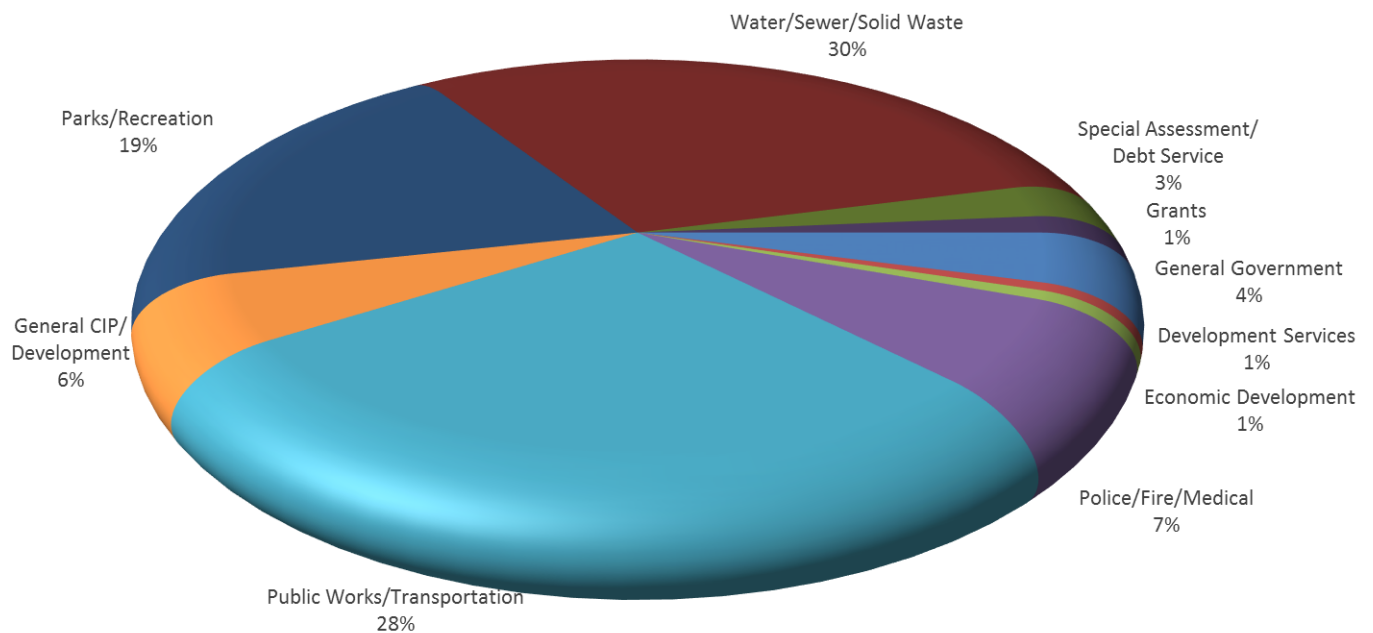
# Uses

## Where the Money Goes

Expenditures	FY 2021/22 Revised Budget	FY 2022/23 Recommended Budget	% increase/ (decrease) year over year
General Government	\$ 21,160,115	\$ 29,346,472	38.7%
Development Services	3,884,807	4,425,566	13.9%
Economic Development/Town Center	4,052,368	5,178,573	27.8%
Police/Fire/Medical	37,916,639	50,687,513	33.7%
Public Works/Transportation	158,678,294	200,339,618	26.3%
General CIP/Development	24,703,321	39,410,184	59.5%
Parks/Recreation	27,726,737	136,094,531	390.8%
Water/Sewer/Solid Waste	185,954,620	213,203,417	14.7%
Special Assessment/Debt Service	14,792,873	18,469,436	24.9%
Grants	8,313,841	10,000,000	20.3%
<b>Total Expenditures</b>	<b>\$ 487,183,614</b>	<b>\$ 707,155,309</b>	<b>45.2%</b>

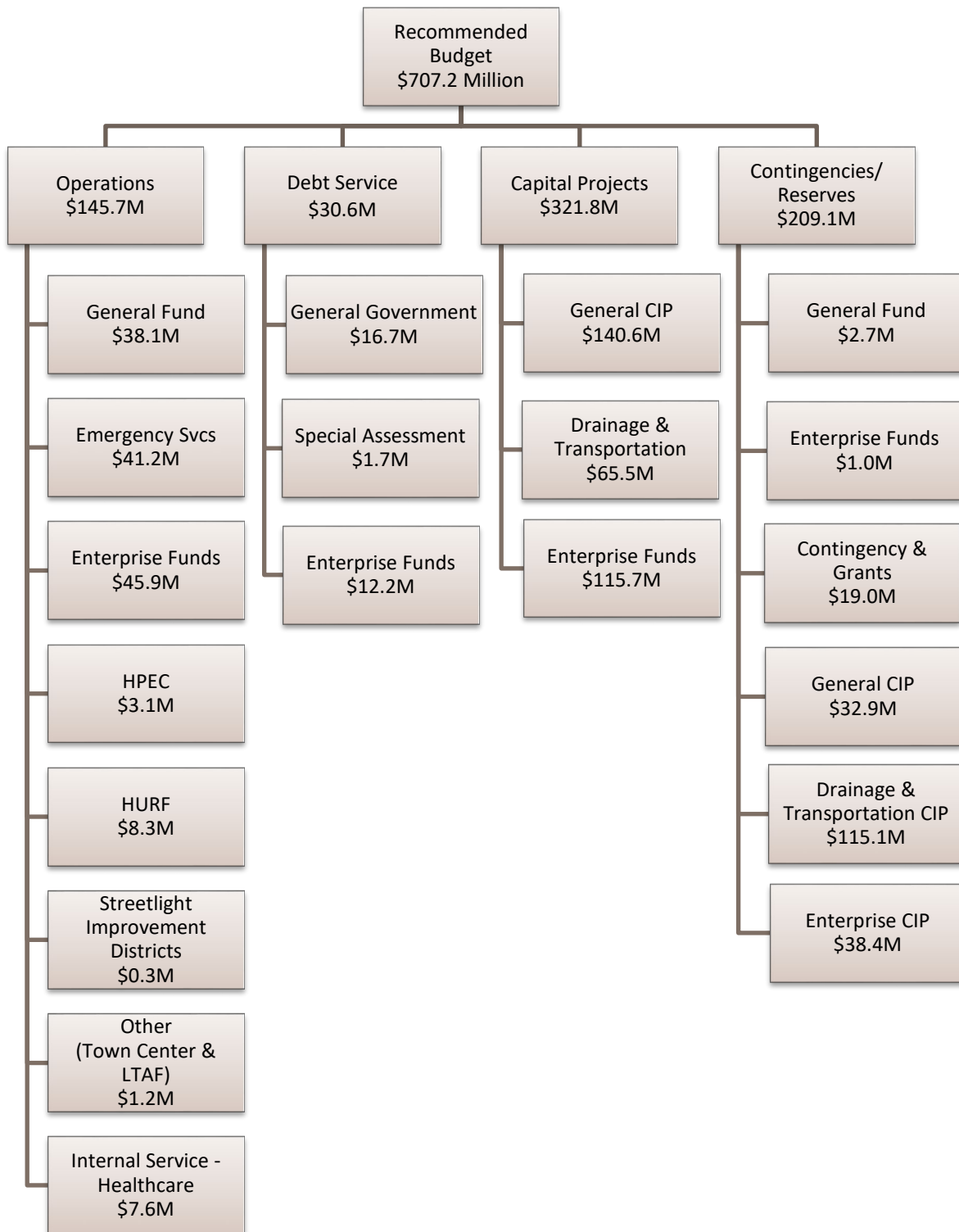
Inter-fund transfers of \$104.6M have not been included in FY 2022/23 budget figures pursuant to Auditor General Budget guidelines.

FY 2022/23 Recommended Budget \$707.2M  
Expenditures by Function as a Percent of Total





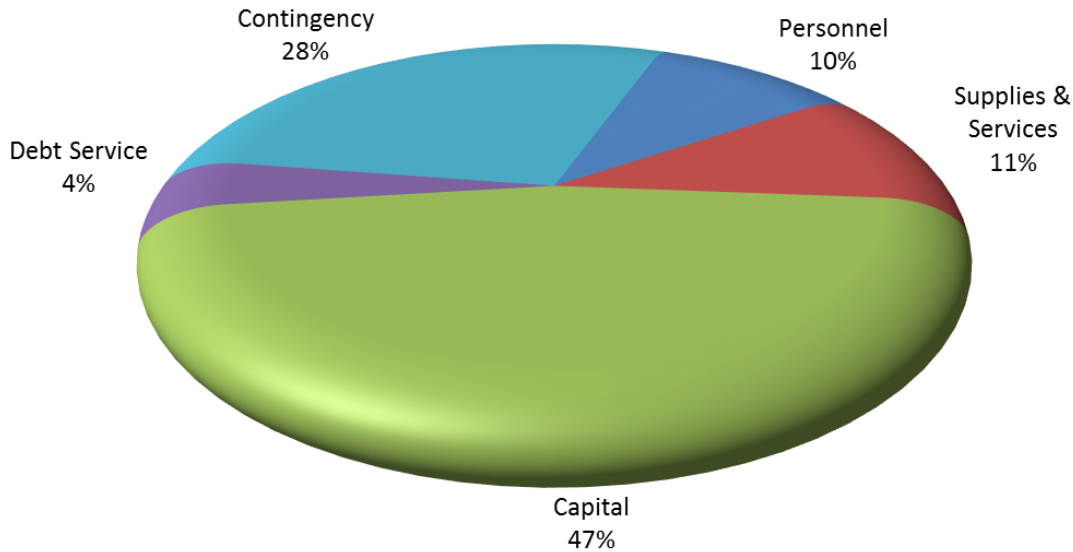
# Uses





# Uses / Total Appropriations Schedule

## FY 2022/23 Recommended Budget \$707.2M by Category



### FY 2022/23 Total Appropriations - Budget by Fund

	General Fund	EMS Fund	HURF	HPEC	Enterprise	Special Revenue	Capital	Debt	Healthcare	Grand Total
<b>Sources</b>										
Local Sales Tax	\$ 38,318,568	\$ 4,789,821	\$ -	\$ -	\$ -	\$ 1,280,750	\$ -	\$ -	\$ -	\$ 44,389,139
Construction Sales Tax	13,092,900	1,636,600	-	-	-	13,092,900	-	-	-	27,822,400
State Shared Revenue	17,807,600	42,332	7,489,700	-	-	-	-	-	-	25,339,632
Property Tax	-	12,470,641	-	-	-	-	-	-	-	12,470,641
Charges for Services	15,281,456	5,515,150	-	775,566	47,303,132	103,868	-	-	7,501,515	76,480,687
License & Fees	85,500	-	-	-	-	-	-	-	-	85,500
Franchise Fees	495,000	-	-	-	-	-	-	-	-	495,000
Special Assessments	-	-	-	-	-	150,000	-	1,732,010	-	1,882,010
Interest Income	500,000	-	-	-	483,800	209,740	150,000	-	-	1,343,540
Capacity Fees	-	-	-	-	9,977,422	-	-	-	-	9,977,422
Impact Fees	-	-	-	-	-	17,321,260	-	-	-	17,321,260
Other	101,000	365,000	-	-	60,288,669	10,000,000	79,952,991	-	100,000	150,807,660
<b>Total Revenues</b>	<b>\$ 85,682,024</b>	<b>\$ 24,819,544</b>	<b>\$ 7,489,700</b>	<b>\$ 775,566</b>	<b>\$ 118,053,023</b>	<b>\$ 42,158,518</b>	<b>\$ 80,102,991</b>	<b>\$ 1,732,010</b>	<b>\$ 7,601,515</b>	<b>\$ 368,414,891</b>
Transfers In	-	19,225,276	1,035,623	2,642,732	12,172,880	-	52,770,423	16,737,426	-	104,584,360
<b>Total Sources</b>	<b>\$ 85,682,024</b>	<b>\$ 44,044,820</b>	<b>\$ 8,525,323</b>	<b>\$ 3,418,298</b>	<b>\$ 130,225,903</b>	<b>\$ 42,158,518</b>	<b>\$ 132,873,414</b>	<b>\$ 18,469,436</b>	<b>\$ 7,601,515</b>	<b>\$ 472,999,251</b>

<b>Uses</b>										
Personnel	20,303,072	\$ 28,607,239	\$ 1,827,674	\$ 812,089	\$ 9,865,716	\$ -	\$ 2,586,784	\$ -	\$ 7,153,042	\$ 71,155,616
Supplies & Services	15,968,048	11,537,891	6,110,761	894,686	28,558,466	10,866,500	647,481	-	448,473	75,032,305
Capital	1,867,388	1,062,490	323,000	1,416,300	123,161,271	610,500	202,845,140	-	-	331,286,089
Debt Service	-	-	-	-	12,172,883	-	-	18,469,436	-	30,642,319
Contingency	2,658,800	-	-	-	39,445,081	9,000,000	147,935,099	-	-	199,038,980
<b>Total Expenses</b>	<b>\$ 40,797,308</b>	<b>\$ 41,207,620</b>	<b>\$ 8,261,435</b>	<b>\$ 3,123,075</b>	<b>\$ 213,203,417</b>	<b>\$ 20,477,000</b>	<b>\$ 354,014,504</b>	<b>\$ 18,469,436</b>	<b>\$ 7,601,515</b>	<b>\$ 707,155,309</b>
Transfers Out	36,654,137	2,837,200	263,888	295,223	12,172,880	52,361,032	-	-	-	104,584,360
<b>Total Uses</b>	<b>\$ 77,451,445</b>	<b>\$ 44,044,820</b>	<b>\$ 8,525,323</b>	<b>\$ 3,418,298</b>	<b>\$ 225,376,297</b>	<b>\$ 72,838,032</b>	<b>\$ 354,014,504</b>	<b>\$ 18,469,436</b>	<b>\$ 7,601,515</b>	<b>\$ 811,739,669</b>
Change in Fund Balance	\$ 8,230,579	\$ 0	\$ (0)	\$ (0)	\$ (95,150,394)	\$ (30,679,514)	\$ (221,141,090)	\$ -	\$ -	\$ (338,740,419)







# Budget

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





# Budget Development

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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 2022/23 budget is the fourth and final budget in the current approved four-year cycle.



# Budget Development

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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, Deputy Finance Director, 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

The Town’s expenditure budget for FY 2022/23 is \$707.2 million. This budget includes appropriations for the General Fund of \$40.8 million, Emergency Services of \$41.2 million, HURF of \$8.3 million, and HPEC of \$3.1 million, collectively referred to as the Town’s Operating Budget. The Enterprise portion of the FY 2022/23 budget consists of the Water Operating Fund at \$35.3 million, the Wastewater Operating Fund at \$6.4 million, and Solid Waste at \$5.1 million. Capital Improvement Funds (CIP) total \$508.2 million. The remaining dollars that comprise the budget include appropriations for grants, special assessments, special districts, and debt service.

The FY 2022/23 budget was developed following two years of unprecedented upheaval caused by the COVID-19 pandemic and its aftermath. 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.

## Strategic Priorities

The Town’s budget process remains committed to the Town Council’s strategic priorities identified in the Corporate Strategic Plan. The primary drivers for the increase from FY2021/22 is in the infrastructure of transportation, utilities, water and parks of \$183.9 million. These investments are designed to accommodate the Town’s rapid growth and the Town Councils commitment to the community’s needs. Additionally, the budget includes funding to continue building up the new Queen Creek Police Department; resources to start up an Emergency Transportation Service program; funding for acquisition of water resources; and a placeholder towards funding infrastructure in the State Lands area of the Town. Following are highlights of the FY 2022/23 budget:

- Parks and Recreation. The Budget includes \$136 million for completion of Mansel Carter Oasis Park, construction of a new 85-acre park in the northeast section of the Town, and the design and construction of a Recreation Center and Aquatic Center.
- Emergency Transportation Services (ETS). As directed by the Council at the Strategic Planning Session in February 2022, the Budget includes funding for 26 new positions to begin an ambulance service program in the Fire and Medical Department.
- Infrastructure/CIP. Progress continues on the Town’s Transportation Master Plan with \$95 million budgeted for projects that have already started and another \$65.6 million for new projects. The water and wastewater CIP programs include \$94.2 million for projects, including necessary infrastructure identified in the Town’s recently completed Comprehensive Utility Master Plan. 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 \$60 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.
- Workforce. The Budget includes \$2.3 million to implement recommendations from the recently completed Compensation and Classification Study. Also, 64 new full-time equivalent (FTE) positions are recommended:

Sworn Police Officers (10.0 FTE)	Traffic Engineer – Public Works (1.0 FTE)
Police Administrative Staff (5.0 FTE)	Service Coordinator – Public Works (1.0 FTE)
Fire/Medical Ambulance Transport (26.0 FTE)	Fleet Maintenance Tech. – Public Works (1.0 FTE)
Fire/Medical Admin. Support (2.0 FTE)	Information Technology Staff (3.0 FTE)
GIS Analyst – Utilities (1.0 FTE)	Development Services Staff (3.0 FTE)
Service Coordinator – Utilities (1.0 FTE)	Community Services Staff (3.0 FTE)
Field Staff – Utilities (3.0 FTE)	Finance Staff (2.0 FTE)
HR Analyst – Human Resources (1.0 FTE)	Economic Development Staff (1.0 FTE)



# Budget Overview






- Contingencies. In addition to contingencies in the CIP funds mentioned above, the Budget includes \$10 million of expenditure authority as a placeholder for potential grant funds and \$12.7 million in contingency authority for carry-forward expenses and unexpected costs.

## Ending Operating Reserves

The ending Operating Budget fund balance for FY 2022/23 is estimated to be \$106.7 million or 90% of Operating revenues, which remains well above the Council’s adopted Operating reserve policy of 25%. Of the total fund balance, \$49.9 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 \$32.5 million is restricted in the Town’s 25% Operating Budget Reserve, and \$1.5 million is reserved in the Town’s newly created Road Replacement Reserve.

## Policy Issues

During the development of the FY 2022/23 Budget, the Town Council will provide direction on the following policy issues:

Issue/Link to CSP	Town Manager Recommendation
<b>Public Safety Services</b> 	Include funding for continued development of the Queen Creek Police Department. Include funding for costs of starting a Town-managed emergency transportation service including purchase of ambulances and hiring of staff.
<b>Transportation and Utility Infrastructure</b> 	Provide resources through cash and debt financing to continue building roads, water and sewer infrastructure to meet the needs of our fast-growing community.
<b>Water Resources Acquisition</b> 	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 requirements.
<b>Parks Master Plan</b> 	Provide resources through cash and debt financing to build out the first phase of the adopted Parks Master Plan, which includes 98 acres of new parks, a multi-generation facility, and an aquatics center.
<b>Property Tax and Reserves Policies</b> 	Determine the amount of revenue to be received from the primary property tax levy. Continue funding the Town’s Pension Funding Policy and begin setting aside funds in a new Roads Replacement Reserve for future transportation needs.





# Budget Calendar

November 2021	
<b>November 1</b>	Budget Development Email From Budget Office Sent to Departments
<b>November 9</b>	Budget Development Kickoff with Department Directors
December 2021	
<b>December 6</b>	Non-Profit Applications Emailed Out
<b>December 16</b>	Department Base Budgets Due
	5-Year Staffing Projections Due
	Department Capital Budgets Due
January 2022	
<b>January 6</b>	Department Performance Measures Due
	Non-Profit Applications Due to the Town
<b>January 25</b>	Department Head Meeting to Review Staffing Projections and Budget
<b>January 27</b>	Department Budgets / Budget Overview Due to Town Manager
February 2022	
<b>February 1-24</b>	Town Manger / Department Head Budget Review Meetings
<b>February 10</b>	Council Strategic Planning Session Materials Due
<b>February 25-26</b>	Council Strategic Planning Session – Budget Policy Direction
March 2022	
<b>March 10</b>	Final Changes to Recommended Budget Due
<b>March 24</b>	Release Town Manager FY 2022/23 Recommended Budget
<b>March 30-April 4</b>	Council Budget Briefings
April 2022	
<b>April 11</b>	Budget Committee Meeting
<b>April 25</b>	Tentative Budget Materials Due to Town Clerk for May 4, 2022 Council Meeting
May 2022	
<b>May 4</b>	Tentative Budget Presented to Council for Approval
	1 <sup>st</sup> Truth in Taxation (TNT) Newspaper Ad Runs (14 Days Before TNT Hearing)
<b>May 5</b>	Post Tentative Budget Schedules on Town Website, Send Materials to Newspaper
<b>May 9</b>	Adopted Budget and TNT Materials Due to Town Clerk for May 19, 2022 Council Meeting
<b>May 11</b>	2 <sup>nd</sup> Truth in Taxation Newspaper Ad (7 Days Before TNT Hearing)
	1 <sup>st</sup> Tentative Budget Newspaper Ad (Schedule A)
<b>May 17</b>	2 <sup>nd</sup> Tentative Budget Newspaper Ad (Schedule A)
<b>May 18</b>	Final Budget Adoption and Truth in Taxation Hearing
<b>May 19</b>	Post Adopted Budget Schedules on Town Website
<b>May 23</b>	Property Tax Levy / SLIDs Materials Due to Town Clerk for June 1, 2022 Council Meeting
June 2022	
<b>June 1</b>	Primary Property Tax Levy and SLID Levies Presented to Council for Approval
<b>June 2</b>	Tax Levy Information Sent to Counties and Property Oversight Commission



# Budget Assumptions - Revenues

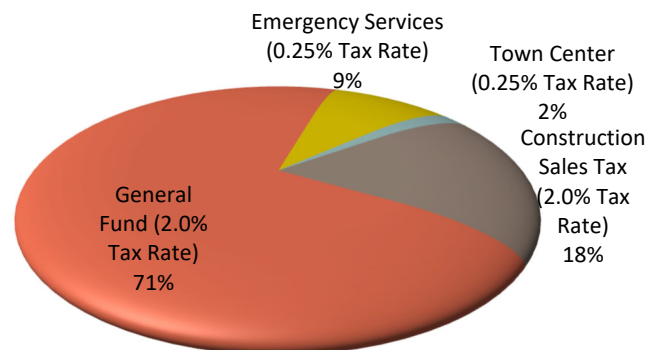
Queen Creek anticipates to collect revenue in FY 2022/23 equal to the amount necessary to pay the costs of operating and maintaining levels of service provided by the Town. Sales tax revenue forecasts are determined by a revenue trend analysis in conjunction with known commercial facilities opening and closing, as well as economic indicators available for the region and nation. Based on growth projections, the total adopted FY 2022/23 sales tax is 5% higher than the revised FY 2021/22 budget. Construction sales tax is estimated to decrease by 11% for next year. The remaining sales tax base is projected to increase by 9%.

**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 60% of the General Fund revenues in FY 2022/23.

**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 2022/23 Sales Tax Budget
Construction	\$27,822,400
Retail	33,230,840
Restaurants & Bars	5,374,475
Communications & Utilities	2,233,375
Real Estate, Rental & Leasing	2,561,500
All Other Categories	988,949
<b>Total Town Sales Tax</b>	<b>\$ 72,211,539</b>

Fund	FY 2022/23 Sales Tax Budget
General Fund (2.0% Tax Rate)	\$51,411,468
Emergency Services (0.25% Tax Rate)	6,426,421
Town Center (0.25% Tax Rate)	1,280,750
Construction Sales Tax (2.0% Construction Tax Rate)	13,092,900
<b>Total Town Sales Tax</b>	<b>\$ 72,211,539</b>

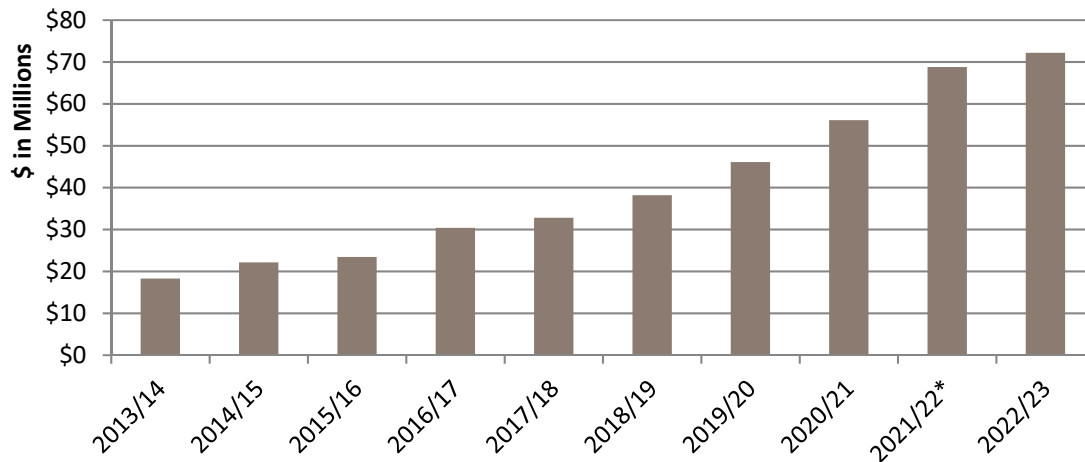




# Budget Assumptions - Revenues

Sales Tax History/Projection - All Transactions				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected*	Actual % Change
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%	68,801,109*	22.7%
<b>2022/23</b>	<b>\$72,211,539</b>	<b>47.8%</b>	<b>\$72,211,539</b>	<b>4.9%</b>

## Sales Tax History/Projection



\*Revised Budget

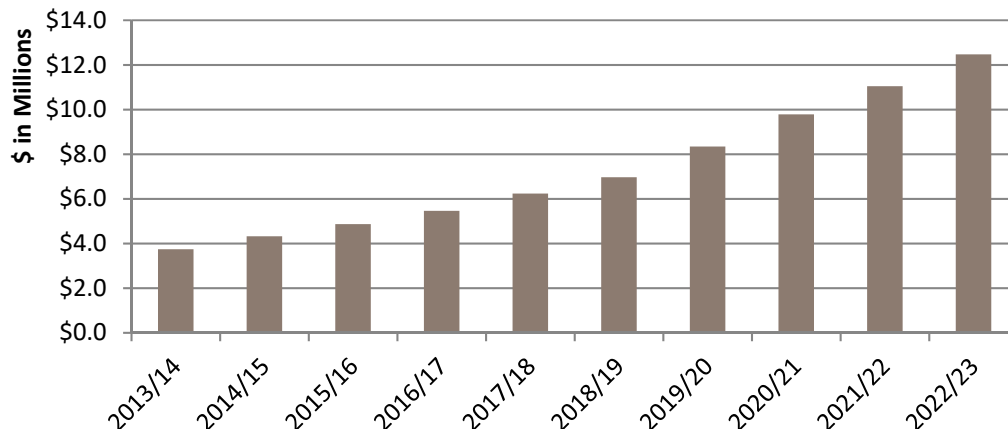


# Budget Assumptions - Revenues

**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 2022/23, the total assessed value is estimated to have increased by \$78M or 13% over FY 2021/22, of which \$33M or 5% is appreciation in values (which equates to \$603K) and \$45M or 7% is attributed to new construction (which equates to \$822K).

Property Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected	Actual % Change
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%
<b>2022/23</b>	<b>\$12,470,641</b>	<b>12.9%</b>	<b>\$12,470,641</b>	<b>12.9%</b>

## Property Tax History/Projection





# Budget Assumptions - Revenues

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**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 were projected through a collaborative effort with Development Services to come to a consensus on the five-year projection. This process takes into consideration current data on all active and inactive subdivisions within the Town, data from sources such as the Maricopa Association of Governments, and information in the planning and engineering pipelines. The projection process also utilized results from an analysis completed by Elliott Pollack & Co., which estimated dwelling unit growth and population over the next ten years.

New single-family housing units are projected at 1,786 for FY 2022/23. 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.



# Budget Assumptions - Revenues

**Utility User Fees** – Utility user fees for water, wastewater and solid waste services are based on existing rate schedules. The last rate increase for water occurred in 2010. Commercial rates for wastewater were last increased in 2014. In 2019, Town Council adopted Ordinance No. 701-19, reducing monthly wastewater rates. In 2021, Town Council adopted Ordinance No. 762-21, creating a 17,000 gallon water use cap to calculate monthly sewer rates for residential accounts. As services have changed and grown within the Town, there is a need to review the structures and rates associated with these services. The Town has commissioned a utility rate study for water, wastewater and solid waste services, which is anticipated to be completed in 2023. A formal rate study has not been performed in over 10 years. The primary goal of the utility rate study is to develop cost based rates that will allow the Town to meet its ongoing operations and maintenance and capital costs and to maintain industry standard financially prudent cash reserves for the utilities.

**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 2022/23, account for 21% of the General Fund revenues. The state-shared proportion is recalculated based on Census estimates annually. This eliminates large jumps in revenue amounts that previously occurred every five years and smooths 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.

**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.

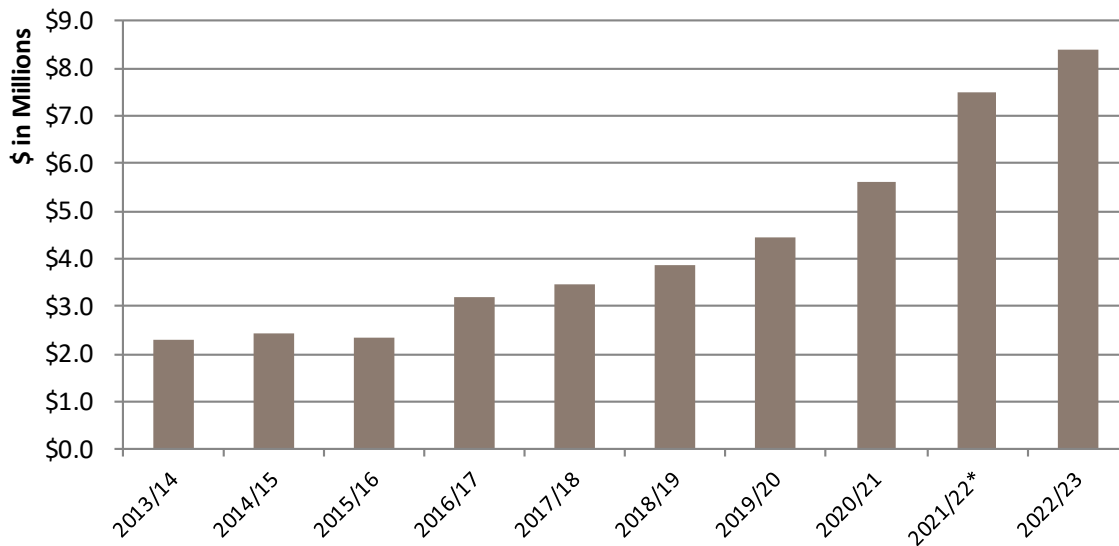
State-Shared Sales Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
2013/14	2,278,000	3.3%	2,298,195	6.1%
2014/15	2,382,000	4.6%	2,419,249	5.3%
2015/16	2,518,348	5.7%	2,349,301	(2.9%)
2016/17	3,258,371	29.4%	3,175,351	35.2%
2017/18	3,560,500	9.3%	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%	7,500,000*	33.5%
<b>2022/23</b>	<b>\$8,385,700</b>	<b>21.5%</b>	<b>\$8,385,700</b>	<b>11.8%</b>





# Budget Assumptions - Revenues

## State-Shared Sales Tax History/Projection



\*Revised Budget

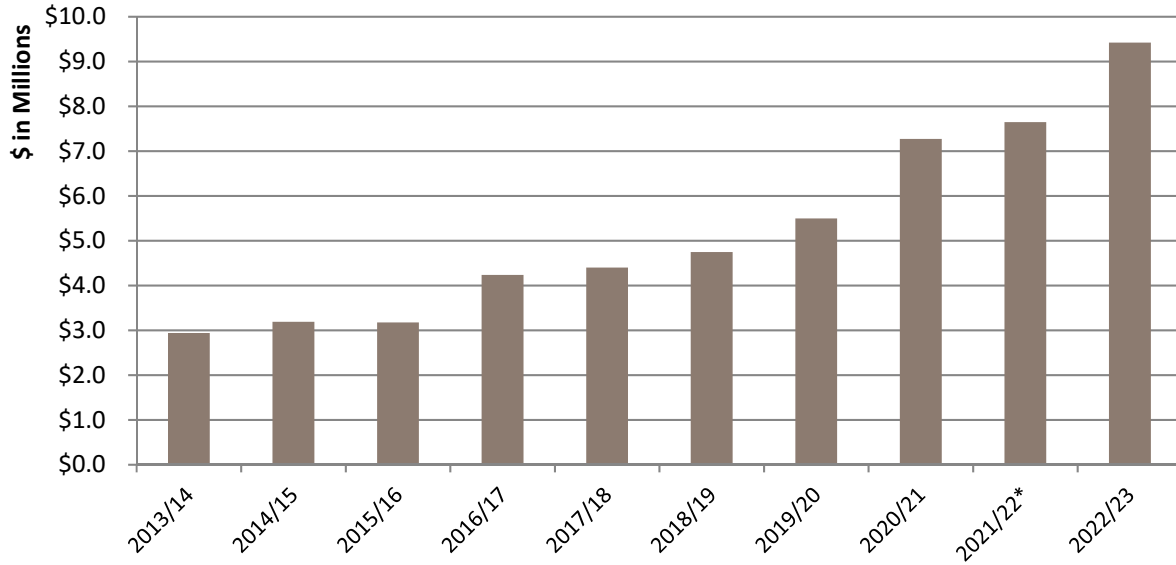
**State-Shared Income Tax** - Cities and towns in Arizona are prohibited from levying a local income tax; however, 15% of the state income tax collections are shared with the cities and towns. There is a two-year lag between the time citizens report income to the State and when the State remits shared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

State-Shared Income Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
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%	7,647,963*	5.2%
<b>2022/23</b>	<b>\$9,421,900</b>	<b>25.7%</b>	<b>\$9,421,900</b>	<b>23.2%</b>



# Budget Assumptions - Revenues

## State-Shared Income Tax History/Projection



\*Revised Budget

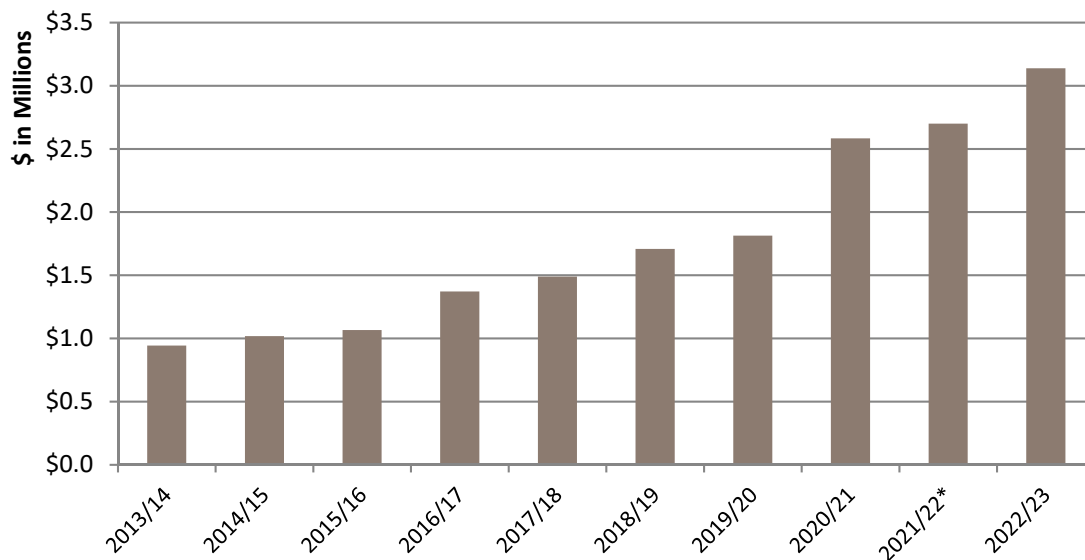


# Budget Assumptions - Revenues

**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
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%	2,700,000*	4.5%
<b>2022/23</b>	<b>\$3,138,200</b>	<b>0.0%</b>	<b>\$3,138,200</b>	<b>16.2%</b>

## State Shared VLT History/Projection



\*Revised Budget

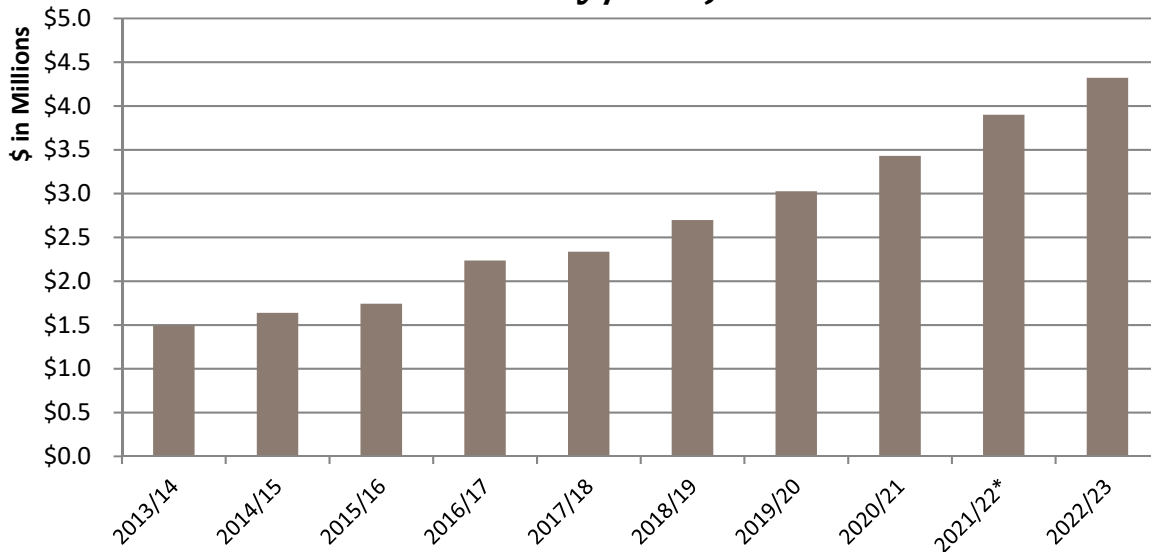


# Budget Assumptions - Revenues

**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
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%	3,900,000*	13.7%
<b>2022/23</b>	<b>\$4,321,500</b>	<b>5.8%</b>	<b>\$4,321,500</b>	<b>10.8%</b>

## HURF History/Projection



\*Revised Budget



# Revenues/Sources by Fund

Fund	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Department	FY 2022/23 % of Total Budget
General Fund	\$71,028,697	\$60,793,112	\$75,713,547	\$85,682,024	23.3%
Sewer/Wastewater	9,080,198	9,237,182	9,237,182	10,335,744	2.8%
Waste Water – Capacity	6,151,944	3,739,965	3,739,965	4,747,268	1.3%
Waste Water – Capital	9,365	50,000	50,000	-	-%
Solid Waste	3,922,292	4,708,379	4,708,379	4,646,656	1.3%
Water Operating	29,825,622	85,187,926	85,187,926	92,793,201	25.2%
Water Debt Service	10,894,401	-	-	-	-%
Water – Capacity	5,309,199	4,000,954	4,000,954	5,530,154	1.5%
Water – Capital	-	100,000	100,000	-	-%
Drainage & Transportation	2,529,949	27,088,253	27,088,253	76,478,633	20.8%
General CIP	122,358	12,500,000	12,500,000	3,624,358	1.0%
Bond Proceeds – Gen. CIP	6,093	-	-	-	-%
Streets – HURF	6,303,668	7,523,700	6,878,600	7,489,700	2.0%
Town Center	1,250,677	1,112,145	1,276,426	1,384,618	0.4%
Street Lighting Districts	58,971	43,720	43,720	150,000	0.0%
Housing Rehab Fund	566	-	-	-	-%
Construction Sales Tax	13,052,911	7,520,485	14,776,000	13,142,900	3.6%
Parks & Open Space	7,814,475	5,111,549	6,650,580	7,227,583	2.0%
Town Buildings	205,665	121,316	158,000	171,568	0.0%
Transportation Dev Fees	5,035,796	3,926,888	4,818,656	5,297,250	1.4%
Library Development	418,952	263,157	343,747	373,929	0.1%
Public Safety Development	1,288,424	1,054,861	1,378,563	1,553,557	0.4%
Emergency Services	20,245,666	26,856,838	22,247,909	24,777,212	6.7%
Fire Development Fees	2,507,300	1,964,010	2,558,268	2,857,113	0.8%
Community Events Fund	11,167	75,000	75,000	-	0.0%
Horseshoe Park Equestrian Ctr.	778,035	650,000	650,000	775,566	0.2%
Grants	8,250,453	5,000,000	7,407,947	10,000,000	2.7%
Special Assess. Improvement	1,783,274	1,737,222	1,737,222	1,732,010	0.5%
Medical Self-Insurance	5,288,274	7,088,351	7,088,351	7,560,716	2.1%
<b>Sub-Total Revenues</b>	<b>\$213,174,391</b>	<b>\$277,455,013</b>	<b>\$300,415,195</b>	<b>\$368,331,760</b>	<b>100.0%</b>
Inter-fund Transfers **	101,073,611	104,064,379	104,064,379	104,584,360	
<b>Total Sources</b>	<b>\$314,248,002</b>	<b>\$381,519,392</b>	<b>\$404,479,574</b>	<b>\$472,916,120</b>	

\* 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended	FY 2022/23 % of Total Budget
General Fund	\$24,775,118	\$34,531,776	\$35,930,489	\$40,797,308	5.8%
Wastewater/Sewer	12,860,352	38,751,806	39,468,220	32,891,003	4.7%
Solid Waste	3,830,515	4,646,648	4,664,490	5,139,743	0.7%
Water	52,872,876	141,909,475	141,821,910	175,172,670	20.1%
Drainage & Transportation	22,239,995	131,669,814	135,916,592	180,551,680	25.5%
General CIP	9,516,390	53,888,492	50,911,167	173,462,824	24.5%
Construction Sales Tax	-	-	-	-	-%
Streets Program – HURF	4,994,090	7,027,077	7,914,332	8,261,435	1.2%
Streets & Roads - LTAF	34,318	-	98,203	100,000	-%
Town Center	473,011	967,400	968,062	752,000	0.1%
Street Light Districts	178,413	199,360	199,360	300,000	-%
Parks, Open Space Rec.	-	80,000	31,125	80,000	-%
Town Building & Vehicles	-	20,000	10,375	20,000	-%
Transportation Development	-	125,000	148,625	125,000	-%
Library Development	-	20,000	10,375	20,000	-%
Public Safety Development	-	40,000	20,750	40,000	-%
Emergency Services	27,491,326	33,069,993	37,492,637	41,707,620	5.8%
Fire Development	-	40,000	20,750	40,000	-%
Community Events	29,048	165,000	165,000	-	-%
Horseshoe Park	1,318,537	1,936,443	1,973,143	3,123,075	0.4%
Grants	-	17,000,000	8,313,841	19,000,000	2.7%
Special Assessment	1,719,664	1,737,222	1,737,222	1,732,010	0.2%
Debt Service	10,629,400	13,055,651	13,055,651	16,737,426	2.4%
Healthcare Self-Insurance	9,851,564	6,302,457	6,302,457	7,601,515	1.1%
<b>Actual/Adopted Expenditures</b>	<b>\$182,820,161</b>	<b>\$487,183,614</b>	<b>\$487,183,614</b>	<b>\$707,155,309</b>	<b>100%</b>
Inter-fund Transfers *	101,073,611	104,064,379	104,064,379	104,584,360	
<b>Total Uses</b>	<b>\$283,893,772</b>	<b>\$591,247,993</b>	<b>\$591,247,993</b>	<b>\$811,739,669</b>	

\* 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.





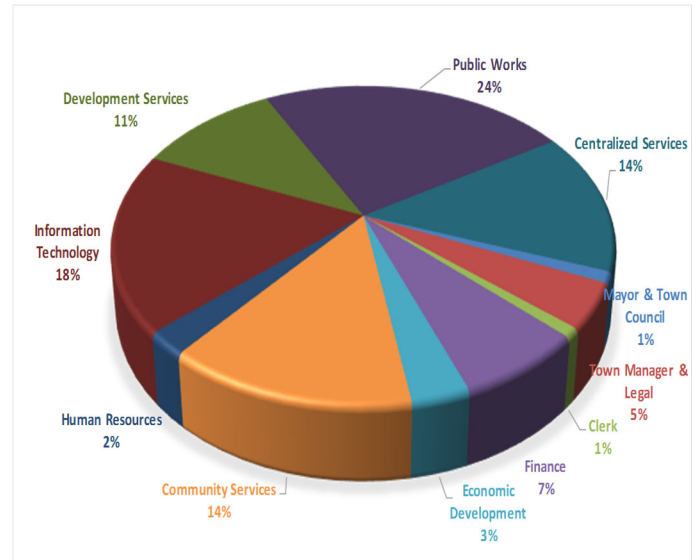
# Adopted General Fund Budget

The FY 2022/23 General Fund is budgeted at \$40.8 million excluding inter-fund transfers. The increase of 9%, or \$3.4 million between years is attributed to increased staffing to accommodate continued robust development activity in the Town and additional internal support staff. The inter-fund transfers for public safety, debt service, capital improvement programs and various other approved programs amount to \$36.7 million for FY 2022/23, \$22.9 million of which is for operational funding of the Fire/EMS, HURF, and HPEC funds. The remaining \$13.8 million is related to the funding for capital infrastructure improvements and debt service.

## Departments by Dollars

Department	Budget Amount
Mayor and Town Council	\$ 451,455
Town Manager & Legal Services	1,853,830
Town Clerk	368,406
Finance	2,909,485
Economic Development	1,303,498
Community Services	5,549,915
Human Resources	956,092
Information Technology	7,406,468
Development Services	4,425,566
Public Works	9,667,003
Centralized Services	5,905,600
<b>Recommended Expenditures</b>	<b>\$ 40,797,308</b>
Inter-fund Transfers	36,654,137
<b>Total Uses</b>	<b>\$ 77,451,445</b>

## Departments by Percentage



## Historical General Fund Expenditures and Inter-fund Transfers

	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Expenditures	23,254,488	25,445,686	24,775,118	35,930,489	40,797,308
Inter-fund Transfers	19,108,833	14,407,653	11,740,061	26,149,899	36,654,137
<b>Total</b>	<b>\$42,363,321</b>	<b>\$39,853,340</b>	<b>\$36,515,178</b>	<b>\$62,080,388</b>	<b>\$77,451,445</b>

## Historical General Fund Expenditures by Type

Expenditure Type	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Salaries & Fringes	\$12,762,841	\$13,902,477	\$14,607,396	\$16,708,344	\$20,303,072
Supplies & Services	7,735,749	8,953,935	9,789,544	13,666,273	15,745,048
Capital	832,675	1,705,129	245,175	3,056,898	1,867,388
Contractual Support	272,791	246,750	125,000	223,000	223,000
Transportation Development	1,650,431	637,395	8,003	1,500,000	-
Reserves/Contingency	-	-	-	775,974	2,658,800
<b>Expenditure Total</b>	<b>\$23,254,488</b>	<b>\$25,445,686</b>	<b>\$24,775,118</b>	<b>\$35,930,489</b>	<b>\$40,797,308</b>
Inter-fund Transfers	19,108,833	14,407,653	11,740,061	26,149,899	36,654,137
<b>Total Uses</b>	<b>\$42,363,321</b>	<b>\$39,853,340</b>	<b>\$36,515,178</b>	<b>\$62,080,388</b>	<b>\$77,451,445</b>



# Three-Year Summaries by Fund Types

## General Fund

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

Funding Sources	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Local Sales Tax	\$ 42,669,024	\$35,849,303	\$46,977,875	\$51,411,468
State Shared Revenues	13,310,131	14,393,500	15,147,963	17,807,600
Charges for Services	13,602,193	9,656,309	12,693,709	15,281,456
Interest Income	560,332	200,000	200,000	500,000
Franchise/License Fees	491,622	505,000	505,000	495,000
License & Permits	59,867	85,500	85,500	85,500
Miscellaneous	335,529	103,500	103,500	101,000
<b>Subtotal Revenues</b>	<b>\$71,028,697</b>	<b>\$60,793,112</b>	<b>\$75,713,547</b>	<b>\$85,682,024</b>
Inter-fund Transfers	59,809	-	-	-
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$71,088,507</b>	<b>\$60,793,112</b>	<b>\$75,713,547</b>	<b>\$85,682,024</b>

Expenditures/Uses	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
General Government	\$12,110,947	\$16,532,624	\$16,808,747	\$20,420,657
Public Works*	6,541,547	9,417,099	11,665,281	9,667,003
Development Services	3,398,275	3,691,598	3,884,807	4,425,566
Economic Development	1,363,860	1,115,287	1,111,163	1,303,498
Parks/Recreation Services	1,360,489	1,676,218	1,684,518	2,321,784
Contingency	-	2,098,950	775,974	2,658,800
<b>Adopted/Actual Expenditures</b>	<b>\$24,775,118</b>	<b>\$34,531,776</b>	<b>\$35,930,489</b>	<b>\$40,797,308</b>
Inter-fund Transfers	11,740,061	26,149,899	26,149,899	36,654,137
<b>Total Expenditures &amp; Other Uses</b>	<b>\$36,515,178</b>	<b>\$60,681,675</b>	<b>\$62,080,388</b>	<b>\$77,451,445</b>



# 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 police, fire, and emergency medical services in the community. The FY 2022/23 Budget includes \$2.8 million to start up a new ambulance transport service within the Fire/Medical Department. 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Local Taxes	\$5,333,628	\$4,481,163	\$5,872,234	\$6,426,421
Property Taxes	9,881,720	11,045,515	11,045,515	12,470,641
Utility ROI Dedicated to Public Safety	3,188,814	3,372,160	3,372,160	3,887,150
Fire District Revenue	1,468,012	1,500,000	1,500,000	1,500,000
Charges for Services	169,890	128,000	128,000	128,000
PSPRS Premium Tax Credit	151,669	145,000	145,000	180,000
Reimbursements	26,201	30,000	30,000	30,000
Contributions/Grants	-	6,000,000	-	-
Miscellaneous	45,888	155,000	155,000	197,332
<b>Subtotal Revenues</b>	<b>\$20,265,824</b>	<b>\$26,856,838</b>	<b>\$22,247,909</b>	<b>\$24,819,544</b>
Inter-fund Transfers	7,790,214	14,006,645	14,006,065	19,225,276
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$28,056,037</b>	<b>\$40,863,483</b>	<b>\$36,254,554</b>	<b>\$44,044,820</b>

Expenditures/Uses	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Police	\$ 13,005,841	\$19,151,854	\$23,204,934	\$21,324,672
Fire & Medical	14,485,486	13,918,139	14,287,702	19,882,948
<b>Actual/Adopted Expenditures</b>	<b>\$27,491,326</b>	<b>\$33,069,993</b>	<b>\$37,492,637</b>	<b>\$41,207,620</b>
Inter-fund Transfers	442,711	1,752,950	1,752,950	2,837,200
<b>Total Expenditures &amp; Other Uses</b>	<b>\$27,934,038</b>	<b>\$34,822,943</b>	<b>\$39,245,587</b>	<b>\$44,044,820</b>



# Three-Year Summaries by Fund Types

## Special Revenue

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

Funding Sources	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Local Taxes	\$13,845,026	\$8,531,204	\$15,951,000	\$14,373,650
State Shared Revenues	6,518,635	7,268,700	6,623,600	7,489,700
Charges for Services/User Fees	848,150	751,426	751,426	879,434
Interest Income	206,558	159,740	159,740	209,740
Contributions/Grants	8,250,453	5,255,000	7,662,947	10,000,000
Miscellaneous	89,053	75,000	75,000	-
Development Fees	17,073,454	12,282,041	15,748,074	17,321,260
Special Assessments	55,704	43,720	43,720	150,000
Property Sale Proceeds	-	-	-	-
Bond/Loan Proceeds	-	-	-	-
<b>Subtotal Revenues</b>	<b>\$46,612,630</b>	<b>\$34,366,831</b>	<b>\$47,015,507</b>	<b>\$50,423,784</b>
Inter-fund Transfers	8,902,259	1,576,676	1,576,676	3,678,355
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$55,514,889</b>	<b>\$35,943,507</b>	<b>\$48,592,183</b>	<b>\$54,102,139</b>

Expenditures/Uses	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Public Safety	\$ -	\$ 40,000	\$ 20,750	\$ 40,000
Fire Development Fee Fund	-	40,000	20,750	40,000
Public Works/Transportation	5,028,408	7,152,077	8,161,160	8,486,435
Parks/Recreation Services	1,347,585	2,201,443	2,179,643	3,223,075
Town Building/Vehicle Dev Fund	-	20,000	10,375	20,000
Municipal Town Center	473,011	967,400	968,062	752,000
Streetlight Improvement District	178,413	199,360	199,360	300,000
Grants	-	17,000,000	8,313,841	19,000,000
<b>Actual/Adopted Expenditures</b>	<b>\$29,484,231</b>	<b>\$30,158,414</b>	<b>\$30,158,414</b>	<b>\$50,920,143</b>
Inter-fund Transfers	36,511,648	57,778,694	50,032,356	84,781,653
<b>Total Expenditures &amp; Other Uses</b>	<b>\$36,511,648</b>	<b>\$57,778,694</b>	<b>\$50,032,356</b>	<b>\$84,781,653</b>



# Three-Year Summaries by Fund Types

## Debt Service and Capital

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

Funding Sources	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Reimbursements	\$ 1,773,774	\$14,438,253	\$14,438,253	\$ 16,828,633
Interest Income	-	150,000	150,000	150,000
Contributions/Grants	-	-	-	-
Special Assessments	1,783,274	1,737,222	1,737,222	1,732,010
Loan/Bond Proceeds	-	10,000,000	10,000,000	-
Other	-	-	-	-
Misc.	122,358	15,000,000	15,000,000	63,124,358
<b>Subtotal Revenues</b>	<b>\$ 3,679,406</b>	<b>\$41,325,475</b>	<b>\$41,325,475</b>	<b>\$ 81,835,001</b>
Inter-fund Transfers	41,407,162	42,477,942	42,477,942	69,507,849
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$45,086,568</b>	<b>\$83,803,417</b>	<b>\$83,803,417</b>	<b>\$151,342,850</b>

Expenditures/Uses	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Drainage and Transportation	\$22,266,598	\$132,169,814	\$137,339,990	\$180,551,680
General Government	711,622	52,413,492	29,591,045	166,962,824
Public Safety	8,778,166	975,000	19,896,725	6,500,000
Debt Service	12,349,064	14,792,873	14,792,873	18,469,436
<b>Actual/Adopted Expenditures</b>	<b>\$44,105,449</b>	<b>\$200,351,179</b>	<b>\$201,620,633</b>	<b>\$372,483,940</b>
Inter-fund Transfers	-	-	-	-
<b>Total Expenditures &amp; Other Uses</b>	<b>\$44,105,449</b>	<b>\$200,351,179</b>	<b>\$201,620,633</b>	<b>\$372,483,940</b>



# 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 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Interest Income	\$ 28,289	\$ 455,100	\$ 455,100	\$ 483,800
Miscellaneous	842,689	11,968	11,968	11,968
Charges for Services	434,583	489,181	489,181	532,340
Reimbursements	122,700	17,377	17,377	276,701
Capacity Fees	11,460,745	7,590,919	7,590,919	9,977,422
Bond/Loan Proceeds	10,894,305	53,000,000	53,000,000	60,000,000
User Fees	40,967,212	45,459,861	45,459,861	46,770,792
<b>Subtotal Revenues</b>	<b>\$65,193,023</b>	<b>\$107,024,406</b>	<b>\$107,024,406</b>	<b>\$118,053,023</b>
Inter-fund Transfers	39,536,467	46,003,116	46,003,116	118,053,023
<b>Total Revenues &amp; Other Financing Sources</b>	<b>\$104,729,490</b>	<b>\$153,027,522</b>	<b>\$153,027,522</b>	<b>\$130,225,903</b>

Expenditures/Uses	FY 2020/21 Actual	FY 2021/22 Adopted	FY 2021/22 Revised	FY 2022/23 Recommended
Sewer Operating*	\$ 4,532,219	\$ 7,568,127	\$ 8,106,041	\$ 7,458,122
Sewer Capital	8,328,134	8,090,859	19,247,152	16,320,233
Water Operating*	26,579,958	87,799,758	88,198,306	105,395,199
Water Capital	26,292,919	23,975,582	51,158,114	39,401,038
Solid Waste	3,830,515	4,646,648	4,664,490	5,139,743
Operating Contingency	-	780,849	298,566	1,054,000
CIP Carry Forward/Contingency		52,446,106	14,281,951	38,435,081
<b>Actual/Recommended Expenditures</b>	<b>\$69,563,743</b>	<b>\$185,307,929</b>	<b>\$185,954,620</b>	<b>\$213,203,417</b>
Inter-fund Transfers	39,536,467	46,003,116	46,003,116	12,172,880
<b>Total Expenditures &amp; Other Uses</b>	<b>\$109,100,210</b>	<b>\$231,311,045</b>	<b>\$231,957,736</b>	<b>\$225,376,297</b>







# Town Programs & Performance

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## Section Overview

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How to Use this Section

Glossary

Town Programs & Performance Overview

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

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Mayor & Town Council

Town Manager & Legal Services

Town Clerk

Finance

Workforce & Technology

Communications, Marketing & Recreation Services

Economic Development

Development Services

Public Works

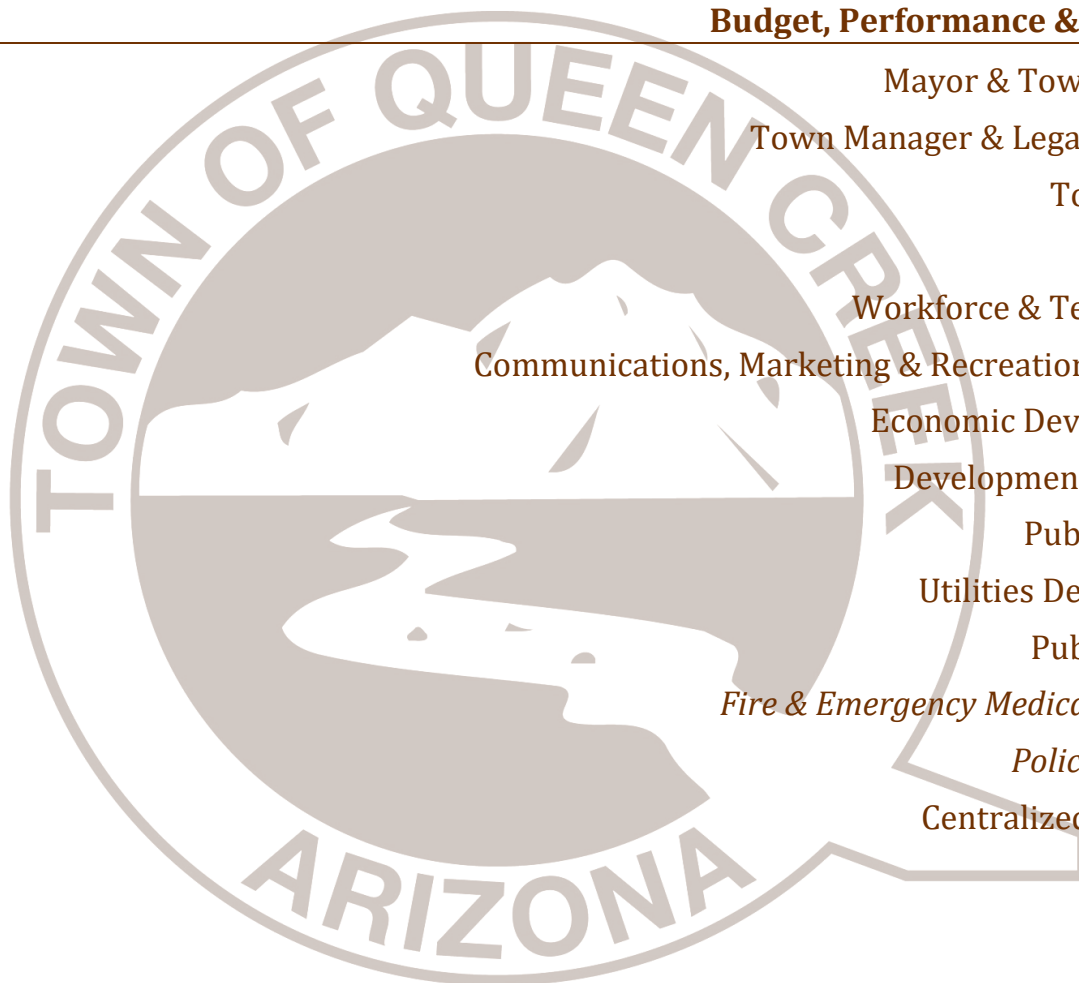
Utilities Department

Public Safety

*Fire & Emergency Medical Services*

*Police Services*

Centralized Services





# Town Programs & Performance - Overview

## 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

FY 2021/22  
Recommended Budget

## Economic Development

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graph TD
    ATM[Assistant Town Manager] --> Director[Director 1.0 FTE]
    Director --> SA[Sr. Admin Assistant 1.0 FTE]
    Director --> REWR[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 --> MOS[M&O Supervisor 1.0 FTE]
    MOS --> MOSpec[M&O Specialist 3.0 FTE]
  
```

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

### Department Description and Programs

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

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

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

### Department Mission

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

Town of Queen Creek, Arizona



# Town Programs & Performance - Overview

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  
Recommended Budget

## Economic Development


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**Strategic Priorities**

**Secure Future**



**Quality Lifestyle**



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**FY 2021/22 Objectives**

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

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**Staffing by Division**

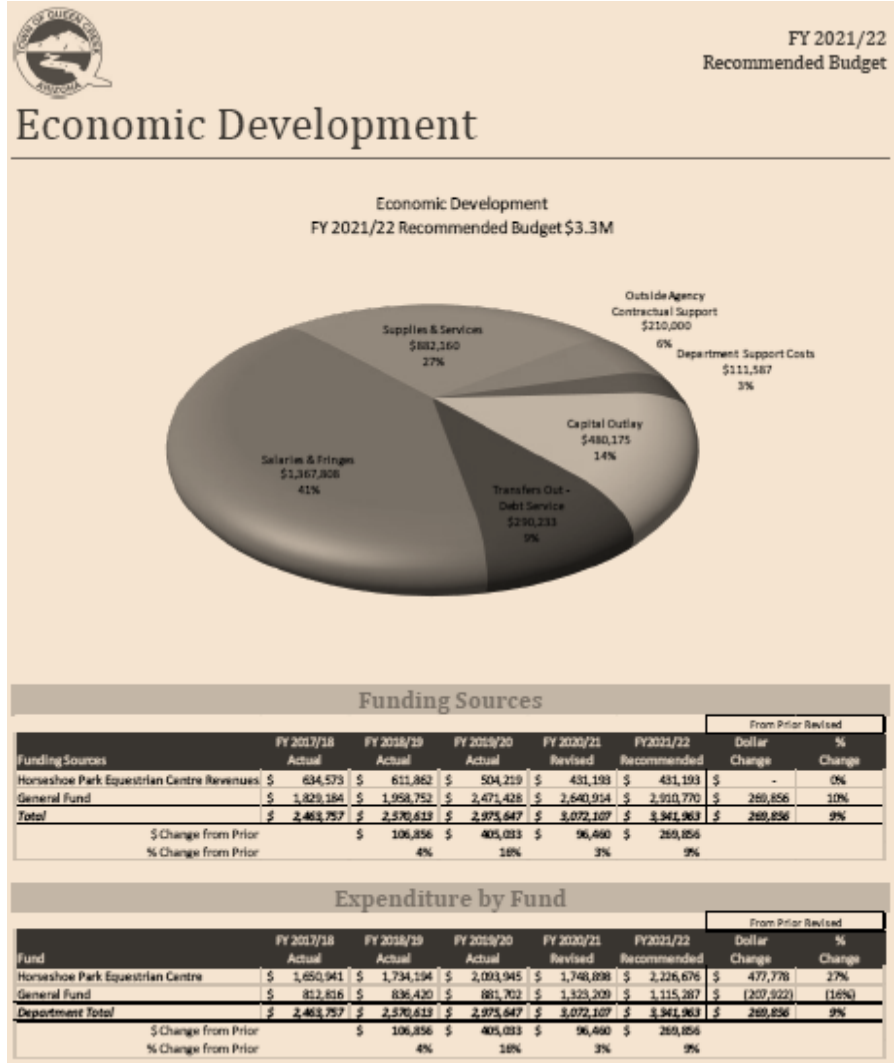
Division	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Revised	FY 2021/22 Recommended
Economic Development	5.00	5.00	5.00	5.00	5.00
Horseshoe Park Equestrian Centre	7.00	7.00	7.00	7.00	8.00
<b>Department FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>

**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.



# Town Programs & Performance - Overview

Provides graphical breakdown of department expenditure by type



Highlights funding source for departments that span multiple funds



# Town Programs & Performance - Overview

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

FY 2021/22  
Recommended Budget

## 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 Recommended	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	\$ 880,160	\$ (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	\$ 109,480	\$ 111,587	\$ 111,587	\$ -	0%
Capital Outlay	\$ 11,708	\$ 174,164	\$ 473,645	\$ 100,979	\$ 480,175	\$ 379,196	376%
<b>Subtotal Expenses</b>	<b>\$ 2,140,877</b>	<b>\$ 2,281,685</b>	<b>\$ 2,681,151</b>	<b>\$ 2,777,922</b>	<b>\$ 3,051,730</b>	<b>\$ 273,808</b>	<b>10%</b>
Transfers Out - Debt Service	\$ 322,880	\$ 288,928	\$ 294,495	\$ 294,185	\$ 290,233	\$ (3,952)	(1%)
<b>Department Total</b>	<b>\$ 2,463,757</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 3,072,107</b>	<b>\$ 3,341,963</b>	<b>\$ 269,856</b>	<b>9%</b>
\$ Change from Prior						\$ 106,856	4%
% Change from Prior						\$ 405,033	16%
						\$ 96,460	3%
						\$ 289,856	9%

Provides totals by division within the department

**Expenditure by Division**

Division	FY 2017/18 Actual	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Revised	FY2021/22 Recommended	From Prior Revised	
						Dollar Change	% Change
Economic Development	\$ 812,816	\$ 836,420	\$ 881,702	\$ 1,323,209	\$ 1,115,267	\$ (207,922)	(16%)
Horseshoe Park Equestrian Centre	\$ 1,650,941	\$ 1,734,194	\$ 2,003,945	\$ 1,748,898	\$ 2,226,676	\$ 477,778	27%
<b>Department Total</b>	<b>\$ 2,463,757</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 3,072,107</b>	<b>\$ 3,341,963</b>	<b>\$ 269,856</b>	<b>9%</b>
\$ Change from Prior						\$ 106,856	4%
% Change from Prior						\$ 405,033	16%
						\$ 96,460	3%
						\$ 289,856	9%

Provides detail by expenditure type for each division within the department

FY 2021/22  
Recommended Budget

## 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 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 508,508	\$ 543,362	\$ 560,981	\$ 597,939	\$ 619,302	\$ 21,363	4%
Supplies & Services	\$ 94,308	\$ 83,035	\$ 102,971	\$ 582,770	\$ 285,985	\$ (296,785)	(51%)
<b>Subtotal Expenses</b>	<b>\$ 602,816</b>	<b>\$ 626,397</b>	<b>\$ 672,952</b>	<b>\$ 1,180,709</b>	<b>\$ 905,287</b>	<b>\$ (275,422)</b>	<b>(23%)</b>
Outside Agency Contractual Support	\$ 210,000	\$ 210,023	\$ 208,750	\$ 142,500	\$ 210,000	\$ 67,500	47%
<b>Division Total</b>	<b>\$ 812,816</b>	<b>\$ 836,420</b>	<b>\$ 881,702</b>	<b>\$ 1,323,209</b>	<b>\$ 1,115,287</b>	<b>\$ (489,944)</b>	<b>(16%)</b>
\$ Change from Prior						\$ 23,604	3%
% Change from Prior						\$ 45,282	5%
						\$ 441,507	50%
						\$ (207,922)	(16%)

Describes significant changes to the budget since last fiscal year

**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.



# Town Programs & Performance - Overview



## 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 & 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
Economic Development	Percentage increase in sales tax revenue (3)		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.

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





# 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).



# Expenditure Glossary

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## **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



# 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 2022/23 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 2022/23 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

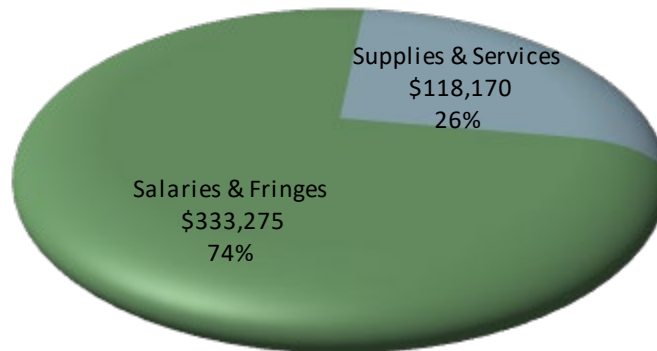
## Staffing by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested
Town Council	7.0	7.0	7.0	7.0	7.0
<b>Total Staffing</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>



# Mayor and Town Council

## Town Council FY 2022/23 Requested Budget \$0.45M



### Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 370,995	\$ 367,143	\$ 372,733	\$ 444,052	\$ 451,445	\$ 7,393	2%
<b>Total</b>	<b>\$ 370,995</b>	<b>\$ 367,143</b>	<b>\$ 372,733</b>	<b>\$ 444,052</b>	<b>\$ 451,445</b>	<b>\$ 7,393</b>	<b>2%</b>
	\$ Change from Prior	\$ (3,852)	\$ 5,591	\$ 71,319	\$ 7,393		
	% Change from Prior	(1%)	2%	19%	2%		

### Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 293,080	\$ 300,037	\$ 308,699	\$ 325,732	\$ 333,275	\$ 7,543	2%
Supplies & Services	\$ 77,915	\$ 67,106	\$ 64,035	\$ 118,320	\$ 118,170	\$ (150)	(0%)
<b>Department Total</b>	<b>\$ 370,995</b>	<b>\$ 367,143</b>	<b>\$ 372,733</b>	<b>\$ 444,052</b>	<b>\$ 451,445</b>	<b>\$ 7,393</b>	<b>2%</b>
	\$ Change from Prior	\$ (3,852)	\$ 5,591	\$ 71,319	\$ 7,393		
	% Change from Prior	-1%	2%	19%	2%		

### Budget Notes and Changes

#### Salaries and Fringes:

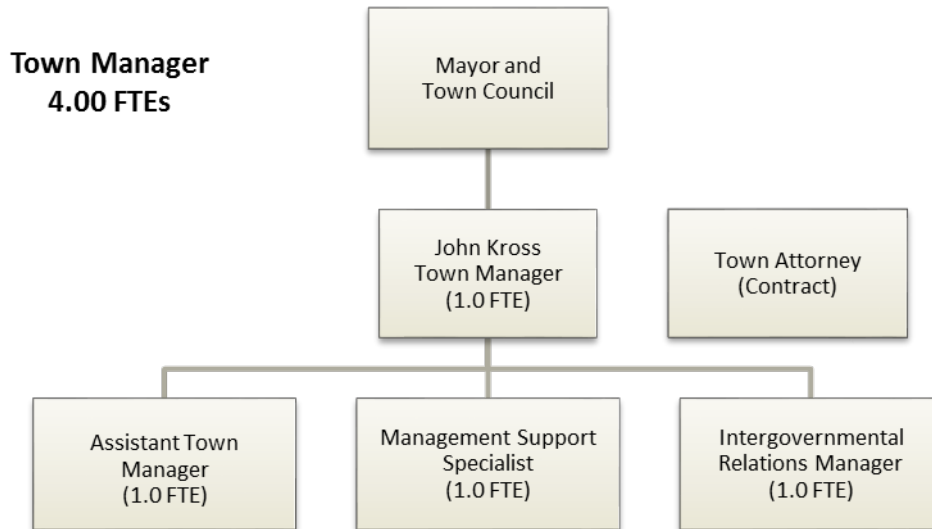
The budget increase is reflective of medical premium increases going into FY 2023.

#### 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 2022/23 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 2022/23 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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Town Manager	6.0	6.0	6.0	5.0	4.0
<b>Department FTE</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>	<b>4.0</b>

## FTE Changes

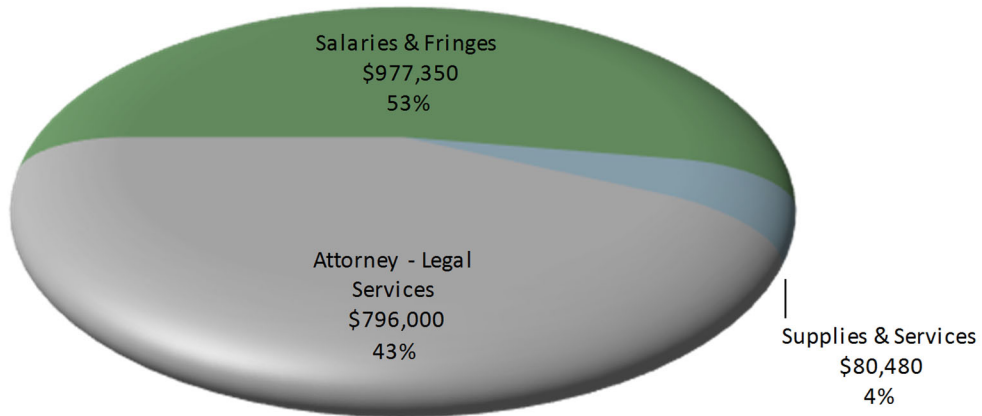
FY 2022/23 – The Town Council Public Information Specialist was moved to the Communications & Marketing division.

FY 2021/22 – One Analyst position was reclassified and moved to the Park Ranger Division.



# Town Manager & Legal Services

## Town Manager & Legal FY 2022/23 Requested Budget \$1.8M



### Funding Source

Funding	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recov	\$ 221,440	\$ 228,084	\$ 228,084	\$ 228,084	\$ 152,486	\$ (75,598)	(33%)
General Fund	\$ 1,277,223	\$ 1,419,235	\$ 1,473,350	\$ 1,544,196	\$ 1,701,344	\$ 157,148	10%
<b>Total</b>	<b>\$ 1,498,663</b>	<b>\$ 1,647,319</b>	<b>\$ 1,701,434</b>	<b>\$ 1,772,280</b>	<b>\$ 1,853,830</b>	<b>\$ 81,550</b>	<b>5%</b>
	\$ Change from Prior	\$ 148,656	\$ 54,116	\$ 70,846	\$ 81,550		
	% Change from Prior	10%	3%	4%	5%		

### Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 959,023	\$ 1,041,059	\$ 1,079,965	\$ 1,119,175	\$ 977,350	\$ (141,825)	(13%)
Supplies & Services	\$ 85,936	\$ 67,600	\$ 37,624	\$ 88,105	\$ 80,480	\$ (7,625)	(9%)
Attorney - Legal Services	\$ 453,703	\$ 538,660	\$ 583,845	\$ 565,000	\$ 796,000	\$ 231,000	41%
<b>Department Total</b>	<b>\$ 1,498,663</b>	<b>\$ 1,647,319</b>	<b>\$ 1,701,434</b>	<b>\$ 1,772,280</b>	<b>\$ 1,853,830</b>	<b>\$ 81,550</b>	<b>5%</b>
	\$ Change from Prior	\$ 148,656	\$ 54,116	\$ 70,846	\$ 81,550		
	% Change from Prior	10%	3%	4%	5%		

### Budget Notes and Changes

#### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by





## Town Manager & Legal Services

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statute). The budget decrease is reflective of moving the Public Information Specialist position from the Town Manager's Office to the Communications & Marketing 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 2022/23 the supplies and service division reflects an \$8K (9%) net decrease and can be attributed to the following adjustments:

- ASU internship fees have been removed from the 22/23 professional services budget resulting a \$6K decrease.
- Annual fees totaling \$5K have been moved to the Information Technology budget to serve as a more centralized location for software support and maintenance.
- Alternatively, membership dues reflects an increase of \$2.9K as an alignment with actual trend spending that has occurred over the last 12 months.

Beginning FY23 all Town Attorney (Legal Services) reflect within this budget. This budget represents Legal/Attorney fees for all General Fund, Public Safety, Fire Services and Stormwater.



# Town Manager & Legal Services

## Program Performance - Town Manager

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement Image & Identity Land Use & Economic Development Public Safety	Percent of overall citizen satisfaction with Town-wide service on the biennial citizen survey <sup>(1)</sup>		95%		
	Percent of citizens rating the Town as an excellent place to live on the biennial citizen survey <sup>(1)</sup>		95%		
	Percent of citizens rating the Town as having an excellent overall quality of life in the biennial citizen survey <sup>(1)</sup>		95%		
Financial Stability	Population served per FTE <sup>(2)</sup>		161		
	Unassigned General Fund balance as a percentage of the next fiscal year budgeted General Fund revenues <sup>(3)</sup>		25%		

## Analysis of Performance

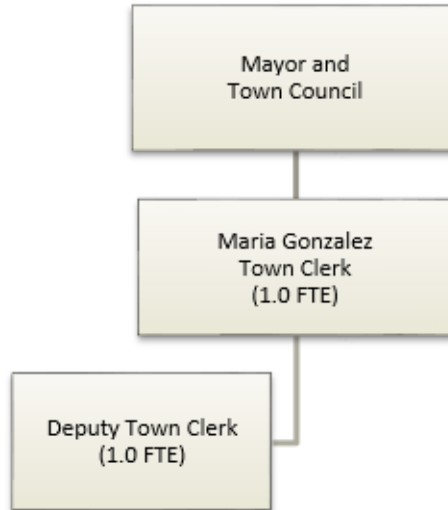
1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2022 (FY 2022/23).
2. This measure includes population from the April 2018 Ironwood Crossing annexation (approximately 5,600 residents).
3. Town policy sets the unassigned General Fund balance at 25%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





# Town Clerk

**Town Clerk  
2.00 FTEs**



## 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 2022/23 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

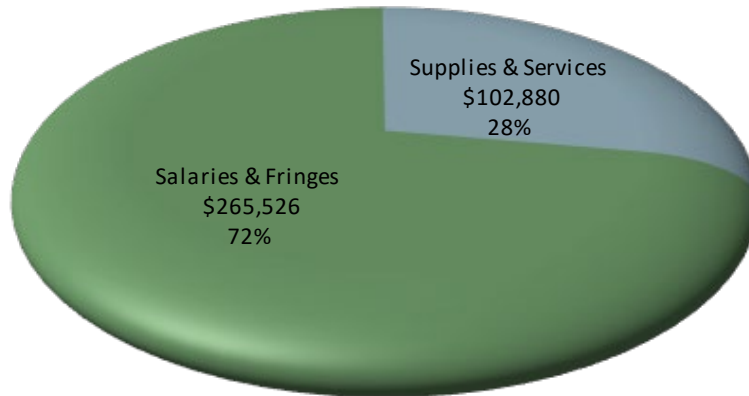


# Town Clerk

## Staffing by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Town Clerk	2.0	2.0	2.0	2.0	2.0
<b>Department FTE</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

Town Clerk  
FY 2022/23 Requested Budget \$0.3M



## Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 95,053	\$ 97,358	\$ 59,867	\$ 85,500	\$ 85,500	\$ -	0%
General Fund - Dept Support Cost Recov	\$ 32,521	\$ 33,498	\$ 33,498	\$ 33,498	\$ 33,465	\$ (33)	(0%)
General Fund	\$ 152,790	\$ 109,092	\$ 164,355	\$ 165,373	\$ 249,441	\$ 84,068	51%
<b>Total</b>	<b>\$ 280,364</b>	<b>\$ 239,948</b>	<b>\$ 257,720</b>	<b>\$ 284,371</b>	<b>\$ 368,406</b>	<b>\$ 84,035</b>	<b>30%</b>
\$ Change from Prior		\$ (40,416)	\$ 17,772	\$ 26,651	\$ 84,035		
% Change from Prior		(14%)	7%	10%	30%		



# Town Clerk

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 240,306	\$ 228,165	\$ 224,280	\$ 235,741	\$ 265,526	\$ 29,785	13%
Supplies & Services	\$ 40,058	\$ 11,783	\$ 33,440	\$ 48,630	\$ 102,880	\$ 54,250	112%
<b>Department Total</b>	<b>\$ 280,364</b>	<b>\$ 239,948</b>	<b>\$ 257,720</b>	<b>\$ 284,371</b>	<b>\$ 368,406</b>	<b>\$ 84,035</b>	<b>30%</b>
	\$ Change from Prior		\$ (40,416)	\$ 17,772	\$ 26,651	\$ 84,035	
	% Change from Prior		-14%	7%	10%	30%	

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23, this division reflects a \$54K (112%) increase and can be attributed to the following actions:

- FY 2022/23 elections budget has increased based on anticipated initiatives involving Permanent Base Adjustment and Utility Franchise.

## Program Performance – Town Clerk

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement	Percent of public record requests responded to within 24 hours of filing	100%	100%	100%	100%
	Percent of registered voters participating in elections	N/A	No Election	No Election	40%
	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

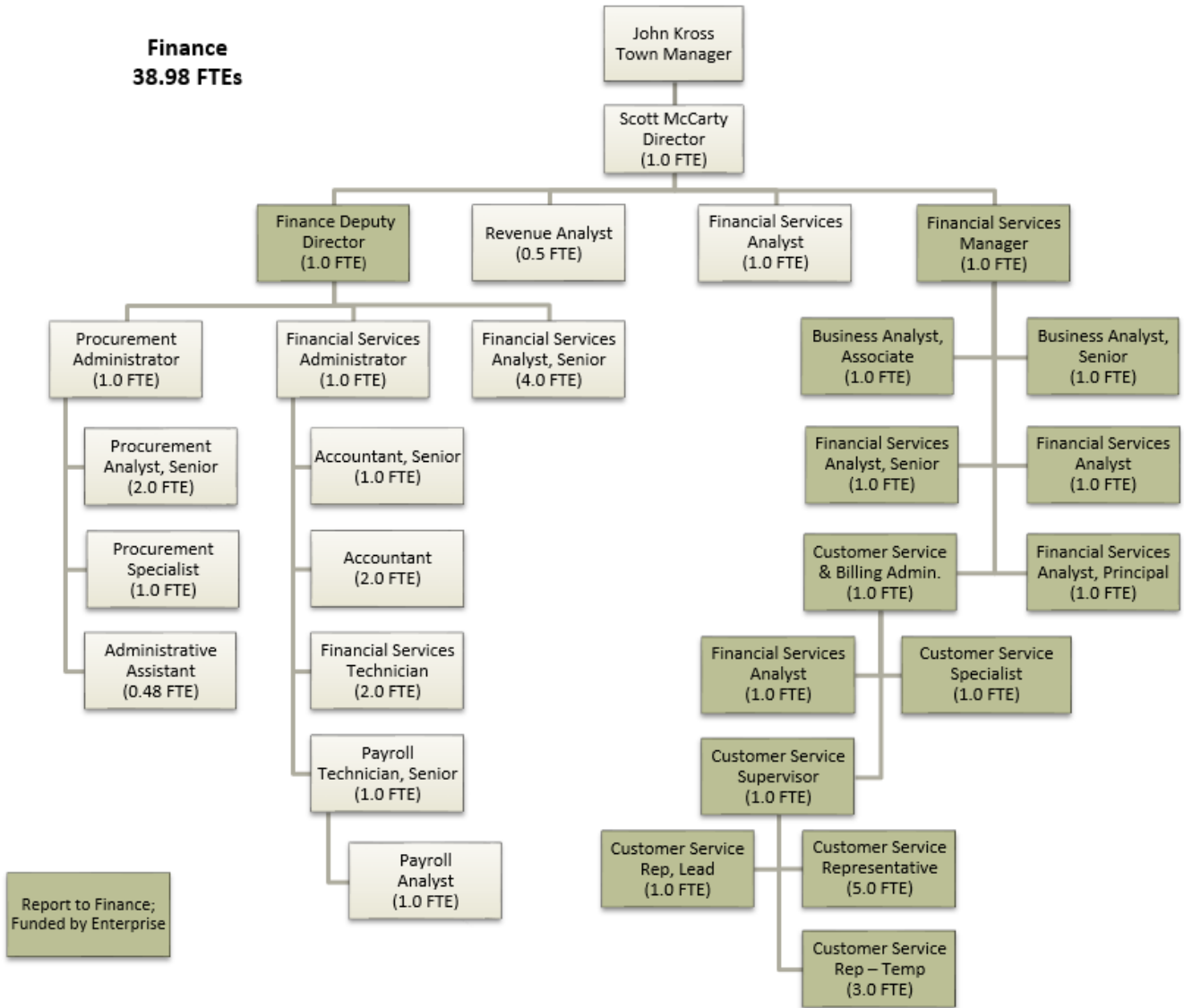






# Finance

**Finance**  
**38.98 FTEs**





# 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

## Strategic Priorities

### Effective Government



### Secure Future



### Safe Community



## FY 2022/23 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.



# Finance

Staffing by Division					
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Finance	13.48 <sup>1</sup>	13.48 <sup>1</sup>	15.48 <sup>1</sup>	14.48 <sup>1</sup>	16.48 <sup>1</sup>
Budget	5.00	5.00	5.00	4.50	4.50
Utility Customer Service	12.00*	14.00*	14.00*	18.00*	18.00*
<b>Department FTE</b>	<b>30.48</b>	<b>32.48</b>	<b>34.48</b>	<b>36.98</b>	<b>38.98</b>

<sup>1</sup>1.30 FTE allocated to Enterprise Funds

\*Fully funded by Enterprise while reporting to Finance

## FTE Changes

FY 2022/23: Added 2.0 FTEs, an Accountant and a Procurement Specialist. These position were added as a result of a Fleet audit that identified a need for an Accountant to support inventory controls and a Procurement Specialist to assist with p-card monitoring and usage.

FY 2021/22: Added 3.0 permanent FTEs which include a Payroll Specialist, a Procurement Officer, and a Financial Services Analyst to support Utilities. The Payroll Specialist and Procurement Officer are in response to adding a new Police Department, and the Financial Services Analyst in Utilities is being added to assist with financial reporting, analysis, and other accounting duties as the town grows. One Sr. Financial Services Analyst was reclassified to a CIP Finance Manager position and moved to the new CIP Administration division. A PT Revenue Analyst was also added at the mid-year.

FY 2020/21: Added a Contract Administrator position and a Procurement Officer position to support the growing number of CIP projects.

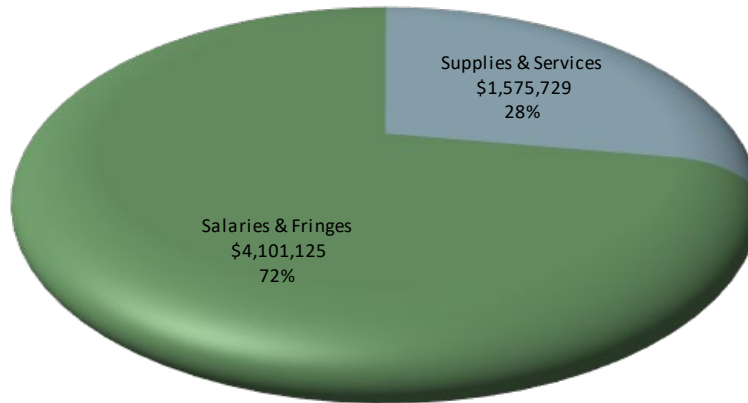
FY 2019/20: Added 2.0 Permanent FTE (Sr. Accountant and Sr. Financial Services Analyst) in anticipation of the elimination of the Budget Administrator position during FY 2020/21. One temporary Customer Service position was added to aide in the implementation of a new Utility Billing System so that employees 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 2022/23 Requested Budget \$5.7M



## Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery	\$ 309,453	\$ 318,739	\$ 318,738	\$ 318,738	\$ 313,544	\$ (5,194)	(2%)
General Fund	\$ 2,036,368	\$ 2,347,016	\$ 2,323,979	\$ 2,675,324	\$ 2,595,941	\$ (79,383)	(3%)
Water Fund	\$ 1,720,708	\$ 1,851,310	\$ 1,991,996	\$ 2,596,816	\$ 2,767,369	\$ 170,553	7%
<b>Total</b>	<b>\$ 4,066,529</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,590,878</b>	<b>\$ 5,676,854</b>	<b>\$ 85,976</b>	<b>2%</b>
		\$ 450,535	\$ 117,649	\$ 956,165	\$ 85,976		
		11%	3%	21%	2%		

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 2,604,549	\$ 2,806,511	\$ 3,054,842	\$ 3,654,823	\$ 4,101,125	\$ 446,302	12%
Supplies & Services	\$ 1,461,980	\$ 1,710,553	\$ 1,579,870	\$ 1,936,055	\$ 1,575,729	\$ (360,326)	(19%)
<b>Department Total</b>	<b>\$ 4,066,529</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,590,878</b>	<b>\$ 5,676,854</b>	<b>\$ 85,976</b>	<b>2%</b>
		\$ 450,535	\$ 117,649	\$ 956,165	\$ 85,976		
		11%	3%	21%	2%		

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Finance	\$ 1,698,499	\$ 2,054,373	\$ 2,037,566	\$ 2,260,995	\$ 2,295,175	\$ 34,180	2%
Budget	\$ 647,322	\$ 611,382	\$ 605,151	\$ 733,067	\$ 614,310	\$ (118,757)	(16%)
Water Customer Service	\$ 1,720,708	\$ 1,851,310	\$ 1,991,996	\$ 2,596,816	\$ 2,767,369	\$ 170,553	7%
<b>Department Total</b>	<b>\$ 4,066,529</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,590,878</b>	<b>\$ 5,676,854</b>	<b>\$ 85,976</b>	<b>2%</b>
		\$ 450,535	\$ 117,649	\$ 956,165	\$ 85,976		
		11%	3%	21%	2%		



# Finance

## Program Operating Budget - Finance

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,115,331	\$ 1,262,747	\$ 1,351,582	\$ 1,454,660	\$ 1,911,610	\$ 456,950	31%
Supplies & Services	\$ 583,167	\$ 791,626	\$ 685,983	\$ 806,335	\$ 383,565	\$ (422,770)	(52%)
<b>Division Total</b>	<b>\$ 1,698,499</b>	<b>\$ 2,054,373</b>	<b>\$ 2,037,566</b>	<b>\$ 2,260,995</b>	<b>\$ 2,295,175</b>	<b>\$ 34,180</b>	<b>2%</b>
	\$ Change from Prior	\$ 355,874	\$ (16,807)	\$ 223,429	\$ 34,180		
	% Change from Prior	21%	(1%)	11%	2%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of two new positions, an Accountant and a Procurement Specialist. Also, one FTE was reclassified from the budget division and moved to the Finance division. Included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23 the supplies and service budget reflects net decrease of \$423K (52%) and is attributed to the following adjustments:

- Town wide credit card fee budget of \$550K has been removed from the FY23 Finance budget and now reflects within the Centralized Service budget but at a much lower amount due to implementation of a customer-paid credit card service fee program during FY22.
- An additional \$40K has been added to the professional service category to address contractual obligations with investment advisors as the balance of funds in the Town's investment portfolio has doubled in the last year, and the Town will ask our investment advisor to invest our bond proceeds related to parks and transportation during FY23.
- A total of \$60K has been included within the supplies and service budget to account for one-time budget request for a consultant firm to develop a procurement policy update.
- Banking fees increase an additional \$10K based on increased cash and expenses flowing through the Town's bank accounts and to accommodate an additional bank account opened to handle deposits of building permit fees made through the Accela online portal.
- Minor increases to budgets including training, memberships and cellular service reflect within the Finance budget to address new positions filled during FY22 (\$10K).
- Within the supplies and service budget, \$4K has been included to account for requested Accountant, and Purchasing Specialist positions to be filled in FY23.



# Finance

## Program Performance - Finance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Financial Stability	Receipt of GFOA Achievement of Excellence in Financial Reporting	Yes	Yes (Year 17)	Yes	Yes (Year 18)
	Percentage of citizens rating service provided for taxes paid as "good" or "excellent"		N/A		
	Bond Rating Excise Tax & State Shared Revenue Bonds -Standard & Poor's -Fitch		AA AA		
	Unqualified audit opinion by external CPA firm (2)		Yes (Year 32)		
	Compliance with Town investment and financial policies		100%		

## Analysis of Performance

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



# Finance

## Program Operating Budget - Budget

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 634,596	\$ 596,757	\$ 595,220	\$ 712,062	\$ 592,710	\$ (119,352)	(17%)
Supplies & Services	\$ 12,726	\$ 14,625	\$ 9,931	\$ 21,005	\$ 21,600	\$ 595	3%
<b>Division Total</b>	<b>\$ 647,322</b>	<b>\$ 611,382</b>	<b>\$ 605,151</b>	<b>\$ 733,067</b>	<b>\$ 614,310</b>	<b>\$ (118,757)</b>	<b>(16%)</b>
	\$ Change from Prior	\$ (35,940)	\$ (6,230)	\$ 127,916	\$ (118,757)		
	% Change from Prior	(6%)	(1%)	21%	(16%)		

## Budget Notes and Changes

### Salaries and Fringes:

The budget decrease is reflective of the reclassification of the Budget Administrator position and moving it to the Finance division. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Budget division prepares, monitors, researches and administers the annual Town budget and capital improvements program. In FY 2022/23, the supplies and service budget for this division reflects an increase of \$.6K (3%) and can be attributed to the following:

- Increase professional technical services to accommodate continued use of Elliot Pollack and other consultants for revenue & demographic analysis.

## Program Performance - Budget

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Financial Stability	Maintain 5% variance in operating revenues from budget to actual (1)		<5%		
	Maintain 5% variance in operating expenses from budget to actual (1)		<5%		
	Receipt of GFOA Budget Book award		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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 854,622	\$ 947,007	\$ 1,108,040	\$ 1,488,101	\$ 1,596,805	\$ 108,704	7%
Supplies & Services	\$ 866,086	\$ 904,302	\$ 883,956	\$ 1,108,715	\$ 1,170,564	\$ 61,849	6%
<b>Division Total</b>	<b>\$ 1,720,708</b>	<b>\$ 1,851,310</b>	<b>\$ 1,991,996</b>	<b>\$ 2,596,816</b>	<b>\$ 2,767,369</b>	<b>\$ 170,553</b>	<b>7%</b>
	\$ Change from Prior	\$ 130,601	\$ 140,686	\$ 604,820	\$ 170,553		
	% Change from Prior	8%	8%	30%	7%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

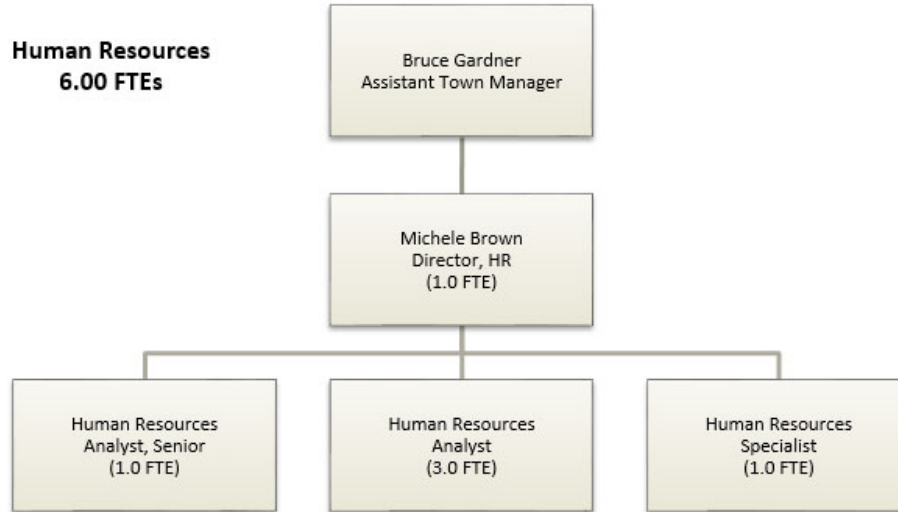
### Supplies & Services:

The Water Customer Service Division includes the utility billing for water, sewer and solid waste. Overall, the supplies and services budget is estimated to increase by 6% or \$62K in FY 2022/23.

Increased printing costs due to customer growth account for \$29K of the increase in this category. Increased costs for travel/training account for \$24K of the increase due to staff growth. The remainder of the increase in this category is driven by increases in software support, which is slightly offset by a reduction in office supplies.



# Human Resources



## Department Description and Programs

The Human Resources (HR) Department is an internal support unit for the Town and staff. HR's core functions include: recruitment and selection, onboarding and orientation, benefits and leave administration, classification and compensation, training and development, performance management, employee relations, employee wellness, worker's compensation, development and administration of policies and procedures, employment and labor law compliance, HRIS management and personnel records maintenance.

## Department Mission

We are strategic partners dedicated to collaborating with all Town departments to maximize the effectiveness and efficiency of our greatest asset - our employees. We are focused on delivering quality customer service with integrity, responsiveness, and sensitivity to all employees in a manner reflective of our values. We strive for innovative solutions in the support of recruiting, developing, rewarding and retaining our workforce in ways that foster a healthy, safe, and productive work environment for employees, their families, and the community. We embrace change and the opportunity it brings to position the Town of Queen Creek as an employer of choice.

## Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure





# Human Resources

## FY 2022/23 Objectives

- Continue to monitor and update employee benefits strategies and evaluate trends to remain competitive;
- Continue progressive strategies to attract and retain highly effective staff;
- Strategically plan for staffing needs and meet staffing goals and objectives;
- Ensure succession planning efforts and institutional knowledge transfer are mobilized in areas of need; provide training, education, and development to promote individual success and increase overall value to the organization;
- Continue working towards paperless forms and records administration; reduce waste by pursuing continuous improvement activities; and
- Update and develop personnel policies and administrative procedures.

## Staffing by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Human Resources	3.0	4.0	4.0	5.0	6.0
<b>Department FTE</b>	<b>3.0</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>	<b>6.0</b>

## FTE Changes

FY2022/23: Added 1.0 FTE, an HR Analyst, to support the growing number of Town employees including those joining the Town as part of the Emergency Transportation Service.

FY 2021/22: Added 1.0 FTE, an HR Analyst, as the Town continues to grow with the addition of the new Police Department.

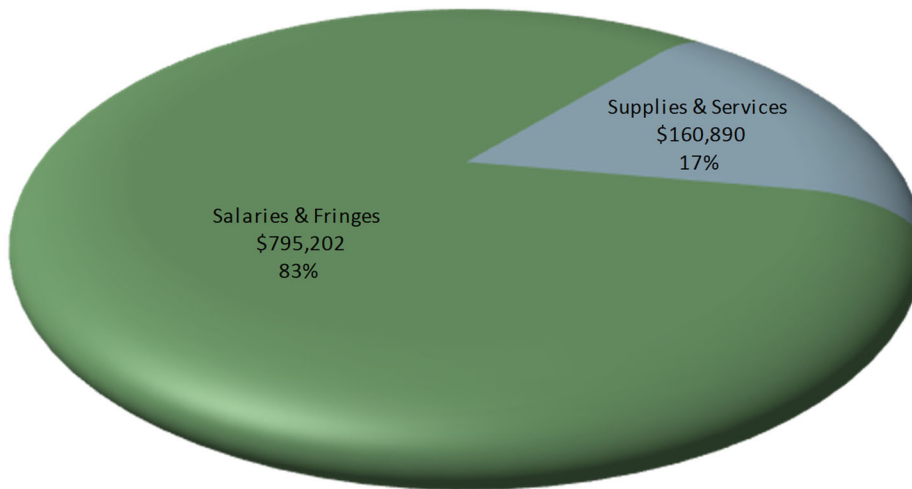
FY 2020/21: No changes.

FY 2019/20: One FTE moved from IT to HR midyear to accommodate the increased HR workload.



# Human Resources

## Human Resources FY 2022/23 Requested Budget \$0.95M



### Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery Revenue	\$ 219,386	\$ 225,968	\$ 225,968	\$ 225,968	\$ 647,471	\$ 421,503	187%
General Fund	\$ 271,046	\$ 316,430	\$ 465,952	\$ 952,782	\$ 308,621	\$ (644,161)	(68%)
<b>Total</b>	<b>\$ 490,432</b>	<b>\$ 542,399</b>	<b>\$ 691,920</b>	<b>\$ 1,178,750</b>	<b>\$ 956,092</b>	<b>\$ (222,658)</b>	<b>(19%)</b>
		\$ 51,967	\$ 149,521	\$ 486,830	\$ (222,658)		
		11%	28%	70%	(19%)		

### Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 387,786	\$ 438,589	\$ 578,293	\$ 701,776	\$ 795,202	\$ 93,426	13%
Supplies & Services	\$ 102,646	\$ 103,810	\$ 113,627	\$ 476,974	\$ 160,890	\$ (316,084)	(66%)
<b>Department Total</b>	<b>\$ 490,432</b>	<b>\$ 542,399</b>	<b>\$ 691,920</b>	<b>\$ 1,178,750</b>	<b>\$ 956,092</b>	<b>\$ (222,658)</b>	<b>(19%)</b>
		\$ 51,967	\$ 149,521	\$ 486,830	\$ (222,658)		
		11%	28%	70%	(19%)		



# Human Resources

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of adding one Human Resources Analyst position to support the growing needs of Town employees as additional FTE's are added each year. The Personnel budget includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23 supplies and service budget for this division reflects a net decrease totaling \$317K (66%), and can be attributed to the following adjustments:

- Removed one-time funding budget totaling \$175K addressing a comp and class study completed in FY 2021/22.
- Removed one-time carry forward funding totaling \$72K completing the majority of the recruiting process for the new Queen Creek Police Department.
- Removed one-time funding budget totaling \$50K addressing a performance evaluation study completed in FY 2021/22.
- Budgeted items including all staff tuition reimbursement and the annual holiday luncheon have been moved to the Centralized Services budget (\$20K).

## Program Performance - Human Resources

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Financial Stability	Percent of employee performance reviews completed on schedule <sup>(1)</sup>	*61%	80%	65%	80%
	Average number of applications received per external recruitment	77	85	80	80
	Average number of days to fill vacant non-Public Safety external recruitment <sup>(2)</sup>	51	50	50	50
	Average number of days to fill internal recruitment <sup>(3)</sup>	27	25	25	25
	Turnover rate of full-time employees <sup>(4)</sup>	6.14%	<6%	<7%	<7%
	Number of worker's compensation claims due to injury	13	<20	<20	<20



# Human Resources

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## 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.
4. Turnover rate excludes employees who left due to retirement and before completion of trial.

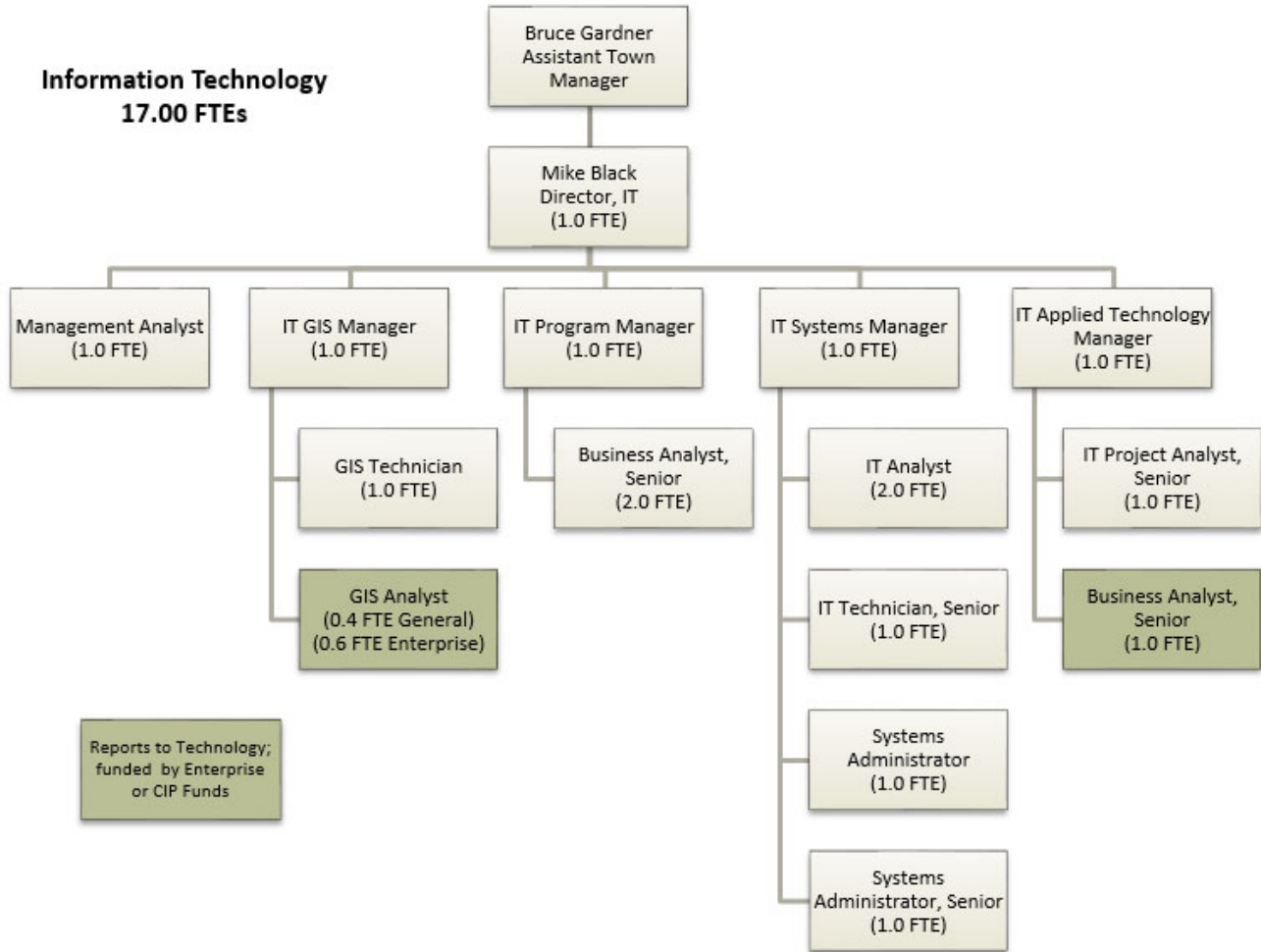
*\*NOTE: Merit increases were "frozen" until a determination was made in March 2021 to reinstate them retroactively to July 1, 2020. Additionally, in light of the original determination to freeze merit increases, HR revamped the performance evaluation to simplify the process which was rolled out in August 2020 retroactively back to July 2020. This change was also a contributing factor to reviews not being completed on time.*







# Information Technology



## Department Description and Programs

The Information Technology Department is a core support department for the Town and staff. The department 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 Information Technology Department will work collaboratively with its customers to provide value while identifying and implementing technologies that enable the Town to efficiently achieve its goals and provide services.



# Information Technology

## Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure



## FY 2022/23 Objectives

- 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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Information Technology	11.0 <sup>1</sup>	11.0 <sup>1</sup>	13.0 <sup>1</sup>	14.0 <sup>1</sup>	17.0 <sup>1</sup>
<b>Department FTE</b>	<b>11.0</b>	<b>11.0</b>	<b>13.0</b>	<b>14.0</b>	<b>17.0</b>

<sup>1</sup>1.6 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:

FY2022/23: Added 3.0 FTE, a Senior Business Analyst, a GIS Technician, and a Management Analyst for IT. The Senior Business Analyst and GIS Technician will support the increasing number of IT related projects as the Town grows, and the Management Analyst will provide needed administrative and budget support for IT.

FY 2021/22: Added 1.0 FTE, a Business Systems & IT Training Analyst to help support IT with the increased workload brought on by the new Police Department.

FY 2020/21: Added 2.0 FTE in IT - one IT Project Manager & Security Analyst, and one System Administrator to support the newly created Police Department.

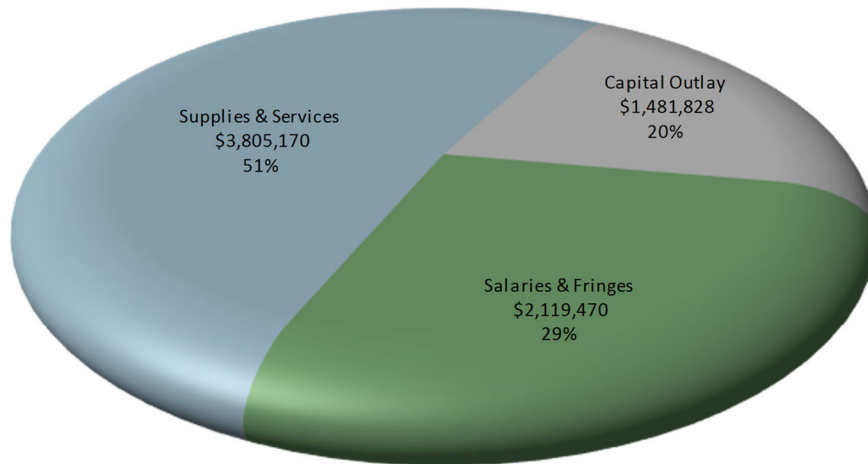
FY 2019/20: One FTE moved from IT to HR midyear to accommodate the increased HR workload, one FTE moved from Finance to IT to accommodate the setup and implementation of the new utility billing system.

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



# Information Technology

Information Technology  
FY 2022/23 Requested Budget \$7.4M



## Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery Revenue	\$ 346,710	\$ 392,848	\$ 398,950	\$ 404,395	\$ 2,160,110	\$ 1,755,715	434%
General Fund	\$ 2,362,143	\$ 2,958,022	\$ 3,128,228	\$ 4,862,790	\$ 5,246,358	\$ 383,569	8%
<b>Total</b>	<b>\$ 2,708,853</b>	<b>\$ 3,350,870</b>	<b>\$ 3,527,178</b>	<b>\$ 5,267,185</b>	<b>\$ 7,406,468</b>	<b>\$ 2,139,284</b>	<b>41%</b>
		\$ 642,017	\$ 176,308	\$ 1,740,006	\$ 2,139,284		
		24%	5%	49%	41%		

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 968,825	\$ 1,027,530	\$ 1,202,559	\$ 1,586,486	\$ 2,119,470	\$ 532,984	34%
Supplies & Services	\$ 1,703,041	\$ 2,032,257	\$ 2,324,620	\$ 3,355,699	\$ 3,805,170	\$ 449,472	13%
Capital Outlay	\$ 36,987	\$ 291,084	\$ -	\$ 325,000	\$ 1,481,828	\$ 1,156,828	356%
<b>Department Total</b>	<b>\$ 2,708,853</b>	<b>\$ 3,350,870</b>	<b>\$ 3,527,178</b>	<b>\$ 5,267,185</b>	<b>\$ 7,406,468</b>	<b>\$ 2,139,284</b>	<b>41%</b>
		\$ 642,017	\$ 176,308	\$ 1,740,006	\$ 2,139,284		
		24%	5%	49%	41%		



# Information Technology

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## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of 3.0 FTEs – a Senior Business Analyst, a GIS Technician, and a Management Analyst position. It also includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23 supplies and service base budget for this division reflects a net increase of \$449K (13%), and is attributed to the following adjustments:

- Professional and technical services reflect a \$545K (160%) increase based on additional managed service and consulting contracts to address system security, staff support and coverage needs, and business continuity.
- Maintenance budget reflects a \$114K (17%) increase to the budget as IT centrally supports costs for new program support brought on-line over the last fiscal year, including, but not limited to the new Queen Creek Police Department, Town Clerk, Procurement, Human Resources and Recreation.
- Software support budget reflects a \$300K (26%) increase to the budget as IT houses support costs for new licensing agreements brought on-line over the last fiscal year, including, but not limited to the new Queen Creek Police Department, Town Clerk, Procurement, Human Resources and Recreation.
- Budget totaling \$172K has been included within the FY23 budget to account for the requested 60 FTE positions included in the FY 2022/23 budget to purchase necessary hardware and software for new positions.
- Within the supplies and service budget, \$28K has been included to account for a requested GIS Analyst, Project Manager, and Management Assistant positions to be filled in FY23.
- New staff added during FY22 results an increase totaling \$5K to IT training programs in FY23.
- In FY22, the IT budget included one-time projects for multiple divisions within the Town’s organization. Projects are considered complete resulting in a \$351K reduction to the overall Information Technology budget for FY23.
- One-time funding including carry forward and special projects totaling \$353K has been removed from the FY23 general services budget.

### Capital Outlay

The FY2022/23 Information Technology capital base budget totals \$1.5M, and includes a recurring repair and maintenance budget totaling \$425K – a \$100K increase from the previous year to address newly implemented strategic planning goals.

The original \$325K is an annual replacement budget that outlines operating projects, and scheduled system updates as shown in the schedule below:

- System Network Upgrades - \$80K
- PC Replacement - \$80K
- Disaster Recovery - \$65K
- Access Point Replacement - \$50K
- Switch Refresh - \$35K
- Data Storage - \$15K



# Information Technology

The additional \$100K request is to earmark new 5-year strategic planning goals outlined in a study completed in FY22. Milestones within this study suggest the following actions be addressed in FY23:

- Security – Email encryption
- Security – Data Management
- Staffing - Community Comparison Study
- Professional Development - ITIL Training and Baselineing
- Service Improvement–ITSM/ITAM Platform
- Service Improvement–Email Productivity

Additional one-time budget requests totaling \$1.1M have been included in the FY22/23 capital outlay budget as a placeholder for the entire organization to address equipment purchases, system improvement projects, and software upgrades below:

- CIP Workflow Solution (\$307K)
- Code Enforcement Customer Portal (\$92K)
- Finance/Clerk Citizen Self Service (\$56K)
- Facility/Grounds Work Order System (\$116K)
- Police Record Migration Project (\$62K)
- Traffic Control Permit Solution (\$165K)
- Traffic Fiber Management Project (\$209K)
- IT Record Retention/Migration (\$50K)

## Program Performance - Information Technology

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Technology	Percent of employees rating overall satisfaction with IT department as "good" or "excellent"	61%	80%	65%	80%
	Percent of network uptime <sup>(2)</sup>	77	85	80	80
	VDI User Experience as a Service (UxaaS) <sup>(3)</sup>	51	50	50	50
	Phish Prone <sup>(4)</sup>	27	25	25	25

## Analysis of Performance

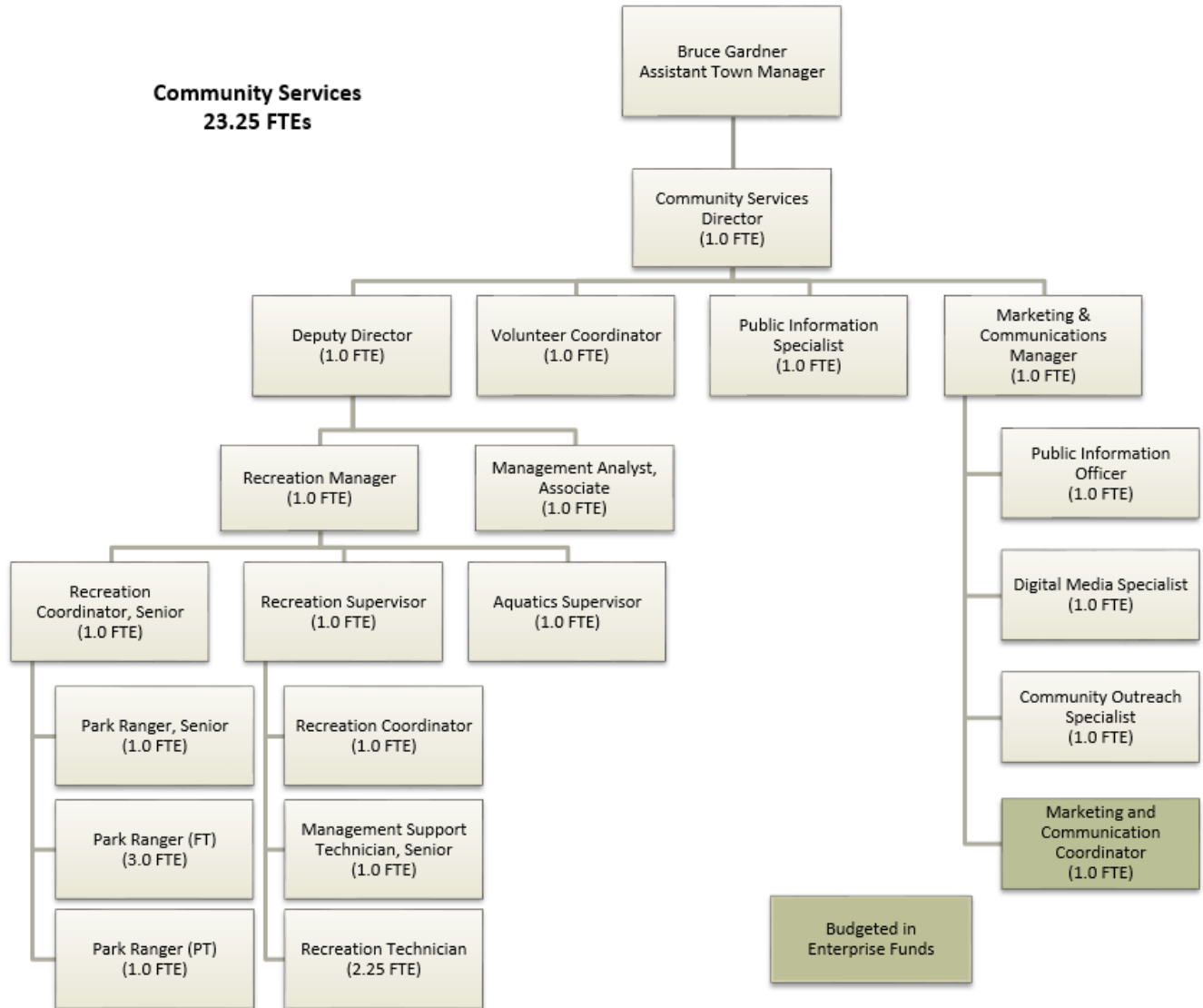
1. Details: 6/25/2020: VMWare outage due to log growth bug. Total downtime = 1 hour.
2. Determines overall health of the Towns network.
3. Provides measures on user experience based on host hardware, network and application performance.
4. A measurement as to the likelihood Town Organization would be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





# Community Services

**Community Services**  
**23.25 FTEs**







# Community Services

## Department Description and Programs

The growth of Queen Creek has created opportunities for operational improvements and efficiencies related to organizational structure. The current Communications, Marketing & Recreation Department will be transitioning to become the Community Services Department, merging recreation, communications, marketing, volunteer coordination, management of the library partnership and (future) human services into a single unit focused on meeting the needs of residents.

In the next few years, the Town will be doubling park space and adding new recreation and aquatic facilities, see growth to Town and non-Town events, anticipate higher use/demand of Town-owned properties, and have a large increase in the opportunities for volunteerism to add value and save resources.

Streamlining communication, planning and coordination is essential as the East Park Site and other park sites open and become home to an increasing number of sports leagues, events, tournaments, and activities.

The Town’s growth also requires a fresh approach to volunteerism, necessitating a centralized support structure to ensure volunteers are recruited, trained, supervised and recognized.

The Community Services Department structure also provides flexibility for future community needs encompassing all aspects of human needs and services.

## Department Mission

The goal of the Community Services Department is to create a strong sense of community through public outreach programs, events, partnerships, marketing campaigns, and attractive, active park and trail amenities to enhance the quality of life in Queen Creek.

## Strategic Priorities

### Quality Lifestyle



### Safe Community



## FY 2022/23 Objectives

- Improve the mix of park amenities, including updating older facilities
- Provide opportunities to improve physical and mental health and build a strong sense of community by continuing to advance the goals of the 2018 Parks & Recreation Master Plan
- Provide a variety of recreational programs and opportunities to continue the tradition of a high quality of life for all Queen Creek residents
- Continue advancements in resident participation through multiple opportunities and strategies, such as community events, targeted outreach programs and volunteer coordination
- Continue development of the Town’s brand awareness and communication strategies via multimedia platforms and partnerships
- Strengthening the Town’s identity by providing cohesive marketing, branding and collateral for all Town departments



# Community Services

Staffing by Division					
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested
Communications & Marketing	5.00 <sup>1</sup>	5.00 <sup>1</sup>	5.00 <sup>1</sup>	6.00 <sup>1</sup>	8.00 <sup>1</sup>
Recreation Programs <sup>2</sup>	7.00	8.00	8.00	8.00	10.25
Parks Ranger	4.00	4.00	4.00	5.00	5.00
<b>Department FTE</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>19.00</b>	<b>23.25</b>

<sup>1</sup>1.00 FTE allocated to Enterprise Funds

<sup>2</sup>FTE count does not include pooled positions for seasonal employees, which currently calculates to 8.7 FTEs.

## FTE Changes

FY 2022/23: Added 4.25 FTE – a Deputy Director position to provide oversight for the Parks & Recreation functions as new parks are added; a Volunteer Coordinator position to develop and manage the Town’s volunteer program; an Aquatics Supervisor; an increase in part-time hours for a PT Recreation Tech position, equivalent to 0.25 FTEs; and movement of a Public Information Specialist from the Town Manager’s Office to Communications & Marketing.

FY 2021/22: Added 2.0 FTE – a Public Safety Outreach & Information Specialist to provide community outreach for both Police and Fire. A vacant position in the Town Manager’s Office was reclassified to a Park Ranger and moved to the Parks Ranger division at mid-year.

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

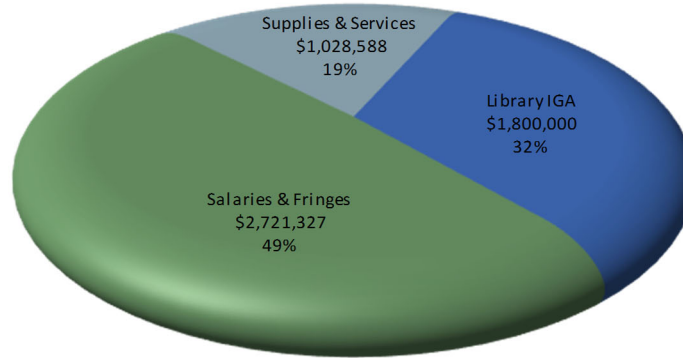
FY 2019/20: An increase of 1.0 FTE - a Recreation Coordinator for the setup and implementation of a new Recreation Programs software.

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



# Community Services

Community Services  
FY 2022/23 Requested Budget \$5.6M



## Funding Source

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 639,601	\$ 566,469	\$ 669,784	\$ 442,491	\$ 689,876	\$ 247,385	56%
General Fund - Dept Support Cost Recovery Revenue	\$ 32,366	\$ 33,337	\$ 33,337	\$ 33,337	\$ -	\$ (33,337)	-
General Fund	\$ 1,603,258	\$ 1,682,651	\$ 1,592,452	\$ 2,327,824	\$ 4,860,039	\$ 2,532,215	109%
<b>Total</b>	<b>\$ 2,275,225</b>	<b>\$ 2,282,457</b>	<b>\$ 2,295,573</b>	<b>\$ 2,803,652</b>	<b>\$ 5,549,915</b>	<b>\$ 2,746,263</b>	<b>98%</b>
		\$ 7,231	\$ 13,116	\$ 508,079	\$ 2,746,263		
		0%	1%	22%	98%		

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,462,953	\$ 1,611,245	\$ 1,637,965	\$ 2,065,872	\$ 2,721,327	\$ 655,455	32%
Supplies & Services	\$ 620,925	\$ 627,214	\$ 607,353	\$ 717,780	\$ 1,028,588	\$ 310,808	43%
Capital Outlay	\$ 96,771	\$ -	\$ -	\$ -	\$ -	\$ -	-
Outside Agency Contractual Support	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	-
Library IGA	\$ 19,577	\$ 18,997	\$ 50,254	\$ 20,000	\$ 1,800,000	\$ 1,780,000	8900%
Transfers Out - Special Events	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Department Total</b>	<b>\$ 2,275,225</b>	<b>\$ 2,282,457</b>	<b>\$ 2,295,573</b>	<b>\$ 2,803,652</b>	<b>\$ 5,549,915</b>	<b>\$ 2,746,263</b>	<b>98%</b>
		\$ 7,231	\$ 13,116	\$ 508,079	\$ 2,746,263		
		0%	1%	22%	98%		

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Communications & Marketing	\$ 851,519	\$ 959,224	\$ 884,830	\$ 1,099,134	\$ 3,228,131	\$ 2,128,997	194%
Recreation Services	\$ 1,143,651	\$ 1,052,128	\$ 1,097,765	\$ 1,302,016	\$ 1,921,891	\$ 619,875	48%
Park Rangers	\$ 260,478	\$ 252,107	\$ 262,724	\$ 382,502	\$ 399,893	\$ 17,391	5%
Library IGA	\$ 19,577	\$ 18,997	\$ 50,254	\$ 20,000	\$ 1,800,000	\$ 1,780,000	8900%
<b>Department Total</b>	<b>\$ 2,275,225</b>	<b>\$ 2,282,457</b>	<b>\$ 2,295,573</b>	<b>\$ 2,803,652</b>	<b>\$ 7,349,915</b>	<b>\$ 4,546,263</b>	<b>162%</b>
		\$ 7,231	\$ 13,116	\$ 508,079	\$ 4,546,263		
		0%	1%	22%	162%		



# Community Services

## Program Operating Budget – Communications & Marketing

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 514,055	\$ 555,613	\$ 567,876	\$ 680,489	\$ 982,906	\$ 302,417	44%
Supplies & Services	\$ 337,464	\$ 403,612	\$ 316,953	\$ 418,645	\$ 445,225	\$ 26,580	6%
<b>Division Total</b>	<b>\$ 851,519</b>	<b>\$ 959,224</b>	<b>\$ 884,830</b>	<b>\$ 1,099,134</b>	<b>\$ 1,428,131</b>	<b>\$ 328,997</b>	<b>30%</b>
	\$ Change from Prior	\$ 107,705	\$ (74,395)	\$ 214,304	\$ 328,997		
	% Change from Prior	13%	(8%)	24%	30%		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget increase is reflective of the addition of a Volunteer Coordinator position and the movement of a Public Information Specialist position from the Town Manager’s Office. The Personnel budget also includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 FY22/23, this division reflects a \$27K (6%) net increase and can be attributed to the following initiatives:

- Growth within the community and outreach programs results an increase to licensing, printing, community outreach, and postage totaling \$18K.
- General services involving videography services reflects an increase totaling \$12K to address additional documentary and marketing tools as support to the organization and community.
- The addition of two FTE’s in FY22 results an increase to professional development, membership dues and cellular service totaling \$9K.
- \$6K has been added throughout the FY23 supplies and service budget to accommodate a Volunteer Coordinator FTE position requested for the upcoming budget.
- Alternatively, subscriptions including texting services and on-line tools have been reduced or removed resulting an \$18K reduction to this budget.



# Community Services

## Program Performance - Communications & Marketing

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement  Image & Identity	Percent of residents rating effectiveness of Town communication as "good" or "excellent" <sup>(1)</sup>	88%	90%	88%	N/A
	Millions of impressions generated for Queen Creek through the efforts of Visit Mesa marketing program	9	9	14	14
	Website activity on VisitMesa.com featuring Town of Queen Creek product and/or content	135,148	40,000	150,000	150,000

## Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2023 (FY 2023/24).



# Community Services

## Program Operating Budget – Recreation Services

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 695,777	\$ 812,402	\$ 824,587	\$ 1,026,831	\$ 1,284,714	\$ 257,883	25%
Supplies & Services	\$ 276,104	\$ 214,727	\$ 273,178	\$ 275,185	\$ 503,595	\$ 228,410	83%
Capital Outlay	\$ 96,771	\$ -	\$ -	\$ -	\$ -	\$ -	-
Outside Agency Contractual Support	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	-
Transfers Out - Special Events	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	-
<b>Division Total</b>	<b>\$ 1,143,651</b>	<b>\$ 1,052,128</b>	<b>\$ 1,097,765</b>	<b>\$ 1,302,016</b>	<b>\$ 1,788,309</b>	<b>\$ 486,293</b>	<b>37%</b>
	\$ Change from Prior	\$ (91,523)	\$ 45,636	\$ 204,251	\$ 486,293		
	% Change from Prior	(8%)	4%	19%	37%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of 2.25 FTEs – a Deputy Director, an Aquatics Supervisor, and additional hours for a PT Recreation Technician equivalent to 0.25 FTEs. Also included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### 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 22/23, the Recreation supplies and service budget reflects a \$228K (83%) increase to address the following:

- Special Events for the Town include Spring Into Queen Creek, Trunk or Treat, and Founders Day. Additional event sponsorship funds involving 4<sup>th</sup> of July, and the Holiday Parade are also recognized. Beginning FY23, the Special Event budget totaling \$200K is included in the Recreation supplies and service budget.
- Special interest class registration fees for instructors were originally reduced during FY21 due to the pandemic. The FY23 budget reflects a \$44K increase to restore this budget back to full operating levels.
- An anticipated increase to on-line registration is predicted as the new reservation system goes live in FY22. Credit card fees are projected to increase with this new change resulting in a \$6K increase to this budget.
- Professional Development budget will increase \$5K to prepare for potential new programs coming on-line in FY24
- \$4.6K has been added throughout the FY23 supplies and service budget to accommodate a Deputy Director and Aquatics Supervisor FTE position requested for the upcoming budget.
- FTE changes during FY22 result an increase totaling \$3K to budgets including memberships, uniforms, and subscription fees.
- FY22 Recreation implemented a new customer reservation/registration software. Support fees pertaining to this new software have been moved to the Information Technology budget to serve as a more centralized location for software support and maintenance resulting a \$37K decrease to the license/fees budget.



# Community Services

## Program Performance – Recreation Services

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement	Percent of residents rating opportunities and service related to community parks and recreation services as "good" or "excellent" <sup>(1)</sup>	86%	94%	94%	95%
	Total number of Special Interest Class (SIC) participants	2,773 <sup>(4)</sup>	5,000	5,200	5,500
Image & Identity	Percent of recreation program users rating overall satisfaction with quality of program as good or better	89% <sup>(2)</sup>	98%	96%	98%
Financial Stability	Percent of special event process participants ranking the process as "good" or "excellent"	N/A <sup>(3)</sup>	95%	95%	95%

## Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for fall 2023 (FY 2023/24).
2. Town Special Interest Classes (SIC) are at 100%; Town special events and the Senior Program were cancelled due to Covid-19; Partner programs (ex. Little League) are at 79%.
3. Staff was unsuccessful in receiving returned surveys from special event permit processes. Most events were cancelled the first half of FY 21/22; atypical Covid-19 circumstances have led to reduced response rates.
4. Total participation greatly impacted by Covid; 1<sup>st</sup> quarter still basically closed; slow recovery.



# Community Services

## Program Operating Budget - Park Rangers

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 260,478	\$ 252,107	\$ 262,724	\$ 382,502	\$ 399,893	\$ 17,391	5%
Supplies & Services	\$ 253,121	\$ 243,231	\$ 245,502	\$ 358,552	\$ 350,125	\$ (8,427)	(2%)
<b>Division Total</b>	<b>\$ 513,599</b>	<b>\$ 495,337</b>	<b>\$ 508,226</b>	<b>\$ 741,054</b>	<b>\$ 750,018</b>	<b>\$ 8,964</b>	<b>1%</b>
		\$ Change from Prior	\$ (18,262)	\$ 12,889	\$ 232,828	\$ 8,964	
		% Change from Prior		46%	1%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 22/23, this division reflects a net increase totaling \$8K (2%) that can be attributed to the following initiatives:

- Minor budget adjustments associated with staff and service changes occurring within the previous year.





# Community Services

## Program Operating Budget - Library IGA

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	Dollar Change	% Change
Library IGA	\$ 19,577	\$ 18,997	\$ 50,254	\$ 20,000	\$ 1,800,000	\$ 1,780,000	8900%
<b>Division Total</b>	<b>\$ 19,577</b>	<b>\$ 18,997</b>	<b>\$ 50,254</b>	<b>\$ 20,000</b>	<b>\$ 1,800,000</b>	<b>\$ 1,780,000</b>	<b>8900%</b>
	\$ Change from Prior	\$ (580)	\$ 31,257	\$ (30,254)	\$ 1,780,000		
	% Change from Prior			(60%)	8900%		

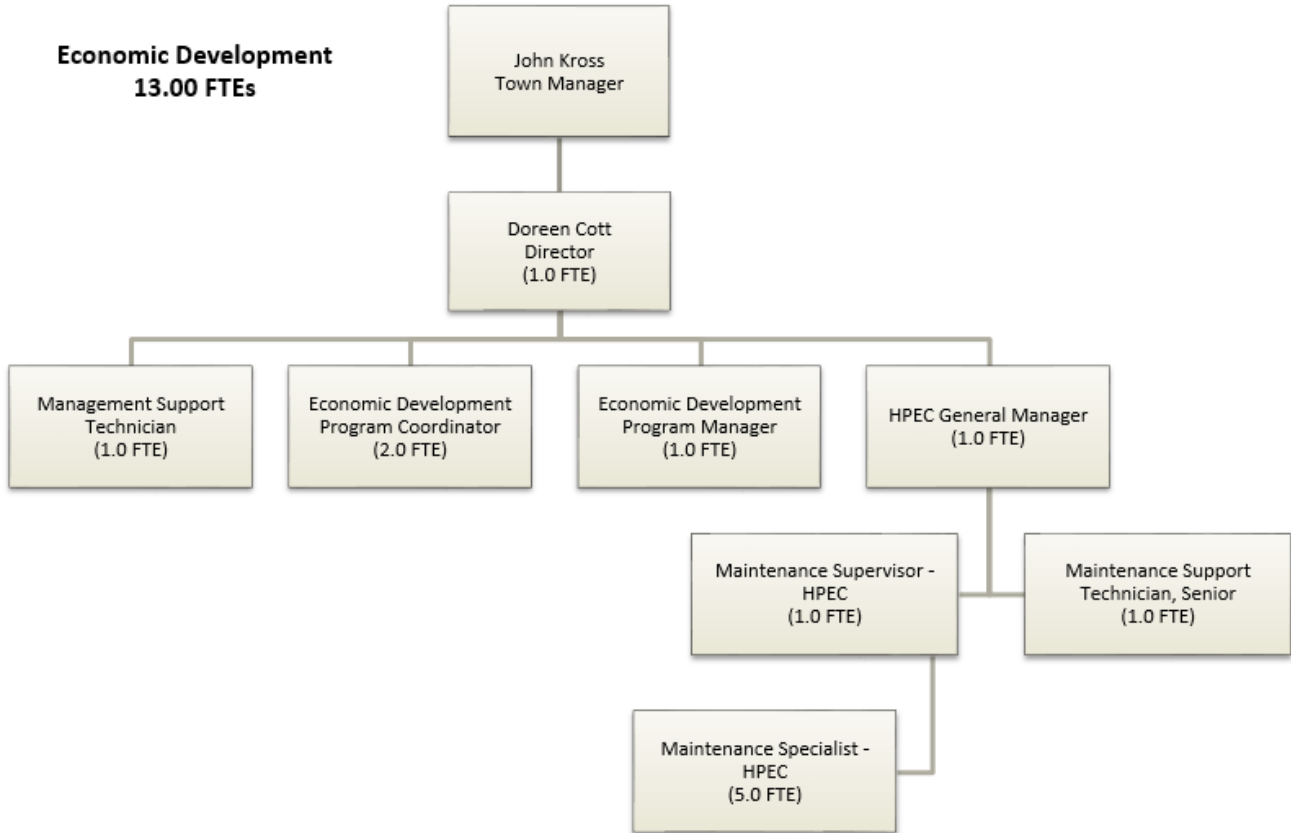
## Budget Notes and Changes

### Library IGA:

Beginning July 2022 the Town will enter into a new intergovernmental agreement (IGA) with the Maricopa County Library District where the Town will be required to pay the full cost of operating the Queen Creek Library. The FY23 budget includes an amount of \$1.8M to accommodate this new annual expense.



# Economic Development



## Department Description and Programs

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

The 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 2022/23 Objectives

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

## Staffing by Division

Division	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23
	Actual	Actual	Actual	Revised	Requested
Economic Development	5.00	5.00	5.00	4.00	5.00
Horseshoe Park Equestrian Centre	7.00	7.00	7.00	8.00	8.00
<b>Department FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>

## FTE Changes

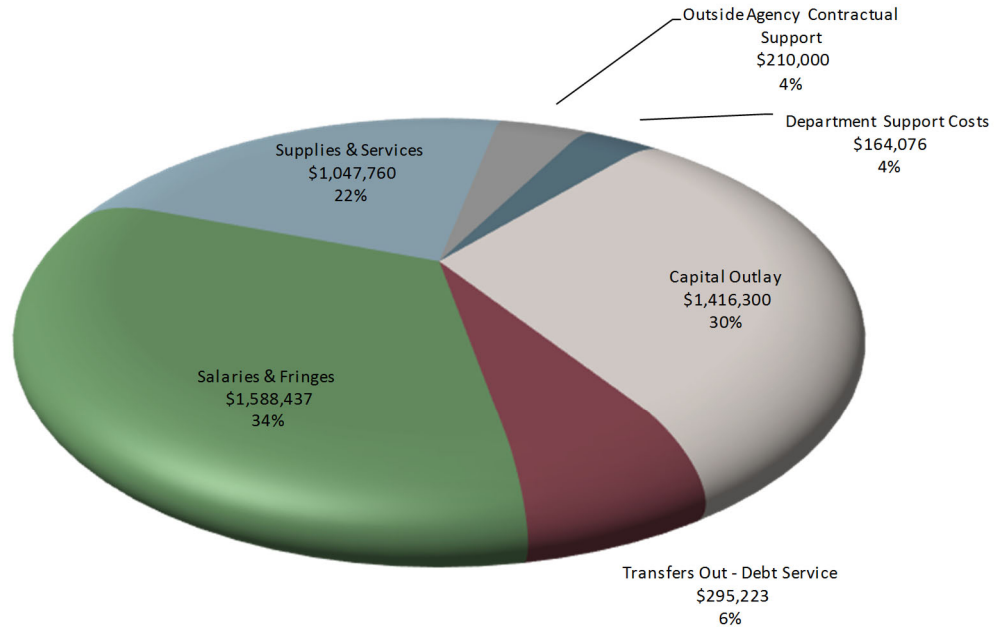
FY 2022-23: Added one Economic Development Program Coordinator position.

FY 2021-22: Added one Maintenance & Operating Specialist to support the Horseshoe Park & Equestrian Centre with the addition of new and expanded events. Moved the Real Estate and ROW Coordinator position to the new CIP Administration division.



# Economic Development

Economic Development  
FY 2022/23 Requested Budget \$4.7M



## Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre Revenues	\$ 611,862	\$ 504,219	\$ 778,035	\$ 650,000	\$ 775,566	\$ 125,566	19%
General Fund	\$ 1,958,752	\$ 2,471,428	\$ 2,198,547	\$ 2,724,539	\$ 3,946,230	\$ 1,221,691	45%
<b>Total</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,374,539</b>	<b>\$ 4,721,796</b>	<b>\$ 1,347,257</b>	<b>40%</b>
\$ Change from Prior		\$ 405,033	\$ 935	\$ 397,957	\$ 1,347,257		
% Change from Prior		16%	0%	13%	40%		

## Expenditure by Fund

Fund	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre	\$ 1,734,194	\$ 2,093,945	\$ 1,612,722	\$ 2,263,376	\$ 3,418,298	\$ 1,154,922	51%
General Fund	\$ 836,420	\$ 881,702	\$ 1,363,860	\$ 1,111,163	\$ 1,303,498	\$ 192,335	17%
<b>Department Total</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,374,539</b>	<b>\$ 4,721,796</b>	<b>\$ 1,347,257</b>	<b>40%</b>
\$ Change from Prior		\$ 405,033	\$ 935	\$ 397,957	\$ 1,347,257		
% Change from Prior		16%	0%	13%	40%		



# Economic Development

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,208,582	\$ 1,225,268	\$ 1,156,682	\$ 1,354,034	\$ 1,588,437	\$ 234,403	17%
Supplies & Services	\$ 581,187	\$ 664,028	\$ 1,263,149	\$ 950,636	\$ 1,047,760	\$ 97,124	10%
Outside Agency Contractual Support	\$ 210,023	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ -	0%
Department Support Costs	\$ 107,730	\$ 109,460	\$ 111,587	\$ 111,587	\$ 164,076	\$ 52,489	47%
Capital Outlay	\$ 174,164	\$ 473,645	\$ 25,979	\$ 458,049	\$ 1,416,300	\$ 958,251	209%
<b>Subtotal Expenses</b>	<b>\$ 2,281,685</b>	<b>\$ 2,681,151</b>	<b>\$ 2,682,397</b>	<b>\$ 3,084,306</b>	<b>\$ 4,426,573</b>	<b>\$ 1,342,267</b>	<b>44%</b>
Transfers Out - Debt Service	\$ 288,928	\$ 294,495	\$ 294,185	\$ 290,233	\$ 295,223	\$ 4,990	2%
<b>Department Total</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,374,539</b>	<b>\$ 4,721,796</b>	<b>\$ 1,347,257</b>	<b>40%</b>
	\$ Change from Prior	\$ 405,033	\$ 935	\$ 397,957	\$ 1,347,257		
	% Change from Prior	16%	0%	13%	40%		

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Economic Development	\$ 836,420	\$ 881,702	\$ 1,363,860	\$ 1,111,163	\$ 1,303,498	\$ 192,335	17%
Horseshoe Park Equestrian Centre	\$ 1,734,194	\$ 2,093,945	\$ 1,612,722	\$ 2,263,376	\$ 3,418,298	\$ 1,154,922	51%
<b>Department Total</b>	<b>\$ 2,570,613</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,374,539</b>	<b>\$ 4,721,796</b>	<b>\$ 1,347,257</b>	<b>40%</b>
	\$ Change from Prior	\$ 405,033	\$ 935	\$ 397,957	\$ 1,347,257		
	% Change from Prior	16%	0%	13%	40%		



# Economic Development

## Program Operating Budget - Economic Development

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 538,359	\$ 565,305	\$ 606,430	\$ 605,528	\$ 776,348	\$ 170,820	28%
Supplies & Services	\$ 88,038	\$ 107,647	\$ 632,430	\$ 295,635	\$ 312,830	\$ 17,195	6%
Outside Agency Contractual Support	\$ 210,023	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ -	0%
<b>Division Total</b>	<b>\$ 836,420</b>	<b>\$ 881,702</b>	<b>\$ 1,363,860</b>	<b>\$ 1,111,163</b>	<b>\$ 1,299,178</b>	<b>\$ 188,015</b>	<b>17%</b>
\$ Change from Prior		\$ 45,282	\$ 482,158	\$ (252,697)	\$ 188,015		
% Change from Prior		5%	55%	(19%)	17%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of adding one Economic Development Program Coordinator position. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 FY23 supplies and service budget mainly includes funding to support regional studies and continued involvement with business and community. In FY 2022/23, this division reflects an overall net increase totaling \$17K (6%) and is attributed to the following adjustments:

- Increases totaling \$13K reflect within multiple areas throughout the budget including professional development, membership fees, community outreach, and subscriptions. Adjustments made are based on trend spending, and anticipated needs projected over the next twelve months.
- Budget totaling \$4.3K has been added to the FY23 supplies and service budget to accommodate a new Economic Development Specialist FTE request submitted for the upcoming fiscal year.

### Outside Agency Contractual Support:

This category reflects the amount of support the Town of Queen Creek provides the Queen Creek Chamber of Commerce (\$75K), and Queen Creek Performing Arts Center (\$135K).



# Economic Development

## Program Performance – Economic Development

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement	Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects (1)				
	Average weekly users of Gangplank Program (2)	-	15	-	-
Land Use & Economic Development	Percentage increase in sales tax revenue (3)	31%	10%	7%	20%

### 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 and communications/utilities activity.



# Economic Development

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

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 670,223	\$ 659,964	\$ 550,252	\$ 748,506	\$ 812,089	\$ 63,583	8%
Supplies & Services	\$ 493,149	\$ 556,381	\$ 630,720	\$ 655,001	\$ 730,610	\$ 75,609	12%
Department Support Costs	\$ 107,730	\$ 109,460	\$ 111,587	\$ 111,587	\$ 164,076	\$ 52,489	47%
Capital Outlay	\$ 174,164	\$ 473,645	\$ 25,979	\$ 458,049	\$ 1,416,300	\$ 958,251	209%
<b>Subtotal Expenses</b>	<b>\$ 1,445,266</b>	<b>\$ 1,799,449</b>	<b>\$ 1,318,537</b>	<b>\$ 1,973,143</b>	<b>\$ 3,123,075</b>	<b>\$ 1,149,932</b>	<b>58%</b>
Transfers Out - Debt Service	\$ 288,928	\$ 294,495	\$ 294,185	\$ 290,233	\$ 295,223	\$ 4,990	2%
<b>Division Total</b>	<b>\$ 1,734,194</b>	<b>\$ 2,093,945</b>	<b>\$ 1,612,722</b>	<b>\$ 2,263,376</b>	<b>\$ 3,418,298</b>	<b>\$ 1,154,922</b>	<b>51%</b>
	\$ Change from Prior	\$ 359,751	\$ (481,222)	\$ 650,654	\$ 1,154,922		
	% Change from Prior	21%	(23%)	40%	51%		

### Budget Notes and Changes

#### Salaries and Fringes:

The Personnel budget includes an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 FY 2022/23 supplies and service budget for this division reflects a \$76K (12%) net increase and can be attributed to the following:

- New or recently renewed contracts regarding temporary labor, manure haul off, footing material, and stall bedding supply have resulted a \$90K increase to the FY23 HPEC budget.
- In FY22 HPEC officially connected to the Town's wastewater system resulting an increase in expenditures by \$15K.
- FY22 storm damage to the park resulted in a number of plants and landscape lost or damaged. The FY23 base budget will increase by \$5K to supply the Public Works Grounds crew with appropriate tools and supplies to address issues in the new fiscal year.
- One-time funding to cover structural storm damage totaling \$31K has been removed from the FY23 HPEC budget.

#### Capital Outlay:

The FY2022/23 HPEC capital outlay budget totals \$1.4M, and includes a recurring repair and maintenance budget of \$150K. Additional one-time budget requests totaling \$1.3M have been included in the FY22/23 capital outlay budget as a placeholder for both equipment purchases, and site improvement projects:

- 84 Stall Barns - \$740K
- 24 Additional RV Spaces - \$243K
- Fleet Replacement Equipment - \$189K
- 2 RV Dump Stations - \$95K

#### 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. Beginning FY23 a new methodology has been implemented resulting in changes to this fund.





# Economic Development

## Program Performance – Horseshoe Park & Equestrian Centre

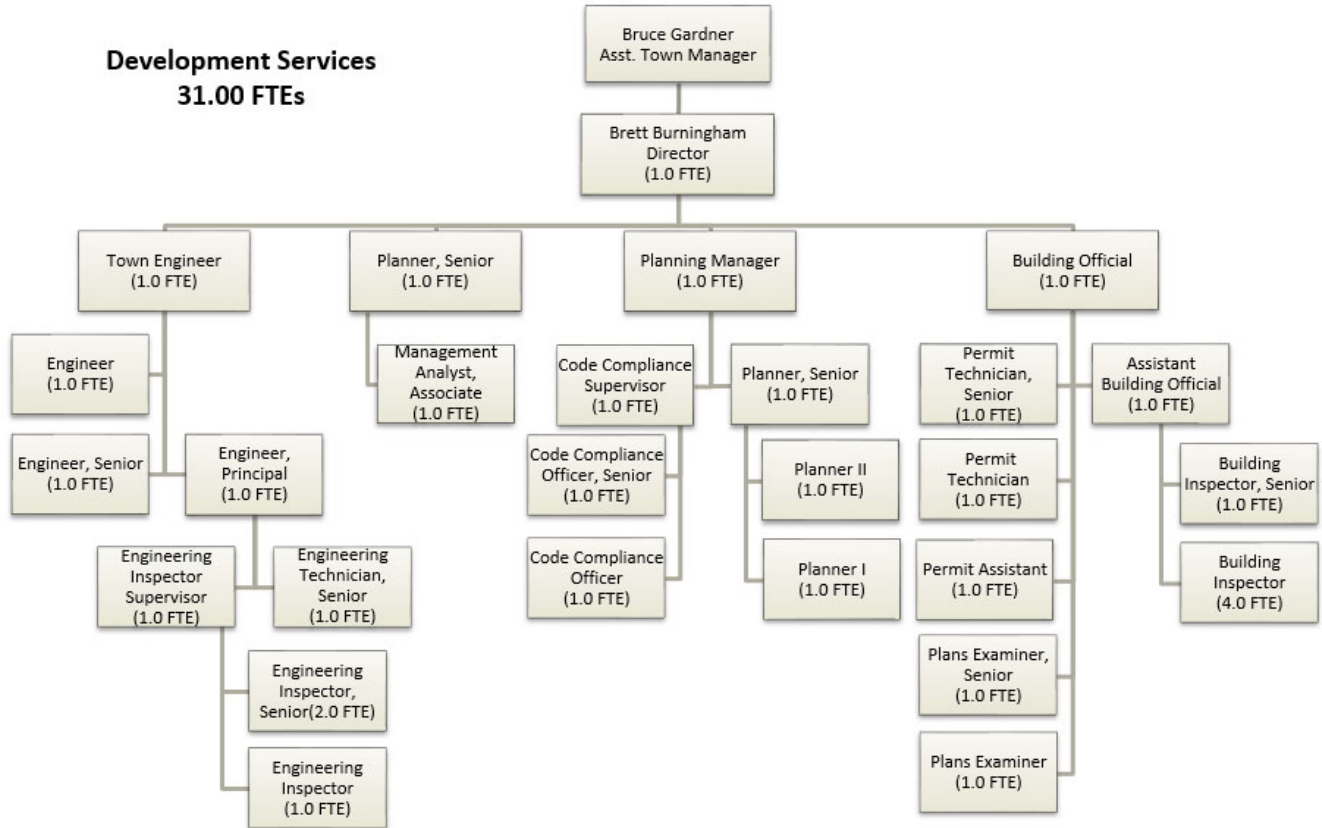
Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Community Involvement	Number of HPEC event days - Equestrian Driven <sup>(1)</sup>	209	220	215	220
Image & Identity	Number of HPEC event days - Non-Equestrian Driven	63	50	29	35

### Analysis of Performance

1. The projected FY 2022/23 totals are based on the current events on the calendar. Staff continues to work on rescheduling events for 2022. Additionally, some new, longer, larger events have booked the entire facility, limiting the number of smaller (one-day) events to be scheduled. The larger events bring in more revenue, and although the number of event days are down, the projected revenue is up.
2. FY 20/21 number of days decreased, due to Heart Cry Cowboy Church limiting services at HPEC to once a month.



# 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

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## Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure



Quality Lifestyle



## FY 2022/23 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



# Development Services

Staffing by Division					
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Development Services Admin	1.00	1.00	3.00	3.00	3.00
Planning	6.00	5.00	4.00	4.00	4.00
Engineering	6.00	7.00	7.00	8.00	9.00
Building Safety	10.00	11.00	10.00	10.00	12.00
Neighborhood Preservation	2.50	2.50	2.50	3.00	3.00
<b>Department FTE</b>	<b>25.50</b>	<b>26.50</b>	<b>26.50</b>	<b>28.00</b>	<b>31.00</b>

## FTE Changes

FY 2022/23 Added 3.0 FTEs – a Senior Engineer position in Engineering, a Building Inspector position in Building Safety, and a Plans Examiner position in Building Safety as a result of Town growth, annexation, pending developments, and large scale projects.

FY 2021/22: Reclassified a Neighborhood Preservation Specialist from part-time to full-time and moved a Sr. Inspector position from Public Works.

FY 2020/21: No staff increases, only internal movement. One FTE (Management Assistant) was moved from Building Safety to Development Services Admin and one Sr. Planner was moved from Planning and reclassified to a Sr. Projects Manager in Development Services Admin.

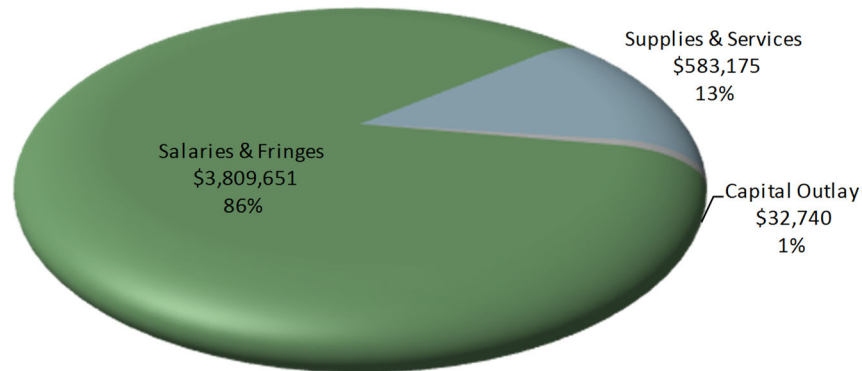
FY 2019/20: One additional FTE Inspector position due to ongoing growth in construction related activity, a vacant FTE in Planning was moved to the Building Safety Division in response to the inspection workload created in part by the Encanterra annexation.

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



# Development Services

## Development Services FY 2022/23 Requested Budget \$4.4M



### Funding Sources

Funding Sources	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 7,211,396	\$ 8,389,017	\$ 11,014,261	\$ 10,400,000	\$ 10,486,700	\$ 86,700	1%
General Fund	\$ (4,142,959)	\$ (5,072,980)	\$ (7,615,986)	\$ (6,515,193)	\$ (6,061,134)	\$ 454,059	(7%)
<b>Total</b>	<b>\$ 3,068,437</b>	<b>\$ 3,316,037</b>	<b>\$ 3,398,275</b>	<b>\$ 3,884,807</b>	<b>\$ 4,425,566</b>	<b>\$ 540,759</b>	<b>14%</b>
	\$ Change from Prior	\$ 247,600	\$ 82,238	\$ 486,532	\$ 540,759		
	% Change from Prior	8%	2%	14%	14%		

### Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 2,673,749	\$ 2,864,229	\$ 2,930,360	\$ 3,318,532	\$ 3,809,651	\$ 491,119	15%
Supplies & Services	\$ 394,688	\$ 419,828	\$ 467,915	\$ 566,275	\$ 583,175	\$ 16,900	3%
Capital Outlay	\$ -	\$ 31,980	\$ -	\$ -	\$ 32,740	\$ 32,740	N/A
<b>Department Total</b>	<b>\$ 3,068,437</b>	<b>\$ 3,316,037</b>	<b>\$ 3,398,275</b>	<b>\$ 3,884,807</b>	<b>\$ 4,425,566</b>	<b>\$ 540,759</b>	<b>14%</b>
	\$ Change from Prior	\$ 247,600	\$ 82,238	\$ 486,532	\$ 540,759		
	% Change from Prior	8%	2%	14%	14%		

### Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Development Services Admin	\$ 334,426	\$ 252,880	\$ 358,525	\$ 496,679	\$ 519,841	\$ 23,162	5%
Planning	\$ 644,005	\$ 616,591	\$ 602,642	\$ 577,104	\$ 601,974	\$ 24,870	4%
Building Safety	\$ 1,097,883	\$ 1,216,631	\$ 1,274,401	\$ 1,298,697	\$ 1,611,410	\$ 312,713	24%
Engineering	\$ 771,473	\$ 991,371	\$ 974,807	\$ 1,207,357	\$ 1,406,238	\$ 198,881	16%
Neighborhood Preservation	\$ 220,650	\$ 238,564	\$ 187,900	\$ 304,970	\$ 286,103	\$ (18,867)	(6%)
<b>Department Total</b>	<b>\$ 3,068,437</b>	<b>\$ 3,316,037</b>	<b>\$ 3,398,275</b>	<b>\$ 3,884,807</b>	<b>\$ 4,425,566</b>	<b>\$ 540,759</b>	<b>14%</b>
	\$ Change from Prior	\$ 247,600	\$ 82,238	\$ 486,532	\$ 540,759		
	% Change from Prior	8%	2%	14%	14%		



# Development Services

## Program Operating Budget - Development Services Admin

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 314,489	\$ 230,638	\$ 303,942	\$ 472,274	\$ 485,891	\$ 13,617	3%
Supplies & Services	\$ 19,937	\$ 22,241	\$ 54,582	\$ 24,405	\$ 33,950	\$ 9,545	39%
<b>Division Total</b>	<b>\$ 334,426</b>	<b>\$ 252,880</b>	<b>\$ 358,525</b>	<b>\$ 496,679</b>	<b>\$ 519,841</b>	<b>\$ 23,162</b>	<b>5%</b>
	\$ Change from Prior	\$ (81,546)	\$ 105,645	\$ 138,154	\$ 23,162		
	% Change from Prior	(24%)	42%	39%	5%		

### Budget Notes and Changes

#### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23 supplies and service budget for this division will increase \$9.5K (39%) based on the following actions:

- Increasing professional development budget by \$5K (63%) to increase availability for staff to attend additional APA conferences.
- Increase the office supply budget to address the anticipated relocation of Town office staff to the first floor in FY22/23.

### Program Performance - Development Services Admin

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Land Use & Economic Development	Percent of citizens ranking the overall quality of new development in Queen Creek as "good" or "excellent" <sup>(1)</sup>	81%	85%	85%	N/A
Capital Improvement Program (CIP)	Percent of citizens ranking the overall appearance of Queen Creek roads, parks, trails, and public facilities as "good" or "excellent" <sup>(1)</sup>	87%	90%	90%	N/A

### Analysis of Performance

- 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 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 508,798	\$ 594,477	\$ 581,326	\$ 509,614	\$ 522,484	\$ 12,870	3%
Supplies & Services	\$ 135,208	\$ 22,114	\$ 21,316	\$ 67,490	\$ 79,490	\$ 12,000	18%
<b>Division Total</b>	<b>\$ 644,005</b>	<b>\$ 616,591</b>	<b>\$ 602,642</b>	<b>\$ 577,104</b>	<b>\$ 601,974</b>	<b>\$ 24,870</b>	<b>4%</b>
	\$ Change from Prior	\$ (27,415)	\$ (13,949)	\$ (25,538)	\$ 24,870		
	% Change from Prior	(4%)	(2%)	(4%)	4%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Planning Division administers the General Plan, Zoning and Subdivision Ordinances and reviews applications. The supplies and service budget mainly consists of funding to support consultants for special projects, annexations and materials to support these responsibilities. In FY 2022/23, this division reflects a net increase totaling \$12K (18%) and can be attributed to the following:

- The professional and technical budget reflects an increase totaling \$10K from the previous fiscal year based on the current workloads resulting a need for additional consultant services in the future months.
- Postage and shipping budget reflects an increase totaling \$2K based on an anticipated increased number of projects during FY22/23.

## Program Performance - Planning

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Land Use & Economic Development	Average number of days from plan submittal to pre-application meeting	18	14	14	14
	Percentage of Planning construction plan reviews completed within established timeframes <sup>(1)</sup>	99%	99%	99%	99%
	Percentage of Planning case reviews completed within established timeframes (1)	99%	99%	99%	99%
	Percentage of Planning inspections completed within established timeframes	100%	100%	100%	100%

## Analysis of Performance

1. 3,410 planning and permitting reviews were completed during this period. Contracted employees have been utilized to assist with increased workload.



# Development Services

## Program Operating Budget - Building Safety

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 931,638	\$ 1,064,552	\$ 1,095,220	\$ 1,077,597	\$ 1,348,380	\$ 270,783	25%
Supplies & Services	\$ 166,244	\$ 152,079	\$ 179,180	\$ 221,100	\$ 230,290	\$ 9,190	4%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 32,740	\$ 32,740	N/A
<b>Division Total</b>	<b>\$ 1,097,883</b>	<b>\$ 1,216,631</b>	<b>\$ 1,274,401</b>	<b>\$ 1,298,697</b>	<b>\$ 1,611,410</b>	<b>\$ 312,713</b>	<b>24%</b>
	\$ Change from Prior	\$ 118,748	\$ 57,770	\$ 24,296	\$ 312,713		
	% Change from Prior	11%	5%	2%	24%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase reflects the addition of 2.0 FTEs – an Inspector position and a Plans Examiner position. Also included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### 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 22/23 this division reflects net increase totaling \$9.2K (4%) and can be attributed to the following adjustments:

- Increases totaling \$1.3K will affect the cellular services, uniforms, and printing based on trend spending.
- A budget totaling \$8K has been added to the FY23 supplies and service budget to accommodate for a Building Inspector, and Plans Examiner position for the upcoming year.

### Capital Outlay:

- One-time budget totaling \$33K has been added to the FY23 capital outlay budget to purchase a new vehicle for the requested Building Inspector position.

## Program Performance - Building Safety

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Land Use & Economic Development	Percent of building permits processed in 5 days or less from plan review completion to applicant notification	97%	100%	100%	100%
	Percent of inspections completed within 1 business day of the requested inspection	100%	100%	100%	100%





# Development Services

## Program Operating Budget - Engineering

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 709,882	\$ 750,780	\$ 770,404	\$ 970,277	\$ 1,184,243	\$ 213,966	22%
Supplies & Services	\$ 61,591	\$ 208,611	\$ 204,403	\$ 237,080	\$ 221,995	\$ (15,085)	(6%)
<b>Division Total</b>	<b>\$ 771,473</b>	<b>\$ 959,391</b>	<b>\$ 974,807</b>	<b>\$ 1,207,357</b>	<b>\$ 1,406,238</b>	<b>\$ 198,881</b>	<b>16%</b>
	\$ Change from Prior	\$ 187,918	\$ 15,416	\$ 232,550	\$ 198,881		
	% Change from Prior	24%	2%	24%	16%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase reflects the addition of 1.0 FTE – a Senior Engineer position. Also included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 FY 2022/23 supplies and service budget reflects a net decrease of \$15K (6%), and can be attributed to the following adjustments

- The Engineering supplies and services budget reflected a one-time carry forward amount for professional services. This has been removed from the FY2022/23 budget resulting a decrease totaling \$20K.
- Alternatively, the Engineering budget reflects an increase of \$5K to accommodate supplies and service funding for a Sr. Engineer FTE request within the upcoming year.

## Program Performance - Engineering

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Land Use & Economic Development	Percent of Engineering construction plan reviews completed within 20 business days	99%	100%	100%	100%
	Percent of encroachment permit requests processed within established timeframes (1)	99%	100%	100%	100%
	Percent of final plat case reviews completed within 20 business days	99%	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 Services

## Program Operating Budget – Neighborhood Preservation

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 208,942	\$ 223,781	\$ 179,467	\$ 288,770	\$ 268,653	\$ (20,117)	(7%)
Supplies & Services	\$ 11,708	\$ 14,784	\$ 8,433	\$ 16,200	\$ 17,450	\$ 1,250	8%
<b>Division Total</b>	<b>\$ 220,650</b>	<b>\$ 238,564</b>	<b>\$ 187,900</b>	<b>\$ 304,970</b>	<b>\$ 286,103</b>	<b>\$ (18,867)</b>	<b>(6%)</b>
	\$ Change from Prior	\$ 17,914	\$ (50,664)	\$ 117,070	\$ (18,867)		
	% Change from Prior	8%	(21%)	62%	(6%)		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget decrease is reflective of two positions with employees choosing to opt out of medical insurance versus the same positions participating last year. Also included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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.

- In FY 2022/23 supplies and service budget reflects an overall increase totaling \$1,250 (8%) based on an anticipated increase to community outreach programs, and program supplies.

### Program Performance – Neighborhood Preservation

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Land Use & Economic Development	Total number of unique (individual) staff initiated actions completed monthly <sup>(1)</sup>	231	140	245	100
	Average calendar days between receiving complaint to first investigation <sup>(2)</sup>	<1	<1	<1	<1
	Average number of cases managed per FTE inspector monthly	198	110	100	80

### Analysis of Performance

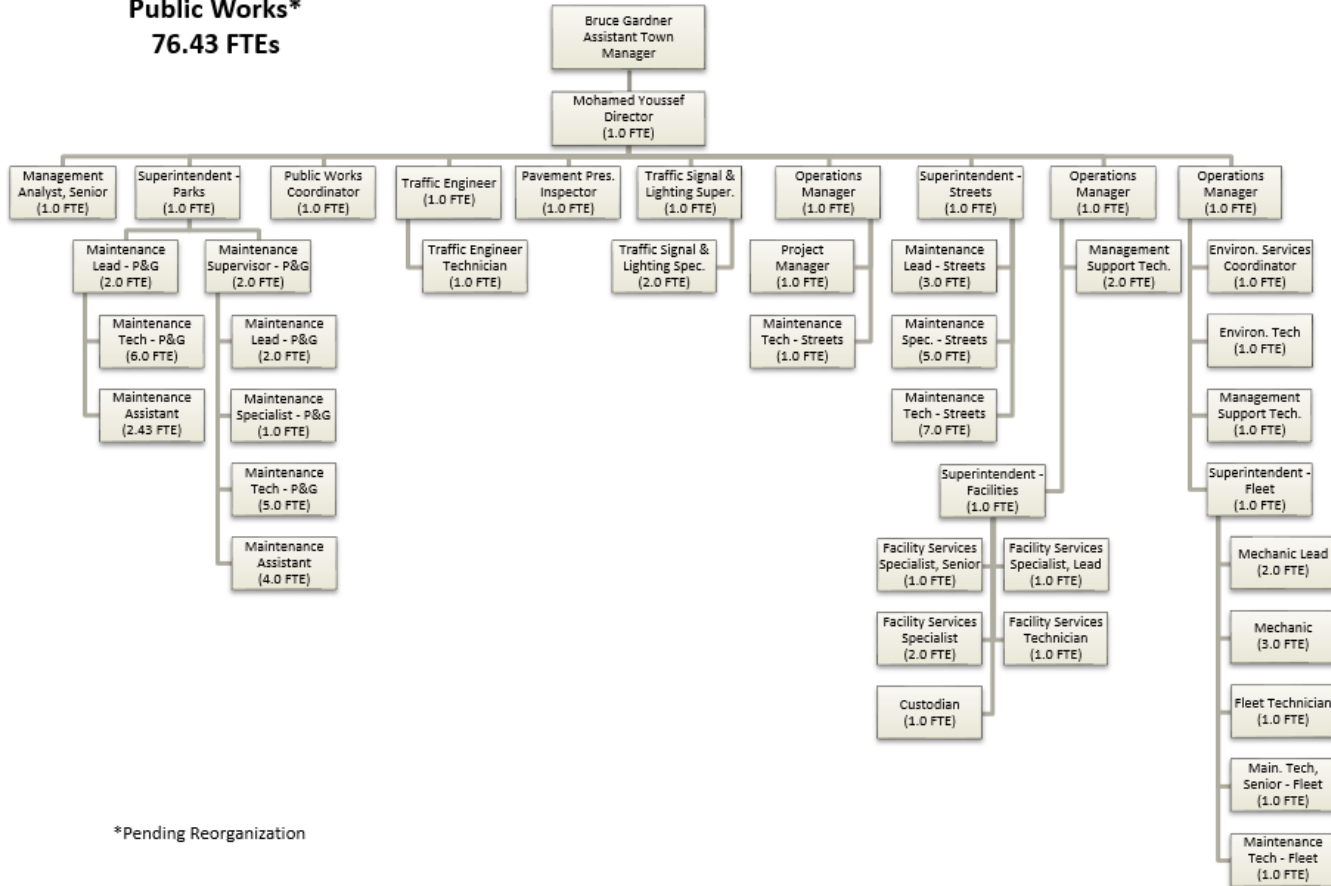
- Target for FY 22/23 has been reduced to 100 as staff are no longer initiating individual actions for bandit sign retrieval, streamlining the case action process. Target number is also decreasing as a part-time position was changed to full-time in January 2022.
- Complaints received late Saturday or on Sunday will be responded to on Monday based on weekend scheduling for staff.





# Public Works

**Public Works\***  
**76.43 FTEs**



\*Pending Reorganization

## Department Description

The Public Works Department oversees the maintenance of Facilities, Fleet, Streets, Municipal Grounds, Traffic, Pavement Preservation, and Environmental Services. Environmental Services include Solid Waste/Recycling, Stormwater, Air Quality and Hazardous Waste Management. The Solid Waste/Recycling program is funded by rate-payers.

This department is vital in managing Queen Creek’s rapid growth and maintaining roadway and stormwater infrastructure, town-owned sidewalks, traffic signals, street lights, parks and municipal grounds, town-owned washes and trails, and municipal facilities.

## Department Mission

We are an innovative and dedicated team committed to excellent service and efficient operations that will provide our residents and visitors a safe, high-quality, and sustainable community.



# Public Works

## Strategic Priorities

### Effective Government



### Superior Infrastructure



### Quality Lifestyle



## FY 2022/23 Objectives

- Design and construction of a fueling facility at the Field Operations Facility in order to secure safe and reliable fueling for all Town vehicles and equipment.
- Asset Management Technology - Support for Inventory Management for all of PW Divisions- Assist Implementation of Cartegraph for Facilities and Grounds
- Develop a Request For Qualifications for a financial reserve plan to replace major infrastructure as it reaches the end of its useful life. (Facilities, Infrastructure i.e.; bridges, culverts)
- Implement the site-specific recommendations of the Bicycle/Pedestrian Master Plan dated June 2018 in a multi-year, phased approach; seek grant opportunities. In-house analysis with a 5 year implementation and funding plan
- Create pavement marking inventory using automated reflectivity equipment; use reflectivity ratings to develop annual budgetary needs
- Revise the 2016 Transit Plan and explore public/private partnerships for ride services
- Upgrading irrigation controllers to smart controllers that improve water usage and conservation and incorporate more native, adapted, and low water usage plants.



# Public Works

Staffing by Division						
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	
Public Works Administration	7.00	7.00	6.00	5.00	6.00	
Facilities Maintenance	6.00	6.00	6.00	7.00	7.00	
Fleet Maintenance	4.00	6.00	7.00	8.00	9.00	
Street Maintenance	17.00	18.00	18.00	19.00	19.00	
Traffic	3.00	3.00	3.00	5.00	6.00	
Parks & Grounds Maintenance	24.43	24.43	24.43	25.43	25.43	
Solid Waste	4.00	4.00	3.00	4.00	4.00	
Stormwater	1.00	1.00	1.00	-	-	
CIP- Drainage & Transportation	7.00	7.00	8.00	-	-	
<b>Department FTE</b>	<b>73.43</b>	<b>76.43</b>	<b>76.43</b>	<b>73.43</b>	<b>76.43</b>	

## FTE Changes

FY 2022/23: Added 3.0 FTE – a Public Works Coordinator, a Traffic Engineer Technician, and a Maintenance Technician, Senior - Fleet.

FY 2021/22: A net decrease of 3.0 FTE. 6.0 FTE were added – 1 Facility Services Specialist, 1 Fleet Mechanic, 1 Maintenance & Operating Technician for Grounds Maintenance, 1 Maintenance & Operating Specialist for Streets, 1 Signal Technician, and 1 Traffic Engineering Specialist. 9.0 FTE were moved out of Public Works and to the new CIP Administration department.

FY 2020/21: No new FTE, only internal reclassification and movement of positions between divisions.

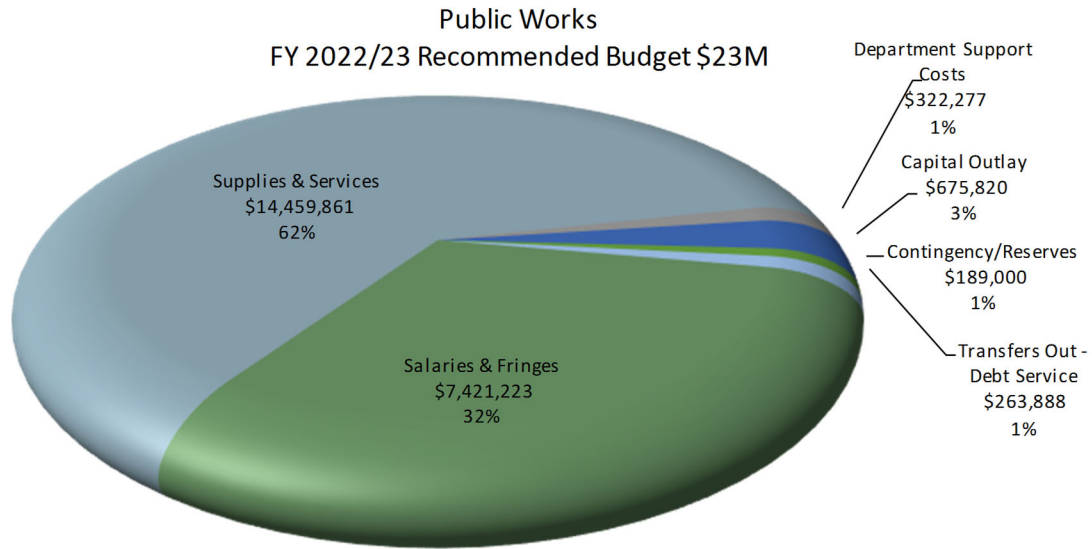
FY 2019/20: 3.0 FTE are added - a Mechanic and an M&O Tech (Fleet), and an M&O Crew Leader (Streets). These additions are due to growing demands the Town continues to face and aiding in maintaining service levels.

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



## Funding Sources

Funding Sources/Revenues	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund-Department Support Cost Recovery Revenue	\$ 353,529	\$ 452,375	\$ 482,259	\$ 603,947	\$ 1,096,296	\$ 492,349	82%
General Fund	\$ 6,691,024	\$ 7,814,406	\$ 5,013,582	\$ 12,359,856	\$ 9,606,330	\$ (2,753,527)	(22%)
Streets/HURF Revenues	\$ 4,435,595	\$ 4,964,912	\$ 6,303,668	\$ 6,878,600	\$ 7,489,700	\$ 611,100	9%
Solid Waste Revenues/Fund Balance	\$ 2,961,878	\$ 3,272,447	\$ 3,922,292	\$ 4,708,379	\$ 5,139,743	\$ 431,364	9%
<b>Total</b>	<b>\$ 14,442,026</b>	<b>\$ 16,504,140</b>	<b>\$ 15,721,801</b>	<b>\$ 24,550,782</b>	<b>\$ 23,332,069</b>	<b>\$ (1,218,713)</b>	<b>\$ 1</b>
		\$ Change from Prior	\$ 2,062,114	\$ (782,339)	\$ 8,828,981	\$ (1,218,713)	
		% Change from Prior	14%	(5%)	56%	(5%)	

## Expenditure by Fund

Expenditure by Fund	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 5,777,669	\$ 7,628,725	\$ 6,541,547	\$ 11,665,281	\$ 9,667,003	\$ (1,998,278)	(17%)
Streets/HURF	\$ 5,702,479	\$ 5,602,968	\$ 5,257,961	\$ 8,177,122	\$ 8,525,323	\$ 348,201	4%
Solid Waste	\$ 2,786,461	\$ 2,972,881	\$ 3,830,515	\$ 4,664,490	\$ 5,139,743	\$ 475,253	10%
<b>Department Total</b>	<b>\$ 14,266,609</b>	<b>\$ 16,204,574</b>	<b>\$ 15,630,022</b>	<b>\$ 24,506,893</b>	<b>\$ 23,332,069</b>	<b>\$ (1,174,824)</b>	<b>(5%)</b>
		\$ Change from Prior	\$ 1,937,965	\$ (574,552)	\$ 8,876,871	\$ (1,174,824)	
		% Change from Prior	14%	(4%)	57%	(5%)	



# Public Works

## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 5,411,433	\$ 6,036,123	\$ 6,077,951	\$ 6,760,857	\$ 7,421,223	\$ 660,366	10%
Supplies & Services	\$ 7,470,679	\$ 8,350,319	\$ 8,884,210	\$ 13,475,949	\$ 14,459,861	\$ 983,912	7%
Department Support Costs	\$ 64,749	\$ 53,770	\$ 62,854	\$ 64,399	\$ 322,277	\$ 257,878	400%
Debt Service	\$ 20,396	\$ 3,248	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 988,445	\$ 1,497,161	\$ 341,137	\$ 3,753,898	\$ 675,820	\$ (3,078,078)	(82%)
Contingency/Reserves	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
<b>Subtotal Expenses</b>	<b>\$ 13,955,701</b>	<b>\$ 15,940,621</b>	<b>\$ 15,366,152</b>	<b>\$ 24,244,103</b>	<b>\$ 23,068,181</b>	<b>\$ (1,175,922)</b>	<b>(5%)</b>
Transfers Out - Debt Service	\$ 265,617	\$ 263,953	\$ 263,871	\$ 262,790	\$ 263,888	\$ 1,098	0%
Transfers Out-Grant Match	\$ 45,292	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Department Total</b>	<b>\$ 14,266,609</b>	<b>\$ 16,204,574</b>	<b>\$ 15,630,023</b>	<b>\$ 24,506,893</b>	<b>\$ 23,332,069</b>	<b>\$ (1,174,824)</b>	<b>(5%)</b>
	\$ Change from Prior	\$ 1,937,965	\$ (574,551)	\$ 8,876,870	\$ (1,174,824)		
	% Change from Prior	14%	(4%)	57%	(5%)		

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Public Works Admin	\$ 893,958	\$ 1,037,100	\$ 980,265	\$ 832,188	\$ 974,079	\$ 141,891	17%
Facilities Maintenance	\$ 879,324	\$ 1,459,910	\$ 1,061,950	\$ 1,923,171	\$ 1,679,295	\$ (243,876)	(13%)
Fleet Maintenance	\$ 847,051	\$ 1,279,334	\$ 1,049,588	\$ 2,968,319	\$ 2,027,499	\$ (940,820)	(32%)
Traffic	\$ 635,394	\$ 1,719,524	\$ 1,105,608	\$ 2,405,845	\$ 2,122,910	\$ (282,935)	(12%)
Streets & Pavement Maintenance	\$ 5,702,479	\$ 5,602,968	\$ 5,257,961	\$ 8,177,122	\$ 8,525,323	\$ 348,201	4%
Grounds Maintenance	\$ 2,389,605	\$ 2,080,664	\$ 2,240,636	\$ 3,344,968	\$ 2,720,060	\$ (624,908)	(19%)
Solid Waste	\$ 2,786,461	\$ 2,972,881	\$ 3,830,515	\$ 4,664,490	\$ 5,139,743	\$ 475,253	10%
Stormwater	\$ 132,337	\$ 52,192	\$ 103,501	\$ 190,790	\$ 143,160	\$ (47,630)	(25%)
<b>Department Total</b>	<b>\$ 14,266,609</b>	<b>\$ 16,204,574</b>	<b>\$ 15,630,023</b>	<b>\$ 24,506,893</b>	<b>\$ 23,332,069</b>	<b>\$ (1,174,824)</b>	<b>(5%)</b>
	\$ Change from Prior	\$ 1,937,965	\$ (574,551)	\$ 8,876,870	\$ (1,174,824)		
	% Change from Prior	14%	(4%)	57%	(5%)		





# Public Works

## Program Operating Budget - PW Admin

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 863,943	\$ 998,719	\$ 957,203	\$ 788,473	\$ 935,299	\$ 146,826	19%
Supplies & Services	\$ 30,015	\$ 38,381	\$ 23,061	\$ 43,715	\$ 38,780	\$ (4,935)	(11%)
<b>Division Total</b>	<b>\$ 893,958</b>	<b>\$ 1,037,100</b>	<b>\$ 980,265</b>	<b>\$ 832,188</b>	<b>\$ 974,079</b>	<b>\$ 141,891</b>	<b>17%</b>
	\$ Change from Prior		\$ 143,143	\$ (56,836)	\$ (148,077)	\$ 141,891	
	% Change from Prior		16%	(5%)	(15%)	17%	

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of the addition of a Public Works Coordinator position. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The FY 2022/23 supplies and service budget reflects a net decrease totaling \$5K (11%) and can be attributed to the following changes:

- \$5K internship budget removed from the professional services budget
- \$2.5K decrease to the professional development budget based responsibilities shifting over to the new CIP budget.
- Within the supplies and service budget, \$2.4K has been included to account for a requested Coordinator position to be filled in FY23.

## Performance - PW Admin

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 425,257	\$ 464,735	\$ 482,705	\$ 574,191	\$ 630,755	\$ 56,564	10%
Supplies & Services	\$ 405,361	\$ 995,176	\$ 564,604	\$ 1,245,902	\$ 1,048,540	\$ (197,362)	(16%)
Capital Outlay	\$ 48,706	\$ -	\$ 14,642	\$ 103,079	\$ -	\$ (103,079)	(100%)
<b>Division Total</b>	<b>\$ 879,324</b>	<b>\$ 1,459,910</b>	<b>\$ 1,061,950</b>	<b>\$ 1,923,171</b>	<b>\$ 1,679,295</b>	<b>\$ (243,876)</b>	<b>(13%)</b>
		\$ Change from Prior	\$ 580,586	\$ (397,961)	\$ 861,221	\$ (243,876)	
		% Change from Prior	66%	(27%)	81%	(13%)	

### Budget Notes and Changes

#### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

#### Supplies & Services:

The Facilities supplies and service budget for FY 2022/23 reflects a net decrease totaling \$197K (16%), and can be attributed to the following actions:

- A net decrease totaling 126K reflects within the FY 22/23 repair and maintenance budget. A one-time carry forward amount of \$176K has been removed. Alternatively, a \$50K increase to this budget has been projected based on additional sites, and maintenance projects scheduled for the upcoming fiscal year.
- Storm damage resulting a one-time \$66K transfer in for repairs has been removed from the FY 22/23 maintenance budget.
- Funds totaling \$20K has been removed from the FY22/23 equipment rental budget as storage and lift rental needs have been addressed.
- One-time budget to address new tools for an FTE position filled in FY22 has been removed (\$4K).
- Budget totaling \$15K has been added to address unanticipated minor emergency repairs that occur throughout the year.

#### Capital Outlay:

The Facilities capital outlay budget reflects no new budget for FY 2022/23. One-time budgets totaling \$103K for FY 21/22 have been removed.



# Public Works

## Program Performance - Facilities Maintenance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Financial Management	Custodial expenditures per square foot: all facilities (total, in-house, contractual and consumables) (3)	\$ 1.80	\$ 2.14	\$ 2.29	\$ 3.09
	Percent of preventable maintenance activities completed by Town staff versus contracted services as a percent of total preventative maintenance activities	90%	90%	90%	89%
	Percent of high-priority service requests addressed within 24 hours of notification	98%	98%	98%	100%

### Analysis of Performance

1. Custodial: FY23 Target reflects a contracted custodial wage increase (projected to be 20.27 per hour), standard staff salary increases and anticipated increase (5%) of consumable supply cost.
2. Preventative Maintenance: Target @ 89% with an annual gate and door maintenance contract fully executed.
3. Priority Service Requests: Target is expected to increase as the implementation of Cartegraph will assist with addressing and recording high priority work orders within 24 hours of receipt. .



# Public Works

## Program Operating Budget - Fleet Maintenance

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 310,218	\$ 485,150	\$ 498,906	\$ 674,939	\$ 805,024	\$ 130,085	19%
Supplies & Services	\$ 320,475	\$ 341,606	\$ 471,459	\$ 546,553	\$ 910,655	\$ 364,102	67%
Capital Outlay	\$ 216,358	\$ 452,577	\$ 79,223	\$ 1,746,827	\$ 311,820	\$ (1,435,007)	(82%)
<b>Division Total</b>	<b>\$ 847,051</b>	<b>\$ 1,279,334</b>	<b>\$ 1,049,588</b>	<b>\$ 2,968,319</b>	<b>\$ 2,027,499</b>	<b>\$ (940,820)</b>	<b>(32%)</b>
	\$ Change from Prior		\$ 432,283	\$ (229,746)	\$ 1,918,731	\$ (940,820)	
	% Change from Prior		51%	(18%)	183%	(32%)	

### Budget Notes and Changes

#### Salaries and Fringes:

The personnel budget includes the addition of a Maintenance Technician, Senior - Fleet. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

#### Supplies & Services:

The Fleet supplies and service budget for FY 2022/23 reflects a net increase totaling \$364K (67%), and can be attributed to the following actions:

- Vehicle repair and maintenance results a increase totaling \$230K (79%) increase to the FY 22/23 budget. Changes in this budget include Aims Kits upgrades, an overall increase to consumable items involving oil, parts, cleaners, and fleet vehicle washes.
- An increase totaling \$83K reflects within the FY 22/23 general services budget to address a trending increase to GPS monitoring services, and a scheduled upgrade to the FuelMaster software system.
- Fleet fuel budget is used to support vehicles operating within the General Fund. This budget is being adjusted up by \$15K (15%) based on increasing fleet size, and rising costs of fuel.
- Shop supplies increase and additional \$17K based on an increased fleet size and assumed inflation costs.
- The equipment repair budget reflects a \$12K increase to support parts washer equipment on site.
- Within the supplies and service budget, \$8K. This budget will accommodate start up expenses for a Sr. M&O positions requested to be filled in FY23 as well as provide operating budget for a new Building Inspector position that will require a new vehicle to be purchased.

#### 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 2022/23 capital outlay budget for Fleet totals \$344K, a net decrease of \$1.4M (82%). This reduction is being driven by the removal of the fuel island project (\$998K), which has been moved to the capital improvement budget (project MF017). One-time equipment and vehicle budgets totaling \$766K during the FY22 budget have also been removed from FY23 budget as purchases are presumed to be in motion or complete.

The capital outlay total of \$312K includes requests for specialty tools, and replacement equipment involving dump trailers, and one heavy-duty truck



# Public Works

## Program Performance - Fleet Maintenance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Financial Management Internal Services & Sustainability	Percent of repair and maintenance activities completed by Town Fleet staff vs. contracted	98%	97%	95%	98%
	Percent of repair and maintenance activities completed as preventative maintenance <sup>(1)</sup>	58%	80%	75%	80%

### Analysis of Performance

1. In FY21 and FY22, COVID supply chain issues have delayed some preventative maintenance due to lack of parts and materials or receiving them in a timely manner., and additional workload for Fleet services due to the responsibility for receiving, up fitting, and preparing the large influx of PD vehicles and equipment.



# Public Works

## Program Operating Budget - Traffic

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 268,928	\$ 317,513	\$ 317,911	\$ 545,878	\$ 670,175	\$ 124,297	23%
Supplies & Services	\$ 366,466	\$ 498,185	\$ 636,387	\$ 1,482,974	\$ 1,411,735	\$ (71,239)	(5%)
Capital Outlay	\$ -	\$ 903,826	\$ 151,310	\$ 376,993	\$ 41,000	\$ (335,993)	(89%)
<b>Division Total</b>	<b>\$ 635,394</b>	<b>\$ 1,719,524</b>	<b>\$ 1,105,608</b>	<b>\$ 2,405,845</b>	<b>\$ 2,122,910</b>	<b>\$ (282,935)</b>	<b>(12%)</b>
	\$ Change from Prior	\$ 1,084,130	\$ (613,916)	\$ 1,300,236	\$ (282,935)		
	% Change from Prior	171%	(36%)	118%	(12%)		

## Budget Notes and Changes

### Salaries and Fringes:

The personnel budget includes the addition of a Traffic Engineer Technician. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The FY 2022/23 supplies and services budget for Traffic reflects a net decrease totaling \$71K (5%) and can be attributed to the following changes:

- Changes to the maintenance and repair budget result a \$186K reduction as one-time budgets including long lead equipment orders have been removed from the FY23 budget. • Minor equipment decreases \$35K as one-time expenses including equipment purchases and storm damage repairs have been removed from the FY23 budget.
- Grant match funds and one-time carry forward budgets from FY22 totaling \$12K have been removed from the FY23 professional services budget.
- Alternatively, changes to the general service budget will be adding budget to address a Bike and Pedestrian Master Plan implementation beginning FY23 (\$275K), Centracs monitoring service (\$45K), and emergency on-call signal services (\$20K) – Resulting a \$145K net increase.
- Street light maintenance and repair budget will also increase \$10K in response to unscheduled maintenance and accidents.
- Within the supplies and service budget, \$6.4K has been included to account for a requested Traffic Engineer position to be filled in FY23

### Capital Outlay:

The Traffic capital outlay budget reflects no new budget for FY 2022/23. One-time budgets totaling \$360K from FY 21/22 have been removed. A \$15K budget specific to MAG ITS grant will remain as a placeholder for any unanticipated expenditures pertaining to this project for the upcoming year. A one-time budget totaling \$26K has been added for a vehicle purchase intended for a new Traffic Engineer position requested for FY23.



# Public Works

## Program Performance - Traffic

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Capital Improvement Projects & Transportation Improvement Plan	Percent of emergency signal malfunction responses within one hour of notification	100%	100%	100%	100%
Superior Infrastructure	Percent of streetlight repairs completed within ten days of outage reported <sup>(1)</sup>				90%
Effective Government	Percent of traffic control plans reviewed and permitted in 10 days or less <sup>(1)</sup>				90%

## Analysis of Performance

1. Beginning FY23 new program performance measures have been added.



# Public Works

## Program Operating Budget - Street Maintenance

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,444,166	\$ 1,530,193	\$ 1,475,517	\$ 1,673,971	\$ 1,827,674	\$ 153,703	9%
Supplies & Services	\$ 3,656,400	\$ 3,690,479	\$ 3,422,610	\$ 5,218,361	\$ 5,837,601	\$ 619,240	12%
Department Support Costs	\$ -	\$ -	\$ -	\$ -	\$ 273,160	\$ 273,160	N/A
Debt Service	\$ 20,396	\$ 3,248	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 270,609	\$ 115,095	\$ 95,962	\$ 1,022,000	\$ 323,000	\$ (699,000)	(68%)
<b>Subtotal Expenses</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ <b>347,103</b>	<b>N/A</b>
Transfers Out - Debt Service	\$ 265,617	\$ 263,953	\$ 263,871	\$ 262,790	\$ 263,888	\$ 1,098	0%
<b>Division Total</b>	\$ <b>5,657,188</b>	\$ <b>5,602,968</b>	\$ <b>5,257,961</b>	\$ <b>8,177,122</b>	\$ <b>8,525,323</b>	\$ <b>348,201</b>	<b>4%</b>
		\$ Change from Prior % Change from Prior	\$ (54,219) (1%)	\$ (345,007) (6%)	\$ 2,919,161 56%	\$ 348,201 4%	

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Streets Maintenance supplies and service budget for FY 22/23 reflects a net increase totaling \$41K, and can be mainly attributed to the following changes:

- Maintenance and repairs reflects an increase totaling \$19K based on factors including growth and inflation. • Anticipated increases to fuel results a \$10K increase to the budget.
- Adding additional power washer equipment for roadway spills to the FY 22/23 minor equipment budget reflects an increase totaling \$9.5K

The FY23 supplies and service budget involving HURF funds totals \$5.2M, a net increase of \$578K (13%) from the prior year. Of the \$5.1M budgeted for the FY23 supplies and service budget, \$4.9M is programmed specifically to address arterial and residential pavement preservation, targeted pavement repairs and upgrades, as well as concrete repairs. Increases to the supplies and services budget can mainly be attributed to the following changes:

- Net changes to repair and maintenance reflect an increased budget to address preventative maintenance to roadways including town arterial, residential and bridge/underpass (\$602K)
- Alternatively, one-time carry forward amounts totaling \$20K have been removed from the FY23 budget.

### 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 following HURF one-time projects totaling \$160K have been removed from the FY22/23 budget:

- Road Connection along Appleby Road – Mansel Carter Oasis Park (\$65K)
- Creek View and Hawes Road landscape improvement – (\$50K)
- Vehicle Purchase - \$30K
- Pavement Preservation message boards – (\$15K)

One-time equipment purchases specific for Streets and street maintenance totaling \$862K have been removed from the FY22/23 budget. New budget items total \$323K and address replacement equipment including a water truck, Bobcat equipment and a small trailer.





# Public Works

**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. Beginning FY23 a new methodology has been implemented resulting in changes to this fund.

## Program Performance – Street Maintenance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
CIP, TIP, Image & Identity	Percent of pavement in satisfactory or better condition per Pavement Condition Index (PCI)	81%	83%	83%	85%
	Percent of potholes repaired within 24 hours of notification	100%	100%	100%	100%
	Percent of responses to street maintenance issues within 24 hours of notification	98%	98%	98%	98%

## Analysis of Performance

N/A



# Public Works

## Program Operating Budget - Parks/Grounds Maintenance

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,620,487	\$ 1,700,698	\$ 1,779,387	\$ 1,983,662	\$ 1,999,350	\$ 15,688	1%
Supplies & Services	\$ 335,265	\$ 354,303	\$ 461,249	\$ 856,306	\$ 720,710	\$ (135,596)	(16%)
Capital Outlay	\$ 433,853	\$ 25,662	\$ -	\$ 505,000	\$ -	\$ (505,000)	(100%)
<b>Division Total</b>	<b>\$ 2,389,605</b>	<b>\$ 2,080,664</b>	<b>\$ 2,240,636</b>	<b>\$ 3,344,968</b>	<b>\$ 2,720,060</b>	<b>\$ (624,908)</b>	<b>(19%)</b>
	\$ Change from Prior		\$ (308,941)	\$ 159,972	\$ 1,104,332	\$ (624,908)	
	% Change from Prior		(13%)	8%	49%	(19%)	

### Budget Notes and Changes

#### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

#### Supplies & Services:

The Grounds Maintenance supplies and service budget for FY 22/23 reflects a net decrease totaling \$136K (16%), and can be attributed to the following changes:

- A transfer in totaling \$126K to address long lead purchase items involving equipment and parts has been removed from the FY 22/23 minor equipment budget.
- One-time budgets involving repairs including dog park renovations, fountain repair, and storm damages collectively totaling \$66K have been removed from the FY 22/23 budget.
- Alternatively, increases reflecting within general services, and overall repairs and maintenance totaling \$56K have been outlined to address growth, use, and aging locations requiring additional attention.

#### Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles and equipment as well as one-time projects. The following Grounds one-time projects totaling \$505K have been removed from the FY22/23 budget:

- New Grounds Facility (\$450K)
- New Vehicle Request – (\$55K).

The FY23 capital budget now includes a total of \$38K to install additional drywells at the Desert Mountain, and Queen Creek Wash locations to improve existing drainage issues.

### Program Performance - Parks/Grounds Maintenance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Image & Identity	Percent of graffiti or vandalism repaired within 24 hours of notification	98%	98%	98%	100%



# Public Works

## Program Operating Budget - Solid Waste

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 478,434	\$ 539,114	\$ 510,391	\$ 459,106	\$ 552,946	\$ 93,840	20%
Supplies & Services	\$ 2,224,360	\$ 2,379,996	\$ 3,257,270	\$ 3,951,985	\$ 4,348,680	\$ 396,695	10%
Department Support Costs	\$ 64,749	\$ 53,770	\$ 62,854	\$ 64,399	\$ 49,117	\$ (15,282)	(24%)
Reserves	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
Capital Outlay	\$ 18,918	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	<b>\$ 2,786,461</b>	<b>\$ 2,972,881</b>	<b>\$ 3,830,515</b>	<b>\$ 4,664,490</b>	<b>\$ 5,139,743</b>	<b>\$ 475,253</b>	<b>10%</b>
	\$ Change from Prior	\$ 186,419	\$ 857,634	\$ 833,975	\$ 475,253		
	% Change from Prior	7%	29%	22%	10%		

## Budget Notes and Changes

### Salaries and Fringes:

One position was reclassified from a Customer Service Representative to a Management Support Technician and moved from the Stormwater division to the Solid Waste division. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute

### Supplies & Services:

Solid Waste supplies and service budget contains the contract to provide trash, recycling, and bulk services for the Town. The supplies and service budget for FY 2022/23 reflect a net increase totaling \$397K (10%), and are attributed to the following changes:

- Contract expenses expected to rise from \$3M to \$3.7M.
- Operational expenses including banking fees, community outreach, marketing estimates, and postage combined reflect a total of \$21K increase to the budget in response to growth projections and inflation.
- Utility billing fees are anticipated to increase by \$13K based on growth projections.
- Alternatively, cart purchases will decreased by \$302K. New cart purchases for the Ironwood Crossing community completed in FY 2021/22, and have been removed from the current FY 2022/23 budget.
- Lastly, one-time funding in FY 2021/22 totaling \$48K for a utility rate study, and additional professional services have been removed from the current FY 2022/23 budget.

### 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. Beginning FY23 a new methodology has been implemented resulting in changes to Enterprise funds.

### Contingency (Reserves):

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 the FY 2022/23 recommended budget.



# Public Works

## Program Performance – Solid Waste

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Environment	Percent of recycled or diverted material relative to total solid waste collections	19%	20%	16% <sup>(2)</sup>	20%
	Percent increase of non-contaminated residential curbside recycling collections as a result of targeted inspection program	0% <sup>(1)</sup>	90%	90%	90%

## Analysis of Performance

1. The Actual FY20/21 is 0% due to COVID-19. No targeting inspection waste audit was completed during this time period
2. The projected FY21/22 percent of recycled materials: July: 17%; August 16%; October 16%; November 17% = Average 16.4%.



# Public Works

## Program Operating Budget - Stormwater

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 55,931	\$ 60,637	\$ -	\$ (60,637)	(100%)
Supplies & Services	\$ 132,337	\$ 52,192	\$ 47,570	\$ 130,153	\$ 143,160	\$ 13,007	10%
<b>Division Total</b>	<b>\$ 132,337</b>	<b>\$ 52,192</b>	<b>\$ 103,501</b>	<b>\$ 190,790</b>	<b>\$ 143,160</b>	<b>\$ (47,630)</b>	<b>(25%)</b>
	\$ Change from Prior	\$ (80,144)	\$ 51,309	\$ 87,289	\$ (47,630)		
	% Change from Prior	(61%)	98%	84%	(25%)		

## Budget Notes and Changes

### Salaries & Fringe:

One position was reclassified from a Customer Service Representative to a Management Support Technician and moved from the Stormwater division to the Solid Waste division. As a result, no positions remain in the Stormwater division.

### Supplies & Services:

The budget for supplies and services represents compliance costs to operate and maintain Stormwater permitting as required by the Arizona Department of Environmental Quality (ADEQ). A \$13K (10%) increase to the FY 2022/23 budget is mainly associated with changes to community outreach and licensing fees both of which are linked to MS4 permit compliance.



# Local Transportation Assistance Fund (LTAF)

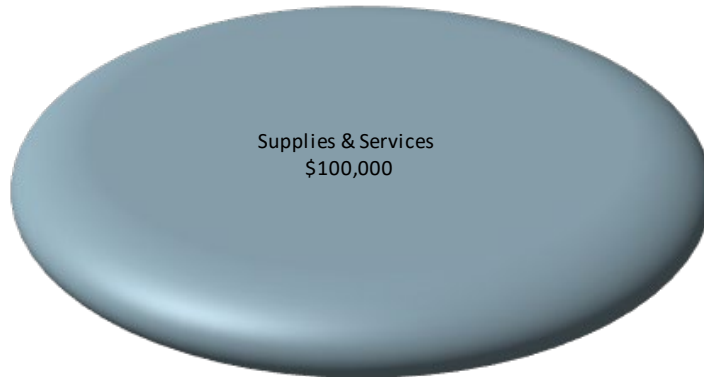
## Strategic Priority

### Superior Infrastructure



#### LTAF Fund

FY 2022/23 Requested Budget \$100K



## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ -	\$ 33,000	\$ 34,318	\$ 98,203	\$ 100,000	\$ 1,797	2%
<b>Department Total</b>	\$ -	\$ 33,000	\$ 34,318	\$ 98,203	\$ 100,000	\$ 1,797	2%
		\$ Change from Prior	\$ 1,318	\$ 63,885	\$ 1,797		
		% Change from Prior	#DIV/0!	186%	2%		

## Budget Notes and Changes

### Supplies & Services:

The expenses captured here reflect funds distributed from State lottery, and is currently being utilized for a transit study that began in FY21/22.

### Capital Outlay:

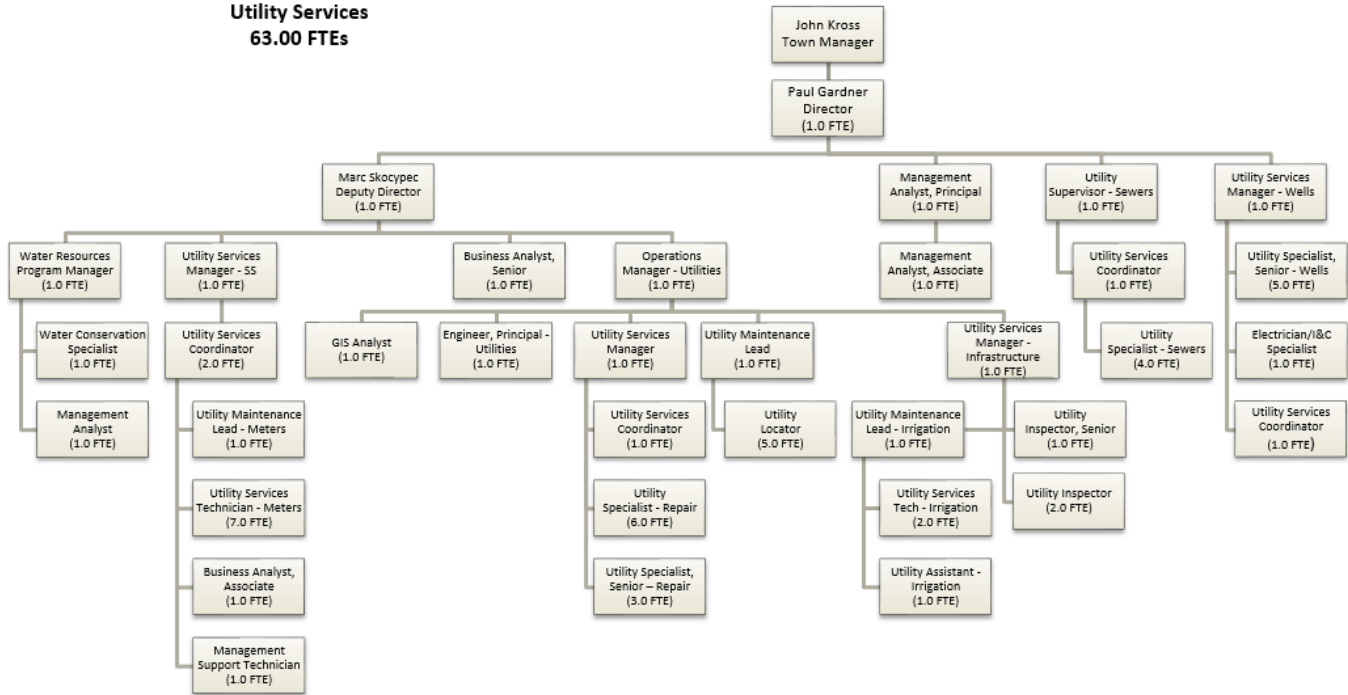
No capital expenses are identified within this budget for FY22/23.





# Utility Services – Water & Wastewater

## Utility Services 63.00 FTEs



## 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 Priorities

Secure Future



Superior Infrastructure







# Utility Services – Water & Wastewater

## FY 2022/23 Objectives

- Continue development of sustainable long-range plans for water, reclaimed water, and wastewater that support the General Plan. The Town will evaluate and possibly pursue water acquisition strategies such as a Town “Effluent” Lake Program, acquiring new effluent, water credits, available water rights consistent with Arizona Water Law and Policy, and other strategies as determined necessary.
- 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.
- Develop an innovative infrastructure system that meets the needs of future generations.

## Staffing by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Water – Administration	3.00	5.00	5.00	5.00	5.00
Water – Engineering	2.00	2.00	5.00	1.00	1.00
Water – Field Ops Meters	13.00	13.00	13.00	13.00	13.00
Water – GIS	4.00	4.00	4.00	5.00	8.00
Water – Irrigation	2.00	2.00	4.00	4.00	4.00
Water – CIP	3.00	4.00	3.00	3.00	3.00
Water – Conservation*	1.00	1.00	1.00	1.00	1.00
Water – Distribution	15.00	16.00	18.00	18.00	20.00
Water – Resources	2.00	2.00	2.00	2.00	2.00
Sewer – Water Reclamation	5.00	6.00	6.00	6.00	6.00
<b>Department FTE</b>	<b>50.00</b>	<b>55.00</b>	<b>61.00</b>	<b>58.00</b>	<b>63.00</b>

## FTE Changes

FY 2022/23: Added 5.0 FTE – 1 GIS Analyst and 2 Utility Locators in the Water-GIS division, and 1 Utility Services Coordinator and 1 Maintenance & Operations Specialist in Water-Distribution.

FY 2021/22: Added 2 FTE, an M&O Specialist Crew Leader in Water-GIS and a Utility Services Technician in Water-Distribution. 5.0 FTE were moved out of Utilities and to the new CIP Administration department as part of its creation during the year.

FY 2020/21: Added 6 FTE including 1 CIP Administrator and 2 Project Managers for WIFA in Water-Engineering, 1 Utility Services Assistant and 1 Utility Services Technician in Water-Irrigation, and 1 Sr. Utility Services Technician in Water-Distribution.

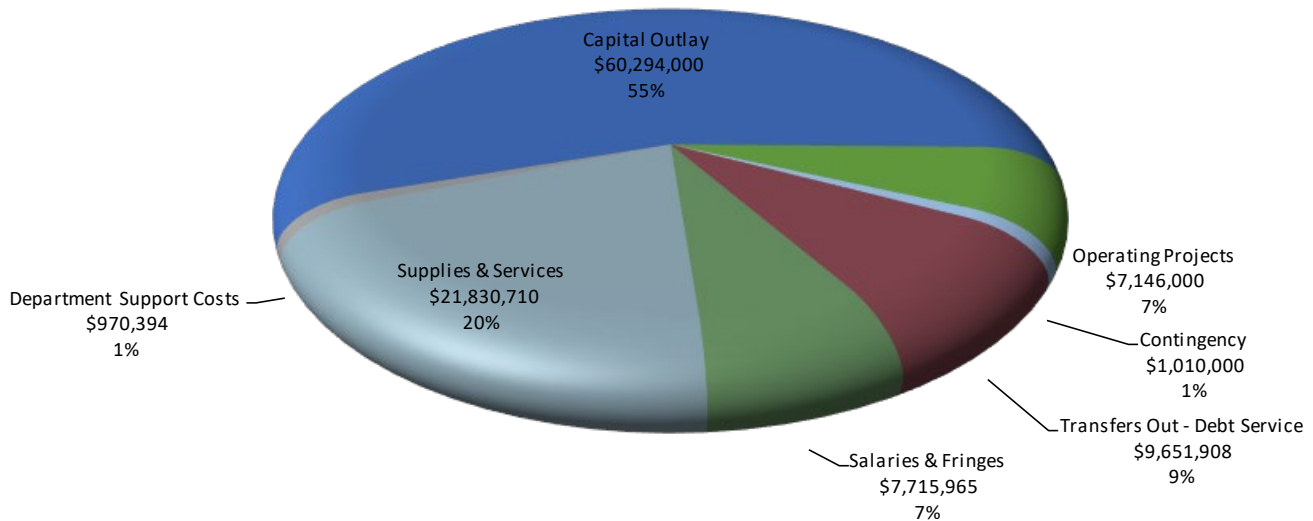
FY 2019/20: Add 5 FTE including a Management Assistant I, Utility Meter Assistant (Temp), an Inspector for CIP Projects, and an M&O FTE in Water Distribution, a Utility Technician in Water Reclamation.

FY 2018/19: Added 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 an M&O Crew Leader to align staffing with workload.



# Utility Services – Water & Wastewater

Utilities - Water/Wastewater  
FY 2022/23 Requested Budget \$108.6M



## Funding Source

Funding Source	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Water Revenues	\$ 72,863,048	\$ 41,108,539	\$ 39,483,122	\$ 85,187,926	\$ 92,793,201	\$ 7,605,275	9%
Sewer Revenues	\$ 19,439,930	\$ 7,580,173	\$ 9,187,473	\$ 9,237,182	\$ 10,335,744	\$ 1,098,562	12%
<b>Department Total</b>	<b>\$ 92,302,978</b>	<b>\$ 48,688,712</b>	<b>\$ 48,670,596</b>	<b>\$ 94,425,108</b>	<b>\$ 103,128,945</b>	<b>\$ 8,703,837</b>	<b>9%</b>
	\$ Change from Prior	\$ (43,614,266)	\$ (18,116)	\$ 45,754,512	\$ 8,703,837		
	% Change from Prior	(47%)	(0%)	94%	9%		

## Department Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,865,275	\$ 5,798,711	\$ 6,394,118	\$ 6,746,188	\$ 7,715,965	\$ 969,777	14%
Supplies & Services	\$ 11,444,033	\$ 15,249,074	\$ 14,283,410	\$ 17,470,626	\$ 21,830,710	\$ 4,360,084	25%
Department Support Costs	\$ 733,490	\$ 780,406	\$ 752,743	\$ 756,643	\$ 970,394	\$ 213,751	28%
Debt Service	\$ 37,500	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 49,786,435	\$ 17,108,250	\$ 2,395,166	\$ 54,797,401	\$ 60,294,000	\$ 5,496,599	10%
Operating Projects	\$ -	\$ -	\$ -	\$ 44,000	\$ 7,146,000	\$ 7,102,000	16141%
Contingency	\$ -	\$ -	\$ -	\$ 254,566	\$ 1,010,000	\$ 755,434	297%
<b>Subtotal Expenses</b>	<b>\$ 66,866,733</b>	<b>\$ 38,936,442</b>	<b>\$ 23,825,437</b>	<b>\$ 80,069,424</b>	<b>\$ 98,967,069</b>	<b>\$ 18,897,645</b>	<b>24%</b>
Transfers Out - Debt Service	\$ 14,417,327	\$ 7,002,583	\$ 5,139,994	\$ 9,410,523	\$ 9,651,908	\$ 241,385	3%
Transfers Out - CIP	\$ 22,015,529	\$ 3,558,536	\$ 9,338,814	\$ 11,470,143	\$ -	\$ (11,470,143)	(100%)
<b>Department Total</b>	<b>\$ 103,299,590</b>	<b>\$ 49,497,560</b>	<b>\$ 38,304,245</b>	<b>\$ 100,950,090</b>	<b>\$ 108,618,977</b>	<b>\$ 7,668,887</b>	<b>8%</b>
	\$ Change from Prior	\$ (53,802,030)	\$ (11,193,315)	\$ 62,645,845	\$ 7,668,887		
	% Change from Prior	(52%)	(23%)	164%	8%		



# Utility Services – Water & Wastewater

## Program Performance – Utilities

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Environment	Number of violations of state and federal drinking water standards	0	0	0	0
	Total water service cost per million gallons produced annually <sup>1</sup>	\$2,428	\$2,727	\$2,795	\$2,865
Financial Management, Internal Services & Sustainability	Percentage of lost/unaccounted for water (non-metered water due to leaks, theft, meter inefficiencies, etc.) <sup>2</sup>	4.49%	5.1%	5.25%	5.25%
	Number of sanitary sewer overflows	0	0	0	0
	Total wastewater service costs (dollars) per million gallons generated annually <sup>1</sup>	\$3,833	\$5,094	\$5,221	\$5,352

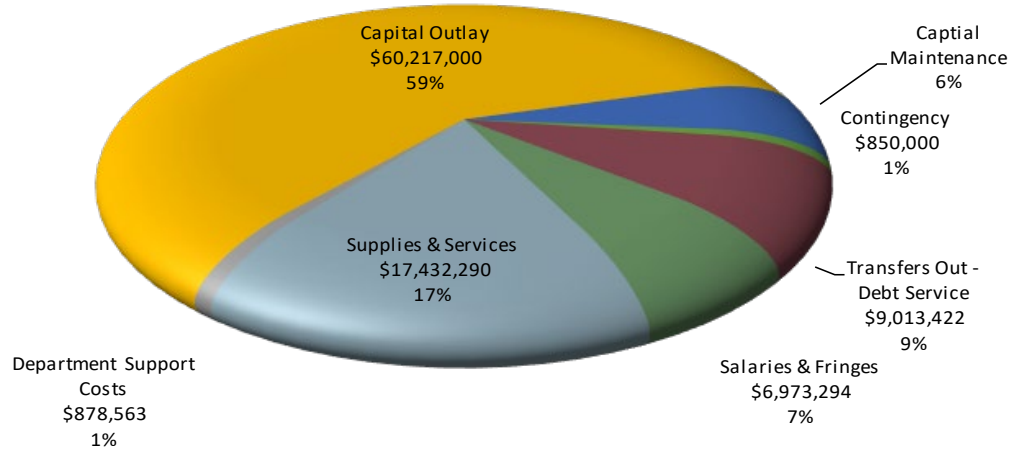
## Analysis of Performance

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



# Utility Services – Water Operating

Water  
FY 2022/23 Recommended Budget \$101.5M



Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,322,355	\$ 5,195,105	\$ 5,713,709	\$ 6,057,276	\$ 6,973,294	\$ 916,018	15%
Supplies & Services	\$ 8,900,905	\$ 12,393,996	\$ 11,488,600	\$ 13,420,699	\$ 17,432,290	\$ 4,011,591	30%
Department Support Costs	\$ 630,600	\$ 676,982	\$ 654,962	\$ 658,862	\$ 878,563	\$ 219,701	33%
Capital Outlay	\$ 49,764,983	\$ 17,094,278	\$ 1,828,047	\$ 54,207,401	\$ 60,217,000	\$ 6,009,599	11%
Capital Maintenance	\$ -	\$ -	\$ -	\$ 44,000	\$ 6,202,500	\$ 6,158,500	13997%
Contingency	\$ -	\$ -	\$ -	\$ 128,657	\$ 850,000	\$ 721,343	561%
<b>Subtotal Expenses</b>	<b>\$ 63,618,843</b>	<b>\$ 35,360,361</b>	<b>\$ 19,685,318</b>	<b>\$ 74,516,895</b>	<b>\$ 92,553,647</b>	<b>\$ 18,036,752</b>	<b>24%</b>
Transfers Out - Debt Service	\$ 7,809,408	\$ 6,609,883	\$ 4,747,894	\$ 9,022,173	\$ 9,013,422	\$ (8,751)	(0%)
Transfers Out - CIP	\$ 13,646,175	\$ 9,442,346	\$ 6,792,551	\$ 9,962,004	\$ -	\$ (9,962,004)	(100%)
Transfers Out-Operating	\$ 1,713,449	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Department Total</b>	<b>\$ 86,787,875</b>	<b>\$ 51,412,589</b>	<b>\$ 31,225,763</b>	<b>\$ 93,501,072</b>	<b>\$ 101,567,069</b>	<b>\$ 8,065,997</b>	<b>9%</b>
\$ Change from Prior		\$ (35,375,286)	\$ (20,186,826)	\$ 62,275,309	\$ 8,065,997		
% Change from Prior		(41%)	(39%)	199%	9%		



# Utility Services – Water Operating

## Water Operating Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Water Admin	\$ 7,602,744	\$ 7,476,680	\$ 5,460,910	\$ 7,438,847	\$ 8,181,835	\$ 742,988	10%
Engineering	\$ 664,954	\$ 784,859	\$ 802,983	\$ 762,877	\$ 2,174,884	\$ 1,412,007	185%
Field Operations - Meters	\$ 2,075,240	\$ 2,288,955	\$ 2,215,396	\$ 2,517,771	\$ 3,258,331	\$ 740,560	29%
GIS	\$ 470,535	\$ 528,976	\$ 557,938	\$ 678,984	\$ 1,003,741	\$ 324,757	48%
Irrigation	\$ 323,461	\$ 301,429	\$ 310,966	\$ 407,464	\$ 400,479	\$ (6,985)	(2%)
Conservation	\$ 245,586	\$ 202,722	\$ 192,059	\$ 253,101	\$ 296,480	\$ 43,379	17%
Distribution	\$ 4,136,704	\$ 6,313,540	\$ 7,247,487	\$ 7,368,398	\$ 14,132,962	\$ 6,764,564	92%
Water Resources	\$ 49,813,067	\$ 17,463,200	\$ 2,897,579	\$ 55,089,453	\$ 63,104,935	\$ 8,015,482	15%
Water Debt Transfers	\$ 7,809,408	\$ 6,609,883	\$ 4,747,894	\$ 9,022,173	\$ 9,013,422	\$ (8,751)	(0%)
Water CIP Transfers	\$ 13,646,175	\$ 9,442,346	\$ 6,792,551	\$ 9,962,004	\$ -	\$ (9,962,004)	(100%)
<b>Department Total</b>	<b>\$ 86,787,875</b>	<b>\$ 51,412,589</b>	<b>\$ 31,225,763</b>	<b>\$ 93,501,072</b>	<b>\$ 101,567,069</b>	<b>\$ 8,065,997</b>	<b>9%</b>
	\$ Change from Prior	\$ (35,375,286)	\$ (20,186,826)	\$ 62,275,309	\$ 8,065,997		
	% Change from Prior	(41%)	(39%)	199%	9%		



# Utility Services – Water Operating

## Program Operating Budget – Water Admin

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 702,407	\$ 1,029,274	\$ 1,093,342	\$ 1,214,812	\$ 1,309,307	\$ 94,495	8%
Supplies & Services	\$ 4,184,957	\$ 5,380,004	\$ 3,515,904	\$ 4,430,516	\$ 4,863,465	\$ 432,949	10%
Department Support Costs	\$ 630,600	\$ 676,982	\$ 654,962	\$ 658,862	\$ 878,563	\$ 219,701	33%
Capital Outlay	\$ 371,332	\$ 390,420	\$ 196,701	\$ 962,000	\$ 54,000	\$ (908,000)	(94%)
Capital Maintenance	\$ -	\$ -	\$ -	\$ 44,000	\$ 226,500	\$ 182,500	415%
Contingency	\$ -	\$ -	\$ -	\$ 128,657	\$ 850,000	\$ 721,343	561%
<b>Subtotal Expenses</b>	<b>\$ 5,889,295</b>	<b>\$ 7,476,680</b>	<b>\$ 5,460,910</b>	<b>\$ 7,438,847</b>	<b>\$ 8,181,835</b>	<b>\$ 742,988</b>	<b>10%</b>
Transfers Out - Debt Service	\$ 7,809,408	\$ 6,609,883	\$ 4,747,894	\$ 9,022,173	\$ 9,013,422	\$ (8,751)	(0%)
Transfers Out -CIP	\$ 13,646,175	\$ 9,442,346	\$ 6,792,551	\$ 9,962,004	\$ -	\$ (9,962,004)	(100%)
Miscellaneous Transfers	\$ 1,713,449	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	<b>\$ 29,058,327</b>	<b>\$ 23,528,908</b>	<b>\$ 17,001,355</b>	<b>\$ 26,423,024</b>	<b>\$ 17,195,257</b>	<b>\$ (9,227,767)</b>	<b>(35%)</b>
	\$ Change from Prior	\$ (5,529,419)	\$ (6,527,553)	\$ 9,421,669	\$ (9,227,767)		
	% Change from Prior	(19%)	(28%)	55%	(35%)		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 \$433K (10%) in FY 2022/23 compared to the FY 2021/22 revised budget due to an increase in utility franchise fees and in-lieu payments to the EMS Fund, per policy.

### Department Support Costs:

Support costs (overhead) consist of charges from the General Fund for internal services such as Human Resources, Finance, Payroll, IT, Town Manager, and Town Clerk. For FY 2022/23 the methodology for allocating these costs was updated after a number of years with minimal increases. This resulted in a larger allocation than previous years.

### 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 to address longer lead times in the revised FY 2021/22 budget, capital costs are decreasing in FY 2022/23 by \$908K.

### Capital Maintenance:

New this year, this category represents projects that were formerly included in the Water CIP Fund but were moved to the Water Operating Fund because they represent projects that are related to ongoing operations and maintenance activities, not installation of new infrastructure.

### Contingency:

Each year, an operational contingency equal to 3% of operating expenditures is included in Water’s Administration division to address unforeseen purchases or unanticipated costs increases. This line item is reallocated to the appropriate expenditure line as needed each year, leaving historical actuals at zero. The increase showing in FY 2022/23 is a function of the FY 2021/22 revised budget already being allocated to other expenditure categories, as well as an increase resulting from an increase in the FY 2022/23 operating expense budgets.

### 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.



# Utility Services – Water Operating

## Transfers Out - CIP:

Budget in this category represents the non-growth share of water infrastructure improvements that are planned for FY 2022/23. With recent utility debt issuances, these non-growth costs will come from debt proceeds instead of cash from the Water Operating fund.

## Program Operating Budget – Water Engineering

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 401,763	\$ 465,006	\$ 583,127	\$ 455,157	\$ 551,884	\$ 96,727	21%
Supplies & Services	\$ 254,254	\$ 213,021	\$ 176,851	\$ 300,000	\$ 255,000	\$ (45,000)	(15%)
Capital Outlay	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ (50,000)	(100%)
Capital Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 1,368,000	\$ 1,368,000	N/A
<b>Division Total</b>	<b>\$ 656,017</b>	<b>\$ 678,027</b>	<b>\$ 759,978</b>	<b>\$ 805,157</b>	<b>\$ 2,174,884</b>	<b>\$ 1,369,727</b>	<b>170%</b>
	\$ Change from Prior	\$ 22,009	\$ 81,951	\$ 45,179	\$ 1,369,727		
	% Change from Prior	3%	12%	6%	170%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget is reflective of moving 3.0 FTE positions from the Water-CIP division to the Water Engineering division. Personnel budgets for FY 2022/23 include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Water Engineering Division is responsible for the oversight of the Utilities Capital Improvement Program. No significant changes are anticipated for this budget in FY 2022/23.

### Capital Maintenance:

New this year, this category represents projects that were formerly included in the Water CIP Fund but were moved to the Water Operating Fund because they represent projects that are related to ongoing operations and maintenance activities, not installation of new infrastructure.

## Program Operating Budget – Water Field Ops (Meters)

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 968,126	\$ 1,098,518	\$ 1,083,236	\$ 1,204,036	\$ 1,247,484	\$ 43,448	4%
Supplies & Services	\$ 1,107,115	\$ 1,190,437	\$ 1,132,160	\$ 1,313,735	\$ 1,810,847	\$ 497,112	38%
Capital Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 200,000	N/A
<b>Division Total</b>	<b>\$ 2,075,240</b>	<b>\$ 2,288,955</b>	<b>\$ 2,215,396</b>	<b>\$ 2,517,771</b>	<b>\$ 3,258,331</b>	<b>\$ 740,560</b>	<b>29%</b>
	\$ Change from Prior	\$ 213,715	\$ (73,560)	\$ 302,375	\$ 740,560		
	% Change from Prior	10%	(3%)	14%	29%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Field Ops (Meters) Division is responsible for the installation, maintenance, and monthly reading of meters and their associated components. The budget for meters and related parts accounts for \$1.7M of the \$1.8M budget for this category. The budget anticipates the installation of about 2,400 new water meters and the replacement of about 1,000



# Utility Services – Water Operating

water meters annually. As a result of supply chain issues and inflation an increase of 40% is included for meters and parts.

## Capital Maintenance:

New this year, this category represents projects that were formerly included in the Water CIP Fund but were moved to the Water Operating Fund because they represent projects that are related to ongoing operations and maintenance activities, not installation of new infrastructure.

## Program Operating Budget – Water GIS

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 456,081	\$ 500,048	\$ 520,717	\$ 572,664	\$ 917,431	\$ 344,767	60%
Supplies & Services	\$ 14,455	\$ 28,928	\$ 37,221	\$ 34,320	\$ 54,310	\$ 19,990	58%
Capital Outlay	\$ -	\$ -	\$ -	\$ 72,000	\$ 32,000	\$ (40,000)	(56%)
<b>Division Total</b>	<b>\$ 470,535</b>	<b>\$ 528,976</b>	<b>\$ 557,938</b>	<b>\$ 678,984</b>	<b>\$ 1,003,741</b>	<b>\$ 324,757</b>	<b>48%</b>
	\$ Change from Prior	\$ 58,441	\$ 28,962	\$ 121,046	\$ 324,757		
	% Change from Prior	12%	5%	22%	48%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of the addition of 3.0 FTEs – 1 GIS Analyst and 2 Utility Locators – in response to growth and a continued increase to Blue Stake requests. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 \$20K is anticipated for FY 2022/23 due to costs associated with new personnel (\$15K) and an increase related to blue staking supplies (\$5K).

### Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock. No new capital purchases are planned for FY 2022/23.

## Program Operating Budget – Water Irrigation

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Requested	Dollar Change	% Change
Salaries & Fringes	\$ 155,865	\$ 169,684	\$ 283,575	\$ 312,464	\$ 355,479	\$ 43,015	14%
Supplies & Services	\$ 167,595	\$ 131,745	\$ 27,391	\$ 45,000	\$ 45,000	\$ -	0%
<b>Division Total</b>	<b>\$ 323,461</b>	<b>\$ 301,429</b>	<b>\$ 310,966</b>	<b>\$ 357,464</b>	<b>\$ 400,479</b>	<b>\$ 43,015</b>	<b>12%</b>
	\$ Change from Prior	\$ (22,032)	\$ 9,537	\$ 46,498	\$ 43,015		
	% Change from Prior	(7%)	3%	15%	12%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).





# Utility Services – Water Operating

The remainder of the increase in this category is related to a change in employee benefit elections from the FY 2021/22 revised budget.

## 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 parts and supply costs, which are expected to remain the same in FY 2022/23.

## Program Operating Budget – Water Conservation

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 195,028	\$ 145,406	\$ 137,617	\$ 145,325	\$ 151,994	\$ 6,669	5%
Supplies & Services	\$ 50,559	\$ 57,316	\$ 54,442	\$ 107,776	\$ 144,486	\$ 36,710	34%
<b>Division Total</b>	<b>\$ 245,586</b>	<b>\$ 202,722</b>	<b>\$ 192,059</b>	<b>\$ 253,101</b>	<b>\$ 296,480</b>	<b>\$ 43,379</b>	<b>17%</b>
	\$ Change from Prior	\$ (42,864)	\$ (10,663)	\$ 61,042	\$ 43,379		
	% Change from Prior	(17%)	(5%)	32%	17%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 \$130K, an increase of \$35K from the FY 2021/22 budget. This increase is related to additional outreach and monitoring planned for the expansion of the Waterfluence program.

## Program Operating Budget – Water Distribution

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,470,924	\$ 1,383,901	\$ 1,684,444	\$ 1,826,496	\$ 2,150,467	\$ 323,971	18%
Supplies & Services	\$ 5,198,340	\$ 4,275,249	\$ 5,563,043	\$ 5,234,906	\$ 7,443,495	\$ 2,208,589	42%
Capital Outlay	\$ (175,996)	\$ 654,389	\$ -	\$ 306,996	\$ 131,000	\$ (175,996)	(57%)
Capital Maintenance	\$ 4,408,000	\$ -	\$ -	\$ -	\$ 4,408,000	\$ 4,408,000	N/A
<b>Division Total</b>	<b>\$ 10,901,268</b>	<b>\$ 6,313,540</b>	<b>\$ 7,247,487</b>	<b>\$ 7,368,398</b>	<b>\$ 14,132,962</b>	<b>\$ 6,764,564</b>	<b>92%</b>
	\$ Change from Prior	\$ (4,587,729)	\$ 933,947	\$ 120,911	\$ 6,764,564		
	% Change from Prior	(42%)	15%	2%	92%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of the addition of 2.0 FTEs – 1 Utility Services Coordinator and 1 Maintenance & Operations Specialist – in response to growth of the Town's water system. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The Water Distribution Division is responsible for the maintenance and repairs of the Town's twenty seven wells and related water delivery systems. Those activities account for \$3.5M of the \$7.4M budget in this category. As the system



# Utility Services – Water Operating

grows and ages, expenses related to repairs and maintenance are projected to increase \$1.6M (85%). The second largest expense in this category is electricity, budgeted at \$3.2M for FY 2022/23 which is an increase of \$311K or 11%. Lastly, chemicals account for \$0.5M in this category and include an increase of \$0.2M or 83% for FY 2022/23.

**Capital Outlay:**

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling stock, which changes on an annual basis as new positions are added and aging vehicles are replaced. The overall budget decreased by \$176K for FY 2022/23. The FY 2021/22 revised budget included additional vehicle replacements to accommodate supply chain issues/longer lead times. Those vehicles were ordered in FY 2021/22 instead of FY 2022/23. New vehicles are included for new positions in FY 2022/23 for a total of \$131K.

**Capital Maintenance:**

New this year, this category represents projects that were formerly included in the Water CIP Fund but were moved to the Water Operating Fund because they represent projects that are related to ongoing operations and maintenance activities, not installation of new infrastructure.

## Program Operating Budget – Water Resources

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 120,061	\$ 205,379	\$ 258,457	\$ 273,602	\$ 289,248	\$ 15,646	6%
Supplies & Services	\$ 299,355	\$ 1,248,171	\$ 1,007,776	\$ 1,999,446	\$ 2,815,687	\$ 816,241	41%
Capital Outlay	\$ 49,393,651	\$ 16,009,650	\$ 1,631,346	\$ 52,816,405	\$ 60,000,000	\$ 7,183,595	14%
<b>Division Total</b>	<b>\$ 49,813,067</b>	<b>\$ 17,463,200</b>	<b>\$ 2,897,579</b>	<b>\$ 55,089,453</b>	<b>\$ 63,104,935</b>	<b>\$ 8,015,482</b>	<b>15%</b>
	\$ Change from Prior	\$ (32,349,867)	\$ (14,565,622)	\$ 52,191,874	\$ 8,015,482		
	% Change from Prior	(65%)	(83%)	1801%	15%		

## Budget Notes and Changes

**Salaries and Fringes:**

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (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 2022/23 budget includes \$1.4M for projected surface water orders, which is an increase of \$943K related to additional surface water the Town will be receiving in FY 2022/23. Also included in the FY 2022/23 budget is \$846K for effluent transportation and recharge costs, and \$371K related to water licenses and fees.

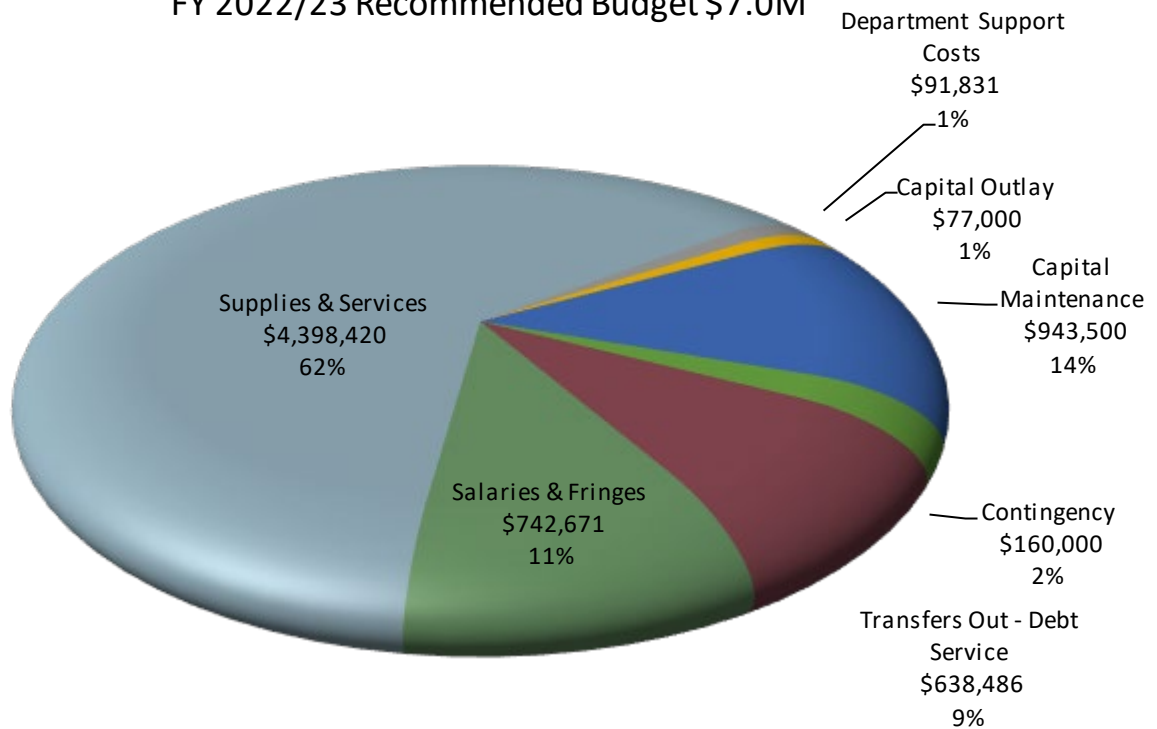
**Capital Outlay:**

The FY 2022/23 budget includes \$60M for the potential acquisition of water rights and water resources, which is an increase of \$7.0M from the prior year’s budget. The timing of acquiring water resources is often unknown, therefore the budget includes expenditure authority to allow the Town to take advantage of water acquisition opportunities as they arise.



# Utility Services – Sewer/Wastewater Operating

Sewer/Wastewater  
FY 2022/23 Recommended Budget \$7.0M



## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 542,920	\$ 603,606	\$ 680,409	\$ 688,912	\$ 742,671	\$ 53,759	8%
Supplies & Services	\$ 2,543,128	\$ 2,855,078	\$ 2,794,810	\$ 4,049,927	\$ 4,398,420	\$ 348,493	9%
Department Support Costs	\$ 102,890	\$ 103,425	\$ 97,781	\$ 97,781	\$ 91,831	\$ (5,950)	(6%)
Capital Outlay	\$ 21,452	\$ 13,973	\$ 567,119	\$ 590,000	\$ 77,000	\$ (513,000)	(87%)
Capital Maintenance	\$ -	\$ -	\$ -	\$ -	\$ 943,500	\$ 943,500	N/A
Contingency	\$ -	\$ -	\$ -	\$ 125,909	\$ 160,000	\$ 34,091	27%
<b>Subtotal Expenses</b>	<b>\$ 3,210,390</b>	<b>\$ 3,576,081</b>	<b>\$ 4,140,119</b>	<b>\$ 5,552,529</b>	<b>\$ 6,413,422</b>	<b>\$ 860,893</b>	<b>16%</b>
Transfers Out - Debt Service	\$ 6,607,919	\$ 392,700	\$ 392,100	\$ 388,350	\$ 638,486	\$ 250,136	64%
Transfers Out - CIP	\$ 8,369,354	\$ 5,586,333	\$ 2,546,264	\$ 1,508,139	\$ -	\$ (1,508,139)	(100%)
<b>Department Total</b>	<b>\$ 18,187,664</b>	<b>\$ 9,555,114</b>	<b>\$ 7,078,482</b>	<b>\$ 7,449,018</b>	<b>\$ 7,051,908</b>	<b>\$ (397,110)</b>	<b>(5%)</b>
	\$ Change from Prior		\$ (8,632,550)	\$ (2,476,632)	\$ 370,536	\$ (397,110)	
	% Change from Prior		(47%)	(26%)	5%	(5%)	

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).



# Utility Services – Sewer/Wastewater Operating

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## 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.

The increase of \$348K in this budget is attributed to

- Increased sewer flows associated, GWRP's operations and maintenance costs are projected to increase by \$130K from \$2.3M to \$2.4M in FY 2022/23.
- Customer billing and franchise fee costs are expected to increase by \$30K and \$49K, respectively, due to customer and revenue growth.
- In lieu property tax costs include an increase of \$51K as a result of new infrastructure.
- Chemicals include an increase of \$50K
- General sewer line repairs include an increase of \$33K
- Vehicle maintenance includes an increase of \$5K

## 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. For FY 2022/23 the methodology for allocating these costs was reviewed and updated. This resulted in a slight decrease in this category.

## 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 decreasing by \$513K in FY 2022/23 due to vehicle replacements included in the FY 2021/22 revised budget to address supply chain issues creating longer lead times. Also included in this category is a request for a new bobcat to eliminate the need to borrow from the Water Division.

## Contingency:

Each year, an operational contingency equal to 3% of operating expenditures is included in Wastewater operating budget to address unforeseen purchases or unanticipated costs increases. This line item is reallocated to the appropriate expenditure line as needed each year, leaving historical actuals at zero. The increase showing in FY 2022/23 is a function of the FY 2021/22 revised budget already being allocated to other expenditure categories, as well as an increase resulting from an increase in the FY 2022/23 operating expense budgets.

## 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:

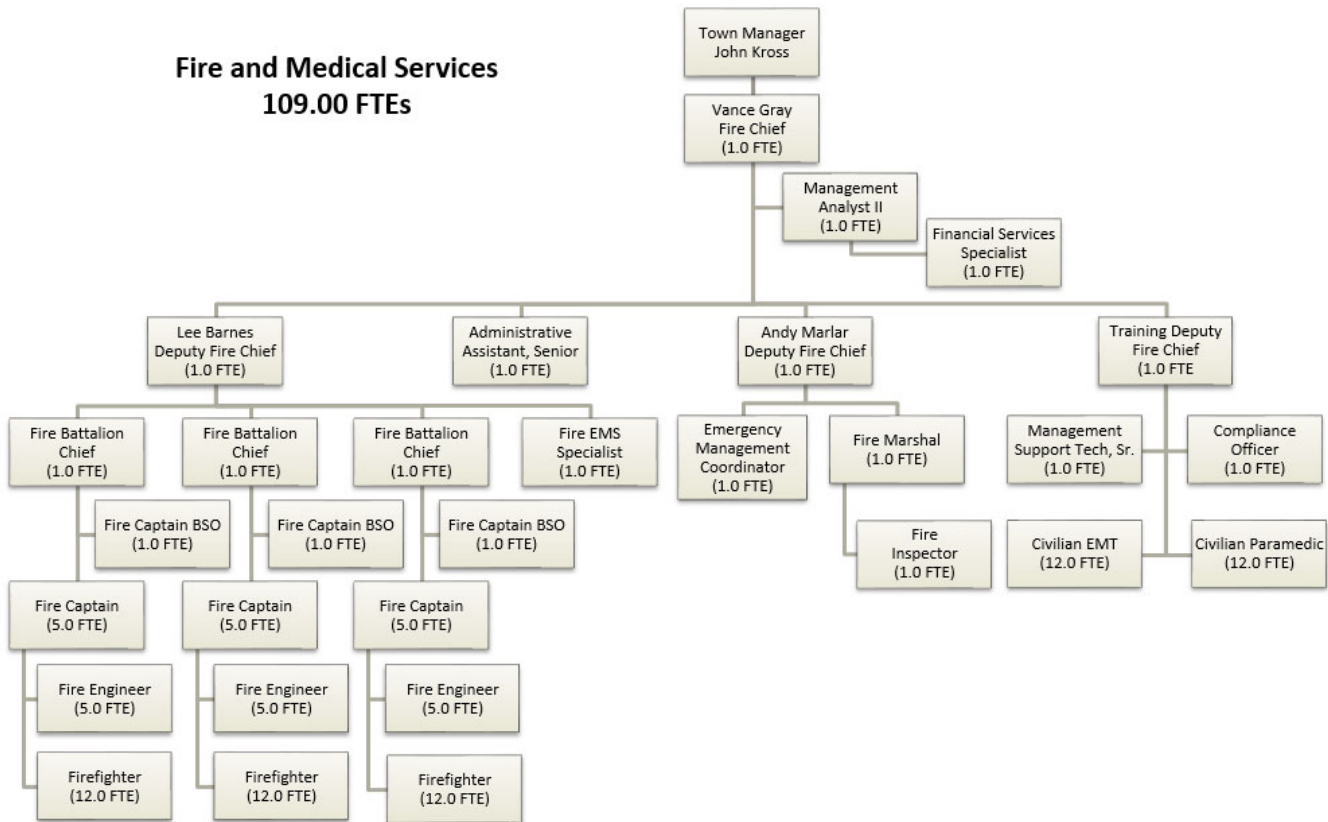
Budget in this category represents the non-growth share of infrastructure improvements that are planned for FY 2022/23. With recent utility debt issuances, these non-growth costs will come from debt proceeds instead of cash from the Sewer/Wastewater Operating fund.





# Fire & Medical

## Fire and Medical Services 109.00 FTEs



## 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 fire companies and include the Administration, Training, and Resource Management Divisions.



# Fire & Medical

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## 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 2022/23 Objectives

- Continue efforts towards a reduction in overall response times through progressive, enhanced emergency service delivery.
- Continue to look for opportunities to expand the Queen Creek County Island Fire District.
- Continue working with 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 the Queen Creek Police Department.
- Complete an update to Queen Creek's Emergency Operations Plan.
- 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.
- Complete and begin construction of the Resource/Skills Building. This is an ongoing capital project that will greatly enhance the ability to provide support services to the Queen Creek Fire and Medical Department as well as the Queen Creek Police Department.
- Monitor the ever-changing environment surrounding emergency transportation services within the region and respond accordingly. Regional partners are moving towards the formation and implementation of government managed programs.



# Fire & Medical

Staffing by Division					
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Administration	4.00	4.00	5.00	5.00	6.00
Operations	58.00	58.00	73.00	73.00	73.00
Training	-	-	-	-	1.00
Fire Prevention Bureau	1.00	2.00	2.00	2.00	2.00
Resource Management	-	-	-	-	-
Emergency Transport Service	-	-	-	-	26.00
Medical	-	1.00	1.00	1.00	1.00
<b>Department FTE</b>	<b>63.00</b>	<b>65.00</b>	<b>81.00</b>	<b>81.00</b>	<b>109.00</b>

## FTE Changes

FY 2022/23: Added 28.0 FTE – 26.0 FTE related to beginning the Emergency Transport Services division, 1.0 FTE as a Senior Administrative Assistant, and 1.0 FTE as a Deputy Fire Chief to oversee the fire and medical training for the department.

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). The Emergency Management Coordinator position was also moved to the Administration division from Public Works.

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.

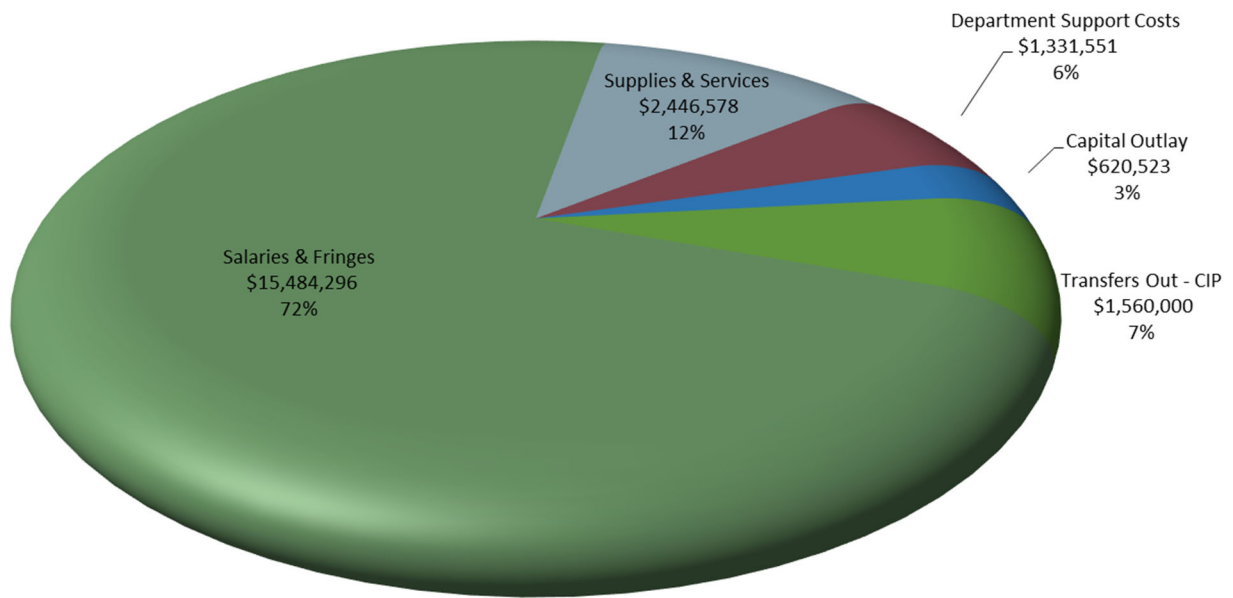
FY 2018/19: Staffing Fire Station #4 resulted in the hiring of 12 additional sworn FTE staff (6 Firefighters, 3 Fire Engineers, 3 Fire Captains), and a Deputy Chief to help manage the growing operations. There was additional re-organization within the department moving supervisory staff in alignment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





# Fire & Medical

Fire & Medical  
FY 2022/23 Recommended Budget \$21.4M



## Department Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 7,769,673	\$ 9,183,926	\$ 12,211,981	\$ 11,152,534	\$ 15,484,296	\$ 4,331,762	39%
Supplies & Services	\$ 1,015,087	\$ 1,468,502	\$ 1,604,978	\$ 1,837,489	\$ 2,446,578	\$ 609,089	33%
Department Support Costs	\$ 415,350	\$ 453,064	\$ 475,616	\$ 475,616	\$ 1,331,551	\$ 855,935	180%
Debt Service	\$ 83,380	\$ 83,380	\$ 83,381	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 571,707	\$ 1,029,222	\$ 109,530	\$ 822,064	\$ 620,523	\$ (201,541)	(25%)
<b>Subtotal Expenses</b>	<b>\$ 9,855,197</b>	<b>\$ 12,218,094</b>	<b>\$ 14,485,486</b>	<b>\$ 14,287,702</b>	<b>\$ 19,882,948</b>	<b>\$ 5,595,246</b>	<b>39%</b>
Transfers Out - CIP	\$ 788,351	\$ 1,536,490	\$ 5,949,258	\$ 975,000	\$ 1,560,000	\$ 585,000	60%
<b>Department Total</b>	<b>\$ 10,643,548</b>	<b>\$ 13,754,584</b>	<b>\$ 20,434,744</b>	<b>\$ 15,262,702</b>	<b>\$ 21,442,948</b>	<b>\$ 6,180,246</b>	<b>40%</b>
	\$ Change from Prior	\$ 3,111,036	\$ 6,680,160	\$ (5,172,042)	\$ 6,180,246		
	% Change from Prior	29%	49%	(25%)	40%		



# Fire & Medical

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Fire Administration	\$ 1,184,670	\$ 1,337,687	\$ 7,177,839	\$ 1,545,809	\$ 2,795,295	\$ 1,249,486	81%
Operations	\$ 6,779,893	\$ 8,513,810	\$ 11,535,718	\$ 10,755,431	\$ 11,726,674	\$ 971,243	9%
Training	\$ 187,096	\$ 21,394	\$ 84,731	\$ 60,825	\$ 336,832	\$ 276,007	454%
Fire Prevention	\$ 193,422	\$ 280,546	\$ 258,034	\$ 374,076	\$ 444,212	\$ 70,136	19%
Resource Management	\$ 1,988,335	\$ 3,357,405	\$ 1,095,484	\$ 2,135,877	\$ 2,626,231	\$ 490,354	23%
Medical	\$ 310,132	\$ 243,742	\$ 282,938	\$ 375,685	\$ 471,976	\$ 96,291	26%
Emergency Transport Service	\$ -	\$ -	\$ -	\$ -	\$ 3,026,728	\$ 3,026,728	N/A
Wildland	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0%
<b>Department Total</b>	<b>\$ 10,643,548</b>	<b>\$ 13,754,584</b>	<b>\$ 20,434,744</b>	<b>\$ 15,262,702</b>	<b>\$ 21,442,948</b>	<b>\$ 6,180,246</b>	<b>40%</b>
	\$ Change from Prior	\$ 3,111,036	\$ 6,680,160	\$ (5,172,042)	\$ 6,180,246		
	% Change from Prior	29%	49%	(25%)	40%		

## Program Performance - Non-Emergency

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Public Safety	Number of training hours in emergency response per operations employee (1)	Fire 300	Fire 250	Fire 250	Fire 250
		Medical 100	Medical 76	Medical 76	Medical 76
		Rescue 50	Rescue 25	Rescue 25	Rescue 25
	Number of annual commercial occupancy inspections by risk category (2)	High 210	High 230	High 230	High 245
		Medium 63	Medium 75	Medium 75	Medium 85
		Low 113	Low 150	Low 150	Low 175
Public Safety & Community Involvement	Child car seat installations (3)	25	25	25	25
	Public education program hours delivered	300	300	300	300
	Community CPR (4)	0	1,000	1,000	1,000

## Analysis of Performance

- To perform emergency response training required to meet National Fire Protection Association (NFPA) standards, state statutes, federal mandates, Insurance Services Office (ISO), and local requirements.
- High-risk occupancies inspections are conducted by the Fire Marshal once every year. Medium and Low risk occupancies are inspected by Fire Operations staff once every two years and once every three years, respectively.
- FY 2018/19 eight members of the department became Certified Child Car Seat Technicians and were hosting monthly car seat inspection events where the public could attend and receive instruction on installation. Due to COVID-19, this program has been temporarily suspended with requests for installations on a case by case basis.
- 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.



# Fire & Medical

## Program Performance – Fire Emergency

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Public Safety	Number of emergency response incidents / response time	4,341 / 4:49	5,000 / 4:00	5,000 / 4:00	5,200 / 4:00
Public Safety & Community Involvement	CERT Basic Training Class delivered (1)	1	2	2	2
	Disaster Management and Awareness Training Class delivered (2)	0	2	2	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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 596,798	\$ 664,896	\$ 678,670	\$ 859,866	\$ 1,015,361	\$ 155,495	18%
Supplies & Services	\$ 172,522	\$ 219,726	\$ 181,048	\$ 210,327	\$ 448,383	\$ 238,056	113%
Department Support Costs	\$ 415,350	\$ 453,064	\$ 475,616	\$ 475,616	\$ 1,331,551	\$ 855,935	180%
<b>Subtotal Expenses</b>	<b>\$ 1,184,670</b>	<b>\$ 1,337,687</b>	<b>\$ 1,335,333</b>	<b>\$ 1,545,809</b>	<b>\$ 2,795,295</b>	<b>\$ 1,249,486</b>	<b>81%</b>
Transfers Out -CIP	\$ -	\$ -	\$ 5,842,506	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	<b>\$ 1,184,670</b>	<b>\$ 1,337,687</b>	<b>\$ 7,177,839</b>	<b>\$ 1,545,809</b>	<b>\$ 2,795,295</b>	<b>\$ 1,249,486</b>	<b>81%</b>
	\$ Change from Prior	\$ 153,017	\$ 5,840,152	\$ (5,632,030)	\$ 1,249,486		
	% Change from Prior	13%	437%	(78%)	81%		

## Budget Notes and Changes

### Salaries and Fringes:

The budgeted increase reflects the addition of 1 Senior Administrative Assistant position. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

The increases in this category include \$135K for the firefighter cancer reimbursement fund, and \$30K has been added to accommodate the Image Trend annual license, which is the department's records management/electronic patient care reporting software. Additional increases are related to liability insurance and other minor adjustments to dues and subscriptions, CERT, and software maintenance fees.

### 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.



# Fire & Medical

## Program Operating Budget - Fire Operations

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 6,590,688	\$ 8,281,950	\$ 11,243,302	\$ 9,853,462	\$ 11,343,062	\$ 1,489,600	15%
Supplies & Services	\$ 182,777	\$ 228,502	\$ 287,057	\$ 427,532	\$ 354,101	\$ (73,431)	(17%)
Capital Outlay	\$ 6,428	\$ 3,358	\$ 5,359	\$ 474,437	\$ 29,511	\$ (444,926)	(94%)
<b>Division Total</b>	<b>\$ 6,779,893</b>	<b>\$ 8,513,810</b>	<b>\$ 11,535,718</b>	<b>\$ 10,755,431</b>	<b>\$ 11,726,674</b>	<b>\$ 971,243</b>	<b>9%</b>
	\$ Change from Prior	\$ 1,733,917	\$ 3,021,908	\$ (780,287)	\$ 971,243		
	% Change from Prior	26%	35%	(7%)	9%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. Also included is an increase to the overtime and associated retirement and payroll tax budgets. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

For FY 2022/23 the Fire Operations division has increased its budget for dispatch service fees by about \$11K based on seeing a slight increase in call volume. Minor adjustments to membership fees, uniforms, and cellular services were made based on usage and current rates. The overall decrease is primarily due to one-time funding being taken out to set up the department's new records management/electronic patient care reporting software.

### Capital Outlay:

One-time capital requests totaling \$445K have been taken out related to the purchase of defibrillators purchased in FY 2021/22. The remaining \$30K is for capital expenditures related to Topaz.



# Fire & Medical

## Program Operating Budget - Fire Training

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 132,686	\$ -	\$ -	\$ -	\$ 188,312	\$ 188,312	N/A
Supplies & Services	\$ 54,410	\$ 21,394	\$ 84,731	\$ 60,825	\$ 78,520	\$ 17,695	29%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 70,000	\$ 70,000	N/A
<b>Division Total</b>	<b>\$ 187,096</b>	<b>\$ 21,394</b>	<b>\$ 84,731</b>	<b>\$ 60,825</b>	<b>\$ 336,832</b>	<b>\$ 276,007</b>	<b>454%</b>
	\$ Change from Prior	\$ (165,702)	\$ 63,337	\$ (23,906)	\$ 276,007		
	% Change from Prior	(89%)	296%	(28%)	454%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase is reflective of 1.0 new FTE – a Training Deputy Chief – to oversee the fire and medical training for the department.

### Supplies & Services:

For FY 2022/23, funding to support the new Training Deputy Chief has been added to this division. This includes about \$11k in funding for uniforms, travel & training, software licensing, and vehicle repair and fuel costs. The remaining \$7K increase is attributed to an increase for the purchase of some minor training related equipment for the department.

### Capital Outlay:

The budget increase of \$70K reflects the cost to purchase a vehicle for the new Training Deputy Chief.



# Fire & Medical

## Program Operating Budget - Fire Prevention

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 176,651	\$ 216,869	\$ 240,740	\$ 329,000	\$ 393,336	\$ 64,336	20%
Supplies & Services	\$ 16,771	\$ 20,458	\$ 17,294	\$ 45,076	\$ 50,876	\$ 5,800	13%
Capital Outlay	\$ -	\$ 43,219	\$ -	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	<b>\$ 193,422</b>	<b>\$ 280,546</b>	<b>\$ 258,034</b>	<b>\$ 374,076</b>	<b>\$ 444,212</b>	<b>\$ 70,136</b>	<b>19%</b>
	\$ Change from Prior	\$ 87,123	\$ (22,512)	\$ 116,042	\$ 70,136		
	% Change from Prior	45%	(8%)	45%	19%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

The FY 2022/23 budget includes about a \$5K increase related to travel & training, book purchases, and some minor equipment purchases.

### Capital Outlay:

This category reflects the amount of capital budget requests. No requests submitted for FY 2022/23.



# Fire & Medical

## Program Operating Budget - Fire Resource

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 416,052	\$ 754,890	\$ 801,180	\$ 813,250	\$ 788,231	\$ (25,019)	(3%)
Capital Outlay	\$ 565,279	\$ 982,645	\$ 104,171	\$ 347,627	\$ 278,000	\$ (69,627)	(20%)
<b>Subtotal Expenses</b>	<b>\$ 1,199,984</b>	<b>\$ 1,820,915</b>	<b>\$ 988,731</b>	<b>\$ 1,160,877</b>	<b>\$ 1,066,231</b>	<b>\$ (94,646)</b>	<b>(8%)</b>
Transfers Out - CIP	\$ 788,351	\$ 1,536,490	\$ 106,752	\$ 975,000	\$ 1,560,000	\$ 585,000	60%
<b>Division Total</b>	<b>\$ 1,769,683</b>	<b>\$ 3,274,026</b>	<b>\$ 1,012,103</b>	<b>\$ 2,135,877</b>	<b>\$ 2,626,231</b>	<b>\$ 490,354</b>	<b>23%</b>
	\$ Change from Prior	\$ 1,504,343	\$ (2,261,923)	\$ 1,123,774	\$ 490,354		
	% Change from Prior	85%	(69%)	111%	23%		

## Budget Notes and Changes

### Supplies & Services:

The FY 2022/23 budget includes \$8.5K to purchase lights for the requested Rapid Extraction Module Support (REMS) unit, as well as, for fuel and maintenance of the unit.

The budget also includes an increase of \$60K primarily for apparatus repair and apparatus tire repair and replacement. One-time funding in the amount of about \$94K for automated external defibrillators (AEDs) was stripped from the budget for FY 2022/23. These were for the purchase of 45 replacement AEDs in FY 2021/22.

### Capital Outlay:

One-time funding from FY 2021/22 totaling \$197K has been taken out for the purchase of UV/ionization fans and ½ ton truck for the Fire Inspector. \$135K has also been taken out for long lead items in FY 2021/22. Funding totaling \$130K to outfit the new battalion chief truck and the new brush truck have been included as a one-time. Also, one-time capital requests totaling \$132K have been added to the FY2022/23 capital outlay budget:

- Polaris Ranger Crew XP 1000 w/medical bed (REMS) (\$26K)
- Replacement of 10 handheld radios for the Emergency Operations Center (\$106K)

### Transfers Out – CIP:

CIP transfer for a Fire Pumper Truck was completed during FY 2021/22. New funding amounting to \$1.5M for FY 2022/23 has been added as a CIP transfer for the Fire Resource Center.





# Fire & Medical

## Program Operating Budget - Fire Medical

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 137,578	\$ 20,211	\$ 49,269	\$ 110,206	\$ 123,288	\$ 13,082	12%
Supplies & Services	\$ 172,555	\$ 223,531	\$ 233,669	\$ 265,479	\$ 348,688	\$ 83,209	31%
<b>Division Total</b>	<b>\$ 310,132</b>	<b>\$ 243,742</b>	<b>\$ 282,938</b>	<b>\$ 375,685</b>	<b>\$ 471,976</b>	<b>\$ 96,291</b>	<b>26%</b>
	\$ Change from Prior	\$ (66,390)	\$ 39,197	\$ 92,747	\$ 96,291		
	% Change from Prior	(21%)	16%	33%	26%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

Annual medical exams increased almost \$4K, with another \$75K being added for firefighter cancer screening in FY 2022/23. There was also a 3% increase in medical equipment, which is directly related to additional calls for service.



# Fire & Medical

## Program Operating Budget - Emergency Transport Service

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ 2,420,937	\$ 2,420,937	N/A
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ 362,779	\$ 362,779	N/A
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 243,012	\$ 243,012	N/A
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,026,728</b>	<b>\$ 3,026,728</b>	<b>N/A</b>
	\$ Change from Prior	\$ -	\$ -	\$ -	\$ 3,026,728		
	% Change from Prior	0%	0%	0%	0%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets reflect the addition of 26 FTEs including 12 civilian paramedics, 12 civilian EMTs, 1 Senior Management Support Technician to handle billing, and 1 Compliance Officer. These positions will support the newly created Emergency Transport Service program.

### Supplies & Services:

Budgets include funding for medical supplies, subscriptions, vehicle maintenance, fuel, and other supplies necessary to support the ambulance transportation services.



# Fire & Medical

## Program Operating Budget - Wildland

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>0%</b>
\$ Change from Prior		\$ -	\$ -	\$ 15,000	\$ -		
% Change from Prior		0%	0%	0%	0%		

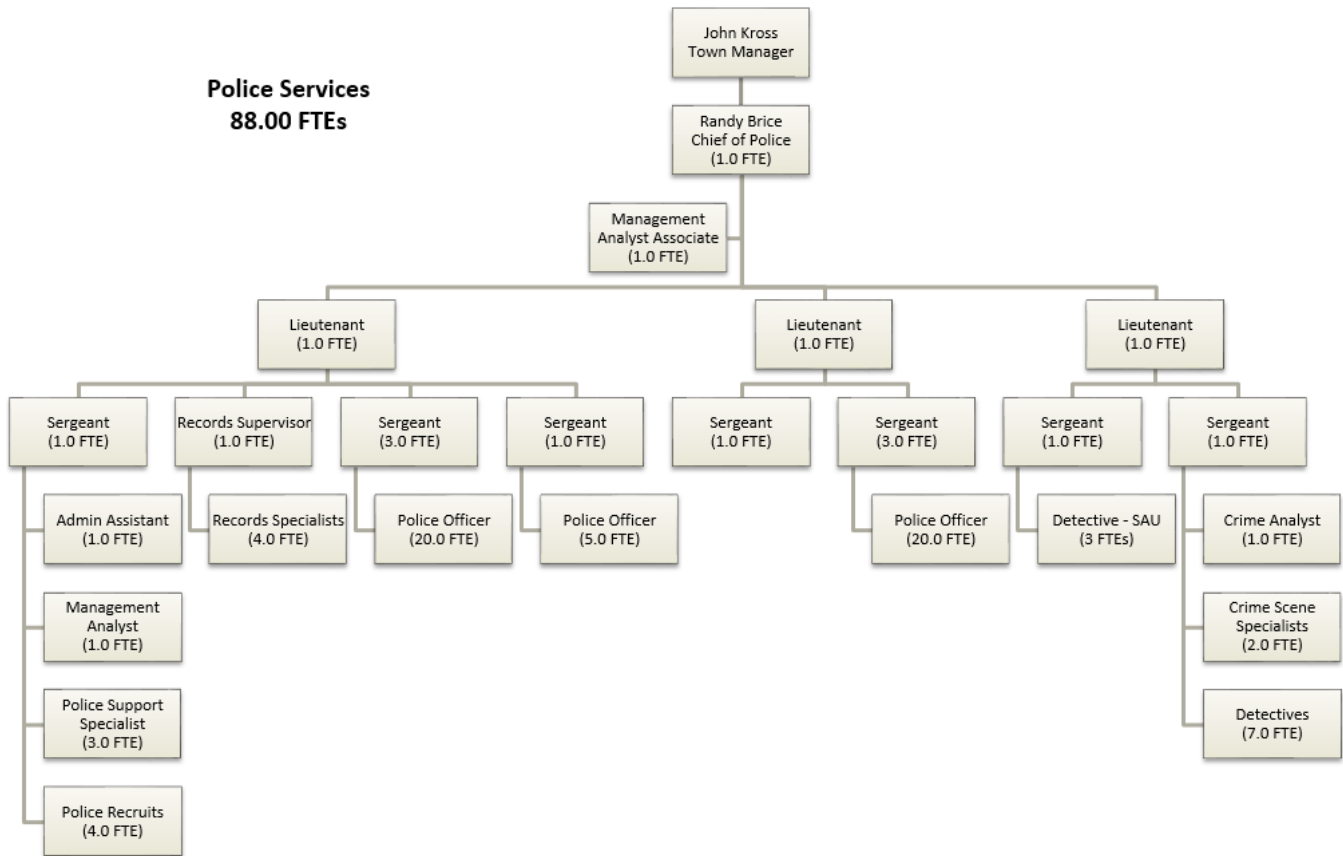
## Budget Notes and Changes

### Supplies & Services:

This budget of \$15K is kept in place to provide funding in the event the department needs to assist the state with wildland fires.



# 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. “Together, we will promote a safe community through **Accountability, Connection,** and **Trust.**”

## Strategic Priority

### Safe Community



## FY 2022/23 Objectives

- Continue to develop and implement strategies necessary to mitigate traffic related issues and reduce injuries.
- Continue to develop and implement strategies necessary for effective crime prevention.
- Continue activities and strategies necessary to support community engagement and community-police partnerships.
- Complete the accreditation process.
- Continue efforts to provide appropriate response times for emergency and urgent calls-for-service,
- Implement additional customer service components for investigations and quality-of-life complaints.
- Develop a strategic plan for the Queen Creek Police Department
- Develop the initial portion of the Police Department Master Plan.



# Police Services

Staffing by Division					
Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended
Police Administration	-	-	4.00	11.00	7.00
Police Patrol	-	-	2.00	41.00	53.00
Police Records Management	-	-	-	3.00	5.00
Police Support Services	-	-	-	18.00	23.00
MCSO Contract	49.14	55.74	55.74	-	-
<b>Department FTE</b>	<b>49.14</b>	<b>55.74</b>	<b>61.74</b>	<b>73.00</b>	<b>88.00</b>

## FTE Changes

FY 2022/23: Added 15.0 FTE – 2 Sergeant positions, 8 Police Officer positions, 2 Police Records Specialist positions, 1 Police Support Specialist, 1 Management Support Technician, and 1 Management Analyst.

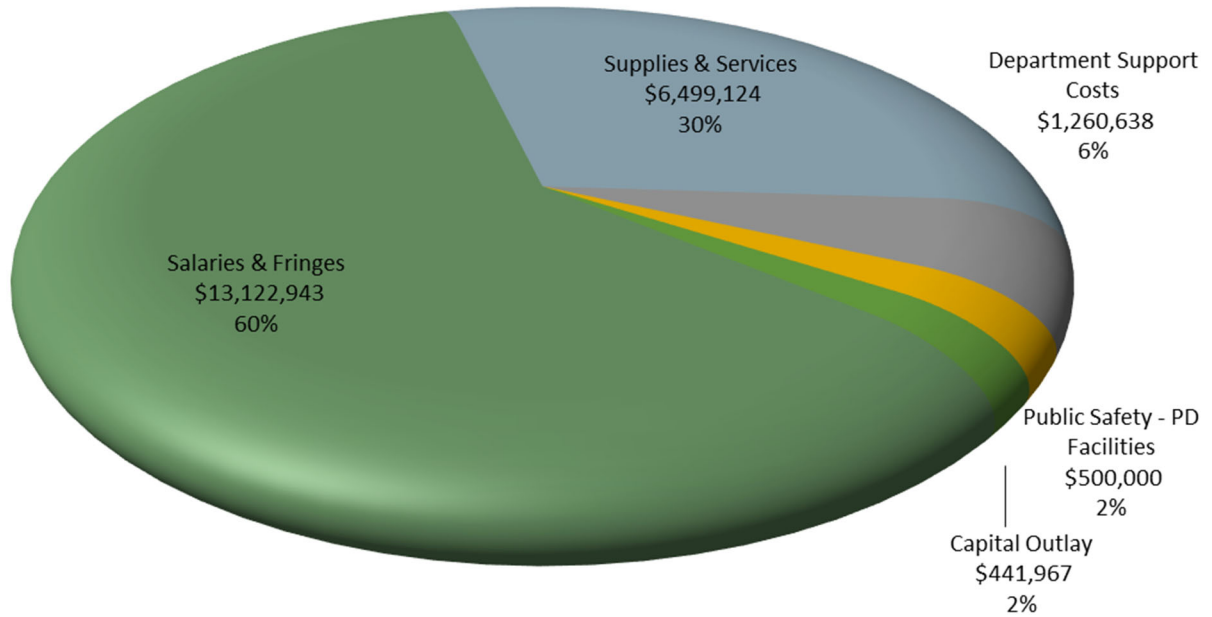
FY 2021/22: A total of 67.0 FTE were added: 1 Lieutenant, 7 Sergeants, 45 Police Officers, 6 Police Officer Recruits, 1 Crime Analyst, 2 Evidence Specialists, 1 Records Supervisor, 2 Records Specialists, and 2 Police Support positions.

FY 2020/21: Added 6.0 FTE – 1 Police Chief, 2 Lieutenants, 2 Sergeants, and 1 Sr. Administrative Assistant.



# Police Services

Police Services  
FY 2022/23 Recommended Budget \$21.8M



## Department Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 677,152	\$ 9,803,966	\$ 13,122,943	\$ 3,318,977	34%
Supplies & Services	\$ -	\$ -	\$ 2,093,231	\$ 6,284,253	\$ 6,499,124	\$ 214,871	3%
Department Support Costs	\$ -	\$ -	\$ -	\$ -	\$ 1,260,638	\$ 1,260,638	N/A
Public Safety - PD Facilities	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	
MCSO	\$ 6,429,080	\$ 7,539,752	\$ 7,450,731	\$ 3,925,000	\$ -	\$ (3,925,000)	(100%)
Capital Outlay	\$ -	\$ -	\$ 2,784,726	\$ 3,191,715	\$ 441,967	\$ (2,749,748)	(86%)
<b>Department Total</b>	<b>\$ 6,429,080</b>	<b>\$ 7,539,752</b>	<b>\$ 13,005,841</b>	<b>\$ 23,204,934</b>	<b>\$ 21,824,672</b>	<b>\$ (1,380,263)</b>	<b>(6%)</b>
	\$ Change from Prior	\$ 1,110,672	\$ 5,466,089	\$ 10,199,094	\$ (1,380,263)		
	% Change from Prior	17%	72%	78%	(6%)		



# Police Services

## Expenditure by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Administration	\$ -	\$ -	\$ 5,527,054	\$ 7,608,455	\$ 5,241,810	\$ (2,366,646)	(31%)
Support	\$ -	\$ -	\$ -	\$ 3,834,805	\$ 5,519,773	\$ 1,684,968	44%
Patrol	\$ -	\$ -	\$ 28,055	\$ 7,043,374	\$ 9,768,094	\$ 2,724,720	39%
Records Management	\$ -	\$ -	\$ -	\$ 302,640	\$ 511,653	\$ 209,013	69%
Property/Evidence	\$ -	\$ -	\$ -	\$ 335,660	\$ 105,660	\$ (230,000)	(69%)
Training	\$ -	\$ -	\$ -	\$ 155,000	\$ 177,682	\$ 22,682	15%
Public Safety - PD Facilities	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	+100%
Public Safety (MCSO)	\$ 6,429,080	\$ 7,539,752	\$ 7,450,731	\$ 3,925,000	\$ -	\$ (3,925,000)	(100%)
<b>Department Total</b>	<b>\$ 6,429,080</b>	<b>\$ 7,539,752</b>	<b>\$ 13,005,841</b>	<b>\$ 23,204,934</b>	<b>\$ 21,824,672</b>	<b>\$ (1,380,263)</b>	<b>(6%)</b>
	\$ Change from Prior	\$ 1,110,672	\$ 5,466,089	\$ 10,199,094	\$ (1,380,263)		
	% Change from Prior	17%	72%	78%	(6%)		

## Program Performance

Key Result Area	Program Performance	Actual FY2020/21	Target FY2021/22	Projected FY2021/22	Target FY2022/23
Public Safety	Increase traffic related contacts by 10% (based on monthly average in FY22)	N/A	N/A	2,580	2,580
	Maintain a response time of 00:05:30 80% of the time for Priority 1 calls for service	N/A	N/A	00:05:30, 80%	00:05:30, 80%
Public Safety & Community Involvement	Increase community outreach contacts by 10% (based on monthly average in FY22)	N/A	N/A	850	850
	Implement at least two additional programs or initiatives designed to increase community engagement	N/A	N/A	2	2
Public Safety & Technology	Add at least two additional technology based tools or programs designed to support public safety	N/A	N/A	2	2





# Police Services

## Program Operating Budget – Police Administration

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 649,097	\$ 2,552,182	\$ 1,160,867	\$ (1,391,315)	(55%)
Supplies & Services	\$ -	\$ -	\$ 2,093,231	\$ 3,719,558	\$ 2,775,305	\$ (944,253)	(25%)
Department Support Costs	\$ -	\$ -	\$ -	\$ -	\$ 1,260,638	\$ 1,260,638	+100%
Capital Outlay	\$ -	\$ -	\$ 2,784,726	\$ 1,336,715	\$ 45,000	\$ (1,291,715)	(97%)
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,527,054</b>	<b>\$ 7,608,455</b>	<b>\$ 5,241,810</b>	<b>\$ (2,366,646)</b>	<b>(31%)</b>
		\$ Change from Prior	\$ -	\$ 5,527,054	\$ 2,081,401	\$ (2,366,646)	
		% Change from Prior			38%	(31%)	

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2022/23 budget decrease reflects the movement of positions from the Police Administration division to one of the other divisions within the department including the funding for 6 Police Officer Recruit positions moving to the Patrol division. The budget includes the addition of 2 new FTEs – 1 Management Analyst and 1 Management Support Technician. Personnel budgets also include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

The budget decrease is reflective of one-time funding for a records management system and a time keeping system being stripped out for FY 2022/23. Included is funding for supplies & services related to the addition of a Management Analyst position and a Management Support Technician position. Also, included was a \$175K increase for legal services for the department. Recurring funding has been included to maintain various contracts, services, and fees for the Queen Creek Police department.

### 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.

### Capital Outlay:

The FY 2022/23 budget reflects the stripping of one-time funding for 6 vehicles purchased in FY 2021/22 related to the addition of 7 police recruit positions in FY 2021/22, and another \$500K for vehicle retrofitting. Included is \$45K to cover the anticipated Topaz capital expenses in FY 2022/23.



# Police Services

## Program Operating Budget – Support

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ 2,115,580	\$ 3,113,969	\$ 998,389	47%
Supplies & Services	\$ -	\$ -	\$ -	\$ 1,678,225	\$ 2,068,837	\$ 390,612	-
Capital Outlay	\$ -	\$ -	\$ -	\$ 41,000	\$ 336,967	\$ 295,967	722%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,834,805</b>	<b>\$ 5,519,773</b>	<b>\$ 1,684,968</b>	<b>-</b>
		\$ Change from Prior	\$ -	\$ -	\$ 3,834,805	\$ 1,684,968	
		% Change from Prior				44%	

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2022/23 budget increase reflects the addition of 5.0 FTE – 2 Sergeant positions, 2 Police Officer positions, and 1 Police Support Specialist. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

Included are the following non-FTE requests totaling \$241K:

- Police SWAT (\$194K with \$136K in one-times)
- Police K9 Unit (\$47K with \$36K in one-times)

Also included is funding totaling \$376K to outfit the addition of the following FTE requests:

- 2 Sergeants (\$156K with 82K in one-times)
- 2 Police Officers (\$158K with \$58K in one-times)
- 1 Police Support Specialist (\$62K with \$19K in one-times)

The budget was reduced by (\$80K) for long lead ammunition and (\$110K) for long lead firearms purchased in FY 2021/22 for the FY 2022/23 fiscal year. Other recurring funding is provided for the purchase of weapons, ammunition, safety supplies, and other equipment necessary to support operations of the police department.

### Capital Outlay:

One-time capital funding has been added for the following non-FTE requests:

- Police SWAT (\$26K)
- Police K9 Unit (\$39K)
- Police Crash Reconstruction (\$147K)

One-time capital funding has been added for the following FTE requests:

- 2 Sergeant positions (\$30K for vehicle radios)
- 2 Police Officer positions (\$15K for a vehicle radio & \$65K for a motorcycle)
- 1 Police Support Specialist (\$15K for a vehicle radio)



# Police Services

## Program Operating Budget - Patrol

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 28,055	\$ 4,833,564	\$ 8,368,254	\$ 3,534,690	73%
Supplies & Services	\$ -	\$ -	\$ -	\$ 515,810	\$ 1,339,840	\$ 824,030	-
Capital Outlay	\$ -	\$ -	\$ -	\$ 1,694,000	\$ 60,000	\$ (1,634,000)	-
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 28,055</b>	<b>\$ 7,043,374</b>	<b>\$ 9,768,094</b>	<b>\$ 2,724,720</b>	<b>-</b>
		\$ Change from Prior	\$ -	\$ 28,055	\$ 7,015,319	\$ 2,724,720	
		% Change from Prior				39%	

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2022/23 budget increase reflects the movement of positions from the Police Administration division to the Patrol division including the funding for 6 Police Officer Recruit positions. The budget also includes the addition of 6 Patrol Officers. Personnel budgets include an allowance for the recent Compensation & Class study, as well as a 5% step program for sworn staff, which is based on employee performance. 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 a merit increase of up to 3%, based on employee performance and annual pension rates decreased from 12.44% to 12.17% (driven by statute).

### Supplies & Services:

The FY 2022/23 budget has been developed to supply necessary tools to respond to hazardous calls, purchase police kit supplies, emergency materials, and vehicle fuel to support the Queen Creek Police Department patrol division. The budget increase is reflective of a request totaling \$464K for supplies and equipment for 6 new patrol officers. Supplies and equipment include uniforms, radios, body-worn cameras, licensing, memberships, subscriptions, officer gear, and vehicle supplies. Also included is a \$350K increase to the fuel budget based on anticipated fuel consumption and rising fuel costs.

### Capital Outlay:

The decrease in budget reflects the stripping of (\$1.7M) of one-time funding related to purchases for long lead vehicles in FY 2021/22 for use in FY 2022/23. Included for FY 2022/23 is \$60K in funding to purchase 4 patrol vehicle radios to support the addition of 6 new police patrol officers.



# Police Services

## Program Operating Budget – Record Management

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ 302,640	\$ 479,853	\$ 177,213	59%
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ 31,800	\$ 31,800	N/A
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 302,640</b>	<b>\$ 511,653</b>	<b>\$ 209,013</b>	<b>69%</b>
		\$ Change from Prior	\$ -	\$ -	\$ 302,640	\$ 209,013	
		% Change from Prior				69%	

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase reflects the addition of 2.0 FTEs – 2 Police Records Specialist positions. Also included is an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The budget increase reflects supplies and equipment needs to support the division. Also included is funding for divisional training, membership dues, and software subscriptions used in operations.



# Police Services

## Program Operating Budget - Property Evidence

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ -	\$ -	\$ -	\$ 215,660	\$ 105,660	\$ (110,000)	-
Capital Outlay	\$ -	\$ -	\$ -	\$ 120,000	\$ -	\$ (120,000)	(100%)
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 335,660</b>	<b>\$ 105,660</b>	<b>\$ (230,000)</b>	<b>-</b>
	\$ Change from Prior	\$ -	\$ -	\$ 335,660	\$ (230,000)		
	% Change from Prior				(69%)		

## Budget Notes and Changes

### Supplies & Services:

The budget decrease is reflective of one-time funding in FY 2021/22 being taken out of the budget. This one-time funding was for the purchase of evidence lockers, freezers, refrigerators, and to conduct a property & evidence study. Current funding is allocated to support the property and evidence storage contract with a local municipality, as well as other equipment items necessary to support the new police department.

### Capital Outlay:

The decrease in budget reflects the stripping of (\$120K) for a crime scene vehicle, which was a long lead vehicle purchased in FY 2021/22 for use in FY 2022/23.



# Police Services

## Program Operating Budget - Training

Division by Category	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Supplies & Services	\$ -	\$ -	\$ -	\$ 155,000	\$ 177,682	\$ 22,682	-
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 155,000</b>	<b>\$ 177,682</b>	<b>\$ 22,682</b>	<b>-</b>
	\$ Change from Prior		\$ -	\$ -	\$ 155,000	\$ 22,682	
	% Change from Prior					15%	

## Budget Notes and Changes

### Supplies & Services:

Funds allocated are to support general staff training and other specialized training for officers. Also included is funding for ammunition used in training. The \$22K increase is for additional specialized training for police officers.



# Police Services

## Program Operating Budget - Public Safety

Division by Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Recommended	From Prior Revised	
						Dollar Change	% Change
MCSO Contract	\$ 6,429,080	\$ 7,539,752	\$ 7,450,731	\$ 3,925,000	\$ -	\$ (3,925,000)	(100%)
Public Safety - PD Facilities	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000	N/A
<b>Division Total</b>	<b>\$ 6,429,080</b>	<b>\$ 7,539,752</b>	<b>\$ 7,450,731</b>	<b>\$ 3,925,000</b>	<b>\$ 500,000</b>	<b>\$ (3,425,000)</b>	<b>(87%)</b>
	\$ Change from Prior	\$ 1,110,672	\$ (89,020)	\$ (3,525,731)	\$ (3,425,000)		
	% Change from Prior	17%	(1%)	(47%)	(87%)		

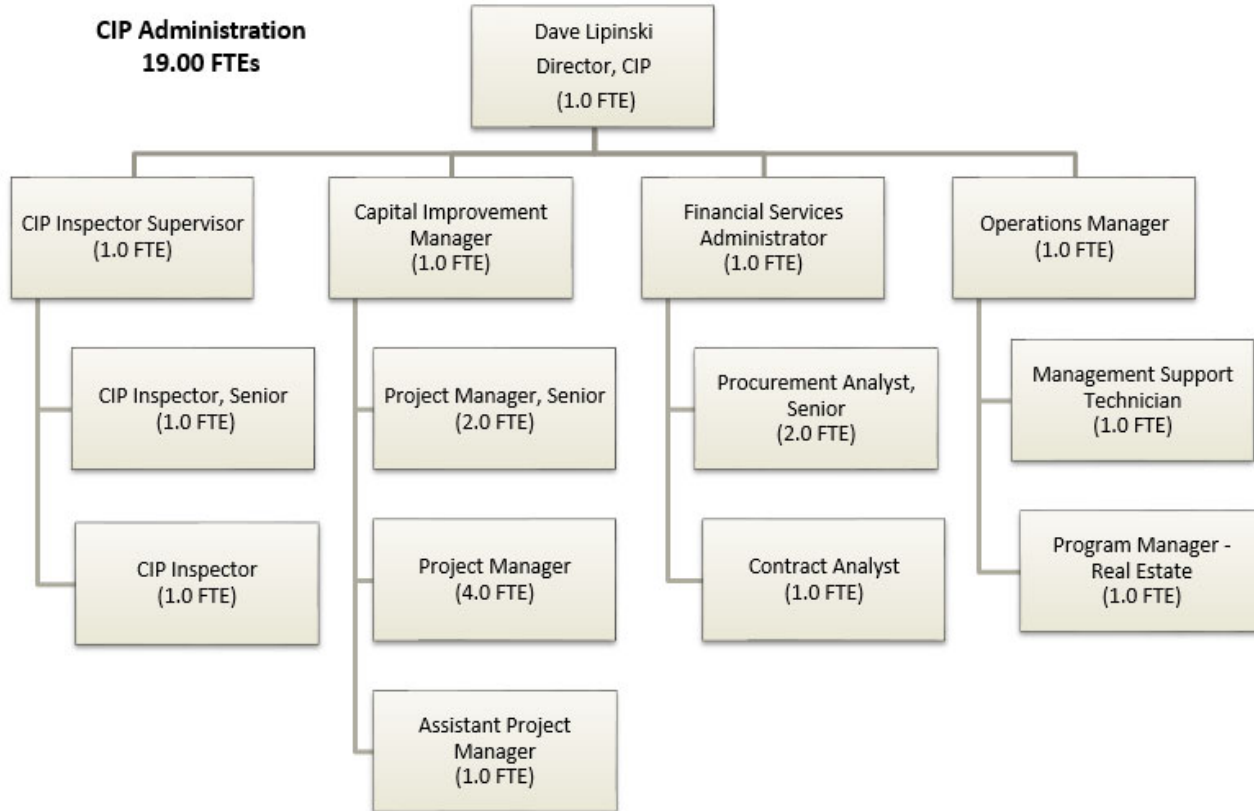
## Budget Notes and Changes

### Supplies & Services:

The contract with Maricopa County Sheriff's Office (MCSO) for law enforcement services expired in January 2022. Included for FY 2023 is \$500,000 for design for a new police evidence facility.



# Capital Improvement (CIP) Administration



## Department Description and Programs

The Capital Improvement Projects (CIP) Department provides management of projects included within the Town’s adopted five-year Capital Improvement Program. This oversight of capital improvement projects includes the planning, design, property acquisition and disposition, permitting and construction management and inspection. The CIP Department manages projects that include; roadways, stormwater, water and wastewater, public safety facilities, parks, walking and cycling trails, equestrian amenities, landscape and irrigation improvements, and additional municipal buildings.

## Department Mission

To provide lasting value to the community by proactively and professionally managing the delivery of capital improvement projects for our partner departments within the Town.





# Capital Improvement (CIP) Administration

## Strategic Priority

### Superior Infrastructure



## FY 2022/23 Objectives

- Coordination with the City of Mesa and Pinal County for the completion of Signal Butte Road and Meridian Road from Germann Road to State Route 24.
- Begin the design and construction for the Field Operations Facility including new Public Works and CIP Building, warehouse, shop and other site improvements.
- Design and deliver the first phase of infrastructure to support land auctions within the Arizona State Lands in the northeast portion of the Town.
- Establish full process and procedures for the Capital Improvement Projects Department including guidance for project managers, construction inspections, real estate, financial services and administrative functions.
- Complete the designs for and begin construction for East Park and Manzel Carter Oasis Park Phase 2.
- Assist the other Town Departments in the planning, creation, refinement and submission of identified Capital Improvement Projects for inclusion into the FY 23/24 – FY27/28 Five Year

## Staffing by Division

Division	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested
CIP Administration	-	-	-	19.00	19.00
<b>Department FTE</b>	-	-	-	<b>19.00</b>	<b>19.00</b>

## FTE Changes

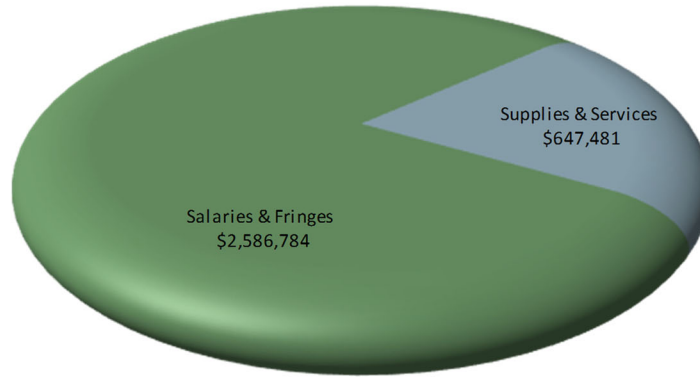
FY 2022/23: No FTE changes.

FY 2021/22: The CIP Administration department was created with 19.0 FTE. 17.0 FTE were moved from other departments, and 2.0 FTE were added as new. A Division Manager position and a Procurement Officer position were added as the 2 new FTE.



# Capital Improvement (CIP) Administration

Capital Improvement Program Administration  
FY 2022/23 Requested Budget \$3.2M



## Expenditure by Type

Expense Category	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ 2,310,847	\$ 2,586,784	\$ 275,937	12%
Supplies & Services	\$ -	\$ -	\$ -	\$ 612,505	\$ 647,481	\$ 34,976	6%
Capital Outlay	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ (100,000)	(100%)
<b>Department Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,023,352</b>	<b>\$ 3,234,265</b>	<b>\$ 210,913</b>	<b>7%</b>
		\$ Change from Prior	\$ -	\$ -	\$ 3,023,352	\$ 210,913	
		% Change from Prior	-	-	-	7%	

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for the recent Compensation & Class study, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates decreased from 12.41% to 12.17% (driven by statute).

### Supplies & Services:

The expenses captured here reflect only the administration of the Town's Capital Improvement Program. The budget for projects is reflected in the CIP section of the budget book

### Capital Outlay:

FY22 budget involving vehicle purchase and one-time carry forward have been removed from the FY23 budget. No new capital requests have been made for the upcoming fiscal year.



# 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
- 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
- Transfers to fund debt service and capital programs

## FY 2022/23 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 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Revised	FY 2022/23 Requested	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 2,096,287	\$ 1,876,435	\$ 2,024,411	\$ 2,240,913	\$ 2,213,800	\$ (27,113)	(1%)
Outside Agency Support - San Tan Historical Society	\$ 12,768	\$ 13,000	\$ -	\$ 13,000	\$ 13,000	\$ -	0%
Non-Profit Support*	\$ 19,036	\$ 15,500	\$ -	\$ 60,000	\$ 60,000	\$ -	0%
Transportation Development Agreements	\$ 1,650,431	\$ 637,395	\$ 8,003	\$ 1,500,000	\$ -	\$ (1,500,000)	(100%)
Contingency	\$ -	\$ -	\$ -	\$ 775,974	\$ 2,658,800	\$ 1,882,826	-
<b>Subtotal Expenses</b>	<b>\$ 3,778,523</b>	<b>\$ 2,542,330</b>	<b>\$ 2,032,414</b>	<b>\$ 4,589,887</b>	<b>\$ 4,945,600</b>	<b>\$ 355,713</b>	<b>8%</b>
Transfers Out - Debt Service	\$ 4,022,611	\$ 4,206,128	\$ 5,348,921	\$ 6,685,278	\$ 10,350,506	\$ 3,665,228	55%
Transfers Out - CIP Funding	\$ 10,502,482	\$ 3,833,785	\$ 3,600,017	\$ 3,881,300	\$ 3,400,000	\$ (481,300)	(12%)
Transfers Out - Operating	\$ 4,556,865	\$ 6,367,741	\$ 2,791,123	\$ 15,583,321	\$ 22,903,631	\$ 7,320,310	47%
<b>Department Total</b>	<b>\$ 22,860,480</b>	<b>\$ 16,949,984</b>	<b>\$ 13,772,475</b>	<b>\$ 30,739,786</b>	<b>\$ 41,599,737</b>	<b>\$ 10,859,951</b>	<b>35%</b>
	\$ Change from Prior	\$ (5,910,496)	\$ (3,177,509)	\$ 16,967,311	\$ 10,859,951		
	% Change from Prior	(26%)	(19%)	123%	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 studies and tests, and other town-wide professional and general services not specific to any one department. Overall, supply and service costs are expected to slightly decrease by \$27K (1%) in FY 2022/23 compared to FY 2021/22 revised budget due to estimated reduction in contracted services.

### Non-Profit Support:

Annually the Town accepts applications from non-profit groups requesting support for the programs they offer to the Queen Creek community. In February 2014, Town Council established a total funding level of not more than 0.2% of the General Fund expenditures be allocated to fund non-profit agency requests in total for both monetary as well as in-kind services. The Town Council's objective is that any funding provided to a non-profit group will provide a direct benefit to Queen Creek residents. The FY 2022/23 budget includes a \$60,000 placeholder for these requests. For FY 2022/23, seven applications requesting donations were received and reviewed by an internal committee, with six applications recommended for funding.

Entity	Program Name	FY 22/23 Requested	FY 22/23 Recommended
<b>Monetary Support</b>			
American Legion Post #129	Auxiliary Programs	\$2,500	\$2,500
About Care	Services for the Homebound	\$10,000	\$10,000
Maricopa County Community College	CGCC Promise Program	\$15,000	\$15,000
Pan de Vida Foundation	Cultural & Health Festival	\$6,000	\$5,000
East Valley Youth Symphony	Musical Instruction	\$9,000	\$-
Total Monetary Support		\$42,500	\$32,500
<b>In-Kind Support</b>			
Queen Creek 4H	Various Events & Shows	\$5,000	\$5,000
Queen Creek 4H	Meeting Space	\$1,620	\$1,620
American Legion (QC Post #129)	Office Space Occupancy	3,000	\$3,850
Total In-Kind Support		\$9,620	\$10,470
<b>Total Town Support – Monetary and In-Kind</b>		<b>\$52,120</b>	<b>\$42,970</b>



# Centralized Services

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## 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 2022/23 budget includes \$2.0M for waived building fees and paid-on-behalf-of impact fees specific to the H&QC LLC (Costco) and Earnhardt development agreements. 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. For the FY 2022/23 budget, spending authority for these expenses was moved out of the Operating Budget and into the Contingency and Grants Fund.

## CIP Transfers:

This is the support from the General Fund for cash funding the non-growth share of the capital projects and infrastructure improvements. Funding is currently identified at \$3.4M as continued pay-go for road construction.

## Debt Transfers:

The non-growth share of debt service is transferred from the Operating Budget to the Debt Service fund. The increase in FY 2022/23 is all related to the excise tax bonds issued in April 2022 for the Parks Master Plan.

## Operating Transfers:

This is the FY 2022/23 budget support from the General Fund Operating Budget to Horseshoe Park, Emergency Services, and HURF.

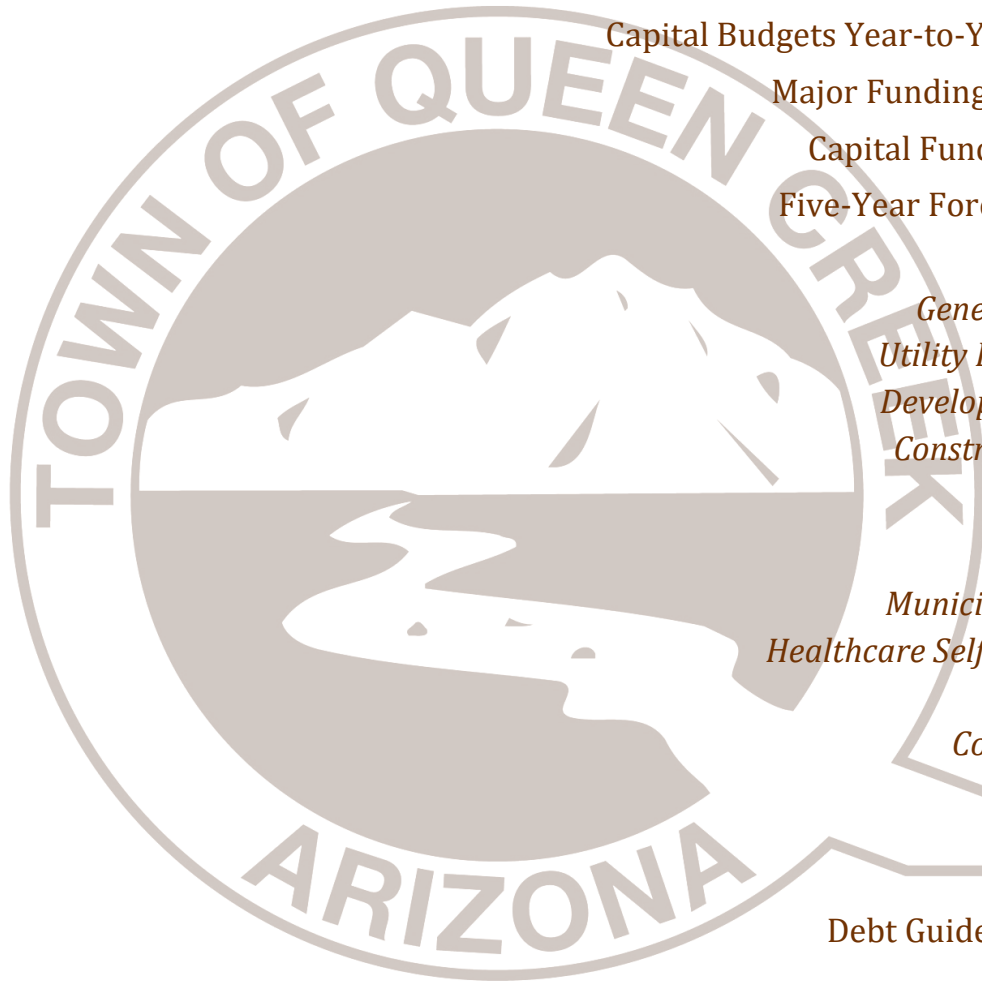
## Contingency:

The amount budgeted for FY 2022/23 is a set amount to cover unanticipated needs in the General Fund, HURF, HPEC and the Emergency Services Fund. The amount represents approximately 3% of Operating Budget expenditures.



# Capital Program, Debt, and Other Funds

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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

Capital Funds Carryforward

Five-Year Forecast CIP Funds:

*Transportation*

*General Capital Fund*

*Utility Enterprise Funds*

*Development Fee Funds*

*Construction Sales Tax*

Other Funds:

*Municipal Town Center*

*Healthcare Self-Insurance Fund*

*SLIDs*

*Community Events*

*Grants*

Debt Limits

Debt Guidelines/Summary

Debt by Type

Debt Service by Fund

Outstanding Debt Service



# Capital Program Overview

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## 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 2022/23 - FY 2026/27

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) and add to the capital assets or infrastructure of the Town. These projects are long-term in nature (more than one year) and are funded using a wide range of strategies which can also include long-term financing.

Funding for the capital program is appropriated annually, but projects are traditionally completed over multiple fiscal years. Carry-forward contingencies are budgeted for purchase orders that remain open at fiscal year-end and for approved projects that have not yet incurred expenditures or have encumbrances.

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 identifies needs and funding sources for FY 2021/22 through FY 2026/27. The Recommended FY 2022/23 CIP is funded with revenues, fund balances, transfers and bond proceeds. The funding sources for future year CIP requests are identified in the five-year plan, but will be re-evaluated and confirmed prior to projects moving forward.

Beginning in FY 2019/20, the Town Council approved a delegation resolution option allowing for a more streamlined procurement and payment approval process. This change requires the funding for a project to be appropriated prior to the commitment to purchase, understanding that the project will be completed over multiple years. That is the reason projects may display large budget appropriations at inception in the first year. As each project moves forward the larger budget appropriation is reduced through spending.

The Town's recommended CIP budget for FY 2022/23 totals \$503.0 million. That amount includes \$282.1 million in new appropriations for capital projects, and \$166.4 million in carry-forward appropriation for projects approved in prior years. Other capital expenditures for studies as well, the growth portion of debt and transfers are shown in each of the capital and development fund's five-year financial forecast later in this section.

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



# Five-Year Capital Improvement Summary

Summary 5-Year CIP	FY20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>New Single Family Home Permits</b>	<b>2,223</b>	<b>1,801</b>	<b>1,786</b>	<b>1,751</b>	<b>1,629</b>	<b>1,752</b>	<b>1,811</b>	<b>8,729</b>
<b>Revenues by Source</b>								
Development Fees	\$ 17,073,451	\$ 15,748,074	\$ 17,321,260	\$ 18,850,234	\$ 16,491,926	\$ 14,770,699	\$ 15,005,909	\$ 82,440,028
Capacity Fees	11,460,745	9,632,552	9,904,342	10,123,367	10,209,125	11,312,336	11,496,294	53,045,464
Construction Sales Tax	13,052,827	14,776,000	13,092,900	13,105,800	12,687,300	12,239,400	13,028,400	64,153,800
Third-Party Contributions	2,636,140	17,938,253	17,452,991	2,301,418	5,207,162	2,180,552	-	27,142,123
Bond/Loan Proceeds	-	267,000,000	-	-	-	-	169,000,000	169,000,000
Other Revenue	-	-	42,500,000	9,571,050	4,414,208	31,500,000	-	87,985,258
Interest Income	229,264	659,740	659,740	454,100	271,470	102,000	103,000	1,590,310
								-
<b>Total Revenues</b>	<b>\$ 44,452,427</b>	<b>\$ 325,754,619</b>	<b>\$ 100,931,233</b>	<b>\$ 54,405,969</b>	<b>\$ 49,281,191</b>	<b>\$ 72,104,987</b>	<b>\$ 208,633,603</b>	<b>\$ 485,356,983</b>
Transfers In - Operating	13,045,584	30,016,229	5,460,000	4,400,000	7,900,000	7,400,000	6,900,000	32,060,000
Transfers In - Other Funding	-	15,000,000	20,000,000	-	-	-	-	20,000,000
Transfers In - Within CIP	18,637,396	30,774,591	47,310,424	17,932,558	21,541,461	17,488,468	5,600,000	109,872,911
<b>Total Sources by Type</b>	<b>\$ 76,135,407</b>	<b>\$ 401,545,439</b>	<b>\$ 173,701,657</b>	<b>\$ 76,738,527</b>	<b>\$ 78,722,652</b>	<b>\$ 96,993,455</b>	<b>\$ 221,133,603</b>	<b>\$ 647,289,895</b>
<b>Sources by Fund</b>								
Drainage & Transportation	\$ 11,835,826	\$ 53,335,543	\$ 103,444,569	\$ 32,985,026	\$ 33,780,681	\$ 53,169,020	\$ 5,900,000	\$ 229,279,297
General CIP	5,107,895	154,073,387	29,428,846	1,300,000	5,302,150	5,400,000	57,600,000	99,030,996
Construction Sales Tax Fund	15,052,910	14,826,000	13,142,900	13,155,800	12,737,300	12,289,400	13,078,400	64,403,800
Wastewater Capital/Capacity	8,707,573	41,174,181	4,747,268	4,656,655	4,909,647	5,550,750	55,620,372	75,484,692
Water Capital/Capacity	12,101,751	122,228,514	5,457,074	5,616,712	5,359,478	5,781,586	73,895,922	96,110,772
Transportation Development Fund	11,094,640	4,818,656	5,297,250	5,782,741	5,113,183	4,715,559	4,641,196	25,549,929
Parks Development Fund	7,814,474	6,650,580	7,227,583	7,877,460	6,817,618	5,903,949	6,092,100	33,918,710
Public Safety Development Fund	1,288,424	1,378,563	1,553,557	1,680,997	1,475,737	1,314,837	1,353,597	7,378,725
Fire Development Fund	2,507,299	2,558,268	2,857,113	3,089,768	2,711,508	2,415,943	2,485,268	13,559,600
Town Buildings Development Fund	205,664	158,000	171,568	186,404	162,120	142,280	146,764	809,136
Library Development Fund	418,951	343,747	373,929	406,964	353,230	310,131	319,984	1,764,238
<b>Total Sources by Fund</b>	<b>\$ 76,135,407</b>	<b>\$ 401,545,439</b>	<b>\$ 173,701,657</b>	<b>\$ 76,738,527</b>	<b>\$ 78,722,652</b>	<b>\$ 96,993,455</b>	<b>\$ 221,133,603</b>	<b>\$ 647,289,895</b>
<b>Uses by Fund</b>								
Drainage & Transportation	\$ 24,703,191	\$ 41,864,129	\$ 180,551,680	\$ 34,483,150	\$ 33,780,681	\$ 52,146,858	\$ 3,783,633	\$ 304,746,001
General CIP	9,658,761	20,589,720	173,462,824	1,300,000	5,302,150	5,400,000	57,600,000	243,064,974
Construction Sales Tax Fund	10,863,759	11,856,566	15,565,277	13,300,278	16,578,671	13,123,997	1,524,391	60,092,613
Water Capital/Capacity	16,190,885	12,014,956	70,838,228	41,772,293	7,388,884	3,653,000	51,136,216	174,788,620
Wastewater Capital/Capacity	8,328,134	9,594,618	25,839,095	12,046,469	3,548,317	15,999,201	59,863,911	117,296,993
Transportation Development Fund	5,248,275	13,607,979	10,574,420	5,782,741	5,113,183	3,416,911	918,942	25,806,197
Parks Development Fund	939,830	5,617,640	22,898,116	1,809,878	2,730,024	3,829,418	6,027,821	37,295,257
Public Safety Development Fund	1,000,903	746,435	182,175	139,175	140,675	141,550	142,175	745,750
Fire Development Fund	4,117,352	3,355,304	2,572,088	1,087,863	1,086,463	1,087,588	1,087,463	6,921,465
Town Buildings Development Fund	286,957	298,098	308,727	289,045	288,982	289,782	287,285	1,463,821
Library Development Fund	232,910	242,491	252,731	231,601	228,919	229,568	231,155	1,173,974
<b>Total Uses by Fund</b>	<b>\$ 81,570,956</b>	<b>\$ 119,787,936</b>	<b>\$ 503,045,360</b>	<b>\$ 112,242,492</b>	<b>\$ 76,186,949</b>	<b>\$ 99,317,873</b>	<b>\$ 182,602,991</b>	<b>\$ 973,395,666</b>
<b>Change in Fund Balance</b>	<b>\$ (5,435,550)</b>	<b>\$ 281,757,503</b>	<b>\$ (329,343,703)</b>	<b>\$ (35,503,965)</b>	<b>\$ 2,535,703</b>	<b>\$ (2,324,418)</b>	<b>\$ 38,530,612</b>	<b>\$ (326,105,771)</b>

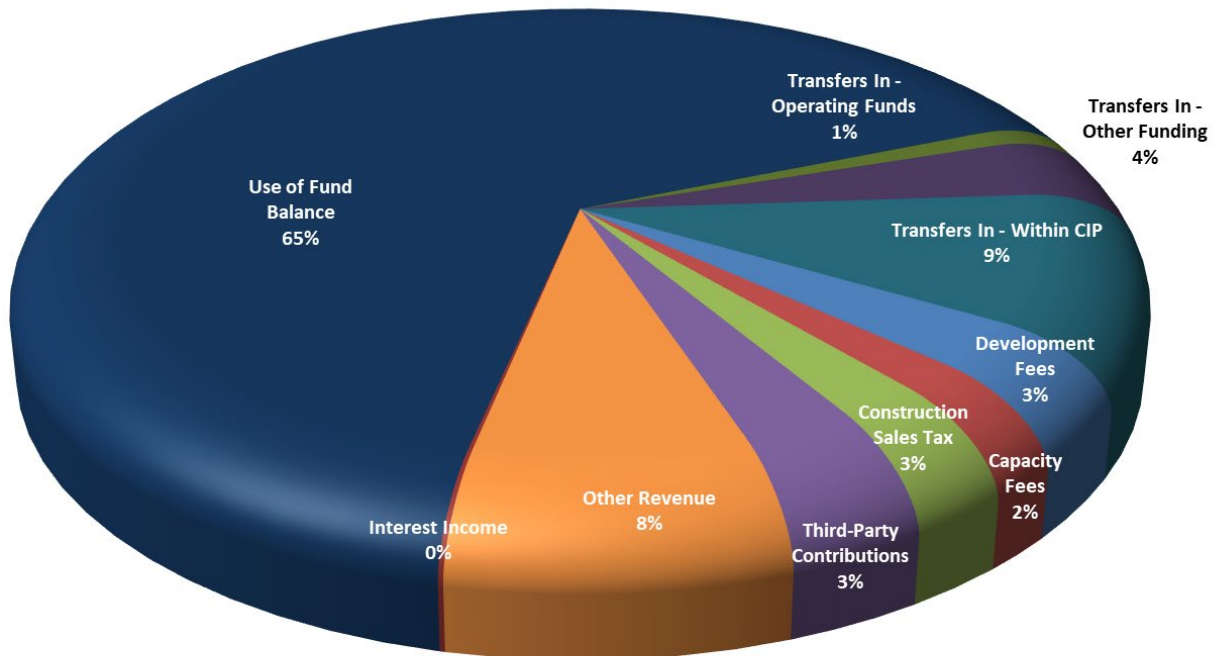




# Funding Sources FY 2022/23

## CIP FY 2022/23 Funding - \$503.0M

Capital Funding by Source	FY 2022/23 Recommended	% of Total
Development Fees	\$ 17,321,260	3%
Capacity Fees	9,904,342	2%
Construction Sales Tax	13,092,900	3%
Third-Party Contributions	17,452,991	3%
Other Revenue	42,500,000	8%
Interest Income	659,740	0.1%
Use of Fund Balance	329,343,703	65%
<b>Total Revenues</b>	<b>\$ 430,274,936</b>	<b>86%</b>
Transfers In - Operating Funds	\$ 5,460,000	1%
Transfers In - Other Funding	20,000,000	4%
Transfers In - Within CIP	47,310,424	9%
<b>Total Sources</b>	<b>\$ 503,045,360</b>	<b>100%</b>

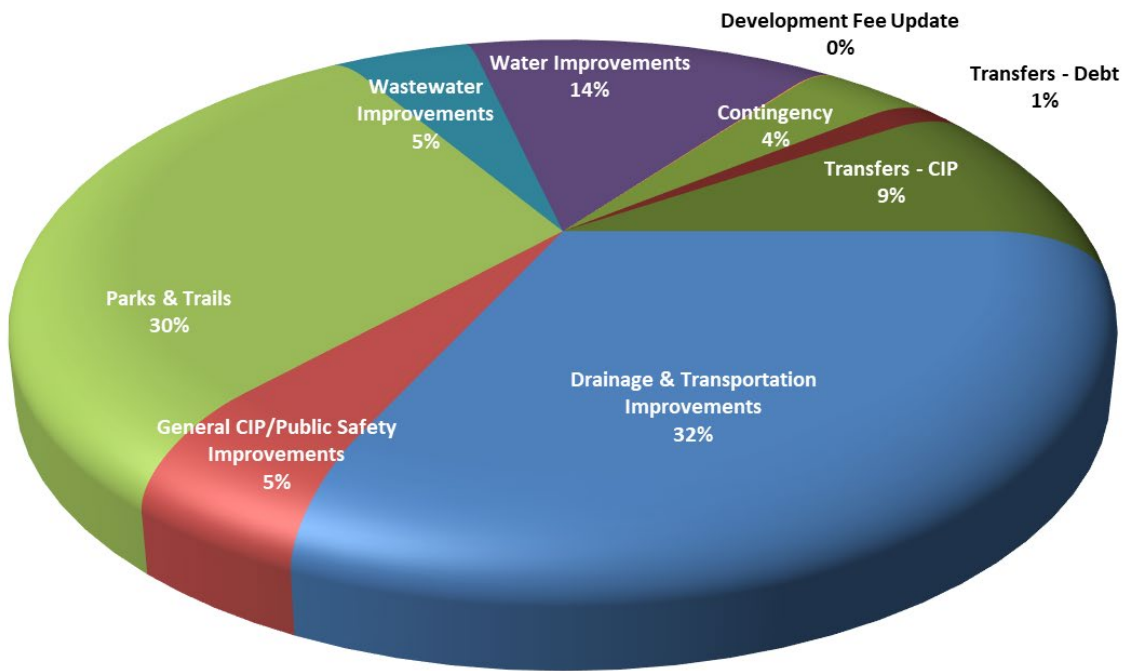




# Expenditures/Uses FY 2022/23

## CIP Expenditures/Uses FY 2022/23 - \$503.0M

Capital Expenditures by Program	FY 2022/23 Recommended	% of Total
Drainage & Transportation Improvements	\$ 160,551,680	32%
General CIP/Public Safety Improvements	24,389,533	5%
Parks & Trails	149,073,291	30%
Wastewater Improvements	25,272,881	5%
Water Improvements	68,883,470	14%
Development Fee Update	325,000	0.1%
Contingency	20,000,000	4%
<b>Total Expenses</b>	<b>\$ 448,495,855</b>	<b>89%</b>
Transfers - Debt	7,239,081	1%
Transfers - CIP	47,310,424	9%
<b>Total Uses</b>	<b>\$ 503,045,360</b>	<b>100%</b>





# Capital Budgets Year-to-Year Comparison

Capital Funding by Source	FY 2021/22	FY 2022/23	% of Total
	Adopted	Recommended	
Development Fees	\$ 12,282,041	\$ 17,321,260	3%
Capacity Fees	7,590,919	9,904,342	2%
Construction Sales Tax	7,520,485	13,092,900	3%
Third-Party Contributions	14,438,253	17,452,991	3%
Bond/Loan Proceeds	10,000,000	-	0%
Other Revenue	-	42,500,000	8%
Interest Income	609,740	659,740	0.1%
Use of Fund Balance	217,494,729	329,343,703	65%
<b>Total Revenues</b>	<b>\$ 269,936,167</b>	<b>\$ 430,274,936</b>	<b>86%</b>
Transfers In - Operating Funds	\$ 16,326,443	\$ 5,460,000	1%
Transfers In - Other Funding	15,000,000	20,000,000	4%
Transfers In - Within CIP	17,065,990	47,310,424	9%
<b>Total Sources</b>	<b>\$ 318,328,600</b>	<b>\$ 503,045,360</b>	<b>100%</b>

Capital Expenditures by Program	FY 2021/22	FY 2022/23	% of Total
	Adopted	Recommended	
Drainage & Transportation Improvements	\$ 139,169,814	\$ 160,551,680	32%
General CIP/Public Safety Improvements	25,437,417	24,389,533	5%
Parks & Trails	25,951,075	149,073,291	30%
Wastewater Improvements	28,557,770	25,272,881	5%
Water Improvements	50,954,777	68,883,470	14%
Development Fee Update	325,000	325,000	0.1%
Contingency	20,000,000	20,000,000	4%
<b>Total Expenses</b>	<b>\$ 290,395,853</b>	<b>\$ 448,495,855</b>	<b>89%</b>
Transfers - Debt	10,866,757	7,239,081	1%
Transfers - CIP	17,065,990	47,310,424	9%
<b>Total Uses</b>	<b>\$ 318,328,600</b>	<b>\$ 503,045,360</b>	<b>100%</b>



# Major Funding Sources for CIP

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## Capacity Fees

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

Capacity charges are assessed for both the water and wastewater functions and were most recently approved by the 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 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 2022/23 amounts to \$9.9 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 2022/23 amounts to \$17.3 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. 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

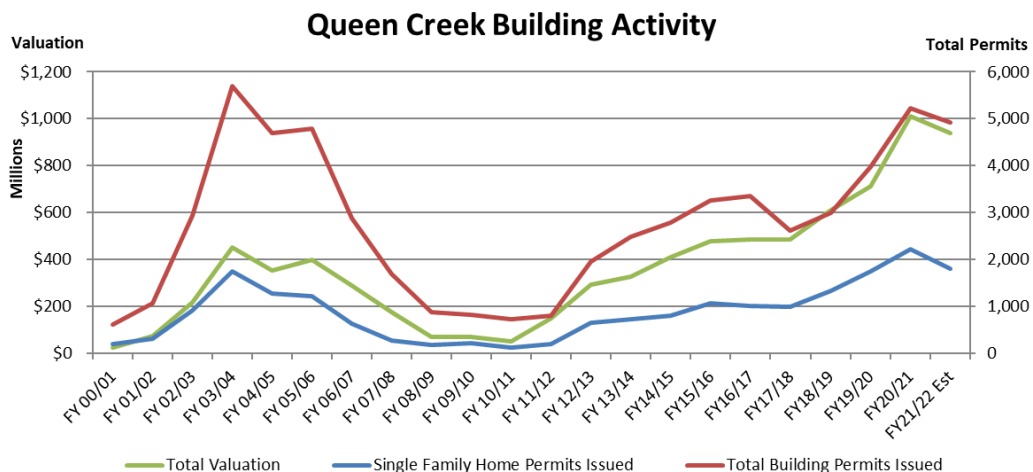
Category	Current Development Fees
Library	\$ 167
Parks, Open Space & Recreational Facilities	\$ 3,189
Transportation	\$ 2,118
Public Safety (Police Services)	\$ 640
Town Buildings & Vehicles	\$ 76
Fire	\$ 1,175
Subtotal Impact Fees	\$ 7,365
Wastewater Capacity Fee	\$ 2,901
Water Capacity Fee	\$ 2,382
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 FY 2016/17, this funding source has also been utilized to reimburse major development for the growth share of developer contributions to transportation infrastructure. This funding source also pays the growth share of debt service related to transportation projects. For FY 2022/23, dedicated construction sales tax is projected at \$13.1 million.

## Building Permit Activity

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





# Major Funding Sources for CIP

Fiscal Year	Single Family		
	Home Permits Issued	Total Building Permits Issued	Total Valuation
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	\$711,133,178
FY20/21	2,223	5,230	\$1,009,055,491
FY21/22 Est	1,801	4,918	\$937,803,767



# Capital Funds Carryforward

## Carry-Forward Budget

As part of the capital budget development process, an assessment is made to identify projects that will be completed by year-end, and those that will carry into the next fiscal year. Projects that will carry forward will have their remaining project budget moved to the next fiscal year. The review process is completed on a project-by-project basis. The following projects and amounts are included in the FY 2022/23 carry-forward.

Transportation Carryforward			
Project	FY 21/22 Under Contract	FY21/22 Remaining Approved Budget	# of Projects
A0009 - TC ALDECOA&DUNCAN:ELLS TO ELLS LOOP	-	5,499,804	
A0115 - OCOTILLO: 226TH TO IRONWOOD	10,551,290	7,351,125	
A0116 - OCOTILLO: SOSSAMAN TO HAWES	1,655,502	10,705,898	
A0207 - ELLSWORTH: RITTENHOUSE TO UPRR-N	83,799	105,000	
A0210 - QUEEN CREEK RD: ELLSWORTH TO 206TH	3,036,005	566,503	
A0401 - HAWES RD-RITTENHOUSE TO OCOTILLO	538,724	53,873	
A0602 - CHANDLER HGTS-HAWES TO SOSSAMAN	1,410,106	91,966	
A0603 - CHANDLER HTS:SOSSAMAN TO POWER	283,962	1,916,891	
A0604 - CHANDLER HTS: RECKER TO POWER	1,229,896	2,730,927	
A0605 - SIGNAL:CHANDLER HTS AT 180TH	203,891	109,818	
A0702 - CRISMON: QUEEN CREEK RD TO GERMANN	-	128,092	
A0801 - SIGNAL BUTTE: OCOTILLO TO QC RD	98,886	2,755	
A0802 - SIGNAL BUTTE: GERMANN TO SR24	-	1,582,416	
A0904 - SOSSAMAN RAILROAD CROSSING @ GERMAN	-	1,500,000	
A1001 - QUEEN CREEK RD:ELLSWORTH TO CRISMON	6,098,417	544,224	
A1002 - QC RD-ELLSWORTH TO SIGNAL BUTTE	972,194	15,512	
A1404 - POWER: BROOKS FARM TO CHAND HGTS	2,718,447	1,820,869	
A1405 - POWER: CHANDLER HTS TO RIGGS	-	1,000,000	
A1505 - MERIDIAN: COMBS TO QC WASH	4,748,992	54,839	
A1506 - MERIDIAN - GERMANN TO SR24	4,500	6,250,713	
A1507 - MERIDIAN ROAD: QC ROAD TO GERMANN	11,969,787	-	
A1702 - 220TH: RYAN RD TO QUEEN CREEK RD	-	32,646	
A2001 - RYAN: CRISMON TO 220TH	-	108,576	
A2220 - IRONWOOD - GERMANN TO OCOTILLO	18,505	85,569	
D0004 - CLOUD & SOSSAMAN DRAINAGE	14,028	42,452	
D0013 - VIA JARDINES WASH CROSSING	-	500,000	
I0032 - QUEEN CREEK @ 188TH STREET	280,037	84,047	
I0037 - TS: GARY RD & GRANGE PARKWAY	17,020	631,500	
I0069 - SIGNAL@ OCOTILLO & SCOTTLAND	-	300,000	
I0071 - ELLSWORTH @ SAN TAN BLVD (T.S.)	264,600	30,311	
State Land Infrastructure Placeholder	-	5,000,000	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>46,198,587</b>	<b>48,846,328</b>	<b>31</b>
<b>Grand Total to Carry Forward</b>		<b>95,044,915</b>	





# Capital Funds Carryforward

General Capital Carryforward			
Project	FY 21/22 Under Contract	FY21/22 Remaining Approved Budget	# of Projects
MF009 - FIRE STATION #5	2,461,949	1,034,567	
MF010 - FIRE STATION #2 PERMANENT FACILITY	1,954,234	77,273	
MF011 - FIRE RESOURCE CENTER	277,243	4,677,967	
MF012 - STREET SWEEPER WASHOUT FACILITY	-	406,300	
MF017 - FOF FUEL YARD	-	500,000	
MF018 - PW FIELD OPS FACILITY PHASE 2	-	6,500,000	
P0615 - MANSEL CARTER PHASE 2	-	1,000,000	
P0620 - EAST PARK DRAINAGE	1,248,716	7,000,000	
P0625 - EAST PARK	-	1,000,000	
RQ010 - AQUATIC CENTER	-	1,000,000	
RQ020 - MULTI-GEN CENTER	-	1,000,000	
TE100 - QC WASH TRAIL: CRISMON-RITTENHOUSE	222,957	44,039	
TE101 - QC WASH TRAIL: RITTENHOUSE-MERIDIAN	51,037	3,500	
TE201 - SONOQUI WASH - HAWES:CRISMON CONSTR	2,185,415	244,988	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>8,401,550</b>	<b>24,488,634</b>	<b>14</b>
<b>Grand Total to Carry Forward</b>		<b>32,890,184</b>	





# Capital Funds Carryforward

Water Carryforward			
Project	FY 21/22 Under Contract	FY21/22 Remaining Approved Budget	# of Projects
MF014 - MSB REMODEL PHASE 2	9,939	180,502	
WA007 - SOSSAMAN WELL	56,264	-	
WA020 - BARNEY WELL, RESERVOIR, BOOSTER	5,034,203	5,400,231	
WA021 - MERIDIAN RD: BARNEY TANK TO PIMA	443,027	-	
WA022 - PIMA RD: MERIDIAN TO IRONWOOD	100,236	57,497	
WA078 - CHURCH FARMS EAST WELL	296,274	304,847	
WA098 - PRV-OCOTILLO AND FULTON DR.	-	48,381	
WA107 - NEW UTILITIES BILLING SOFTWARE	192,792	327,000	
WA119 - RITTENHOUSE RD: COMBS TO CLOUD	97,979	-	
WA126 - POWER RD:OCOTILLO TO CHANDLER HEIGH	7,066	-	
WA149 - DUNCAN:ELLSWORTH TO ELLS LOOP +N.S	-	410,360	
WA152 - QC RD:ELLSWORTH TO CRISMON	-	76,943	
WA173 - POWER: CHANDLER HTS TO RIGGS	-	27,692	
WA176 - OCOTILLO:SOSSAMAN TO HAWES	-	1,201,350	
WA189 - GARY EAST WELL - MERIDIAN CROSSING	-	15,975	
WA192 - MERIDIAN RD & COMBS PRV	-	102,590	
WA193 - BARNEY FARMS LAKE WELL	8,614	19,982	
WA195 - OCOTILLO: MERIDIAN TO IRONWOOD	477,985	35,239	
WA196 - CHANDLER HTS:RECKER TO POWER	30,670	-	
WA202 - HARVEST TANK & SITE	3,388,082	-	
WA250 - SCHNEPF: QC WASH PAST COMBS	20,222	918,595	
WA254 - QC RD: CRISMON TO SIGNAL BUTTE	-	51,295	
WA257 - MERIDIAN:GERMANN TO FRYE	6,392	185,714	
WA270 - SCHNEPF: COMBS TO HASHKNIFE	30,565	480,783	
WA271 - SCHNEPF: HASHKNIFE TO SKYLINE	34,921	397,206	
WA273 - LAREDO 750' EAST OF SCHNEPF	-	168,058	
WA276 - DIVERSIFIED: UPFIT WELL #1	21,497	431,797	
WA277 - DIVERSIFIED: UPFIT COMBS RANCH WELL	153,042	211,301	
WA288 - UTILITIES ADMIN BUILDING (FOF)	6,205	1,304,884	
WA290 - HOME PLACE EAST WELL	325,225	946,575	
WA291 - HOME PLACE NORTH WELL	145,954	1,067,817	
WA292 - HOME PLACE SOUTH WELL	132,144	1,253,304	
WA294 - HOME PLACE IRR: KENWORTHY-SCHNEPF	-	645,005	
WA295 - QUAIL RUN: SKYLINE TO ROLL.RIDGE RD	-	315,024	
WA296 - ROLLING RIDGE: QUAIL RUN-SIERRA VST	-	621,440	
WA298 - SIERRA VISTA: SKYLINE SO. 1/2 MILE	-	428,753	
WA306 - CHNDLR HGHTS: HAWES-ELLSWORTH (PWP)	-	26,993	
WA350 - EAST PARK WATER LINES	-	600,000	
WA351 - EAST PARK WELL	-	100,000	
WA352 - EAST PARK LAKE	-	100,000	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>11,019,298</b>	<b>18,463,136</b>	<b>40</b>
<b>Grand Total to Carry Forward</b>		<b>29,482,433</b>	



# Capital Funds Carryforward

<b>Wastewater Carryforward</b>			
Project	FY 21/22 Under Contract	FY21/22 Remaining Approved Budget	# of Projects
MF014 - MSB REMODEL PHASE 2	18,290	71,599	
WW058 - GWRP CAPITAL CONSTRUCTION	886,874	31,773	
WW063 - ALDECOA: ELLSWORTH TO ELLSWORTH LOO	-	410,360	
WW064 - POWER: OCOTILLO TO CHANDLER HEIGHTS	-	125,120	
WW068 - MERIDIAN RD:COMBS TO RED FERN PH II	-	307,770	
WW071 - WATER RESOURCES MASTER PLAN	302,584	-	
WW072 - DUNCAN:ELLSWORTH TO ELLS LOOP	-	436,008	
WW073 - OCOTILLO:SIGNAL BUTTE TO MERIDIAN	129,377	78,272	
WW075 - UTILITIES CORP YARD & IMPROVEMENTS	2,659	729,103	
WW091 - EMPIRE: 209TH TO 220TH	-	100,000	
WW092 - PECOS RD RECLAIMED WATER DISCHARGE	141,848	53,917	
WW096 - MERIDIAN: QUEEN CREEK TO GERMANN	33,450	11,271	
WW099 - BARNEY 80 WW PROJECT	-	282,260	
WW205 - SR24 SLEEVING: IRONWOOD-MERIDIAN	-	315,000	
WW210 - COMPREHENSIVE UTILITY MASTER PLAN	76,612	-	
WW257 - MERIDIAN: GERMANN TO FRYE	7,271	348,881	
WW274 - RWCD BASIN	-	200,000	
WW350 - EAST PARK SEWER LINES	-	600,000	
WW501 - RECHARGE LAKE CONSTRUCTION	-	150,000	
WWT07 - GWRP EXPANSION 2018 FUTURE BUILDOUT	235,891	813,084	
WWT08 - GWRP 2018 EXPANSION - RERATING	201,202	687,878	
WWT09 - GWRP 2018 EXPANSION - RENOVATIONS	256,705	907,589	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>2,292,763</b>	<b>6,659,885</b>	<b>18</b>
<b>Grand Total to Carry Forward</b>		<b>8,952,648</b>	



# Capital Funds Five-Year Projections

## Transportation Infrastructure Improvement Fund

DRAINAGE & TRANSPORTATION FUND	FY 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Transfers In - Operating Budget	\$ 3,377,700	\$ 3,381,300	\$ 3,400,000	\$ 4,400,000	\$ 4,900,000	\$ 5,400,000	\$ 5,900,000	\$ 24,000,000
Transfer In - Construction Sales Tax (Growth Projects)	3,411,599	7,028,875	13,144,661	11,771,223	15,049,083	11,594,300	-	51,559,267
Transfer In - Construction Sales Tax (Development Agreements)	-	3,300,000	890,000	-	-	-	-	890,000
Transfers In - Impact Fees (Growth Projects)	2,516,578	12,537,115	9,531,275	4,861,335	4,190,228	2,494,168	-	21,077,006
Bond/Loan Proceeds	-	-	-	-	-	-	-	-
Contingency Funding	-	12,500,000	20,000,000	-	-	-	-	20,000,000
Third Party Contributions	2,504,417	14,438,253	16,828,633	2,301,418	5,207,162	2,180,552	-	26,517,765
Other Revenue	-	-	39,500,000	9,571,050	4,414,208	31,500,000	-	84,985,258
Interest income	25,532	150,000	150,000	80,000	20,000	-	-	250,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$11,835,826</b>	<b>\$ 53,335,543</b>	<b>\$103,444,569</b>	<b>\$ 32,985,026</b>	<b>\$ 33,780,681</b>	<b>\$ 53,169,020</b>	<b>\$ 5,900,000</b>	<b>\$229,279,297</b>
<b>EXPENDITURES/USES</b>								
Projects	\$23,739,556	\$133,709,692	\$ 62,272,500	\$ 31,119,514	\$ 30,282,500	\$ 48,508,750	\$ -	\$172,183,264
Project Management Expenses	963,635	3,199,352	3,234,265	3,363,636	3,498,181	3,638,108	3,783,633	17,517,822
Contingency/Carryforward	-	(95,044,915)	95,044,915	-	-	-	-	95,044,915
Fund Contingency	-	-	20,000,000	-	-	-	-	20,000,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$24,703,191</b>	<b>\$ 41,864,129</b>	<b>\$180,551,680</b>	<b>\$ 34,483,150</b>	<b>\$ 33,780,681</b>	<b>\$ 52,146,858</b>	<b>\$ 3,783,633</b>	<b>\$304,746,001</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(12,867,365)</b>	<b>11,471,414</b>	<b>(77,107,111)</b>	<b>(1,498,123)</b>	<b>-</b>	<b>1,022,162</b>	<b>2,116,367</b>	
Beginning Balance	\$80,001,185	\$ 67,133,820	\$ 78,605,234	\$ 1,498,123	\$ -	\$ -	\$ 1,022,162	
Projected Ending Fund Balance (1)	\$67,133,820	\$ 78,605,234	\$ 1,498,123	\$ -	\$ -	\$ 1,022,162	\$ 3,138,529	

### Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the major drainage and transportation projects in the Town. The table on the following page displays the projects planned over the next five years. Funding for these projects comes from various sources including 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. The contingency amount included for FY 2022/23 is \$115 million, of which \$95 million is for projects currently under contract or approved in prior years that need to carry forward. In addition, \$20 million 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 2022/23												
Project Title	#	Project Total	3rd Party	Town	Prior Year Actuals	Revised FY 2022	Recommended FY2023	FY2024	FY 2025	FY 2026	FY 2027	Beyond 5
<b>Infrastructure Improvement Plan (IIP) Projects:</b>												
Town Center Street N/S: Duncan to Ocotillo	A0008	-	-	-	-	-	-	-	-	-	-	-
Aldecoa & Munoz: Ellsworth Loop to Ellsworth	A0009	5,527,886	-	5,527,886	27,886	5,500,000	-	-	-	-	-	-
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	-	-	-	-	-	-	-
Ocotillo Road: 226th to Ironwood	A0115	20,904,308	1,002,596	19,901,712	1,283,858	19,620,450	-	-	-	-	-	-
Ocotillo Road: West of Sossaman Rd to Hawes Rd	A0116	13,808,159	-	13,808,159	1,392,493	12,415,666	-	-	-	-	-	-
Ellsworth Rd: Ryan to Germann	A0206	3,932,144	161,348	3,770,795	3,932,144	-	-	-	-	-	-	-
Ellsworth: Rittenhouse to UPRR-N	A0207	4,199,951	1,449,951	2,750,000	11,152	2,188,799	-	2,000,000	-	-	-	-
Rittenhouse Rd: Village Loop North to Alliance Lumber	A0306	-	-	-	-	-	-	-	-	-	-	-
	A0307	20,612,305	2,627,000	17,985,305	18,706,082	1,906,223	-	-	-	-	-	-
Hawes Road: Ocotillo to Rittenhouse	A0401	6,592,597	1,055,501	5,537,096	-	592,597	6,000,000	-	-	-	-	-
Hawes Road @ Creekview Ranches	A0402	290,950	-	290,950	261,856	290,950	-	-	-	-	-	-
Riggs Road: Ellsworth to Meridian	A0510	22,552,423	6,443,985	16,108,438	22,044,461	507,962	-	-	-	-	-	-
Riggs Road: Hawes to Power (QC Irrigation)	A0520	1,166,230	-	1,166,230	1,166,230	-	-	-	-	-	-	-
Chandler Hts: Hawes to Ellsworth	A0601	3,000,000	-	3,000,000	-	500,000	-	2,500,000	-	-	-	-
Chandler Hts: Sossaman to Hawes	A0602	14,296,105	-	14,296,105	7,905	1,013,200	2,482,500	10,792,500	-	-	-	-
Chandler Hts: Power to Sossaman	A0603	13,306,736	-	13,306,736	2,210,029	11,096,707	-	-	-	-	-	-
Crison Road: Queen Creek to Germann	A0702	2,705,386	1,998,363	707,023	2,577,294	128,092	-	-	-	-	-	-
Signal Butte: Ocotillo to Queen Creek	A0801	426,115	-	426,115	38,585	387,530	-	-	-	-	-	-
Queen Creek Road: Ellsworth to Crismon	A1001	7,600,624	-	7,600,624	594,079	7,006,545	-	-	-	-	-	-
Queen Creek Road: Ellsworth to Signal Butte	A1002	12,593,986	1,457,685	11,136,301	9,705,871	2,888,114	-	-	-	-	-	-
Germann Rd: Ellsworth to Crismon	A1203	3,500,000	-	3,500,000	-	500,000	-	3,000,000	-	-	-	-
Power Road: Ocotillo to Brooks Farms	A1403	6,424,215	-	6,424,215	6,424,215	-	-	-	-	-	-	-
Power Road: Brooks Farms to Chandler Heights	A1404	7,153,691	-	7,153,691	1,341,556	5,812,135	-	-	-	-	-	-
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	-	-	-	3,633,750	6,467,500	3,233,750	-	-
Meridian Road: Combs to Queen Creek Wash	A1505	10,993,690	5,496,845	5,496,845	4,327,115	6,666,574	-	-	-	-	-	-
Meridian Road: Queen Creek Road to Germann	A1507	13,336,249	6,668,124	6,668,124	-	13,336,249	-	-	-	-	-	-
220th: Queen Creek to Ryan	A1702	2,196,882	719,917	1,476,964	864,236	32,646	1,300,000	-	-	-	-	-
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	8,702,373	-	8,702,373	393,797	108,576	8,200,000	-	-	-	-	-
Hunt Hwy: Power to Sossaman	A2101	6,043,264	3,021,632	3,021,632	-	-	-	1,293,264	3,750,000	1,000,000	-	-
Ellsworth @ Queen Creek Alignment	I0010	7,314,614	755,000	6,559,614	7,314,614	-	-	-	-	-	-	-
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	288,574	250,000	38,574	288,574	-	-	-	-	-	-	-
Traffic Signal: Ocotillo & Scotland Court	I0069	300,000	-	300,000	-	300,000	-	-	-	-	-	-
<b>Subtotal</b>		<b>250,827,735</b>	<b>42,385,464</b>	<b>208,442,271</b>	<b>95,166,405</b>	<b>93,508,066</b>	<b>24,482,500</b>	<b>23,219,514</b>	<b>10,217,500</b>	<b>4,233,750</b>	-	-
<b>Other Road Projects:</b>												
Queen Creek Rd: Ellsworth to 206th	A0210	4,418,443	-	4,418,443	64,965	4,353,479	-	-	-	-	-	-
Chandler Heights: Recker to Power	A0604	5,878,500	5,878,500	-	592,061	5,286,439	-	-	-	-	-	-
Sossaman Railroad Crossing @ Germann	A0904	1,500,000	1,005,000	495,000	-	1,500,000	-	-	-	-	-	-
Meridian Rd: Germann to State Route 24 (IGA)	A1506	9,399,373	4,699,686	4,699,686	697,249	8,702,124	-	-	-	-	-	-
Ironwood Road Improvements	A2220	1,000,000	-	1,000,000	884,923	115,078	-	-	-	-	-	-
Crison: Cloud to Riggs (Jorde Farms)	TBD	2,100,000	-	2,100,000	-	-	2,100,000	-	-	-	-	-
Cloud and Ellsworth Roads (Earnhardt)	TBD	440,000	-	440,000	-	-	440,000	-	-	-	-	-
State Land Infrastructure Placeholder	TBD	82,000,000	-	82,000,000	-	5,000,000	34,500,000	7,500,000	3,500,000	31,500,000	-	-
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	-	-
<b>Subtotal</b>		<b>136,076,316</b>	<b>11,583,186</b>	<b>124,493,130</b>	<b>2,239,196</b>	<b>24,957,119</b>	<b>37,040,000</b>	<b>7,500,000</b>	<b>20,065,000</b>	<b>44,275,000</b>	-	-
<b>Roads Outside Town Limits:</b>												
Interchange @ Ellsworth and SR24 (IGA)	A0209	820,026	-	820,026	820,026	-	-	-	-	-	-	-
Signal Butte: Germann to State Route 24 (IGA)	A0802	12,000,000	12,000,000	-	3,936	11,996,064	-	-	-	-	-	-
<b>Subtotal</b>		<b>12,820,026</b>	<b>12,000,000</b>	<b>820,026</b>	<b>823,962</b>	<b>11,996,064</b>	-	-	-	-	-	-
<b>Drainage Projects:</b>												
Cloud Road Drainage	D0004	450,000	-	450,000	393,520	56,480	-	-	-	-	-	-
Via Jardines Wash Crossing	D0013	500,000	-	500,000	-	500,000	-	-	-	-	-	-
Sonoqui Wash Erosion Repairs	D0200	115,237	-	115,237	115,237	-	-	-	-	-	-	-
<b>Subtotal</b>		<b>1,065,237</b>	-	<b>1,065,237</b>	<b>508,757</b>	<b>556,480</b>	-	-	-	-	-	-
<b>Traffic Signal Projects:</b>												
Traffic Signal: Chandler Heights @ 180th	A0605	580,822	350,000	230,822	38,859	541,963	-	-	-	-	-	-
Traffic Signal: Queen Creek @ 188th	I0032	400,000	155,000	245,000	-	400,000	-	-	-	-	-	-
Traffic Signal: Gary Road and Grange Parkway	I0037	650,000	500,000	150,000	-	650,000	-	-	-	-	-	-
Traffic Signal: Germann Road and 196th Street	I0038	800,000	250,000	550,000	-	800,000	-	-	-	-	-	-
Traffic Signal: Ellsworth @ San Tan Blvd	I0071	300,000	-	300,000	-	300,000	-	-	-	-	-	-
Traffic Signals (2): Harvest	I0082	300,000	300,000	-	-	-	300,000	-	-	-	-	-
Traffic Signal: Cloud & Ellsworth (Earnhardt)	TBD	450,000	-	450,000	-	-	450,000	-	-	-	-	-
Traffic Signal: Power Road @ San Tan	TBD	400,000	-	400,000	-	-	-	400,000	-	-	-	-
<b>Subtotal</b>		<b>3,880,822</b>	<b>1,555,000</b>	<b>2,325,822</b>	<b>38,859</b>	<b>2,691,963</b>	<b>750,000</b>	<b>400,000</b>	-	-	-	-
Project Management Costs		46,219,187	-	46,219,187	4,188,903	3,199,352	3,234,265	3,363,636	3,498,181	3,638,108	3,783,633	21,313,110
<b>Total</b>		<b>450,889,323</b>	<b>67,523,650</b>	<b>383,365,673</b>	<b>102,966,083</b>	<b>136,909,044</b>	<b>65,506,765</b>	<b>34,483,150</b>	<b>33,780,681</b>	<b>52,146,858</b>	<b>3,783,633</b>	<b>21,313,110</b>



# Capital Funds Five-Year Projections

## General Capital Improvement Fund

GENERAL CIP FUND	FY 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Public Safety								
Public Safety Fire - Transfers from Fire Impact Fees (Growth)	\$ 3,365,042	\$ 2,244,016	\$ 1,440,000	\$ -	\$ -	\$ -	\$ -	\$ 1,440,000
Public Safety Fire - Transfers from Operating (Non-Growth)	106,752	4,040,428	1,560,000	-	1,000,000	-	1,000,000	3,560,000
Public Safety Police - Transfers from Public Safety Impact Fees (Growth)	858,028	585,610	-	-	-	-	-	-
Public Safety Police - Transfers from Operating (Non-Growth)	-	-	500,000	-	2,000,000	2,000,000	-	4,500,000
Other Revenue	-	-	3,000,000	-	-	-	-	3,000,000
Parks & Trails								
Bond Proceeds	-	115,000,000	-	-	-	-	-	-
Parks & Trails - Transfers from Parks Impact Fees (Growth)	427,304	5,078,975	22,304,488	1,300,000	2,302,150	3,400,000	5,600,000	34,906,638
Parks - Operating Transfers (Non-Growth)	30,417	4,124,358	-	-	-	-	-	-
Bond Proceeds - Jorde Park & Future Parks Land Purchase	-	10,000,000	-	-	-	-	51,000,000	51,000,000
Cost Share - Outside Agency/3rd Party/Grant	122,358	3,500,000	624,358	-	-	-	-	624,358
Other Project - Transfers								
Transfers from Operating Funds	191,900	7,000,000	-	-	-	-	-	-
Contingency Funding	-	2,500,000	-	-	-	-	-	-
Interest Income	6,093	-	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 5,107,895</b>	<b>\$ 154,073,387</b>	<b>\$ 29,428,846</b>	<b>\$ 1,300,000</b>	<b>\$ 5,302,150</b>	<b>\$ 5,400,000</b>	<b>\$ 57,600,000</b>	<b>\$ 99,030,996</b>
<b>EXPENDITURES/USES</b>								
Public Safety								
Fire Resource Center	\$ 12,492	\$ 4,994,281	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Fire Station #2 (Police Impact Fees = \$845,662)	2,747,454	6,031,047	-	-	-	-	-	-
Fire Station #4 (Police Impact Fees = \$722,500)	3,827,886	485,939	-	-	-	-	-	-
Fire Station - #5 (Police Impact Fees = \$905,100)	2,190,335	7,410,459	-	-	-	-	-	-
Fire Pumper	-	975,000	-	-	1,000,000	-	1,000,000	2,000,000
Police - Evidence Facility	-	-	500,000	-	-	-	-	500,000
Police - Radio Towers & Infrastructure	-	-	-	-	2,000,000	2,000,000	-	4,000,000
Police - Land Purchase	-	-	3,000,000	-	-	-	-	3,000,000
Parks								
East Park - Drainage Design	199,750	-	-	-	-	-	-	-
East Park - Drainage Construction	-	8,248,716	-	-	-	-	-	-
Mansel Carter Phase 2	-	1,000,000	8,000,000	-	-	-	-	8,000,000
East Park	-	1,000,000	61,000,000	-	-	-	-	61,000,000
Aquatic Center	-	1,000,000	24,000,000	-	-	-	-	24,000,000
Multi-Gen Center	-	1,000,000	39,000,000	-	-	-	-	39,000,000
Design / Development Placeholder - Future Parks	-	1,000,000	-	-	-	-	-	-
Land Acquisition Placeholder - Future Parks	-	10,000,000	-	-	-	-	27,000,000	27,000,000
Jorde Park - Land Purchase	-	-	-	-	-	-	24,000,000	24,000,000
Jorde Park - Design	-	-	-	-	-	-	5,600,000	5,600,000
Trails								
QC Wash Trail Improvements - Crismon to Rittenhouse	47,765	319,060	2,072,640	-	-	-	-	2,072,640
QC Wash Trail Improvements - Rittenhouse to Meridian	4,838	60,833	-	1,300,000	-	3,400,000	-	4,700,000
Signal Butte Road Trail Alignment	686	-	-	-	-	-	-	-
Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth	135,409	983	-	-	-	-	-	-
Sonoqui Wash - Hawes: Crismon Construction	-	2,526,359	-	-	-	-	-	-
Sonoqui Wash - Riggs Road Channel - Ellsworth to Crismon	131,275	3,831	-	-	-	-	-	-
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								
Corp Yard - Phase 1 (Non-Utilities)	191,900	-	-	-	-	-	-	-
Street Sweeper Washout	26,603	423,397	-	-	-	-	-	-
FOF Fuel Yard	-	500,000	-	-	-	-	-	-
FOF Expansion for PW	-	6,500,000	-	-	-	-	-	-
<b>OTHER</b>								
Miscellaneous and Debt Issuance	142,370	-	-	-	-	-	-	-
Contingency/Carry Forward	-	(32,890,184)	32,890,184	-	-	-	-	32,890,184
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 9,658,761</b>	<b>\$ 20,589,720</b>	<b>\$ 173,462,824</b>	<b>\$ 1,300,000</b>	<b>\$ 5,302,150</b>	<b>\$ 5,400,000</b>	<b>\$ 57,600,000</b>	<b>\$ 243,064,974</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(4,550,866)</b>	<b>133,483,667</b>	<b>(144,033,978)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Beginning Balance	\$ 15,173,605	\$ 10,622,739	\$ 144,106,406	\$ 72,428	\$ 72,428	\$ 72,428	\$ 72,428	
Projected Ending Fund Balance (1)	\$ 10,622,739	\$ 144,106,406	\$ 72,428	\$ 72,428	\$ 72,428	\$ 72,428	\$ 72,428	



# Capital Funds Five-Year Projections

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## *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 in this fund include bond proceeds, transfers from operating and development impact fee funds that have a growth/non-growth split.

*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 pay debt service 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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Water Capacity Fee	\$ 5,308,801	\$ 5,066,510	\$ 5,257,074	\$ 5,516,712	\$ 5,309,478	\$ 5,771,586	\$ 5,885,922	\$ 27,740,772
Interest Income	398	200,000	200,000	100,000	50,000	10,000	10,000	370,000
Bond Proceeds	-	60,000,000	-	-	-	-	68,000,000	68,000,000
WIFA Loan	-	47,000,000	-	-	-	-	-	-
Transfer in from Water Operating Budget	6,792,551	9,962,004	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$12,101,751</b>	<b>\$122,228,514</b>	<b>\$ 5,457,074</b>	<b>\$ 5,616,712</b>	<b>\$ 5,359,478</b>	<b>\$ 5,781,586</b>	<b>\$ 73,895,922</b>	<b>\$ 96,110,772</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2021 Debt Issue	\$ -	\$ 126,740	\$ 1,954,758	\$ 1,954,758	\$ 1,954,758	\$ 3,653,000	\$ 3,653,000	\$ 13,170,274
<b>PROJECTS - TRANSFERS OUT</b>								
Water Projects	16,190,885	38,870,649	39,401,037	39,817,535	5,434,126	-	47,483,216	132,135,913
<b>OTHER</b>								
Fund Contingency	-	2,500,000	-	-	-	-	-	-
Contingency/Carryover	-	(29,482,433)	29,482,433	-	-	-	-	29,482,433
<b>TOTAL EXPENDITURES/USES</b>	<b>\$16,190,885</b>	<b>\$ 12,014,956</b>	<b>\$ 70,838,228</b>	<b>\$ 41,772,293</b>	<b>\$ 7,388,884</b>	<b>\$ 3,653,000</b>	<b>\$ 51,136,216</b>	<b>\$ 174,788,620</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(4,089,134)</b>	<b>110,213,558</b>	<b>(65,381,154)</b>	<b>(36,155,581)</b>	<b>(2,029,406)</b>	<b>2,128,586</b>	<b>22,759,706</b>	
Beginning Balance	\$ (3,444,523)	\$ (7,533,657)	\$102,679,901	\$ 37,298,747	\$ 1,143,166	\$ (886,240)	\$ 1,242,346	
Projected Ending Fund Balance (1)	\$ (7,533,657)	\$102,679,901	\$ 37,298,747	\$ 1,143,166	\$ (886,240)	\$ 1,242,346	\$ 24,002,053	
Projected Ending Cash Balance (1)	\$ (7,533,657)	\$102,679,901	\$ 77,803,667	\$ 41,304,393	\$ 26,470,972	\$ 20,392,394	\$ 50,655,358	

(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 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 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

## Water CIP Project List

Queen Creek Water Capital Improvement Plan FY 2022/23										
Project Title	Project #	Project Total	Prior Year	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Beyond 5
			Actual	Revised	Recommended					
<b>Identified Needs</b>										
Thompson (Borgata): Empire to Skyline	WA293	847,600	-	-	-	-	-	-	847,600	-
Hunt Hwy: Sossaman to Hawes	T10	1,204,370	-	-	-	-	-	-	-	1,204,370
Hunt Hwy: Hawes to Ellsworth	T16	1,203,100	-	-	-	-	-	-	-	1,203,100
Hashknife: Kenworthy to Schnepf	T20	5,514,440	-	-	-	-	-	-	-	5,514,440
Crismon: Queen Creek to Ocotillo	T23	227,240	-	-	-	-	-	-	-	227,240
Bell Rd: Hunt to Sun Dance Transmission (Box Canyon Upper Zone Tanks)	T48	1,974,900	-	-	-	-	-	-	-	1,974,900
Meridian Road: Barney Tank to Pima	WA021	784,100	-	-	-	784,100	-	-	-	-
Ocotillo Rd: 186th to Sossaman	WA062	100,959	100,959	-	-	-	-	-	-	-
Germann Rd: Sossaman to 196th	WA063	295,412	-	-	-	295,412	-	-	-	-
Sossaman Rd: Via Del Jardine to Empire Transmission	WA065	3,359,600	-	-	-	3,359,600	-	-	-	-
Riggs Rd: Sossaman to Hawes Rd (PWP)	WA066	513,722	513,722	-	-	-	-	-	-	-
Riggs Road: Ellsworth to Crismon (PWP)	WA067	703,340	703,340	-	-	-	-	-	-	-
Ironwood Rd & Ocotillo & Marilyn	WA077	1,477,058	-	-	-	1,477,058	-	-	-	-
Ocotillo & Meridian PRV	WA098	77,001	28,620	48,381	-	-	-	-	-	-
Hashknife (Encanterra) Waterline & Transmission line: Shea Well to Gantzel Backup Well	WA099	880,198	880,198	-	-	-	-	-	-	-
Meridian Rd & Queen Creek PRV	WA116	205,180	-	102,590	-	102,590	-	-	-	-
Rittenhouse Rd: Combs to Cloud	WA119	369,389	257,840	111,549	-	-	-	-	-	-
Empire Water Line: Gary to Pegasus	WA120	1,207,695	1,207,695	-	-	-	-	-	-	-
Ironwood Rd: Pima to Westbrook	WA121	295,412	-	-	-	295,412	-	-	-	-
Crimson Rd: Queen Creek to Germann	WA123	55,720	55,720	-	-	-	-	-	-	-
Hunt Hwy: Power to Sossaman - Upper Zone	WA129	1,214,270	9,900	-	-	-	-	-	-	1,204,370
Hastings Well & Site	WA138	1,373,995	1,373,995	-	-	-	-	-	-	-
Orchard Ranch Booster to Bellero	WA141	590,971	148	-	-	590,823	-	-	-	-
Meridian Rd: Combs to Red Fern Phase II	WA143	203,962	3,962	-	200,000	-	-	-	-	-
Gary Rd: Combs to Empire (PWP)	WA147	580,257	580,257	-	-	-	-	-	-	-
Duncan St: Ellsworth Loop to Ellsworth & North to Ocotillo	WA149	505,960	-	410,360	95,600	-	-	-	-	-
Riggs Road: Railroad Bore	WA156	1,815,394	1,407,939	-	-	407,455	-	-	-	-
Signal Butte: Germann to Queen Creek	WA161	582,168	582,168	-	-	-	-	-	-	-
Meridian Rd: Germann to Queen Creek	WA162	479,109	478,025	1,084	-	-	-	-	-	-
Germann Rd: Signal Butte to Meridian	WA163	831,455	829,972	1,482	-	-	-	-	-	-
Chandler Heights: Power to Sossaman(PWP)	WA166	1,112,850	1,111,037	1,813	-	-	-	-	-	-
Chandler Heights Rd: Sossaman to Hawes (PWP)	WA167	902,325	-	-	-	902,325	-	-	-	-
Ocotillo Rd: Sossaman to Hawes (PWP)	WA176	1,203,100	-	1,203,100	-	-	-	-	-	-
Signal Butte Rd: Ocotillo to Queen Creek (PWP)	WA178	127,850	127,850	-	-	-	-	-	-	-
Gary East Transmission Line	WA188	225,204	225,204	-	-	-	-	-	-	-
Cloud Road Waterline: Signal Butte to Rittenhouse	WA190	646,528	646,528	-	-	-	-	-	-	-
Airport Road: Coyote Rd. to Schnepf	WA191	178,527	178,527	-	-	-	-	-	-	-
Meridian Rd & Combs PRV	WA192	102,590	-	102,590	-	-	-	-	-	-
Chandler Heights: Recker to Power	WA196	1,387,428	1,295,860	91,568	-	-	-	-	-	-
Links North Well, Site, Boosters, Waterlines, & Irrigation	WA197	1,972,000	1,717,793	254,207	-	-	-	-	-	-
Links South Well & Site	WA198	1,014,025	1,000,387	13,638	-	-	-	-	-	-
Pecan North Well, Irrigation, and Transmission Lines	WA199	746,715	394,748	351,968	-	-	-	-	-	-
Sossaman Waterline: Appleby to Villa Del Jardine & West to Sossaman Tank	WA200	1,459,493	1,429,578	29,915	-	-	-	-	-	-
Gantzel Well Rehab & Equipping	WA201	622,781	558,531	64,250	-	-	-	-	-	-
Harvest Tank, Boosters, & Site	WA202	18,915,141	181,639	11,086,744	5,000,000	2,646,757	-	-	-	-
Signal Butte: Riggs to Empire Water & Irrigation Lines	WA204	736,581	736,581	-	-	-	-	-	-	-
SR-24 Crossing	WA205	350,000	-	175,000	-	175,000	-	-	-	-
Schnepf: Chandler Heights to Combs	WA250	1,423,051	121,451	946,714	354,886	-	-	-	-	-
Meridian Rd: Red Fern to Queen Creek Wash (PWP)	WA253	121,557	121,557	-	-	-	-	-	-	-
Combs Rd: ALA to Schnepf	WA255	388,098	388,098	-	-	-	-	-	-	-
Twin Acres: 196th to Sossaman	WA256	651,435	651,435	-	-	-	-	-	-	-
Meridian Rd: Germann to Frye	WA257	1,319,651	101,588	738,412	479,651	-	-	-	-	-
Davidson Well	WA258	5,009,000	9,000	-	-	-	-	-	-	5,000,000
Chandler Hghts: Meridian to Gantzel	WA259	1,123,036	1,123,036	-	-	-	-	-	-	-
Schnepf: 10" Trans QC Combs-Hashknife	WA262	9,377,974	103,688	-	-	-	-	-	9,274,286	-
Schnepf: Combs to Hashknife	WA270	2,927,765	319,765	480,783	1,344,817	782,400	-	-	-	-
Schnepf: Hashknife to Skyline	WA271	1,198,328	16,682	590,823	-	590,823	-	-	-	-
Combs 680' East of Schnepf (WIFA Diversified)	WA272	129,947	129,947	-	-	-	-	-	-	-
Laredo 750' East of Schnepf (WIFA Diversified)	WA273	168,058	-	168,058	-	-	-	-	-	-
Skyline: Schnepf to Sierra Vista	WA274	45,523	32,405	-	-	-	-	-	-	-
Skyline: Sierra Vista to Quail Run	WA275	45,523	32,405	13,118	-	-	-	-	-	-





# Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2022/23										
Project Title	Project #	Project Total	Prior Year	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Beyond 5
			Actual	Revised	Recommended					
Diversified: Uffit Well #1 (WIFA Diversified)	WA276	1,544,030	44,030	-	1,500,000	-	-	-	-	-
Diversified: Uffit Combs Ranch Well (WIFA Diversified)	WA277	1,901,347	401,347	175,779	1,324,221	-	-	-	-	-
Home Place (Wales Ranch) East Well & Transmission Line	WA290	1,450,167	150,167	1,300,000	-	-	-	-	-	-
Home Place (Wales Ranch) North Well & Transmission Line	WA291	1,440,166	140,166	1,300,000	-	-	-	-	-	-
Home Place (Wales Ranch) South Well & Transmission Line	WA292	1,650,167	150,167	1,500,000	-	-	-	-	-	-
Home Place Irrigation: Kenworthy to Schnepf (Home Place)	WA294	2,656,957	-	645,005	2,011,952	-	-	-	-	-
East Park Water Lines	WA350	600,000	-	600,000	-	-	-	-	-	-
East Park Well	WA351	1,750,000	-	100,000	1,650,000	-	-	-	-	-
East Park Lake	WA352	2,500,000	-	100,000	2,400,000	-	-	-	-	-
State Lands	WA600	1,204,370	-	-	-	-	-	-	1,204,370	-
Quail Run: Skyline to Rolling Ridge Road (Quail Ranch)	WA295	590,823	-	315,024	275,799	-	-	-	-	-
Rolling Ridge: Quail Run to Sierra Vista (Quail Ranch)	WA296	1,204,370	-	621,440	582,930	-	-	-	-	-
Sierra Vista: Skyline south 1/2 mile (Well 0)	WA298	1,795,193	-	428,753	-	1,366,440	-	-	-	-
Major Equipment Replacement (moved from operating)	WA302	-	-	-	-	-	-	-	-	-
Germann Rd: Meridian to Ironwood	WA601	3,076,140	-	-	3,076,140	-	-	-	-	-
Germann Rd: Ironwood to Kenworthy	WA602	5,310,600	-	-	5,310,600	-	-	-	-	-
Ironwood Drive: Germann Road to Pecos	WA603	1,204,370	-	-	1,204,370	-	-	-	-	-
Pecos Road: Meridian to Ironwood	WA604	1,204,370	-	-	1,204,370	-	-	-	-	-
Frye Road: Meridian to Ironwood	WA605	1,204,370	-	-	-	-	-	-	-	1,204,370
Ironwood Drive: Pecos to Frye	WA606	681,719	-	-	-	681,719	-	-	-	-
1/3 Mile North to Germann: Ironwood to Kenworthy	WA607	1,204,370	-	-	-	1,204,370	-	-	-	-
Kenworthy Road: Pecos to Germann	WA608	2,656,957	-	-	2,656,957	-	-	-	-	-
Pecos Road: Ironwood to Kenworthy	WA609	1,204,370	-	-	1,204,370	-	-	-	-	-
Schnepf Road: 1/4 mile North of Pecos Road to Germann Road	WA610	1,886,089	-	-	-	-	-	-	-	1,886,089
Kenworthy Rd: Pecos Rd to 1/4 mile north of Pecos Rd	WA612	681,719	-	-	-	-	-	-	-	681,719
1/3 mile north of Germann Rd: Kenworthy Rd to Schnepf Rd	WA613	1,204,370	-	-	-	-	-	-	-	1,204,370
Pecos Rd: Kenworthy Rd to Schnepf Rd	WA614	1,204,370	-	-	-	-	-	-	-	1,204,370
Frye Rd: Kenworthy Rd to Schnepf Rd	WA615	1,204,370	-	-	-	-	-	-	-	1,204,370
Frye Rd: Ironwood Rd to Kenworthy Rd	WA616	1,204,370	-	-	-	-	-	-	-	1,204,370
Stagecoach Pass Ave: Schnepf Rd to Kenworthy Rd (Transmission/Transfer)	B38	590,823	-	-	590,823	-	-	-	-	-
Ironwood Rd: Germann to Pima	B43	1,204,370	-	-	-	1,204,370	-	-	-	-
Rolling Ridge Rd: Schnepf to Sierra Vista (Transfer)	B59	1,726,063	-	-	-	1,726,063	-	-	-	-
Signal Butte FCV Station	TBD	75,000	-	-	-	75,000	-	-	-	-
Germann Rd: 204th to Ellsworth	C2	590,200	-	-	-	-	-	-	-	590,200
Germann Rd: 204th to Ellsworth	C2	505,960	-	-	-	-	-	-	-	505,960
Ellsworth Rd: San Tan Blvd to Empire Blvd	C6	590,823	-	-	-	-	-	-	-	590,823
Sun Dance Dr: Crismon Rd to Sossaman Rd	C16	5,185,356	-	-	-	-	-	-	5,185,356	-
Sossaman Rd: Sun Dance Dr to Bell Rd to Box Canyon-upper tank	CS & C17	1,727,800	-	-	-	-	-	-	1,727,800	-
Empire: Ironwood to Gary Rd	C29	3,256,500	-	-	-	-	-	-	-	3,256,500
Combs Rd: Sierra Vista to Schnepf (Transfer)	TBD	1,726,063	-	-	-	-	-	-	1,726,063	-
Sierra Vista: Laredo Ranch to Combs (Transfer)	TBD	863,511	-	-	-	863,511	-	-	-	-
Cortina Zone PRV's: R1, R2 & R3	TBD	908,000	-	-	-	908,000	-	-	-	-
Brooks Farm Zone PRV's: R4 & R5	TBD	327,600	-	-	-	327,600	-	-	-	-
Pima Rd: Meridian to Ironwood with 12" Domestic and 12" Transmission Line	TBD	2,406,200	-	-	-	2,406,200	-	-	-	-
Surface Water Treatment Plant	TBD	120,000,000	-	-	-	-	-	-	-	120,000,000
Germann Rd: Schnepf to WTP	TBD	120,000,000	-	-	-	-	-	-	-	120,000,000
<b>Subtotal</b>		<b>392,210,473</b>	<b>22,655,657</b>	<b>24,087,267</b>	<b>32,467,485</b>	<b>23,173,028</b>	-	-	<b>19,965,475</b>	<b>269,861,561</b>
<b>Miscellaneous/Recurring Projects</b>										
Corp Yard Interim Building & Improvements	MF005	1,202,762	1,202,762	-	-	-	-	-	-	-
MSB Remodel - Phase II	MF014	551,884	17,164	370,320	164,400	-	-	-	-	-
MSB Remodel - Utilities Offices	WA088	459,576	439,565	20,011	-	-	-	-	-	-
Utilities Billing System	WA107	2,276,471	2,223,329	53,142	-	-	-	-	-	-
Goldmine Mountain Parking Lot Water	WA194	205,180	-	102,590	-	102,590	-	-	-	-
Utilities Admin Building (FOF)	WA288	6,179,389	3,528,405	1,325,492	1,325,493	-	-	-	-	-
<b>Subtotal</b>		<b>10,875,262</b>	<b>7,411,225</b>	<b>1,871,555</b>	<b>1,489,893</b>	<b>102,590</b>	-	-	-	-
<b>Reconstruction Projects</b>										
Chandler Heights: Hawes to Ellsworth (PWP)	WA306	935,952	-	26,993	908,959	-	-	-	-	-
Sossaman Well, Boosters, Site, & Tank	WA007	2,432,599	2,256,209	116,327	-	60,063	-	-	-	-
Barney Farm Well, Boosters, Site, & Tank	WA020	16,369,824	4,772,329	11,597,495	-	-	-	-	-	-
Cloud Rd: Power to Sossaman	WA050	11,891	11,891	-	-	-	-	-	-	-
Church Farm East Well, Boosters, Site, Tank, & Waterlines	WA078	6,854,409	6,553,061	301,348	-	-	-	-	-	-
Church Farms West Well & Site	WA079	1,749,138	1,749,138	-	-	-	-	-	-	-



# Capital Funds Five-Year Projections

Queen Creek Water Capital Improvement Plan FY 2022/23										
Project Title	Project #	Project Total	Prior Year	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Beyond 5
			Actual	Revised	Recommended					
Power Rd: Ocotillo to Chandler Heights (PWP)	WA126	460,851	67,069	200,424	-	193,358	-	-	-	-
Rancho Jardines Water Reconstruction (PWP)	WA133	7,706,160	-	-	-	-	-	-	1,926,540	5,779,620
Queen Creek Rd: Ellsworth to Crismon (PWP)	WA152	76,943	-	76,943	-	-	-	-	-	-
Villages Well, Booster, Site, & Waterline	WA157	1,850,400	1,598,895	251,505	-	-	-	-	-	-
Jorde Signal Butte Well and Waterline	WA158	1,605,120	1,572,576	32,544	-	-	-	-	-	-
Power Rd: Chandler Heights to Riggs (PWP)	WA173	27,692	-	27,692	-	-	-	-	-	-
Gary Well & Site	WA189	892,047	892,047	-	-	-	-	-	-	-
Barney Farm Lake Well, Site, & Waterlines	WA193	1,842,000	1,612,737	229,263	-	-	-	-	-	-
Ocotillo: Meridian to Ironwood	WA195	52,092	52,092	-	-	-	-	-	-	-
Queen Creek Rd: Crismon to Signal Butte (PWP)	WA254	51,295	-	51,295	-	-	-	-	-	-
6 Acre Site at Schnepf Rolling Ridge	TBD	9,000,000	-	-	150,000	-	-	-	8,850,000	-
Orchard Ranch/Jorde - Empire West Well Tank and Booster	T28	5,000,000	-	-	-	2,500,000	2,500,000	-	-	-
Jorde - Empire West Well and Water Line	WA159	2,000,000	-	-	-	2,000,000	-	-	-	-
Silver Creek to Via del Jardine & west to Sossaman Tank	TBD	1,204,370	-	-	-	1,204,370	-	-	-	-
ASLD Tank and pump station	ASLD Tank	6,000,000	-	-	-	-	-	-	-	6,000,000
Box Canyon-upper Tank Altitude Valve	R6	271,600	-	-	-	-	-	-	271,600	-
Sossaman Site, Tank & Booster	TBD	5,868,252	-	-	-	2,934,126	2,934,126	-	-	-
Church Farm North Well	B29	1,500,000	-	-	-	1,500,000	-	-	-	-
Ware Farms 2 Well	WF2	1,500,000	-	-	-	1,500,000	-	-	-	-
Ware Farms 1 Well	WF1	1,500,000	-	-	-	1,500,000	-	-	-	-
Diversified Well 4 (Well 0)	DW4	1,500,000	-	-	-	1,500,000	-	-	-	-
Box Canyon-upper Tank	WA018 & WA122	3,500,000	-	-	-	-	-	-	3,500,000	-
Box Canyon-upper Pump Station	TBD	4,000,000	-	-	-	-	-	-	4,000,000	-
Diversified Well #1 Tank & Pump Station	TBD	3,000,000	-	-	3,000,000	-	-	-	-	-
Wales Ranch Ridge Tank, Boosters, & Site	TBD	9,000,000	-	-	-	150,000	-	-	8,850,000	-
Ellsworth Ranch Well Site	TBD	1,500,000	-	-	-	1,500,000	-	-	-	-
Homeplase Lake Fill	TBD	476,700	-	-	476,700	-	-	-	-	-
Ware Farms Lake Fill	TBD	908,000	-	-	908,000	-	-	-	-	-
<b>Subtotal</b>		<b>100,647,335</b>	<b>21,138,046</b>	<b>12,911,827</b>	<b>5,443,659</b>	<b>16,541,917</b>	<b>5,434,126</b>	<b>-</b>	<b>27,398,140</b>	<b>11,779,620</b>
<b>Master Planning Projects</b>										
Repair & Replacement Master Plan (WA134)	WA134	156,320	36,719	-	-	-	-	-	119,601	-
<b>Subtotal</b>		<b>156,320</b>	<b>36,719</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>119,601</b>	<b>-</b>
<b>Grand total</b>		<b>503,889,390</b>	<b>51,241,647</b>	<b>38,870,649</b>	<b>39,401,037</b>	<b>39,817,535</b>	<b>5,434,126</b>	<b>-</b>	<b>47,483,216</b>	<b>281,641,181</b>



# Capital Funds Five-Year Projections

## Wastewater CIP

WASTEWATER CAPACITY FEE & CAPITAL FUND	FY 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Wastewater Capacity Fee	\$ 6,151,944	\$ 4,566,042	\$ 4,647,268	\$ 4,606,655	\$ 4,899,647	\$ 5,540,750	\$ 5,610,372	\$ 25,304,692
Interest Income	-	100,000	100,000	50,000	10,000	10,000	10,000	180,000
3rd Party Reimbursement	9,365	-	-	-	-	-	-	-
Bond Proceeds	-	25,000,000	-	-	-	-	50,000,000	50,000,000
WIFA Loan	-	10,000,000	-	-	-	-	-	-
Transfers in from Sewer Operating Budget	2,546,264	1,508,139	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 8,707,573</b>	<b>\$ 41,174,181</b>	<b>\$ 4,747,268</b>	<b>\$ 4,656,655</b>	<b>\$ 4,909,647</b>	<b>\$ 5,550,750</b>	<b>\$ 55,620,372</b>	<b>\$ 75,484,692</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2021 Debt Issue	\$ -	\$ 63,929	\$ 566,214	\$ 566,214	\$ 566,214	\$ 1,414,000	\$ 1,414,000	\$ 4,526,642
<b>PROJECTS</b>								
Wastewater Projects	8,328,134	15,983,337	16,320,233	11,480,255	2,982,103	14,585,201	58,449,911	103,817,703
<b>OTHER</b>								
Fund Contingency	-	2,500,000	-	-	-	-	-	-
Contingency/Carryover	-	(8,952,648)	8,952,648	-	-	-	-	8,952,648
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 8,328,134</b>	<b>\$ 9,594,618</b>	<b>\$ 25,839,095</b>	<b>\$ 12,046,469</b>	<b>\$ 3,548,317</b>	<b>\$ 15,999,201</b>	<b>\$ 59,863,911</b>	<b>\$ 117,296,993</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>379,439</b>	<b>31,579,563</b>	<b>(21,091,827)</b>	<b>(7,389,814)</b>	<b>1,361,330</b>	<b>(10,448,451)</b>	<b>(4,243,539)</b>	
Beginning Balance	\$ 15,159,284	\$(14,359,892)	\$ 17,219,671	\$(3,872,156)	\$(11,261,970)	\$(9,900,640)	\$(20,349,091)	
Projected Ending Fund Balance (1)	\$(14,359,892)	\$ 17,219,671	\$(3,872,156)	\$(11,261,970)	\$(9,900,640)	\$(20,349,091)	\$(24,592,630)	
Projected Ending Cash Balance (1)	\$(14,359,892)	\$ 17,219,671	\$ 12,213,927	\$ 5,277,834	\$ 5,716,886	\$ 5,323,227	\$ 18,882,486	

(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 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 and transfers from the Wastewater Operating Fund.

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



Effective Government



Secure Future: Environment



Superior Infrastructure



# Capital Funds Five-Year Projections

## Wastewater CIP Project List

Queen Creek Wastewater Capital Improvement Plan FY 2022/23										
Project Title	Project #	Project Total	Prior Year	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Beyond 5
			Actual	Revised	Recommended					
<b>Identified Needs</b>										
Future Reconstruction Projects	ST15	905,143	-	-	-	-	119,601	122,699	125,877	536,966
Sundance Rd: San Tan Flats to Borgata (Crismon)	TBD	326,717	-	-	-	326,717	-	-	-	-
Barney 80: Ryan to Germann	TBD	482,034	-	482,034	-	-	-	-	-	-
Ocotillo Rd: Sonoqui to 190th	WW025	1,358,815	524,525	-	-	-	-	-	834,290	-
Cloud Rd: 220th to Rittenhouse	WW027	3,124,850	3,124,850	-	-	-	-	-	-	-
Combs Rd: ALA to Ironwood	WW051	501,471	501,471	-	-	-	-	-	-	-
Riggs Rd: Crismon to Rittenhouse	WW060	1,310,015	1,310,015	-	-	-	-	-	-	-
Sossaman & Riggs to Box Canyon	WW061	2,382,800	-	-	-	-	-	-	2,382,800	-
San Tan Flats to Borgata	WW062	496,650	496,650	-	-	-	-	-	-	-
Aldecoa: Ellsworth to Ellsworth Loop	WW063	410,360	-	125,456	284,904	-	-	-	-	-
Power: Riggs to Hunt Hwy	WW065	1,815,742	-	-	-	-	-	-	1,815,742	-
Riggs Rd: Ellsworth to Crismon	WW067	592,854	592,854	-	-	-	-	-	-	-
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	453,343	449,247	4,096	-	-	-	-	-	-
Crismon: Riggs to Empire	WW080	-	-	-	-	-	-	-	-	-
Signal Butte: Riggs to Empire	WW081	1,320,170	1,320,170	-	-	-	-	-	-	-
Queen Creek: 228th to Meridian	WW083	915,149	912,898	2,251	-	-	-	-	-	-
Germann: Signal Butte to Meridian	WW084	843,940	837,938	6,002	-	-	-	-	-	-
Signal Butte: FS#4 To Ryan Rd	WW087	302,952	302,952	-	-	-	-	-	-	-
Empire: 209th to 220th	WW091	100,000	-	100,000	-	-	-	-	-	-
RWCD Reclaimed Water Discharge	WW092	1,470,384	1,274,618	195,766	-	-	-	-	-	-
Meridian Road: Queen Creek to Germann	WW096	106,840	106,840	-	-	-	-	-	-	-
Easement at Tractor Supply	WW098	50,000	-	50,000	-	-	-	-	-	-
Combs ALA to Schnepf	WW255	6,211,510	6,211,510	-	-	-	-	-	-	-
Kenworthy: Combs to Hashknife	WW256	1,571,359	1,301,363	269,996	-	-	-	-	-	-
Meridian Rd: Germann to Frye	WW257	2,164,516	112,535	2,051,981	-	-	-	-	-	-
<b>Subtotal</b>		<b>29,961,393</b>	<b>19,380,437</b>	<b>4,031,359</b>	<b>284,904</b>	<b>326,717</b>	<b>119,601</b>	<b>122,699</b>	<b>5,158,709</b>	<b>536,966</b>
<b>Water Resource Projects</b>										
RWCD Basin	WW274	1,800,000	-	-	-	1,800,000	-	-	-	-
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	-	-	-	1,350,000	-	-	-	-
<b>Subtotal</b>		<b>5,050,000</b>	<b>-</b>	<b>150,000</b>	<b>750,000</b>	<b>4,150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Miscellaneous Projects</b>										
Corp Yard Interim Building & Improvements	MF005	488,121	488,121	-	-	-	-	-	-	-
MSB Remodel Phase II	MF014	535,320	600	534,720	-	-	-	-	-	-
Sossaman to Hawes Upper Tank	C80	2,077,881	-	-	-	-	-	-	-	2,077,881
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	-	-	-	-	-	-	36,000,000	12,000,000
GWRP Reclaimed Water Storage Tank	ST11	12,506,300	-	-	-	-	-	-	-	12,506,300
Equipment Purchase	TBD	1,408,899	-	578,000	-	30,000	500,000	-	300,899	-
GWRP Capital Construction	WW058	2,557,612	2,214,813	342,799	-	-	-	-	-	-
Sewer Dosing Sites	WW059	392,650	88,561	-	-	104,089	-	100,000	-	100,000
Utilities Corp Yard Building and Improvements	WW075	2,154,390	1,416,455	737,935	-	-	-	-	-	-
Ocotillo: Meridian to Ironwood	WW089	186,474	49,503	136,971	-	-	-	-	-	-
Chandler Heights: Power to Sossaman	WW090	50,747	44,175	6,572	-	-	-	-	-	-
GWRP 2018 Plant Expansion - Expansion Future Buildout 34%	WWT07	5,737,228	4,182,520	1,057,575	-	-	-	-	94,408	402,725
GWRP 2018 Plant Expansion - Rerating Capacity 29%	WWT08	4,463,787	3,567,371	896,415	-	-	-	-	-	-
GWRP 2018 Plant Expansion - Renovations 37%	WWT09	5,725,291	4,551,638	1,173,653	-	-	-	-	-	-
GWRP Plant Improvements	WWT10	434,196	-	326,767	9,766	97,663	-	-	-	-
GWRP Equipment Replacement / Lifecycle	WWT11	502,698	-	256,286	61,603	61,603	61,603	61,603	-	-
GWRP Major Plant Improvements	WWT12	1,050,603	-	-	-	448,805	300,899	300,899	-	-
Combs: Schnepf to Sierra Vista Reimbursement	WW258	28,862	28,862	-	-	-	-	-	-	-
Schnepf: Combs to Hashknife	WW270	16,630	16,630	-	-	-	-	-	-	-
Schnepf: Hashknife to Skyline	WW271	33,709	33,709	-	-	-	-	-	-	-
Hashknife Lift Station	WW272	654,695	654,695	-	-	-	-	-	-	-
East Park Sewer Lines	WW350	600,000	-	600,000	-	-	-	-	-	-



# Capital Funds Five-Year Projections

Queen Creek Wastewater Capital Improvement Plan FY 2022/23										
Project Title	Project #	Project Total	Prior Year	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027	Beyond 5
			Actual	Revised	Recommended					
State Lands	WW600	1,166,000	-	-	-	-	-	-	1,166,000	-
Germann Rd: Meridian to Ironwood	WW601	2,124,440	-	-	2,124,440	-	-	-	-	-
Germann Rd: Ironwood to Kenworthy	WW602	1,833,800	-	-	1,833,800	-	-	-	-	-
Ironwood Dr: Frye to Pecos	WW603	682,000	-	-	-	-	-	-	682,000	-
Pecos Rd: Meridian to Ironwood	WW604	1,833,800	-	-	1,833,800	-	-	-	-	-
1/3 Mile North of Germann: Ironwood to Kenworthy	WW607	1,166,000	-	-	-	-	-	-	-	1,166,000
Kenworthy Rd: Germann to 1/3 Mile North of Germann	WW608	388,520	-	-	388,520	-	-	-	-	-
Pecos Rd: Ironwood to Kenworthy	WW609	1,833,800	-	-	1,833,800	-	-	-	-	-
Meridian Rd: Queen Creek Lift Station to Scalping plant	C1	3,823,752	-	-	-	-	-	-	3,823,752	-
East of Train Track (following Rittenhouse/Gantzel Rd Alignment): Combs Rd to Rolling Ridge	C2	5,932,500	-	-	-	-	-	-	-	5,932,500
E Hash Knife Draw Rd: From N Schnepf Rd to Canal	C8	2,118,505	-	2,118,505	-	-	-	-	-	-
N Kenworthy Rd: Combs to QC Wash	C12	733,600	-	-	733,600	-	-	-	-	-
Germann Rd: Kenworthy to Schnepf	C26	1,166,000	-	-	-	-	-	-	1,166,000	-
E Germann Rd: East from N Schnepf Rd	C14	648,000	-	-	-	-	-	-	-	648,000
N Schnepf Rd: From E Germann Rd to E Pima Rd	C15	1,167,540	-	-	-	-	-	-	1,167,540	-
East from N Schnepf Rd between E Pima Rd and E Ranch Rd	C16	253,440	-	-	-	-	-	-	-	253,440
E Pima Rd: From N Schnepf Rd to Canal	C17	1,213,300	-	-	-	-	-	-	-	1,213,300
Schnepf Rd: SR24 to Pecos	C34	1,023,400	-	-	-	-	-	-	-	1,023,400
Meridian & Queen Creek Lift Station to Scalping Plant	C61	2,479,000	-	-	-	-	-	-	2,479,000	-
Hawes Rd & Arroya Ct Pump Back Station	C63	3,614,000	-	-	-	-	-	-	-	3,614,000
Hawes Rd & Arroya Ct to QC LS (Force Main)	C64	9,524,928	-	-	-	-	-	-	-	9,524,928
Pump Station from Meridian Recharge Facility to Kenworthy Recharge Facility	C67	5,688,220	-	-	-	-	-	-	-	5,688,220
Reclaimed Water Pipeline: GWRP to Meridian Gravel Pit	C71	22,743,180	-	-	-	-	-	-	-	22,743,180
Reclaimed Pump Station at EPCOR Plant	C72	1,531,053	-	-	-	-	-	-	-	1,531,053
Solids Handling at GWRP	C77	6,000,000	-	-	-	-	-	-	6,000,000	-
Pump station at RWCD delivery point	C78	1,829,000	-	-	-	1,829,000	-	-	-	-
Meridian Gravel Pit water reclamation plant	C79	33,700,000	-	-	-	-	-	-	-	33,700,000
Pecos Road: Kenworthy to Schnepf	C83	1,166,000	-	-	-	-	-	-	-	1,166,000
Ironwood Road: Germann to Pecos	C84	1,166,000	-	-	1,166,000	-	-	-	-	-
Rittenhouse & Railroad Rehabilitation (Phs1 and Phs2)	C86	5,000,000	-	-	2,500,000	-	-	-	-	2,500,000
Wales Gravel Pit	TBD	12,800,000	-	-	2,800,000	-	-	8,000,000	-	2,000,000
Gravel Pit Recharge (Encanterra Effluent/Lake Recharge Agreement)	WW640	10,000,000	-	2,000,000	-	4,000,000	2,000,000	2,000,000	-	-
<b>Subtotal</b>		<b>239,955,872</b>	<b>17,337,653</b>	<b>10,766,200</b>	<b>15,285,329</b>	<b>6,571,160</b>	<b>2,862,502</b>	<b>14,462,502</b>	<b>52,879,599</b>	<b>119,790,927</b>
<b>Reconstruction Projects</b>										
Power Rd: Chandler Heights to South of Riggs (PWP)	WW026	218,842	218,842	-	-	-	-	-	-	-
Riggs Rd & Sossaman Intersection (PWP)	WW052	128,659	128,659	-	-	-	-	-	-	-
Power: Ocotillo to Chandler Heights (PWP)	WW064	157,503	32,383	125,120	-	-	-	-	-	-
Power Road T Lock Sleeving	WW070	1,398,647	1,398,647	-	-	-	-	-	-	-
Ocotillo Rd: Signal Butte to Meridian (PWP)	WW073	207,649	-	207,649	-	-	-	-	-	-
Chandler Heights: Hawes to Ellsworth (PWP)	WW074	82,378	-	-	-	82,378	-	-	-	-
Queen Creek Rd: Ellsworth to Signal Butte (PWP)	WW086	209,658	209,658	-	-	-	-	-	-	-
SR24 Sleeving: Ironwood & Meridian	WW205	315,000	-	315,000	-	-	-	-	-	-
<b>Subtotal</b>		<b>2,718,335</b>	<b>1,988,188</b>	<b>647,769</b>	-	<b>82,378</b>	-	-	-	-
<b>Master Planning Projects</b>										
Water Resources Master Plan 2018	WW071	1,586,867	253,307	283,561	-	350,000	-	-	350,000	350,000
Comprehensive Utility Master Plan	WW210	356,457	252,009	104,448	-	-	-	-	-	-
Study Costs	TBD	61,603	-	-	-	-	-	-	61,603	-
<b>Subtotal</b>		<b>2,004,927</b>	<b>505,315</b>	<b>388,009</b>	-	<b>350,000</b>	-	-	<b>411,603</b>	<b>350,000</b>
<b>Grand Total</b>		<b>279,690,527</b>	<b>39,211,594</b>	<b>15,983,337</b>	<b>16,320,233</b>	<b>11,480,255</b>	<b>2,982,103</b>	<b>14,585,201</b>	<b>58,449,911</b>	<b>120,677,893</b>



# 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 the growth share of new capital projects, along with projected fund balances.

## Transportation Development

TRANSPORTATION DEVELOPMENT FUND	FY 20/21 Actual	FY 21/22 Adopted	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>									
Transportation Development Fee	\$ 5,019,181	\$ 3,921,888	\$ 4,813,656	\$ 5,292,250	\$ 5,782,741	\$ 5,113,183	\$ 4,715,559	\$ 4,641,196	\$ 25,544,929
Interest Income	16,615	5,000	5,000	5,000	-	-	-	-	5,000
Transfer In - Reimbursement of prior year project costs	6,058,844	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 11,094,640</b>	<b>\$ 3,926,888</b>	<b>\$ 4,818,656</b>	<b>\$ 5,297,250</b>	<b>\$ 5,782,741</b>	<b>\$ 5,113,183</b>	<b>\$ 4,715,559</b>	<b>\$ 4,641,196</b>	<b>\$ 25,549,929</b>
<b>EXPENDITURES/USES</b>									
<b>DEBT SERVICE TRANSFERS</b>									
2018 Bond Debt Service	\$ 585,788	\$ 583,688	\$ 583,688	\$ 581,388	\$ 583,788	\$ 584,763	\$ 584,263	\$ 583,263	\$ 2,917,465
2020 Bond Debt Service	145,909	338,551	338,551	336,756	337,618	338,192	338,480	335,679	1,686,726
<b>PROJECTS - TRANSFERS OUT</b>									
Transportation Projects IIP	2,516,578	5,037,115	12,537,115	9,531,275	4,861,335	4,190,228	2,494,168	-	21,077,006
Transfer Out - Reimbursement of prior year project costs	2,000,000	-	-	-	-	-	-	-	-
<b>OTHER</b>									
Professional Services & Studies	-	125,000	148,625	125,000	-	-	-	-	125,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 5,248,275</b>	<b>\$ 6,084,354</b>	<b>\$ 13,607,979</b>	<b>\$ 10,574,420</b>	<b>\$ 5,782,741</b>	<b>\$ 5,113,183</b>	<b>\$ 3,416,911</b>	<b>\$ 918,942</b>	<b>\$ 25,806,197</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>5,846,365</b>	<b>(2,157,466)</b>	<b>(8,789,323)</b>	<b>(5,277,170)</b>	<b>-</b>	<b>-</b>	<b>1,298,648</b>	<b>3,722,254</b>	
Beginning Balance	\$ 8,220,128	\$ 4,070,736	\$ 14,066,493	\$ 5,277,170	\$ -	\$ -	\$ -	\$ 1,298,648	
Projected Ending Fund Balance	\$ 14,066,493	\$ 1,913,270	\$ 5,277,170	\$ -	\$ -	\$ -	\$ 1,298,648	\$ 5,020,902	

### 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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Parks Development Fee	\$ 7,701,470	\$ 6,506,840	\$ 7,083,843	\$ 7,715,160	\$ 6,688,648	\$ 5,883,949	\$ 6,072,100	\$ 33,443,700
Interest Income	113,004	143,740	143,740	162,300	128,970	20,000	20,000	475,010
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 7,814,474</b>	<b>\$ 6,650,580</b>	<b>\$ 7,227,583</b>	<b>\$ 7,877,460</b>	<b>\$ 6,817,618</b>	<b>\$ 5,903,949</b>	<b>\$ 6,092,100</b>	<b>\$ 33,918,710</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of the 2007 Excise Tax Bond	\$ 203,873	\$ 203,038	\$ 203,886	\$ 203,801	\$ 203,487	\$ 204,221	\$ 203,462	\$ 1,018,857
2016 Refinancing of the 2007 Excise Tax Bond - HPEC	224,813	223,891	224,827	224,733	224,387	225,197	224,359	1,123,503
2016 Refinancing of the 2008A GADA Loan - HPEC	83,840	80,614	84,915	81,344	-	-	-	166,259
<b>PROJECTS - TRANSFERS OUT</b>								
<b>Parks</b>								
East Park - Drainage Design	111,147	-	-	-	-	-	-	-
Design Placeholder - Future Parks	-	5,000,000	-	-	-	-	-	-
East Park	-	-	21,000,000	-	-	-	-	21,000,000
Jorde Park - Design	-	-	-	-	-	-	5,600,000	5,600,000
<b>Trails</b>								
QC Wash Trail Improvements - Crismon to Rittenhouse	43,950	52,063	1,304,488	-	-	-	-	1,304,488
QC Wash Trail Improvements - Rittenhouse to Meridian	4,838	6,294	-	1,300,000	-	3,400,000	-	4,700,000
Signal Butte Road Trail Alignment	686	13,600	-	-	-	-	-	-
Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth	135,409	7,015	-	-	-	-	-	-
Sonoqui Wash - Riggs Road Channel - Ellsworth to SRP Utility Easement Trail - Ellsworth to Signal Butte	131,275	-	-	-	-	-	-	-
SRP Utility Easement Trail - Ellsworth to Signal Butte	-	-	-	-	956,150	-	-	956,150
Sonoqui Wash Power to Recker	-	-	-	-	1,346,000	-	-	1,346,000
<b>OTHER</b>								
Professional Services & Studies	-	31,125	80,000	-	-	-	-	80,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 939,830</b>	<b>\$ 5,617,640</b>	<b>\$ 22,898,116</b>	<b>\$ 1,809,878</b>	<b>\$ 2,730,024</b>	<b>\$ 3,829,418</b>	<b>\$ 6,027,821</b>	<b>\$ 37,295,257</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>6,874,644</b>	<b>1,032,940</b>	<b>(15,670,533)</b>	<b>6,067,582</b>	<b>4,087,594</b>	<b>2,074,531</b>	<b>64,279</b>	
Beginning Balance	\$ 12,953,735	\$ 19,828,380	\$ 20,861,320	\$ 5,190,787	\$ 11,258,369	\$ 15,345,963	\$ 17,420,494	
Projected Ending Fund Balance	\$ 19,828,380	\$ 20,861,320	\$ 5,190,787	\$ 11,258,369	\$ 15,345,963	\$ 17,420,494	\$ 17,484,773	

### 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.

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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Public Safety Development Fee	\$ 1,282,818	\$ 1,378,563	\$ 1,553,557	\$ 1,680,197	\$ 1,474,237	\$ 1,312,837	\$ 1,350,597	\$ 7,371,425
Interest Income	5,606	-	-	800	1,500	2,000	3,000	7,300
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 1,288,424</b>	<b>\$ 1,378,563</b>	<b>\$ 1,553,557</b>	<b>\$ 1,680,997</b>	<b>\$ 1,475,737</b>	<b>\$ 1,314,837</b>	<b>\$ 1,353,597</b>	<b>\$ 7,378,725</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2018 Bond Issue - PS Admin Building	\$ 142,875	\$ 140,075	\$ 142,175	\$ 139,175	\$ 140,675	\$ 141,550	\$ 142,175	\$ 705,750
<b>PROJECTS - TRANSFERS OUT</b>								
Police Space at Fire Station #2	276,214	295,026	-	-	-	-	-	-
Police Space at Fire Station #4	383,310	239	-	-	-	-	-	-
Police Space at Fire Station #5	198,504	290,344	-	-	-	-	-	-
<b>OTHER</b>								
Professional Services and Studies	-	20,750	40,000	-	-	-	-	40,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 1,000,903</b>	<b>\$ 746,435</b>	<b>\$ 182,175</b>	<b>\$ 139,175</b>	<b>\$ 140,675</b>	<b>\$ 141,550</b>	<b>\$ 142,175</b>	<b>\$ 745,750</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>287,521</b>	<b>632,129</b>	<b>1,371,382</b>	<b>1,541,822</b>	<b>1,335,062</b>	<b>1,173,287</b>	<b>1,211,422</b>	
Beginning Balance	\$ 351,072	\$ 638,593	\$ 1,270,721	\$ 2,642,103	\$ 4,183,925	\$ 5,518,987	\$ 6,692,274	
Projected Ending Fund Balance	\$ 638,593	\$ 1,270,721	\$ 2,642,103	\$ 4,183,925	\$ 5,518,987	\$ 6,692,274	\$ 7,903,696	

### 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.

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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Fire Development Fee	\$ 2,480,644	\$ 2,553,268	\$ 2,852,113	\$ 3,084,768	\$ 2,706,508	\$ 2,409,943	\$ 2,479,268	\$ 13,532,600
Interest Income	26,655	5,000	5,000	5,000	5,000	6,000	6,000	27,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 2,507,299</b>	<b>\$ 2,558,268</b>	<b>\$ 2,857,113</b>	<b>\$ 3,089,768</b>	<b>\$ 2,711,508</b>	<b>\$ 2,415,943</b>	<b>\$ 2,485,268</b>	<b>\$ 13,559,600</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2018 Bond - Fire Station 1 & Fire Station 3	\$ 494,538	\$ 494,738	\$ 494,538	\$ 493,938	\$ 491,538	\$ 492,163	\$ 492,038	\$ 2,464,215
2020 Bond - Fire Station 2, 4, 5, & RC	257,772	595,800	597,550	593,925	594,925	595,425	595,425	2,977,250
<b>PROJECT TRANSFERS</b>								
Fire Resource Center	5,996	15,407	1,440,000	-	-	-	-	1,440,000
Fire Station #2	1,049,613	1,121,101	-	-	-	-	-	-
Fire Station #4	1,456,577	908	-	-	-	-	-	-
Fire Station #5	852,856	1,106,600	-	-	-	-	-	-
<b>OTHER</b>								
Professional Services and Studies	-	20,750	40,000	-	-	-	-	40,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 4,117,352</b>	<b>\$ 3,355,304</b>	<b>\$ 2,572,088</b>	<b>\$ 1,087,863</b>	<b>\$ 1,086,463</b>	<b>\$ 1,087,588</b>	<b>\$ 1,087,463</b>	<b>\$ 6,921,465</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(1,610,053)</b>	<b>(797,036)</b>	<b>285,025</b>	<b>2,001,905</b>	<b>1,625,045</b>	<b>1,328,355</b>	<b>1,397,805</b>	
Beginning Balance	\$ 13,518,853	\$ 11,908,800	\$ 11,111,763	\$ 11,396,788	\$ 13,398,693	\$ 15,023,738	\$ 16,352,093	
Projected Ending Fund Balance	\$ 11,908,800	\$ 11,111,763	\$ 11,396,788	\$ 13,398,693	\$ 15,023,738	\$ 16,352,093	\$ 17,749,898	

### 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 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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Town Buildings & Vehicles Development Fee	\$ 184,521	\$ 155,000	\$ 168,568	\$ 183,404	\$ 159,120	\$ 140,280	\$ 144,764	\$ 796,136
Interest Income	21,143	3,000	3,000	3,000	3,000	2,000	2,000	13,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 205,664</b>	<b>\$ 158,000</b>	<b>\$ 171,568</b>	<b>\$ 186,404</b>	<b>\$ 162,120</b>	<b>\$ 142,280</b>	<b>\$ 146,764</b>	<b>\$ 809,136</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of 2004 GADA Loan- Municipal Services	\$ 65,952	\$ 222,042	\$ 222,771	\$ 223,117	\$ 223,155	\$ 223,718	\$ 221,466	\$ 1,114,227
2016 Refinancing of the 2007 Excise Tax Bond - Buildings	221,005	65,681	65,956	65,928	65,827	66,064	65,819	329,594
<b>OTHER</b>								
Professional Services & Studies	-	10,375	20,000	-	-	-	-	20,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 286,957</b>	<b>\$ 298,098</b>	<b>\$ 308,727</b>	<b>\$ 289,045</b>	<b>\$ 288,982</b>	<b>\$ 289,782</b>	<b>\$ 287,285</b>	<b>\$ 1,463,821</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(81,293)</b>	<b>(140,098)</b>	<b>(137,159)</b>	<b>(102,641)</b>	<b>(126,862)</b>	<b>(147,502)</b>	<b>(140,521)</b>	
Beginning Balance	\$ 2,973,398	\$ 2,892,105	\$ 2,752,007	\$ 2,614,848	\$ 2,512,207	\$ 2,385,345	\$ 2,237,843	
Projected Ending Fund Balance	\$ 2,892,105	\$ 2,752,007	\$ 2,614,848	\$ 2,512,207	\$ 2,385,345	\$ 2,237,843	\$ 2,097,322	

### 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.

Strategic priorities that relate to the Town Buildings Development Fund are:



Superior Infrastructure



# Capital Funds Five-Year Projections

## Library

LIBRARY DEVELOPMENT FUND	FY 22/23							Total 5 year Projection
	FY 20/21 Actual	FY 21/22 Revised	Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	
<b>REVENUES/SOURCES</b>								
Library Development Fee	\$ 404,817	\$ 340,747	\$ 370,929	\$ 403,964	\$ 350,230	\$ 308,131	\$ 317,984	\$ 1,751,238
Interest Income	14,134	3,000	3,000	3,000	3,000	2,000	2,000	13,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 418,951</b>	<b>\$ 343,747</b>	<b>\$ 373,929</b>	<b>\$ 406,964</b>	<b>\$ 353,230</b>	<b>\$ 310,131</b>	<b>\$ 319,984</b>	<b>\$ 1,764,238</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of the 2005B GADA Loan	\$ 39,841	\$ 40,069	\$ 40,242	\$ 40,346	\$ 37,684	\$ 37,933	\$ 39,481	\$ 195,686
2016 Refinancing of the 2006A GADA Loan	166,358	165,446	165,777	164,554	164,575	164,879	165,017	824,802
2016 Refinancing of the 2007 Excise Tax Bond	26,711	26,601	26,712	26,701	26,660	26,756	26,657	133,486
<b>OTHER</b>								
Infrastructure Improvement Plan Studies/Other	-	10,375	20,000	-	-	-	-	20,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 232,910</b>	<b>\$ 242,491</b>	<b>\$ 252,731</b>	<b>\$ 231,601</b>	<b>\$ 228,919</b>	<b>\$ 229,568</b>	<b>\$ 231,155</b>	<b>\$ 1,173,974</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>186,041</b>	<b>101,256</b>	<b>121,198</b>	<b>175,363</b>	<b>124,311</b>	<b>80,563</b>	<b>88,829</b>	
Beginning Balance	\$ 1,877,864	\$ 2,063,905	\$ 2,165,161	\$ 2,286,359	\$ 2,461,722	\$ 2,586,033	\$ 2,666,596	
Projected Ending Fund Balance	\$ 2,063,905	\$ 2,165,161	\$ 2,286,359	\$ 2,461,722	\$ 2,586,033	\$ 2,666,596	\$ 2,755,425	

### 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.

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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Construction Sales Tax	\$ 13,052,827	\$ 14,776,000	\$ 13,092,900	\$ 13,105,800	\$ 12,687,300	\$ 12,239,400	\$ 13,028,400	\$ 64,153,800
Interest Income	83	50,000	50,000	50,000	50,000	50,000	50,000	250,000
Transfer In - Reimbursement of prior year project costs	2,000,000	-	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 15,052,910</b>	<b>\$ 14,826,000</b>	<b>\$ 13,142,900</b>	<b>\$ 13,155,800</b>	<b>\$ 12,737,300</b>	<b>\$ 12,289,400</b>	<b>\$ 13,078,400</b>	<b>\$ 64,403,800</b>
<b>EXPENDITURES/USES</b>								
<b>DEVELOPMENT AGREEMENTS</b>								
Queen Creek Rd: Ellsworth to 206th	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cloud and Ellsworth Roads	-	-	440,000	-	-	-	-	440,000
Traffic Signal: Cloud & Ellsworth	-	-	450,000	-	-	-	-	450,000
<b>DEBT SERVICE TRANSFERS</b>								
2006 ID Bonds - Ellsworth Loop Rd	1,001,625	994,425	997,500	995,419	995,963	994,838	992,663	4,976,383
2016 Refinancing of 2007 Excise Tax Bond	283,580	282,417	283,597	283,479	283,042	284,064	283,007	1,417,189
2020 Bond	108,111	250,849	249,519	250,157	250,583	250,795	248,721	1,249,774
<b>PROJECTS - TRANSFERS OUT</b>								
Transportation Projects (Growth Projects)	3,411,599	7,028,875	13,144,661	11,771,223	15,049,083	11,594,300	-	51,559,267
Transfer Out - Reimbursement of prior year project costs	6,058,844	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 10,863,759</b>	<b>\$ 11,856,566</b>	<b>\$ 15,565,277</b>	<b>\$ 13,300,278</b>	<b>\$ 16,578,671</b>	<b>\$ 13,123,997</b>	<b>\$ 1,524,391</b>	<b>\$ 60,092,613</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>4,189,151</b>	<b>2,969,434</b>	<b>(2,422,377)</b>	<b>(144,478)</b>	<b>(3,841,371)</b>	<b>(834,597)</b>	<b>11,554,009</b>	
Beginning Balance	\$ 84,237	\$ 4,273,388	\$ 7,242,823	\$ 4,820,446	\$ 4,675,968	\$ 834,597	\$ -	
Projected Ending Fund Balance	\$ 4,273,388	\$ 7,242,823	\$ 4,820,446	\$ 4,675,968	\$ 834,597	\$ -	\$ 11,554,009	

### 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 transportation projects.

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



Superior Infrastructure



# Other Funds

## Municipal Town Center Fund

TOWN CENTER FUND	FY 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Retail Sales Tax 0.25%	\$ 1,123,367	\$ 1,010,719	\$ 1,280,750	\$ 1,396,050	\$ 1,521,650	\$ 1,658,550	\$ 1,807,850	\$ 7,664,850
Building Lease Revenue	78,184	81,426	81,426	81,426	81,426	81,426	81,426	407,130
Signage Revenue	16,975	20,000	20,000	20,000	20,000	20,000	20,000	100,000
Interest Income	6,704	-	5,000	5,000	5,000	5,000	5,000	25,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 1,225,230</b>	<b>\$ 1,112,145</b>	<b>\$ 1,387,176</b>	<b>\$ 1,502,476</b>	<b>\$ 1,628,076</b>	<b>\$ 1,764,976</b>	<b>\$ 1,914,276</b>	<b>\$ 8,196,980</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	\$ 333,875	\$ 331,475	\$ 332,500	\$ 331,806	\$ 331,987	\$ 331,612	\$ 331,612	\$ 1,659,517
<b>BUSINESS EXPENSES</b>								
Professional Services	8,700	25,000	25,000	25,000	25,000	25,000	25,000	125,000
QC Inc/Chamber Annex	6,767	13,900	16,500	17,000	17,500	18,000	18,500	87,500
Town Center Rental Properties	-	3,500	14,500	14,500	14,500	14,500	14,500	72,500
<b>CONSTRUCTION SERVICES</b>								
Façade Improvements (TC001)	-	50,000	50,000	50,000	50,000	50,000	50,000	250,000
TC Parking / Parking Study (TC002)	-	-	15,000	-	-	-	-	15,000
Town Center Plan Update (TC004)	-	-	20,000	-	-	-	-	20,000
TC Decorative Elements/Art (TC006)	-	-	60,500	37,500	27,500	22,500	37,500	185,500
Town Center Design Guidelines (TC010)	-	-	10,000	-	-	-	-	10,000
Town Center Infrastructure (TC014)	285,639	476,662	-	-	-	-	-	-
<b>LAND</b>								
Property Purchase	-	-	-	-	-	-	-	-
<b>OTHER</b>								
Town Center / Banner Signage (TC007)	11,079	15,000	15,500	16,000	16,500	17,000	17,500	82,500
Fire Suppression Project (OP130)	153,058	-	-	-	-	-	-	-
Studies / Analysis	-	-	25,000	25,000	25,000	25,000	25,000	125,000
Carryforward	-	-	-	-	-	-	-	-
Construction/Land Contingency	7,768	384,000	500,000	500,000	500,000	500,000	500,000	2,500,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 806,886</b>	<b>\$ 1,299,537</b>	<b>\$ 1,084,500</b>	<b>\$ 1,016,806</b>	<b>\$ 1,007,987</b>	<b>\$ 1,003,612</b>	<b>\$ 1,019,612</b>	<b>\$ 5,132,517</b>
<b>Annual Result</b>	<b>418,344</b>	<b>(187,392)</b>	<b>302,676</b>	<b>485,670</b>	<b>620,089</b>	<b>761,364</b>	<b>894,664</b>	
Beginning Balance	\$ 598,261	\$ 1,016,605	\$ 829,213	\$ 1,131,889	\$ 1,617,559	\$ 2,237,648	\$ 2,999,012	
Projected Ending Fund Balance	\$ 1,016,605	\$ 829,213	\$ 1,131,889	\$ 1,617,559	\$ 2,237,648	\$ 2,999,012	\$ 3,893,676	

### Fund Description and Relation to Corporate Strategic Plan

This fund is used to run beautification and business-related projects in Town Center. The funding mechanism for these projects is primarily the 0.25% dedicated sales tax charged within the major retail developments in Town Center. Included in the FY 2022/23 budget is continued operations of the Chamber of Commerce annex, the Façade Improvement program, and decorative elements specific to the Town Center.

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 20/21 Actual	FY 21/22 Revised	FY 22/23 Recommended	FY 23/24 Projection	FY 24/25 Projection	FY 25/26 Projection	FY 26/27 Projection	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Employer Premiums - Medical	\$ 2,937,943	\$ 4,875,173	\$ 5,054,878	\$ 5,206,500	\$ 5,466,800	\$ 5,740,100	\$ 6,027,100	\$ 27,495,378
Employee Premiums - Medical	682,398	1,021,208	1,197,642	1,233,600	1,270,600	1,308,700	1,348,000	\$ 6,358,542
Employer Premiums - Dental	202,675	299,842	304,110	313,200	322,600	332,300	342,300	\$ 1,614,510
Employee Premiums - Dental	66,931	90,129	107,356	110,600	113,900	117,300	120,800	\$ 569,956
Employer Premiums - Vision	20,382	28,708	32,273	33,200	34,200	35,200	36,300	\$ 171,173
Employee Premiums - Vision	5,274	7,381	8,567	8,800	9,100	9,400	9,700	\$ 45,567
HSA Funding	698,360	598,069	714,295	735,700	757,800	780,500	803,900	\$ 3,792,195
Insurance Premiums	94,794	67,841	82,394	84,900	87,400	90,000	92,700	\$ 437,394
Interest	10,030	-	-	-	-	-	-	\$ -
Stop Loss Reimbursement	569,486	100,000	100,000	100,000	100,000	100,000	100,000	\$ 500,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 5,288,274</b>	<b>\$ 7,088,351</b>	<b>\$ 7,601,515</b>	<b>\$ 7,826,500</b>	<b>\$ 8,162,400</b>	<b>\$ 8,513,500</b>	<b>\$ 8,880,800</b>	<b>\$ 40,984,715</b>
<b>EXPENDITURES/USES</b>								
<b>Claims &amp; Ins Payments</b>								
Medical Claims	\$ 4,050,331	\$ 4,754,221	\$ 5,899,847	\$ 6,076,840	\$ 6,259,150	\$ 6,446,920	\$ 6,640,330	\$ 31,323,087
Fixed Expense	425,494	421,536	418,473	431,030	443,960	457,280	471,000	\$ 2,221,743
HSA Contributions	757,274	598,069	714,295	735,700	757,800	780,500	803,900	\$ 3,792,195
Short Term Disability Premiums	55,168	35,246	26,319	27,110	27,920	28,760	29,620	\$ 139,729
Dental Premiums	212,257	389,971	411,466	423,800	436,500	449,600	463,100	\$ 2,184,466
Vision Premiums	24,591	36,089	40,840	42,000	43,300	44,600	46,000	\$ 216,740
Flexible Spending premiums	2,309	4,000	4,200	4,330	4,460	4,590	4,730	\$ 22,310
Life Insurance Premiums	72,410	32,595	56,075	57,760	59,490	61,270	63,110	\$ 297,705
Wellness Initiatives	2,562	6,000	6,000	6,480	7,000	7,560	7,560	\$ 34,600
ACA Fees	1,499	24,730	24,000	26,710	28,840	31,150	31,150	\$ 141,850
COVID Testing	-	-	-	-	-	-	-	\$ -
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 5,603,895</b>	<b>\$ 6,302,457</b>	<b>\$ 7,601,515</b>	<b>\$ 7,831,760</b>	<b>\$ 8,068,420</b>	<b>\$ 8,312,230</b>	<b>\$ 8,560,500</b>	<b>\$ 40,374,425</b>
<b>Annual Result</b>	<b>(315,621)</b>	<b>785,894</b>	<b>-</b>	<b>(5,260)</b>	<b>93,980</b>	<b>201,270</b>	<b>320,300</b>	
Beginning Balance	\$ 1,622,079	\$ 1,306,458	\$ 2,092,352	\$ 2,092,352	\$ 2,087,092	\$ 2,181,072	\$ 2,382,342	
Projected Ending Fund Balance	\$ 1,306,458	\$ 2,092,352	\$ 2,092,352	\$ 2,087,092	\$ 2,181,072	\$ 2,382,342	\$ 2,702,642	

### 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 2022/23 is due to the anticipated hiring of 64.25 new FTEs, 26 of which are the staffing for the new Emergency Transportation Service program in the Fire Department.

Strategic priorities that relate to the Healthcare Self-Insurance Fund are:



Effective Government



# Other Funds

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## 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 estimated SLID levy budget is set at \$150,000 and the expenditure budget is set at \$300,000.

## Contingency and Grants Fund

Under Arizona state law, the Town cannot increase its total budget amount once the budget is adopted, even if additional revenue is received beyond the budgeted amounts. Therefore, the Town's adopted budget includes spending authority authorizations in the Contingency and Grants Fund to accommodate unexpected operating projects and expenses that may come up during the year. The Contingency amount includes an allowance for contracts and open purchase orders that must be carried forward from the previous fiscal year because the goods and services were not received by the end of the fiscal year. For FY 2022/23, the budget includes a \$7 million allowance for possible carry-forward items, and a \$2 million allowance for unexpected expenses.

Additionally, spending authority for possible grants has been established to house anticipated grant revenue and equivalent expenses. If a grant is not received, then expenses do not occur. For FY 2022/23, this fund includes \$10 million for possible grant revenues and expenses related to public safety and transportation projects.

The total spending authority in the Contingency and Grants Fund for FY 2022/23 is \$19 million.



# Debt

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## 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 2022/23 is \$683,060,807. This includes both Maricopa County and Pinal County assessed values.

20% Debt Margin Limit:	\$ 136,612,161
Bonded Debt Outstanding:	<u>0</u>
Unused 20% Limitation Borrowing Capacity:	\$ 136,612,161
6% Debt Margin Limit:	\$ 40,983,648
Bonded Debt Outstanding:	<u>0</u>
Unused 6% Limitation Borrowing Capacity:	\$ 40,983,648

# Debt Guidelines

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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, pledged-revenue debt has been issued in prior years for transportation, public safety, fire, parks, and utility projects.

# Town Debt by Type

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## 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 FY2021/22, the Town issued \$85,000,000 of short-term subordinate lien excise tax and state-shared revenue debt to finance the acquisition and construction of numerous water and wastewater infrastructure projects. The debt was issued as a private-placement with U.S. Bank at a variable interest rate that resets each week based on the current SIFMA rate. The full loan authorization was for \$85 million and is being drawn down monthly as project expenses are incurred. Although the Town pledged excise taxes to secure the loan, interest costs will be repaid from water and wastewater utility revenues. The Town intends to refinance the debt with long-term financing prior to the final maturity date in June 2025.

Town of Queen Creek, Arizona

Subordinate Lien Excise Tax and State-Shared Revenue Obligations, Series 2021 – \$85,000,000

The Town issued this loan to provide for water and wastewater infrastructure facilities. The bonds have a final maturity date in fiscal year 2025.

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. 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 on the following pages:



# Debt

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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.

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.



# Debt

## 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 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 a final maturity date of January 1, 2030. This re-issuance resulted in \$4.8M in savings to private-property owners.

## 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 six 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.



# Debt

- 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 in FY 2050/51.
- 2021 Loan (NIA Water), \$8,238,763 – issued to finance back-capital charges and 9(d) debt from the Central Arizona Water Conservation District in order to receive approximately 4,200 acre-feet of Non-Indian Agricultural (NIA) Priority Water. The loan has a final maturity in FY 2051/52.

The remaining balance of the purchase price for the H2O Water Company (partially funded with the 2014 WIFA loan) was financed through issuance of a 30-year tax-exempt municipal revenue obligation to the former owners of the H2O Water Company. 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 were used for 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 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 and loans.

Source of Annual Debt Service Payments	
<b>General Fund</b>	\$ 6,680,506
<b>EMS Fund</b>	777,200
<b>HPEC</b>	295,223
<b>HURF/Streets</b>	263,888
<b>Town Center</b>	332,500
<b>Construction Sales Tax</b>	1,530,616
<b>Parks Development</b>	513,628
<b>Town Buildings Development</b>	288,727
<b>Transportation Development</b>	918,144
<b>Library Development</b>	232,731
<b>Public Safety Development</b>	142,175
<b>Fire Development</b>	1,092,088
<b>Improvement District Assessment</b>	1,732,010
<b>Water Operating</b>	7,766,422
<b>Water Capacity Fees</b>	301,758
<b>Sewer Operating</b>	452,486
<b>Sewer Capacity Fees</b>	152,214
<b>TOTAL</b>	<b>\$ 23,472,316</b>



# Debt

Loan/Bond Type	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
	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	212,329	212,658	212,695	213,232	211,084
2016 Refunding - 2005B GADA - Library	105,308	105,580	98,616	99,267	103,319
2016 Refunding - 2006A GADA - Library	433,823	430,622	430,675	431,471	431,833
2016 Refunding - 2007 Excise Tax Bond	327,096	326,958	326,456	327,635	326,414
2018 Series 2018A - Transportation	3,118,800	3,112,875	3,115,375	3,110,500	3,113,125
2020 Series - 2020 Excise Tax Bond	2,483,150	2,488,275	2,486,775	2,483,775	2,484,150
<b>Subtotal General Fund</b>	<b>\$ 6,680,506</b>	<b>\$ 6,676,968</b>	<b>\$ 6,670,592</b>	<b>\$ 6,665,880</b>	<b>\$ 6,669,925</b>
2020 Series - 2020 Excise Tax Bond	777,200	775,950	774,200	776,825	778,700
<b>Subtotal EMS Fund</b>	<b>\$ 777,200</b>	<b>\$ 775,950</b>	<b>\$ 774,200</b>	<b>\$ 776,825</b>	<b>\$ 778,700</b>
2016 Refunding - 2007 Excise Tax Bond	214,288	214,198	213,869	214,641	213,843
2016 Refunding - 2008A GADA - HPEC	80,935	77,531	-	-	-
<b>Subtotal HPEC Fund</b>	<b>\$ 295,223</b>	<b>\$ 291,729</b>	<b>\$ 213,869</b>	<b>\$ 214,641</b>	<b>\$ 213,843</b>
2016 Refunding - 2007 Excise Tax Bond	263,888	263,777	263,372	264,322	263,339
<b>Subtotal HURF Fund</b>	<b>\$ 263,888</b>	<b>\$ 263,777</b>	<b>\$ 263,372</b>	<b>\$ 264,322</b>	<b>\$ 263,339</b>
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	332,500	331,806	331,987	331,612	330,887
<b>Subtotal Town Center Development Fund</b>	<b>\$ 332,500</b>	<b>\$ 331,806</b>	<b>\$ 331,987</b>	<b>\$ 331,612</b>	<b>\$ 330,887</b>
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	997,500	995,419	995,963	994,838	992,663
2016 Refunding - 2007 Excise Tax Bond	283,597	283,479	283,042	284,064	283,007
2020 Series - 2020 Excise Tax Bond	249,519	250,157	250,583	250,795	248,721
<b>Subtotal Construction Sales Tax</b>	<b>\$ 1,530,616</b>	<b>\$ 1,529,055</b>	<b>\$ 1,529,588</b>	<b>\$ 1,529,697</b>	<b>\$ 1,524,391</b>
2016 Refunding - 2007 Excise Tax Bond	203,886	203,801	203,487	204,221	203,462
2016 Refunding - 2007 Excise Tax Bond - HPEC	224,827	224,733	224,387	225,197	224,359
2016 Refunding - 2008A GADA - HPEC	84,915	81,344	-	-	-
<b>Subtotal Parks &amp; Open Space Development Fund</b>	<b>\$ 513,628</b>	<b>\$ 509,878</b>	<b>\$ 427,874</b>	<b>\$ 429,418</b>	<b>\$ 427,821</b>
2016 Refunding - 2004B GADA - Town Buildings	222,771	223,117	223,155	223,718	221,466
2016 Refunding - 2007 Excise Tax Bond	65,956	65,928	65,827	66,064	65,819
<b>Subtotal Town Buildings Development Fund</b>	<b>\$ 288,727</b>	<b>\$ 289,045</b>	<b>\$ 288,982</b>	<b>\$ 289,782</b>	<b>\$ 287,285</b>
2018 Series 2018B - Transportation	581,388	583,788	584,763	584,263	583,263
2020 Series - 2020 Excise Tax Bond	336,756	337,618	338,192	338,480	335,679
<b>Subtotal Transportation Development Fund</b>	<b>\$ 918,144</b>	<b>\$ 921,406</b>	<b>\$ 922,955</b>	<b>\$ 922,743</b>	<b>\$ 918,942</b>
2016 Refunding - 2005B GADA - Library	40,242	40,346	37,684	37,933	39,481
2016 Refunding - 2006A GADA - Library	165,777	164,554	164,575	164,879	165,017
2016 Refunding - 2007 Excise Tax Bond	26,712	26,701	26,660	26,756	26,657
<b>Subtotal Library Development Fund</b>	<b>\$ 232,731</b>	<b>\$ 231,601</b>	<b>\$ 228,919</b>	<b>\$ 229,568</b>	<b>\$ 231,155</b>
2018 Series 2018B - Public Safety	142,175	139,175	140,675	141,550	142,175
<b>Subtotal Public Safety Fund</b>	<b>\$ 142,175</b>	<b>\$ 139,175</b>	<b>\$ 140,675</b>	<b>\$ 141,550</b>	<b>\$ 142,175</b>
2018 Series 2018B - Public Safety	494,538	493,938	491,538	492,163	492,038
2020 Series - 2020 Excise Tax Bond	597,550	593,925	594,925	595,425	595,425
<b>Subtotal Fire Development Fund</b>	<b>\$ 1,092,088</b>	<b>\$ 1,087,863</b>	<b>\$ 1,086,463</b>	<b>\$ 1,087,588</b>	<b>\$ 1,087,463</b>
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd	1,732,010	1,731,009	1,739,030	1,736,094	1,737,246
<b>Subtotal Special Assessment ID Fund</b>	<b>\$ 1,732,010</b>	<b>\$ 1,731,009</b>	<b>\$ 1,739,030</b>	<b>\$ 1,736,094</b>	<b>\$ 1,737,246</b>
2008 WIFA Loan QC Water Co Acquisition	1,693,233	1,691,795	1,690,299	1,688,742	1,687,123
2014 WIFA Loan H2O Water Co Acquisition	732,438	732,064	731,678	731,280	730,870
2014 Schnepf Trust H2O Water Co Acquisition	1,801,479	1,800,259	1,798,947	1,797,539	1,796,027
2020 WIFA Loan - GWECs	2,554,164	2,553,589	2,553,002	2,552,404	2,551,794
2020 WIFA Loan - Water Exchange Agreement	378,845	378,760	378,673	378,584	378,493
2020 WIFA Loan - Diversified Water Co Acquisition	239,979	585,425	585,301	585,175	585,047
2021 WIFA Loan - NIA Water	138,642	138,642	367,493	367,427	367,360
2021 Sub-Lien Obligations Water Infrastructure	227,642	227,642	227,642	-	-
<b>Subtotal Water Operating Fund</b>	<b>\$ 7,766,422</b>	<b>\$ 8,108,176</b>	<b>\$ 8,333,035</b>	<b>\$ 8,101,151</b>	<b>\$ 8,096,714</b>
2021 Sub-Lien Obligations Water Infrastructure	301,758	301,758	301,758	-	-
<b>Subtotal Water Capacity Fee Fund</b>	<b>\$ 301,758</b>	<b>\$ 301,758</b>	<b>\$ 301,758</b>	<b>\$ -</b>	<b>\$ -</b>
2014A GADA Revenue Refunding (Sewer Buy-in GWRP)	384,100	384,100	386,500	385,000	387,500
2021 Sub-Lien Obligations Sewer Infrastructure	68,386	68,386	68,386	-	-
<b>Subtotal Sewer Operating Fund</b>	<b>\$ 452,486</b>	<b>\$ 452,486</b>	<b>\$ 454,886</b>	<b>\$ 385,000</b>	<b>\$ 387,500</b>
2021 Sub-Lien Obligations Sewer Infrastructure	152,214	152,214	152,214	-	-
<b>Subtotal Sewer Capacity Fee Fund</b>	<b>\$ 152,214</b>	<b>\$ 152,214</b>	<b>\$ 152,214</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Debt Service</b>	<b>\$ 23,472,316</b>	<b>\$ 23,793,896</b>	<b>\$ 23,860,399</b>	<b>\$ 23,105,871</b>	<b>\$ 23,097,386</b>



# Debt

Issue Date	Final Maturity Date	Bond Issue / Loan Type	Original Principal	6/30/2022 Outstanding Principal
<b>Excise Tax and State-Shared Pledged Revenue Bonds</b>				
12/8/2021	2025	2021 Series - Subordinate Lien Revenue Obligations for Utility Infrastructure	\$ 85,000,000	\$ 44,000,000 *
6/30/2020	2051	2020 Series - Transportation and Fire	78,605,000	77,525,000
2/21/2018	2047	2018 Series 2018A - Transportation	47,945,000	45,110,000
2/21/2018	2037	2018 Series 2018B - Transportation and Public Safety	18,015,000	16,350,000
10/1/2016	2029	2016 Refunding - 2004 GADA Loan Town Hall Bldgs	4,305,000	2,900,000
10/1/2016	2030	2016 Refunding - 2005 GADA Loan Library	1,470,000	1,035,000
10/1/2016	2036	2016 Refunding - 2006 GADA Loan Library	7,995,000	6,535,000
10/1/2016	2033	2016 Refunding - 2007 Excise Tax Bonds: Parks, Transportation, Town Buildings, Library	18,210,000	13,675,000
10/1/2016	2023	2016 Refunding - 2008 GADA Loan HPEC Facility	985,000	310,000
10/1/2016	2032	2016 Refunding - 2006 ID Bonds Ellsworth Loop Road	15,025,000	11,250,000
3/26/2014	2028	2014A GADA Revenue Refunding (Sewer Buy-in -GWRP)	3,845,000	2,330,000
<i>Subtotal Excise Tax and State-Shared Pledged Revenue Bonds</i>			<i>\$ 281,400,000</i>	<i>\$ 221,020,000</i>
<b>Water and Wastewater Pledged Revenue Loans</b>				
12/3/2021	2052	2021 WIFA Loan - NIA Water Loan	\$ 8,238,763	\$ 8,238,763
9/25/2020	2051	2020 WIFA Loan - Diversified Water Company Acquisition	12,807,500	12,807,500
6/30/2020	2051	2020 WIFA Loan - Ground Water Extinguishment Credits	57,981,000	56,548,188
6/30/2020	2051	2020 WIFA Loan - Water Exchange Agreement	8,600,000	8,387,479
11/1/2013	2033	2014 WIFA Loan - H2O Company Acquisition	16,000,000	11,680,791
3/27/2008	2028	2008 WIFA Loan - QC Water Company Acquisition	40,000,000	20,971,559
11/1/2013	2044	2014 Subordinate Lien Water System Revenue Obligations, Schnepf Trust - H2O Acquisition	19,425,089	18,562,482
<i>Subtotal Water and Wastewater Pledged Revenue Loans</i>			<i>\$ 163,052,352</i>	<i>\$ 137,196,762</i>
<b>Improvement District Bonds</b>				
11/30/2016	2030	2016I Refunding - Improvement District No 001 Bonds, 2006	\$ 18,445,000	\$ 11,473,941
<b>Total All Debts/Loans</b>			<b>\$ 462,897,352</b>	<b>\$ 369,690,703</b>

\* Full loan authorization amount is \$85 million; as of 6/30/2022 the Town will have drawn down approximately \$44 million.

Loan/Bond Type	Interest Rate	Original Amount of Loan/Bond	6/30/2022 Outstanding Principal	FY 2022/23				Maturity Date (year)
				Annual Principal Amount	Annual Interest Amount	Annual Admin. Fee Amount	Annual Debt Service Amount	
<b>Excise Tax and State-Shared Pledged Revenue Bonds</b>								
2021 Series - Subordinate Lien Revenue Obligations for Utility Infrastructure	0.61% <sup>(1)</sup>	\$ 85,000,000	\$ 44,000,000	\$ -	\$ 750,000	\$ -	\$ 750,000	2025 <sup>(2)</sup>
2020 Series - Transportation and Fire	2-5%	78,605,000	77,525,000	1,135,000	3,309,175	-	4,444,175	2051
2018 Series 2018A - Transportation	2-5%	47,945,000	45,110,000	890,000	2,228,800	-	3,118,800	2047
2018 Series 2018B - Transportation and Public Safety	2-5%	18,015,000	16,350,000	520,000	698,101	-	1,218,101	2047
2016 Refunding - 2004 GADA Loan Town Hall Bldgs	2-5%	4,305,000	2,900,000	310,000	125,100	-	435,100	2029
2016 Refunding - 2005 GADA Loan Library	2-5%	1,470,000	1,035,000	100,000	45,550	-	145,550	2030
2016 Refunding - 2006 GADA Loan Library	2-5%	7,995,000	6,535,000	315,000	284,600	-	599,600	2036
2016 Refunding - 2007 Excise Tax Bonds: Parks, Transportation, Town Buildings, Library	2-5%	18,210,000	13,675,000	990,000	620,250	-	1,610,250	2033
2016 Refunding - 2008 GADA Loan HPEC Facility	2-5%	985,000	310,000	155,000	10,850	-	165,850	2023
2016 Refunding - 2006 ID Bonds Ellsworth Loop Road	2-5%	15,025,000	11,250,000	820,000	510,000	-	1,330,000	2032
2014A GADA Revenue Refunding (Sewer Buy-in -GWRP)	2-5%	3,845,000	2,330,000	285,000	99,100	-	384,100	2028
<i>Subtotal Excise Tax and State-Shared Pledged Revenue Bonds</i>		<i>\$ 281,400,000</i>	<i>\$ 221,020,000</i>	<i>\$ 5,520,000</i>	<i>\$ 8,681,526</i>	<i>\$ -</i>	<i>\$ 14,201,526</i>	
<b>Water and Wastewater Pledged Revenue Loans</b>								
2021 WIFA Loan - NIA Water Loan		\$ 8,238,763	\$ 8,238,763	\$ -	\$ 138,642		\$ 138,642	
2020 WIFA Loan - Diversified Water Company Acquisition	1.98%	12,807,500	12,807,500	-	47,893	192,086	239,979	2051
2020 WIFA Loan - Ground Water Extinguishment Credits	1.98%	57,981,000	56,548,188	1,461,239	266,621	826,304	2,554,164	2051
2020 WIFA Loan - Water Exchange Agreement	1.87%	\$ 8,600,000	\$ 8,387,479	\$ 216,737	\$ 39,547	\$ 122,561	\$ 378,845	2051
2014 WIFA Loan - H2O Company Acquisition	4.04%	16,000,000	11,680,791	375,881	186,983	169,574	732,438	2039
2008 WIFA Loan - QC Water Company Acquisition	3.15%	40,000,000	20,971,559	882,122	509,769	301,342	1,693,233	2044
2014 Subordinate Lien Water System Revenue Obligations, Schnepf Trust - H2O Acquisition	8.00%	19,425,089	18,562,482	334,720	1,466,759	-	1,801,479	2044
<i>Subtotal Water and Wastewater Pledged Revenue Loans</i>		<i>\$ 163,052,352</i>	<i>\$ 137,196,762</i>	<i>\$ 3,270,699</i>	<i>\$ 2,656,214</i>	<i>\$ 1,611,867</i>	<i>\$ 7,538,780</i>	
<b>Improvement District Bonds</b>								
2016I Refunding - 2006 ID Bonds Ellsworth Loop Road	2.45%	18,445,000	11,473,941	1,450,898	281,112	-	1,732,010	2030
<b>Totals</b>		<b>\$ 462,897,352</b>	<b>\$ 369,690,703</b>	<b>\$ 10,241,597</b>	<b>\$ 11,618,852</b>	<b>\$ 1,611,867</b>	<b>\$ 23,472,316</b>	

(1) Variable rate based on SIFMA, resets weekly through 6/1/2025; the rate presented is as of 3/16/2022.

(2) The Town intends to refinance this short-term loan with long-term financing before its maturity date of 6/1/2025.





# Outstanding Debt Schedules

Town of Queen Creek Outstanding Debt FY2023 - FY2052									
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 & \$23,505,000	Excise Tax Bond 2018 Transportation & Public Safety & \$8,630,000	GADA 2004B \$4,305,000 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 2006	ID Bond 2006 (Private Property Owners) \$18,445,000
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								
FY51-52									
<b>Total</b>	<b>\$132,304,575</b>	<b>\$105,664,588</b>	<b>\$3,473,350</b>	<b>\$1,270,775</b>	<b>\$8,936,001</b>	<b>\$324,725</b>	<b>\$17,615,225</b>	<b>\$14,485,050</b>	<b>\$12,675,286</b>



# Outstanding Debt Schedules

Town of Queen Creek Outstanding Debt FY2023 - FY2052										
Principal, Interest and Fees Combined										
Year	Water Revenue			Sub-Lien				Excise Tax		FY Total
	GADA 2014A \$3,845,000	WIFA 2008 \$40,000,000	WIFA 2014 \$16,000,000	Sub-Lien 2014 (Schnepf Trust) \$19,425,089	WIFA 2020 (GWEC) \$57,981,000	WIFA 2020 (CW) \$8,600,000	WIFA 2020 (Diversified) \$12,807,500	WIFA 2021 (NIA Water) \$8,238,763	Sub-Lien 2021 \$85,000,000	
	Sewer	QC Water	H2O	H2O	Water	Water	Water	Water	Water & Sewer *	
FY22-23	\$384,100	\$1,693,233	\$732,438	\$1,801,479	\$2,554,164	\$378,845	\$239,979	\$138,642	\$750,000	\$23,472,316
FY23-24	384,100	1,691,795	732,065	1,800,259	2,553,589	378,760	585,425	138,642	750,000	23,793,896
FY24-25	386,500	1,690,299	731,678	1,798,947	2,553,002	378,673	585,301	367,493	750,000	23,860,399
FY25-26	385,000	1,688,742	731,280	1,797,539	2,552,404	378,584	585,175	367,427		23,105,871
FY26-27	387,500	1,687,123	730,870	1,796,027	2,551,794	378,493	585,047	367,360		23,097,386
FY27-28	384,250	1,685,438	730,447	1,794,402	2,551,172	378,401	584,916	367,292		23,064,350
FY28-29	385,000	1,683,686	730,010	1,792,655	2,550,537	378,307	584,783	367,223		23,059,326
FY29-30		1,681,862	729,559	1,790,777	2,549,890	378,211	584,647	367,152		21,442,016
FY30-31		1,679,965	729,095	1,788,759	2,549,230	378,113	584,509	367,081		20,468,728
FY31-32		1,677,991	728,615	1,786,589	2,548,557	378,013	584,368	367,008		21,090,572
FY32-33		1,675,938	728,121	1,784,254	2,547,871	377,912	584,225	366,934		21,075,068
FY33-34		1,673,802	727,611	1,781,741	2,547,171	377,808	584,079	366,859		18,176,802
FY34-35		1,671,579	727,085	1,779,041	2,546,457	377,702	583,930	366,782		18,172,440
FY35-36		1,669,267	726,542	1,776,134	2,545,729	377,594	583,779	366,704		18,164,312
FY36-37		1,666,861	725,982	1,773,005	2,544,986	377,484	583,624	366,625		18,144,581
FY37-38		1,664,359	725,404	1,769,637	2,544,229	377,371	583,467	366,544		17,554,999
FY38-39		1,661,755	724,809	1,766,011	2,543,456	377,257	583,306	366,462		16,899,081
FY39-40			724,194	1,762,109	2,542,669	377,140	583,143	366,379		15,231,034
FY40-41			723,560	1,757,908	2,541,866	377,021	582,977	366,294		15,227,501
FY41-42			722,906	1,753,380	2,541,046	376,899	582,807	366,208		14,020,671
FY42-43			722,232	1,748,505	2,540,211	376,775	582,635	366,121		14,015,979
FY43-44			721,536	1,743,253	2,539,359	376,649	582,459	366,032		14,004,388
FY44-45					2,538,490	376,520	582,280	365,941		11,532,106
FY45-46					2,537,604	376,389	582,097	365,849		11,522,314
FY46-47					2,536,700	376,255	581,911	365,756		11,524,422
FY47-48					2,535,779	376,118	581,722	365,661		11,517,730
FY48-49					2,534,839	375,979	581,529	365,564		7,879,911
FY49-50					2,533,880	375,836	581,332	365,465		7,879,913
FY50-51					2,532,902	375,691	581,132	365,365		7,873,890
FY51-52								365,264		
	\$2,696,450	\$28,543,695	\$16,006,039	\$39,142,411	\$73,789,583	\$10,944,800	\$16,576,584	\$10,538,129	\$2,250,000	

\* Represents interest only through the maturity date of 6/1/2025.







# Appendix

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Position Listing

Acronyms

Glossary





# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>General Fund</b>	
<b><i>Town Manger</i></b>	
TOWN MANAGER	1.00
ASSISTANT TOWN MANAGER	1.00
MANAGEMENT SUPPORT SPECIALIST	1.00
INTERGOVERN. RELATIONS MANAGER	1.00
<b>Total Town Manger</b>	<b>4.00</b>
<b><i>Town Clerk</i></b>	
TOWN CLERK	1.00
DEPUTY TOWN CLERK	1.00
<b>Total Town Clerk</b>	<b>2.00</b>
<b>Total Town Manager/Legal Services/Clerk</b>	<b>6.00</b>
<b>Finance</b>	
<b><u>GENERAL FUND</u></b>	
DIRECTOR, FINANCE	1.00
DEPUTY DIRECTOR, FINANCE*	1.00
FINANCIAL SERVICES ADMINISTRATOR	1.00
ACCOUNTANT, SENIOR	1.00
ACCOUNTANT	2.00
FINANCIAL SERVICES TECHNICIAN	2.00
PAYROLL ANALYST	1.00
PAYROLL TECHNICIAN, SENIOR	1.00
MANAGEMENT SUPPORT ASSISTANT	0.48
PROCUREMENT ADMINISTRATOR	1.00
PROCUREMENT ANALYST, SENIOR	2.00
PROCUREMENT SPECIALIST	1.00
FINANCIAL SERVICES ANALYST	1.00
<b><u>OTHER FUNDS</u></b>	
FINANCIAL SERVICES MANAGER*	1.00
<b><u>ENTERPRISE FUNDS - CUSTOMER SERVICE</u></b>	
CUST. SERVICE & BILLING ADMINISTRATOR*	1.00
FINANCIAL SERVICES ANALYST, PRINCIPAL*	1.00
BUSINESS ANALYST, SENIOR*	1.00
FINANCIAL SERVICES ANALYST, SENIOR*	1.00
FINANCIAL SERVICES ANALYST*	2.00
CUSTOMER SERVICE SUPERVISOR*	1.00
CUSTOMER SERVICE REPRESENTATIVE, LEAD*	1.00
CUSTOMER SERVICE REPRESENTATIVE*	5.00
CUSTOMER SERVICE REPRESENTATIVE, TEMP*	3.00
BUSINESS ANALYST, ASSOCIATE*	1.00
CUSTOMER SERVICE SPECIALIST*	1.00
<b>Total Finance</b>	<b>34.48</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Budget</b>	
REVENUE ANALYST	0.50
FINANCIAL SERVICES ANALYST, SENIOR	4.00
<b>Total Budget</b>	<b>4.50</b>
<b>Total Finance 38.98</b>	
<b>Human Resources</b>	
<b>Human Resources</b>	
DIRECTOR, HR	1.00
HUMAN RESOURCES ANALYST	3.00
HUMAN RESOURCES ANALYST, SENIOR	1.00
HUMAN RESOURCES SPECIALIST	1.00
<b>Total Human Resources</b>	<b>6.00</b>
<b>Total Human Resources 6.00</b>	
<b>Information Technology</b>	
<b>Information Technology</b>	
DIRECTOR, IT	1.00
IT PROGRAM MANAGER	1.00
IT SYSTEMS MANAGER	1.00
SYSTEMS ADMINISTRATOR	1.00
IT ANALYST	2.00
BUSINESS ANALYST, SENIOR*	3.00
IT PROJECT ANALYST, SENIOR	1.00
IT APPLIED TECHNOLOGY MANAGER	1.00
IT GIS MANAGER	1.00
SYSTEMS ADMINISTRATOR, SENIOR	1.00
GIS ANALYST*	1.00
GIS TECHNICIAN	1.00
IT TECHNICIAN, SENIOR	1.00
MANAGEMENT ANALYST	1.00
<b>Total Information Technology</b>	<b>17.00</b>
<b>Total Information Technology 17.00</b>	



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Community Services</b>	
<b>Communications &amp; Marketing</b>	
DIRECTOR, COMMUNITY SERVICES	1.00
PUBLIC INFORMATION OFFICER	1.00
PUBLIC INFORMATION SPECIALIST	1.00
MARKETING & COMMUNICATIONS MANAGER	1.00
COMMUNITY OUTREACH SPECIALIST	1.00
DIGITAL MEDIA SPECIALIST	1.00
VOLUNTEER COORDINATOR	1.00
MARKETING & COMMUNICATIONS TECHNICIAN (1.0 FTE; 100% Enterprise Funded)	1.00
<b>Total Communications &amp; Marketing</b>	<b>8.00</b>
<b>Recreation Programs</b>	
DEPUTY DIRECTOR	1.00
AQUATICS SUPERVISOR	1.00
RECREATION MANAGER	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00
RECREATION SUPERVISOR	1.00
RECREATION COORDINATOR, SENIOR	1.00
RECREATION COORDINATOR	1.00
RECREATION TECHNICIAN (PT)	2.25
<b>Total Recreation Programs*</b>	<b>10.25</b>
<i>*FTE count does not include pooled positions for seasonal employees, which currently calculates to 8.7 FTEs.</i>	
<b>Parks Rangers</b>	
PARK RANGER, SENIOR	1.00
PARK RANGER	3.00
PARK RANGER (PT)	1.00
<b>Total Parks &amp; Grounds Maintenance</b>	<b>5.00</b>
<b>Total Community Services</b>	<b>23.25</b>
<b>Economic Development</b>	
<b>Economic Development</b>	
DIRECTOR, ECONOMIC DEVELOPMENT	1.00
ECONOMIC DEVELOPMENT PROGRAM MANAGER	1.00
ECONOMIC DEVELOPMENT PROGRAM COORDINATOR	2.00
MANAGEMENT SUPPORT TECHNICIAN	1.00
<b>Total Economic Development</b>	<b>5.00</b>
<b>Total Economic Development</b>	<b>5.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Development Services</b>	
<b><i>Development Services Administration</i></b>	
DIRECTOR, DEVELOPMENT SERVICES	1.00
PLANNER, SENIOR	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00
<b><i>Total Development Services Administration</i></b>	<b>3.00</b>
<b><i>Planning</i></b>	
PLANNING MANAGER	1.00
PLANNER, SENIOR	1.00
PLANNER II	1.00
PLANNER I	1.00
<b><i>Total Planning</i></b>	<b>4.00</b>
<b><i>Engineering</i></b>	
TOWN ENGINEER	1.00
ENGINEER, PRINCIPAL	1.00
ENGINEER	1.00
ENGINEERING TECHNICIAN, SENIOR	1.00
ENGINEERING INSPECTOR SUPERVISOR	1.00
ENGINEERING INSPECTOR, SENIOR	2.00
ENGINEERING INSPECTOR	1.00
ENGINEER, SENIOR	1.00
<b><i>Total Engineering</i></b>	<b>9.00</b>
<b><i>Building Safety</i></b>	
BUILDING OFFICIAL	1.00
ASSISTANT BUILDING OFFICIAL	1.00
BUILDING INSPECTOR	4.00
BUILDING INSPECTOR, SENIOR	1.00
PERMIT ASSISTANT	1.00
PERMIT TECHNICIAN, SENIOR	1.00
PERMIT TECHNICIAN	1.00
PLANS EXAMINER	1.00
PLANS EXAMINER, SENIOR	1.00
<b><i>Total Building Safety</i></b>	<b>12.00</b>
<b><i>Neighborhood Preservation</i></b>	
CODE COMPLIANCE SUPERVISOR	1.00
CODE COMPLIANCE OFFICER, SENIOR	1.00
CODE COMPLIANCE OFFICER	1.00
<b><i>Total Neighborhood Preservation</i></b>	<b>3.00</b>
<b>Total Development Services</b>	<b>31.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Public Works</b>	
<b>Public Works Administration</b>	
DIRECTOR, PUBLIC WORKS	1.00
MANAGEMENT ANALYST, SENIOR	1.00
PUBLIC WORKS COORDINATOR	1.00
OPERATIONS MANAGER	1.00
MANAGEMENT SUPPORT TECHNICIAN	2.00
<b>Total Public Works Administration</b>	<b>6.00</b>
<b>Facilities Maintenance</b>	
SUPERINTENDENT - FACILITIES	1.00
FACILITY SERVICES SPECIALIST, SENIOR	1.00
FACILITY SERVICES SPECIALIST, LEAD	1.00
FACILITY SERVICES TECHNICIAN	1.00
FACILITY SERVICES SPECIALIST	2.00
CUSTODIAN	1.00
<b>Total Facilities Maintenance</b>	<b>7.00</b>
<b>Fleet Maintenance</b>	
SUPERINTENDENT - FLEET	1.00
MECHANIC LEAD	2.00
MECHANIC	3.00
MAINTENANCE TECHNICIAN, SENIOR - FLEET	1.00
FLEET TECHNICIAN	1.00
MAINTENANCE TECHNICIAN - FLEET	1.00
<b>Total Fleet Maintenance</b>	<b>9.00</b>
<b>Traffic</b>	
TRAFFIC SIGNAL & LIGHTING SUPERVISOR	1.00
TRAFFIC SIGNAL & LIGHTING SPECIALIST	2.00
TRAFFIC ENGINEER	1.00
TRAFFIC ENGINEER TECHNICIAN	1.00
PAVEMENT PRESERVATION INSPECTOR	1.00
<b>Total Traffic</b>	<b>6.00</b>
<b>Parks and Grounds Maintenance</b>	
SUPERINTENDENT - PARKS	1.00
MAINTENANCE SUPERVISOR - PARKS & GROUNDS	2.00
MAINTENANCE LEAD - PARKS & GROUNDS	4.00
MAINTENANCE TECHNICIAN - PARKS & GROUNDS	11.00
MAINTENANCE SPECIALIST - PARKS & GROUNDS	1.00
MAINTENANCE ASSISTANT	6.00
MAINTENANCE ASSISTANT (PT)	0.43
<b>Total Parks &amp; Grounds Maintenance</b>	<b>25.43</b>
<b>Total Public Works</b>	<b>53.43</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
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<b>Total General Fund</b>	<b>180.66</b>
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**Other Operating Funds**

***CIP Administration***

DIRECTOR, CIP	1.00
OPERATIONS MANAGER	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00
CAPITAL IMPROVEMENT MANAGER	1.00
PROJECT MANAGER, SENIOR	2.00
PROJECT MANAGER	4.00
ASSISTANT PROJECT MANAGER	1.00
CIP INSPECTOR	1.00
CIP INSPECTOR, SENIOR	1.00
CIP INSPECTOR SUPERVISOR	1.00
FINANCIAL SERVICES ADMINISTRATOR	1.00
CONTRACT ANALYST	1.00
PROCUREMENT ANALYST, SENIOR	2.00
PROGRAM MANAGER - REAL ESTATE	1.00

<b>Total CIP Administration</b>	<b>19.00</b>
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***HURF/Streets Fund - Public Works***

OPERATIONS MANAGER	1.00
PROJECT MANAGER	1.00
SUPERINTENDENT - STREETS	1.00
MAINTENANCE LEAD - STREETS	3.00
MAINTENANCE SPECIALIST - STREETS	5.00
MAINTENANCE TECHNICIAN - STREETS	8.00

<b>Total HURF/Streets Fund - Public Works</b>	<b>19.00</b>
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***Solid Waste Fund - Public Works***

OPERATIONS MANAGER	1.00
ENVIRONMENTAL SERVICES COORDINATOR	1.00
ENVIRONMENTAL TECHNICIAN	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00

<b>Total Solid Waste Fund - Public Works</b>	<b>4.00</b>
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***Horseshoe Park Equestrian Centre (HPEC) Fund - Economic Development***

HPEC GENERAL MANAGER	1.00
MAINTENANCE SUPERVISOR - HPEC	1.00
MAINTENANCE SPECIALIST - HPEC	5.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00

<b>Total HPEC Fund</b>	<b>8.00</b>
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# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Utilities</b>	
<b>Water Fund</b>	
<b>Water - Administration</b>	
DIRECTOR, UTILITIES	1.00
DEPUTY DIRECTOR, UTILITIES	1.00
MANAGEMENT ANALYST, PRINCIPAL	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00
BUSINESS ANALYST, SENIOR	1.00
<b>Total Water - Administration</b>	<b>5.00</b>
<b>Water - Engineering</b>	
ENGINEER, PRINCIPAL - UTILITIES	1.00
UTILITY SERVICES MANAGER - INFRASTRUCTURE	1.00
UTILITY INSPECTOR, SENIOR	1.00
UTILITY INSPECTOR	1.00
<b>Total Water - Engineering</b>	<b>4.00</b>
<b>Water - Field Ops Meters</b>	
UTILITY SERVICES MANAGER - SUPPORT SERVICES	1.00
UTILITY SERVICES COORDINATOR	2.00
MANAGEMENT SUPPORT TECHNICIAN	1.00
BUSINESS ANALYST, ASSOCIATE	1.00
UTILITY MAINTENANCE LEAD - METERS	1.00
UTILITY SERVICES TECHNICIAN - METERS	5.00
UTILITY SERVICES TECHNICIAN - METERS (TEMP)	2.00
<b>Total Water - Field Ops Meters</b>	<b>13.00</b>
<b>Water - GIS</b>	
OPERATIONS MANAGER - UTILITIES	1.00
UTILITY MAINTENANCE LEAD	1.00
GIS ANALYST	1.00
UTILITY LOCATOR	5.00
<b>Total Water - GIS</b>	<b>8.00</b>
<b>Water - Irrigation</b>	
UTILITY MAINTENANCE LEAD - IRRIGATION	1.00
UTILITY ASSISTANT - IRRIGATION	1.00
UTILITY SERVICES TECHNICIAN - IRRIGATION	2.00
<b>Total Water - Irrigation</b>	<b>4.00</b>
<b>Water - Conservation</b>	
WATER CONSERVATION SPECIALIST	1.00
<b>Total Water - Conservation</b>	<b>1.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Water - Distribution</b>	
UTILITY SERVICES COORDINATOR	2.00
UTILITY SERVICES MANAGER - METERS	1.00
UTILITY SERVICES MANAGER - WELLS	1.00
UTILITY SPECIALIST, SENIOR - WELLS	5.00
UTILITY SPECIALIST, SENIOR - REPAIR	3.00
UTILITY SPECIALIST - REPAIR	6.00
ELECTRICIAN/I&C SPECIALIST	1.00
UTILITY INSPECTOR	1.00
<b>Total Water - Distribution</b>	<b>20.00</b>
<b>Water - Resources</b>	
MANAGEMENT ANALYST	1.00
WATER RESOURCES PROGRAM MANAGER	1.00
<b>Total Water - Resources</b>	<b>2.00</b>
<b>Total Water Fund</b>	<b>57.00</b>
<b>Sewer Fund</b>	
UTILITY SUPERVISOR - SEWERS	1.00
UTILITY SERVICES COORDINATOR	1.00
UTILITY SPECIALIST - SEWERS	4.00
<b>Total Sewer Fund</b>	<b>6.00</b>
<b>Total Utilities - Water &amp; Sewer Funds</b>	<b>63.00</b>
<b>Emergency Services Fund</b>	
<b>Fire Administration</b>	
FIRE CHIEF	1.00
DEPUTY FIRE CHIEF	1.00
PROGRAM MANAGER - EMERGENCY MANAGEMENT	1.00
ADMINISTRATIVE ASSISTANT, SENIOR	1.00
MANAGEMENT ANALYST, PRINCIPAL	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00
<b>Total Fire Administration</b>	<b>6.00</b>
<b>Fire Operations</b>	
DEPUTY FIRE CHIEF	1.00
FIRE BATTALION CHIEF	3.00
FIRE CAPTAIN	18.00
FIRE ENGINEER	15.00
FIREFIGHTER	36.00
<b>Total Fire Operations</b>	<b>73.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Fire Prevention Bureau</b>	
FIRE MARSHALL	1.00
FIRE INSPECTOR	1.00
<b>Total Fire Prevention Bureau</b>	<b>2.00</b>
<b>Fire Training</b>	
DEPUTY FIRE CHIEF	1.00
<b>Total Fire Training</b>	<b>1.00</b>
<b>Emergency Transportation Service</b>	
CIVILIAN PARAMEDIC	12.00
CIVILIAN EMT	12.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00
COMPLIANCE OFFICER	1.00
<b>Total Emergency Transportation Service</b>	<b>26.00</b>
<b>Fire - Medical</b>	
PROGRAM MANAGER - EMS	1.00
<b>Total Fire - Medical</b>	<b>1.00</b>
<b>Total Fire &amp; Medical</b>	<b>109.00</b>
<b>Police Administration</b>	
POLICE CHIEF	1.00
POLICE LIEUTENANT	3.00
MANAGEMENT ANALYST	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00
<b>Total Police Administration</b>	<b>7.00</b>
<b>Police Patrol</b>	
POLICE SERGEANT	6.00
POLICE OFFICER	41.00
POLICE OFFICER RECRUIT	6.00
<b>Total Police Patrol</b>	<b>53.00</b>
<b>Police Records Management</b>	
POLICE RECORDS SUPERVISOR	1.00
POLICE RECORDS SPECIALIST	4.00
<b>Total Police Records Management</b>	<b>5.00</b>



# Position Listing

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Queen Creek Authorized Positions	FY 2022/23 Recommended
<b>Police Support Services</b>	
POLICE SERGEANT	5.00
POLICE OFFICER	12.00
CRIME SCENE/EVIDENCE TECHNICIAN	2.00
CRIME ANALYST	1.00
POLICE SUPPORT SPECIALIST	3.00
<b>Total Police Support Services</b>	<b>23.00</b>
<b>Total Police</b>	<b>88.00</b>
<b>Total Emergency Services Fund</b>	<b>197.00</b>
<b>Summary</b>	
<b>Total Town Employees (less elected officials)</b>	<b>490.66</b>
Elected Officials	7.00
<b>Total All</b>	<b>497.66</b>



# Acronyms

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



# Glossary

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## 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

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**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

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**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

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**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

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## 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

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**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 2022/23 Position Request Summary**

Position Requests	FTE	Salary	Benefits	Supplies & Services		Total
				One-Time	Ongoing	
<i>Finance</i>						
Accountant	1.00	82,426	38,197	2,130	2,720	125,473
Procurement Specialist	1.00	58,298	33,287	2,130	2,720	96,435
<i>Human Resources</i>						
Human Resources Analyst	1.00	70,743	35,819	2,380	2,220	111,162
<i>Information Technology</i>						
Business Analyst, Senior	1.00	82,816	38,197	2,130	3,720	126,863
GIS Technician	1.00	84,764	38,673	9,380	9,340	142,157
Management Analyst	1.00	82,426	38,197	2,130	1,220	123,973
<i>Community Services</i>						
Volunteer Coordinator	1.00	86,660	39,058	2,380	6,470	134,568
Deputy Director	1.00	134,905	48,876	2,380	3,640	189,801
Aquatics Supervisor	1.00	70,742	35,819	2,730	5,640	114,931
Recreation Technician (PT)	0.25	10,030	4,468	-	1,500	15,998
<i>Economic Development</i>						
Economic Development Program Coordinator	1.00	82,426	38,197	2,380	4,790	127,793
<i>Development Services</i>						
Engineer, Senior	1.00	95,000	40,756	4,080	8,940	148,776
Building Inspector	1.00	66,329	34,921	35,590	12,270	149,110
Plans Examiner	1.00	82,426	38,197	4,080	8,640	133,343
<i>Public Works</i>						
Public Works Coordinator	1.00	54,911	32,597	3,130	2,140	92,778
Maintenance Technician, Senior - Fleet	1.00	57,033	31,908	3,620	3,440	96,001
Traffic Engineer Technician	1.00	58,298	33,287	28,380	6,910	126,875
<b>General Fund Total</b>	<b>16.25</b>	<b>1,260,233</b>	<b>600,454</b>	<b>109,030</b>	<b>86,320</b>	<b>2,056,037</b>
<b>Public Safety</b>						
<i>Fire</i>						
Administrative Assistant, Senior	1.00	51,525	31,908	2,230	5,845	91,508
Deputy Fire Chief	1.00	134,905	53,099	73,480	13,044	274,528
Civilian Paramedic	12.00	804,000	420,690	37,020	67,392	1,329,102
Civilian EMT	12.00	600,000	379,176	37,020	67,392	1,083,588
Management Support Technician, Senior	1.00	51,525	31,908	2,230	5,845	91,508
Compliance Officer	1.00	80,000	37,703	2,480	6,874	127,057
<i>Police</i>						
Management Analyst	1.00	82,427	38,196	3,750	15,000	139,373
Management Support Technician	1.00	38,519	29,262	3,750	15,000	86,531
Police Records Specialist	2.00	109,822	65,195	7,500	30,000	212,517
Police Support Specialist	1.00	60,951	32,597	36,000	44,220	173,768
Police Officer - Patrol	6.00	491,049	269,550	229,800	312,000	1,302,399
Police Officer - Traffic	1.00	91,628	44,925	97,300	50,000	283,853
Police Officer - SVU	1.00	95,724	44,925	43,300	52,000	235,949
Police Sergeant - Professional Standards	1.00	100,934	52,918	57,610	37,690	249,152
Police Sergeant - Special Investigations/SWAT	1.00	113,094	52,918	43,300	52,000	261,312
<b>Total Public Safety</b>	<b>43.00</b>	<b>2,906,103</b>	<b>1,584,970</b>	<b>676,770</b>	<b>774,302</b>	<b>5,942,145</b>
<b>Total Operating</b>	<b>59.25</b>	<b>4,166,336</b>	<b>2,185,424</b>	<b>785,800</b>	<b>860,622</b>	<b>7,998,182</b>

**FY 2022/23 Position Request Summary**

Position Requests	FTE	Salary	Benefits	Supplies & Services		Total
				One-Time	Ongoing	
<b>Enterprise</b>						
<i>Utility Services</i>						
GIS Analyst	1.00	72,834	36,086	3,130	2,640	114,690
Utility Locator	2.00	111,382	65,195	37,205	14,270	228,052
Utility Services Coordinator	1.00	67,109	34,921	52,880	8,135	163,045
Utility Specialist - Repair	1.00	55,691	32,597	133,880	8,635	230,803
<b>Enterprise Total</b>	<b>5.00</b>	<b>307,016</b>	<b>168,799</b>	<b>227,095</b>	<b>33,680</b>	<b>736,590</b>
<b>Total Position Requests</b>	<b>64.25</b>	<b>4,473,352</b>	<b>2,354,223</b>	<b>1,012,895</b>	<b>894,302</b>	<b>8,734,772</b>

## Position Analysis by Department

Department: Finance  
 Position: Accountant  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 125,473 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,130	123,343	123,343

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

Manage internal controls, tracking, and audits of town-wide inventory systems and materials; fixed asset accounting and assistance with financial statements in that area; manage town-wide accounts receivable process of billing and collecting.

### 2. What is Driving the Need for This Position?

Recent audit in Fleet identified need for town-wide review of inventory controls and potential changes to our processes; also, fixed asset accounting is currently only handled once a year at year-end which leaves little time to properly document and record the Town's assets. Finally, the Town needs someone to standardize and manage our accounts receivable and billing process, something that is currently only handled on an ad hoc basis and spread out among various departments.

### 3. Who is Performing These Functions Now?

Inventory - handled at each department with varying levels of controls; Fixed Assets - Alicia Jones; Accounts Receivable - Alicia Jones & Stacey Tutt, helping several others in departments as needed

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

The Town would continue to have a decentralized approach to managing inventory, relying on departments to maintain their systems and accurately report information with little to no oversight from Finance. Fixed Assets would continue to be updated once a year rather than on a monthly basis. More frequent updating is beneficial in helping to identify missing or insufficient documentation rather than reaching out to staff months after a transaction has taken place.

#### Option/Alternative: Delay Hiring of Position

Implication: It would delay when the Town could adopt a centralized approach to managing inventory and would mean relying on departments to maintain their systems and accurately report information with little to no oversight from Finance. Fixed Assets would continue to be updated once a year rather than on a monthly basis.

#### Option/Alternative: Contracting Out

Implication: The nature of day to day accounting for the Town does not lend itself to contracting as a service.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No quantifiable savings; however, workload will be more efficiently spread out among staff which will provide better service to the departments.

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: Finance  
 Position: Procurement Specialist  
 Personnel Cost: 91,585 Salaries & Benefits  
 Total FY23 Cost: 96,435 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,130	94,305	94,305

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

Act as the Town's P-Card Administrator to enhance policies and ensure compliance; manage Amazon Business and Verizon contracts; assist with PO's, contracts, requisitions, and other administrative work

### 2. What is Driving the Need for This Position?

Recent audit in Fleet identified need for town-wide changes to p-card procedures and monitoring. Also, growth in Amazon Business account usage and proliferation of cell phones & tablets requires monitoring, analysis, and maintenance. Finally, current workload of procurement officers leaves little time for them to take care of administrative functions such as insurance certificates, bid openings, PO maintenance, and record keeping.

### 3. Who is Performing These Functions Now?

P-card administration is currently handled by AP Clerk Brittney Baker, as time permits. Insurance certificates and Verizon orders & distribution of equipment to staff is handled by Regina Murella. Other administrative tasks are handled by the procurement officers as time permits.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

P-Card, Amazon Business and Verizon account reviews and administrative tasks would be completed as time permits and not a top priority with all the other items staff do on a daily basis. This leaves room for errors and potential fraud in these avenues. In addition, the Town may pay more for services and items if the accounts are not reviewed on a regular basis.

#### Option/Alternative: Delay Hiring of Position

Implication: Staff will continue to monitor and review the services, as time permits. However, the department will remain reactive to issues instead of proactive to prevent them.

#### Option/Alternative: Contracting Out

Implication: The nature of public procurement does not lend itself to contracting as a service.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No quantifiable savings but the position will allow workload to be spread more evenly among staff.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Human Resources  
 Position: Human Resources Analyst  
 Personnel Cost: 106,562 Salaries & Benefits  
 Total FY23 Cost: 111,162 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,380	108,782	108,782

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

Incumbents serve as an HR generalist and may be assigned to specific HR functional areas such as recruitment, training, employee relations, etc. in addition to serving as an HR business partner for assigned departments handling departments' recruitment, employee relations, disciplinary measures/investigations, and classification/compensation issues.

### 2. What is Driving the Need for This Position?

In general, adding a total of 64.25 FTE for FY23 will greatly impact our workload. Recruiting 24 civilian EMTs/Paramedics in relation to the new emergency transportation service will be particularly impactful initially and is likely to remain a very time consuming group because there is typically high turnover with those types of positions.

### 3. Who is Performing These Functions Now?

Current HR staff are handling the various HR functions and departments as assigned. However, adding 64 more FTE throughout the organization and 26 position specifically for Fire is significant.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Initially, the greatest impact is related to timely recruitment and selection to fill all of these positions plus handle the normal number of vacancies and variety of other HR-related responsibilities that occur at any given time.

#### Option/Alternative: Delay Hiring of Position

Implication: The timeliness of being able to recruit and hire that many people will be impacted. Adding 64 FTE also impacts workload related to benefits administration, performance management administration, onboarding/training, and HR/payroll-related administration duties.

#### Option/Alternative: Contracting Out

Implication: Consider long term temporary staffing through a 3rd party or hire a consultant. However, neither of these are a particularly good solution because so much of what HR does requires being part of the organization, building rapport and trust with employees.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No.

Enter reduction amount here as a negative number:



## Position Analysis by Department

Department: Information Technology  
 Position: Business Analyst, Senior  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 126,863 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,130	124,733	124,733

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

The IT Project Manager establishes and manages simultaneous IT projects. The IT Project Manager works with the IT Program manager to prioritize IT projects. The position develops and assists with project planning, prioritization and estimating the workload for the IT staff and documents the process for creating, managing, and changing projects. The IT Project Manager acts as a resource for evaluating/validating required technology requirements during construction or software projects.

### 2. What is Driving the Need for This Position?

The Town's continued rapid growth equates to many large scale town-wide projects as well as IT specific projects. Without this position, these projects will fail to be completed in a timely manner. Many of the town's known future projects are related to public safety and proper protocols must be maintained.

### 3. Who is Performing These Functions Now?

Both the existing IT Project Manager (Cindy Ensfield) and the IT Program Manager (Terry Diamond) function in this capacity.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Without this position, the IT department will not be able to maintain existing service levels as the approved project list (both town projects and projects from the IT Strategic Plan) outpace the capacity of the project management group. IT requires this position to ensure projects are moved forward as expected, communications are maintained, and proper protocols are followed to ensure security and documentation are maintained. Without this position, some projects will need to be postponed or denied to maintain current service levels.

#### Option/Alternative: Delay Hiring of Position

Implication: Projects will be delayed. Meeting service levels requires many additional hours to be put in by current staff and this will be exacerbated by the number and type of known upcoming projects.

#### Option/Alternative: Contracting Out

Implication: IT has contracted this work out and will continue to do so when it makes sense. However, due to the complexity of most IT projects, contracting out almost always necessitates that a Town employee is involved to ensure that interdepartmental coordination is handled appropriately. This is counterintuitive as it is more costly.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

As indicated in the "contracting out" section, contracting out complex IT projects proves to be more costly. Staff is currently putting in regular overtime to ensure that their existing project load is completed in the most timely manner possible. An new qualified FTE will reduce costs by improving the overall efficiency of the team and reduce the need to outsource this work.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Information Technology  
 Position: GIS Technician  
 Personnel Cost: 123,437 Salaries & Benefits  
 Total FY23 Cost: 142,157 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
9,380	132,777	132,777

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

This position will provide additional support to current GIS staff by handling less complex addressing and plan reviews that are required for permit issuance. This new position will also assist with creating and maintaining town asset data for utilities, public works and CIP, which include 34 different data layers and are expected to increase by adding the Facilities and Grounds departments next year.

### 2. What is Driving the Need for This Position?

The GIS technician position being requested has a significant "domino" effect related to the workload of the GIS staff. Currently, a disproportionate amount of the GIS Analyst's day-to-day work is spent reviewing plans and dealing with addressing which is GIS Tech level work. In essence the more "routine" duties are typically handled by the GIS Technician.

### 3. Who is Performing These Functions Now?

Currently, duties are performed by the GIS Analyst (75% of the time) and also by the GIS Coordinator (30-40% of the time).

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

The GIS Technician position is a very important support position. Addressing and asset management are critical to town functions including emergency services, planning, permitting and utilities just to name a few. The town has seen monumental growth and that is expected to continue for the foreseeable future with recent annexations and new development in the northeast portion of town. That growth creates the need for new address and asset data used by many town departments. Without this additional position, new project requests will have to be denied and implementation of new technologies will have to be delayed for current staff to keep up with ever growing data demands.

#### Option/Alternative: Delay Hiring of Position

Implication: This will delay entry of new data as the two existing positions are just keeping up with new growth and the data it creates. It would also delay implementing new GIS technologies and/or programs as the GIS Coordinator will have to continue to serve in a secondary role to maintain current service levels. New projects with GIS dependencies will need to be postponed or denied so that the daily work can be maintained.

#### Option/Alternative: Contracting Out

Implication: The addressing and asset management needs are ongoing to keep pace with development and would require continual contracting which is expensive over long periods. This can also prove challenging, especially with addressing, as the training and learning curve take time. If contract staff change, which is not uncommon with entry level positions, retraining must occur which becomes a burden to staff and increases the likelihood of errors due to lack of familiarity with Queen Creek's addressing system and plan review software.

## Position Analysis by Department

---

Department: Information Technology  
Position: GIS Technician  
Personnel Cost: 123,437 Salaries & Benefits  
Total FY23 Cost: 142,157 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
9,380	132,777	132,777

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No. This position is required to maintain the current service level within GIS.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Information Technology  
 Position: Management Analyst  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 123,973 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,130	121,843	121,843

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

Job purpose is to aid the Department Director on various special projects and policy issues and provide advanced and complex duties in support of the Director. Position is responsible for directing project/program activities, developing department budgets and directing budget activities, participating in strategic planning, facilitating the development and implementation of department policy proposals and procedures, serving as a department liaison, overseeing administrative programs, and exercising initiative and independent judgement.

### 2. What is Driving the Need for This Position?

---

While not the largest budget, the IT Department maintains the most complex department budget in the Town. Maintaining this budget requires a great attention to detail to ensure that nothing falls through the cracks as this could be detrimental to Town services including public safety and security. In addition, there is a great deal of administrative work that simply does not get done because there is insufficient time to do so with existing personnel. Examples include reporting, network diagrams, policy updates, and many more. As the Town continues to add staff in PD, Fire, Utilities, Public Works and more, the need for additional support, contract administration, proper budget management and security become paramount and this position is needed to fulfill this role.

### 3. Who is Performing These Functions Now?

---

The functions of this role currently being performed are being done so by a combination of staff. A Senior Budget Analyst and the IT Division Manager are doing the lion's share while some duties are being done so by others in IT and Finance depending on the need. Most of the administrative duties such as reporting, policy updates, etc. are currently handled in an ad-hoc manner only when required.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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Reporting, policy updates, projects and administrative functions are more important than ever. IT primarily serves the departments that in turn serve the community and our actions are auditable. This becomes very important as it relates to PD and our records will need to remain current. And equally as important, the Senior Budget Analyst that has been in charge of maintaining the IT budget for years is on the cusp of retirement. This position is necessary to ensure that these functions are maintained or improved to the greatest degree possible. Filling this position is required to maintain a satisfactory service level.

#### Option/Alternative: Delay Hiring of Position

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Implication: Traci Polk is slated to retire in less than 3 years and with her will go years’ worth of institutional knowledge and a tedious and well thought out process of budget management. We will need ample time to recruit and cross-train a qualified candidate to ensure that the budget side of things is a smooth transition. Each year of delay jeopardizes the Town's ability to maintain this quality of service and support.

## Position Analysis by Department

---

Department: Information Technology  
 Position: Management Analyst  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 123,973 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,130	121,843	121,843

Option/Alternative: Contracting Out

Implication: A position such as this would be next to impossible to adequately contract out. A contract employee would not have the same ownership of processes required to ensure things are handled appropriately and in a timely manner. If contract staff change, which is not uncommon, retraining must occur which becomes a burden to staff and increases the likelihood of errors due to lack of familiarity with Queen Creek's technical systems and operations.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

Unfortunately, the only reductions would be seen through improved efficiency within IT and would be difficult to monetize.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Communications, Marketing & Recreation  
 Position: Volunteer Coordinator  
 Personnel Cost: 125,718 Salaries & Benefits  
 Total FY23 Cost: 134,568 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,380	132,188	132,188

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

The purpose of the Volunteer Coordinator is to plan, develop, coordinate and implement the Town's volunteer program including; facilitating volunteer recruitment efforts, training, supervising volunteers, manage & lead committee meetings and appreciation events.

### 2. What is Driving the Need for This Position?

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The Town Council and Town Manager's desire to create a more efficient and robust volunteer program in the Town, offering residents the opportunity to give back to the community.

### 3. Who is Performing These Functions Now?

---

The duties are split between several employees in CMR and Public Works.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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The volunteer requests will continue to be divided across departments and the program will not be official within the organization.

#### Option/Alternative: Delay Hiring of Position

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Implication: The program will continue on as-is.

#### Option/Alternative: Contracting Out

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Implication: This is not a position that could be efficiently contracted out, as there are too many internal needs that have to be considered with each request.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

n/a

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: Communications - Recreation Division  
 Position: Deputy Director  
 Personnel Cost: 183,781 Salaries & Benefits  
 Total FY23 Cost: 189,801 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,380	187,421	187,421

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

Second in command in the department with direct oversight of the Parks & Recreation functions of the department. Responsible for working with CIP Dept to build infrastructure and facilities, oversight of recreation, park rangers, grounds and aquatics divisions as they come online.

### 2. What is Driving the Need for This Position?

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The addition of several parks, facilities and recreation services to the community, along with the accompanying staff needed to operate.

### 3. Who is Performing These Functions Now?

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Recreation Manager and Department Director, as well as Public Works Director.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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As the department grows with the addition of new facilities and parks, additional leadership and management is needed in the department. Without the deputy position the Recreation Manager will continue to expand his role outside his current scope and the Director will not be able to provide the level of attention this size of service needs.

#### Option/Alternative: Delay Hiring of Position

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Implication: Delaying the position will provide less opportunity to plan the department strategically as large numbers of changes take place.

#### Option/Alternative: Contracting Out

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Implication: n/a

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

No

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: Communications, Marketing, and Recreation  
 Position: Aquatics Supervisor  
 Personnel Cost: 106,561 Salaries & Benefits  
 Total FY23 Cost: 114,931 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,730	112,201	112,201

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

This position will be responsible for the aquatics program from the ground up, including initial program and design of the facility, monitoring, and evaluation. The positions duties/responsibilities include:

1. Serve as Aquatic lead of the Aquatics facility design process to ensure design matches operational needs.
2. Develops management plans for the implementation of facility operations and programming practices and procedures.
3. Develops community wide lifeguard recruitment and training programs to ensure quality and quantity of lifeguards for facility operations.
4. Assists in the development and administration of the annual Aquatics budget, including forecasting five and ten year funding needs.
5. Plans and conducts training programs for lifeguards and recreation staff.
6. Ensures that all appropriate water, environmental health and safety standards are maintained.
7. Provides direction and guidance and recommendations to management staff and citizen committees, prepares and presents oral and written reports to senior management Town Council and the public.

### 2. What is Driving the Need for This Position?

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The Aquatics Supervisor position will work with the selected architecture firm on the design of the aquatics facility to ensure the best possible outcomes for the Town’s aquatics program - improving efficiencies that reduce the number of lifeguards needed, facilitate safe opportunities for a successful (revenue producing) birthday party program, ensures the best possible water treatment systems to match program needs, and to ensure that value is the foremost goal.

This position will begin building a lifeguard training program by partnering with the school districts, charter schools, local swim teams/clubs, and other organizations. This will help ensure we have a strong, talented, and trained pool of lifeguards from day one.

This position will develop the policies and procedures for the aquatics program; to be ready and operational on day one. They will be developing the overall aquatics budget, tightening up the lifeguarding plan, water use costs, chemical costs, and contracted costs to manage and maintain the aquatics facility.

### 3. Who is Performing These Functions Now?

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N/A

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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This position will play a critical role in the design process of the Town's first Aquatics facility. It is imperative that this position be a part of the design and construction process which will ultimately lead to effective and successful operational role when the facility opens. Should the position not be approved, staff will be unable to offer meticulous insight for the Aquatics facility.



## Position Analysis by Department

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Department: Communications, Marketing, and Recreation  
Position: Aquatics Supervisor  
Personnel Cost: 106,561 Salaries & Benefits  
Total FY23 Cost: 114,931 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,730	112,201	112,201

Option/Alternative: Delay Hiring of Position

Implication:

---

Option/Alternative: Contracting Out

Implication: N/A

---

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: CMR - Recreation Division  
 Position: Increase HOURS Rec Tech (PT) from 19.5 to 29.5  
 Personnel Cost: 14,498 Salaries & Benefits  
 Total FY23 Cost: 15,998 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
-	15,998	15,998

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

THIS REQUEST IS TO INCREASE A CURRENT RECREATION TECHNICIAN PT FROM 19.5 HRS A WEEK TO 29.5 HRS A WEEK.

This position acts as programming support for the Recreation Division. The position is currently budgeted at 19.5 hours (.5 FTE) per week. The primary purpose of this position is:

1. Plan, organize, and coordinate activities to promote the Town's recreation programs and events. Present program/event information at a variety of meetings, outreach events and public speaking opportunities.
2. Coordinate with the Marketing Division in developing a marketing and public information strategy, and media plan for recreation programs and events.
3. Update/maintain the Town's parks and recreation website using a content management system (CMS) on a daily basis; create and design web pages; prepares graphics for web and social media use; generates e-mails, correspondence and instructional materials to notify users of policies, outages, and other web and internet information; develops online discussion forums and/or similar interactive tools that solicit information and feedback from the community.
4. Generate creative copy for marketing materials and community outreach, including brochures, newsletters, social media, signage, etc.
5. Coordinate a variety of signage calendars, editorial calendars, graphic design schedules, etc.
6. Assist with the implementation of recreational programs and activities; leads and monitors program participants.

### 2. What is Driving the Need for This Position?

---

The growth of the community, programs and usage of the facilities has impacted the division. With this growth, constant and up to date communication/information to residents is vital to the successes of the division as well as expected from residents. The current position has limited hours which does not allow for the appropriate service levels to be met.

### 3. Who is Performing These Functions Now?

---

The position is currently budgeted at 19.5 hours (.5 FTE) per week. The request is to increase the position to 29.5 hours per week (.75 FTE).

## Position Analysis by Department

---

Department: CMR - Recreation Division  
 Position: Increase HOURS Rec Tech (PT) from 19.5 to 29.5  
 Personnel Cost: 14,498 Salaries & Benefits  
 Total FY23 Cost: 15,998 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
-	15,998	15,998

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

---

The recreation division is heavily reliant on limited part-time staff who serve as programming support. With limited staff and hours, staff will not be able to maintain current, nor increased service levels. This particular position serves a vital role in marketing and communicating with residents via a wide range of outlets (social media, website, outreach events, write ups, etc) and instant and accurate communication strategies have come to be demanded and expected. Should the increase not be approved, staff will not be able to maintain current, nor increased service levels.

Option/Alternative: Delay Hiring of Position

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Implication:

Option/Alternative: Contracting Out

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Implication: Not Applicable.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

Not Applicable.

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: Economic Development  
 Position: Economic Development Program Coordinator  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 127,793 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,380	125,413	125,413

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

The position will primarily be responsible for coordinating and executing activities in support of workforce development activities with appropriate organizations, including local and regional higher educational organizations; facilitate communication between employers and outside agencies. The position will serve as a liaison to various groups in their business assistance efforts and will be well versed on the available services and assistance programs available locally and regionally . The position will advise on development opportunities; help facilitate projects through the Town's planning and plan review process, coordinate applications for state incentives. The position will execute activities in support of generating new business development leads/projects and help QC businesses expand and grow; entrepreneurial development; responsible for the planning and execution of events/meetings in support of business attraction, workforce development and retention/expansion activities.

### 2. What is Driving the Need for This Position?

---

The recent annexation of the 4,100+ acres of Arizona State Trust Land has created a significant level of new business attraction efforts as large advanced manufacturing facilities explore QC for expansion and relocation projects. As these large companies and their suppliers locate in QC there will be a need for additional research and coordination to support the large employers' workforce development, training needs and employee pipeline. There is a need for an ombudsman to serve in this role and coordinate between the local school districts, community colleges, higher education facilities and other outside agencies. The position will also work with the ACA and GPEC to identify and coordinate resources to assist new companies; work to respond to RFIs from ACA and GPEC as needed. The position will assume duties and responsibilities in managing the employment prospect pipeline and serve as a liaison to various groups in their business assistance efforts and present to individual businesses, groups, associations.

### 3. Who is Performing These Functions Now?

---

Some of the duties and responsibilities will be new as large advanced manufacturing companies and their suppliers locate in QC. Some of the other duties are currently being performed by the existing staff; however due to the increased workload from the interest in the state land site (as well as other areas of the town), there are certain activities that staff needs assistance with including entrepreneurial development efforts and coordination of meetings with outside agencies.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

---

Workload levels have increased for existing staff. The RFIs from ACA and GPEC require very detailed information in short response times. Staff prioritizes ACA and GPEC projects, and therefore other projects, such as commercial developments and commercial leads are not able to be evaluated, assisted and marketed as strategically or as quickly as they would otherwise. There will be gaps in the level of service provided in the support of workforce development and ombudsman activities for new businesses locating in QC.

## Position Analysis by Department

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Department: Economic Development  
 Position: Economic Development Program Coordinator  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 127,793 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,380	125,413	125,413

Option/Alternative: Delay Hiring of Position

Implication: There will be missed opportunities to work with new QC employers on their workforce development/training objectives. Delay in hiring will result in continued high work levels for existing staff and a lower level of service in certain areas due to limited capacity.

Option/Alternative: Contracting Out

Implication: Difficult to contract out this type of role.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

No.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Development Services  
 Position: Engineer, Senior  
 Personnel Cost: 135,756 Salaries & Benefits  
 Total FY23 Cost: 148,776 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
4,080	144,696	144,696

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

This position performs civil plan reviews, site plan and rezoning for the Development Services Department. Including complex residential and commercial subdivisions, provides coordination and support among multiple Town divisions/departments/outside agencies, supports Engineering, Planning, and Building Safety applications. Prepares staff reports for Town Council, attend meetings with both internal & external customers attend Town Council Meetings, assist in solving complex engineering issues.

### What is Driving the Need for This Position?

To support the Town's expansions, growth, and pending developments for large scale projects including Box Canyon (1,000 acres, 1,900 Lots), State Lands (4,140 acres, Comm/Ind/Res Dev), Legado Estates (SEC Ocotillo/Power 821 Lots), LDS Church Property (NEC Germann/Meridian 1,200 Lots), Sossaman West (SWC Ocotillo/Power 325 Lots), North Creek Phase 2 (SEC Germann/Meridian 373 Lots) are some example projects.

### 3. Who is Performing These Functions Now?

A combination of FTE Engineering Staff and an in-house Professional Engineering Consultant. The in-house consultant is in it's third (3) year of support. The consultant is budgeted for \$200K this FY and we anticipate needing an additional \$100K request this spring to complete the current FY (\$300K) with existing workload. This anticipated additional \$100K request is for current projects not including the pending Box Canyon, & State Lands

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Not filling this position could result in reduced service levels including delays in application turn-around-times, delaying development progress, and potentially impacting the quality of accurate technical reviews based on staff time resources. This position will performs additional responsibilities than the current in-house plan review consultant including staff support for projects in Engineering, Planning, Building Safety, and Townwide.

#### Option/Alternative: Delay Hiring of Position

Implication: This position has been projected as a need for several years. Engineering has been utilizing an in-house consultant over the past three years and monitoring workload. With current and pending large scale projects, an FTE position is now needed to maintain current service levels and support existing Engineering Staff.

#### Option/Alternative: Contracting Out

Implication: Contracting out will continue to be requested in addition to this FTE position to provide emergency backup support especially for the Box Canyon and State Lands projects on an as-needed basis.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

With uncertainty of upcoming projects and State Land development, it is requested that contractual services budgets remain in place for FY23.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Development Services  
 Position: Inspector (Assigned to Building Safety)  
 Personnel Cost: 101,250 Salaries & Benefits  
 Total FY23 Cost: 149,110 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
35,590	113,520	112,520

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

Performs scheduled building inspections of commercial/industrial and residential construction. Inspections include reviews in accordance with the latest adopted Building Codes, Plumbing, Electrical, and Mechanical Codes, ADA, state mandated requirements, and local ordinances. Position B26, \$54,936.54-\$77,721.90 annually.

### 2. What is Driving the Need for This Position?

To support the Town's expansions, growth and pending developments including the newly annexed state land. The building inspection workload has increased by approximately 30% over the last three fiscal periods. January - November 2021 we had 6,487 applications submitted, a 20% increase from last year. There has also been a steady increase in single family homes FY20 was 1,750, FY 21 was 2,223 and FY22 is following that same increase.

### 3. Who is Performing These Functions Now?

The Building Safety Division currently has one Senior Inspector FTE and three Inspectors FTE's. In addition, we currently have one outside contractor inspector.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Not filling this position would result in delays to active construction projects due to the inability to perform all of the requested building inspections on the next business day. Not performing inspections on the scheduled dates will create a "snowballing" effect that is extremely difficult to overcome.

#### Option/Alternative: Delay Hiring of Position

Implication: A delay in hiring this position would result in significant delays in active construction projects. This includes large commercial and industrial buildings that are constructed under the benefit of development agreements which provide for expedited services.

#### Option/Alternative: Contracting Out

Implication: We currently use contract services to supplement the town staff to accomplish the fluctuating daily building inspection workload at the rate of approximately 75% of an FTE. The building inspection workload has increased by approximately 30% over the last three fiscal periods. Eventually we will need contracted services beyond their ability to provide.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Development Services  
 Position: Plans Examiner  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 133,343 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source:

FY 2023		FY 2024
One-Time	Recurring	Recurring
4,080	129,263	129,263

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

Review the Building Safety construction plans for commercial and residential construction. This includes reviews in accordance with the latest adopted Building Codes, Plumbing, Electrical, and Mechanical Codes, ADA, state mandated requirements, and local ordinances.

### 2. What is Driving the Need for This Position?

To support the Town's expansions, growth and pending developments including the newly annexed state land. January - November 2021 we had 6,487 applications submitted, a 20% increase from last year. There was a total of 4,514 plan reviews completed. Of those 1,927 were completed by the Building Inspector and 954 were completed by the Assistant Building Official. By filling this position this will allow them to focus on their duties instead of plan reviews.

### 3. Who is Performing These Functions Now?

The Building Safety Division has one Senior Plans Examiner FTE, One Assistant Building Official FTE, and one Building Official FTE performing building reviews.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Not filling this position would result in delays in processing of plan reviews and would require plan review turn around time to be extended. This creates a cascading of delays in the life of construction projects and may cause excessive delays in significant or complex projects. Not filling this position could cause the Town to fail to meet development agreements with expedited plan review terms.

#### Option/Alternative: Delay Hiring of Position

Implication: Delays in hiring this position would cause major industrial and commercial projects to be delayed and cause them to miss the opportunity window for successful project completion.

#### Option/Alternative: Contracting Out

Implication: There is excessive cost in using contract services for plan reviews, especially on large projects with expedited reviews as the terms of the development agreements.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

With uncertainty of upcoming projects and State Land development, contractual services budget has been requested to remain in place for FY23.

Enter reduction amount here as a negative number:



## Position Analysis by Department

---

Department: Public Works - Admin  
 Position: Public Works Coordinator  
 Personnel Cost: 87,508 Salaries & Benefits  
 Total FY23 Cost: 92,778 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,130	89,648	89,648

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

This position performs routine professional duties including directing or participating in gathering information, making statistical analyses, studying special administrative problems and developing new or improving existing systems, writing reports, developing procedures and forms to increase efficiency, and maintaining inventory and workorder management systems.

For all Public Works Divisions, this position will assist with problem resolution, resident concerns and complaints and coordinate, track to a positive resolution. In addition, this position will provide Website maintenance for all Public Works Divisions. Provides the Transportation, Pavement Preservation, Facilities and Municipal Grounds Divisions with inventory, asset management and work order management support through the initial software implementations and continuing with inventory entry and reporting assistance. Additionally, this position will support Transportation with the Traffic Control Plan intake, tracking and review distribution; maintain the Traffic hotline and track through resolution, assist with See, Click, Fix distribution, and assist with Technical documentation related to the Traffic Management Center. This position also provides Pavement Preservation support for Conditional Assessments administration into the Paver Software and Project Acceptance processing related to Paver Software and GIS Management. Assist with policy and procedure development in order to achieve APWA Certification

### 2. What is Driving the Need for This Position?

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The rapid growth of the Town has increased work levels for all Public Works Divisions and has initiated the need for an improved inventory and workorder management, which requires administration and coordination of backend activities from inventory entry to reporting and auditing.

### 3. Who is Performing These Functions Now?

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These functions are being performed mainly by the Supervisors and Managers; however, some work does not get completed because there is insufficient time available to complete all the administrative tasks. Implementation of new software for inventory and workorder management also require backend support for inventory entry, reporting, and auditing.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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As the Town continues to add infrastructure and facilities, the work levels for managers and supervisors will not allow for adequate time for coordination and administrative functions. Implementing new software is vital to providing budget, time analysis, equipment and workorder reporting for projections and forecasting, as well as providing work level information and inventory management. However, this requires additional support.

## Position Analysis by Department

---

Department: Public Works - Admin  
Position: Public Works Coordinator  
Personnel Cost: 87,508 Salaries & Benefits  
Total FY23 Cost: 92,778 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,130	89,648	89,648

Option/Alternative: Delay Hiring of Position

Implication: Several of the software systems are already in the queue for implementation and delaying the position would also result in a delay of those implementations.

Option/Alternative: Contracting Out

Implication: This type of position is not conducive to contracting out since it is so vital that the position have access to technology and protected systems.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Public Works - Fleet  
 Position: Maintenance Technician, Senior - Fleet  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 96,001 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,620	92,381	92,381

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

This position is designed to be a dedicated parts room attendant. This person would be responsible to order, receive, stock, and inventory all parts used by the fleet department. They would also run inventory reports to evaluate the inventory and reduce the obsolete inventory. In addition to the parts room duties, when time is available, this individual would also support the fleet team by diagnosing and performing basic system repairs, doing oil and transmission fluids/filters changes, installing batteries, perform basic preventative maintenance checks on vehicles. This would allow time for other mechanics to do necessary higher level PMs and maintenance, such as lighting and radio maintenance for PD vehicles.

### 2. What is Driving the Need for This Position?

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Fleet has identified a need to separate the ordering, inventory, and distribution of parts from Lead Mechanics, who are currently working in the parts room, to provide a check and balance for the fleet inventory. Also with the addition of this position, some of the routine vehicle maintenance could be performed by the Senior M&O Tech freeing up time for the mechanics to work more on the complex radios and light systems in the PD and Fire equipment. It will also allow our Lead Mechanics to do functions in their classification, such as assigning work, training, auditing work, closing workorders, verifying parts assigned to work, running reports and working with vendors and customers to schedule warranty work and PMs.

### 3. Who is Performing These Functions Now?

---

At this time we have a lead mechanic who is performing the duties of the parts room technician. We also have our M&O tech and mechanics do all of the vehicle prevenative maintance work and they also work on the PD and Fire radios and light equipment.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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If we are not able to secure this new position we will continue to use lead mechanics to manage the parts room. This will take them away from their core responsibilities as lead mechanics. We would also use our M&O tech and mechanics to do basic prevenative maintance (oil change, battery change, and tire rotations) on vehicles.

#### Option/Alternative: Delay Hiring of Position

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Implication: We would continue to use mechanics to manage the parts room and repair/maintain PD radios and lights.

#### Option/Alternative: Contracting Out

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Implication: An outside vendor to run the parts room would be more expensive. In addition, if we were to out source vehicle maintenance (oil changes, battery changes, and tire rotations), we would need to have staff drive vehicles to the vendors. Also we would not be able to evaluate the vehicles for other possible repair needs.

## Position Analysis by Department

---

Department: Public Works - Fleet  
 Position: Maintenance Technician, Senior - Fleet  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 96,001 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,620	92,381	92,381

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

The addition of this new position it would increased productivity for our staff. Mechanics would be able to focus on core functions and repair vehicles and equipment while the Senior M&O tech could focus on the parts room and supporting the vehicle prevenative maintenance.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Public Works Traffic  
 Position: Traffic Engineer Technician  
 Personnel Cost: 91,585 Salaries & Benefits  
 Total FY23 Cost: 126,875 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
28,380	98,495	98,495

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

The Traffic Engineering Technician will assist the division in performing traffic management duties of simple or moderately complex prepare graphs

- 1) Review traffic control plans of simple or moderate complexity - 35%
- 2) Monitor street and utility projects for compliance with traffic control permit conditions - 10%
- 3) Prepare work orders for repairs and maintenance of streetlights and monitor program - 10%
- 4) Visit development and work sites to review pavement marking layout and signage for compliance with civil plans - 10%
- 5) Coordinate sign replacement program (possible future sign fabrication) - 10%
- 6) Coordinate pavement marking maintenance - 10%
- 7) Collate and track accident data - 5%
- 8) Perform site reviews related to complaints and concerns - 5%
- 9) Prepare graphs, charts, and other aids for reports and grant applications - 5%

### 2. What is Driving the Need for This Position?

Growth of the transportation network and increased population has created greater traffic conflicts and resident complaints and concerns. The robust construction has resulted in 70 traffic control submittals per month; the Engineering Technician will assist the Traffic Engineer by reviewing and processing the plan of simple and moderate complexity.

### 3. Who is Performing These Functions Now?

Contractual plan review services supplement the Traffic Engineer and Streets Transportation Superintendent for traffic control plans, Traffic Impact Reports, safety studies, and grant application assistance.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

For TCP and TIA review, contractual assistance will continue to increase each year to maintain current service levels. Field inspections will see a lower level of service as some inspections are missed or given brief review.

#### Option/Alternative: Contract

Implication: We could continue to contract professional and technical services. However, field inspections involving immediate attention would not be improved by contractual means.

#### Option/Alternative: Delay Hiring of Position

Implication:

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Fire Administration  
 Position: Administrative Assistant, Senior  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 91,508 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,230	89,278	89,278

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

This position will address the needs of Fire Operations and Administration if the Patient Transportation Services program does not move forward at this time. The "duties" and "need" are outline below. If the Patient Transportation Services program is initiated, this will require a position to manage billing services as we are required to bill Medicare and Insurance by AZDHS Regulations. Based on our projected transport volume it is more cost efficient to have a Medical Coder in house who can also assist with administrative and financial duties required by the new division as necessary. The responsibilities of this position include medical billing and coding, as well as financial analysis and reporting as required by statute. In addition, and as part of a shared position, this position will also assist QCFM administrative staff at the direction of the QCFM Management Analyst II. Additional clerical and administrative support is needed for the Operations and Administration Divisions within the fire and medical department. In these areas, current and future growth has increased programmatic and administrative duties. More assistance is needed in supporting personnel procedures, payroll processing, uniform management, and assistance with procurement and the processing of related financials, etc.

### 2. What is Driving the Need for This Position?

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Our regional fire department partners have moved away from private third party transportation providers. As such, this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment. Additionally, and as part of a shared position, due to the needs of Fire Operations and the Administrative Divisions new administrative support is needed. Currently, the only two administrative support positions within the fire and medical department have been in place since 2008 and supported the two-fire station department. The department does not currently have the administrative support to be able to manage the Operations and Administrative Divisions effectively for an organization that operates a five fire station department.

### 3. Who is Performing These Functions Now?

---

Currently, the only two administrative support positions within the fire and medical department have been in place since 2008 and supported the two-fire station department. The department does not currently have the administrative support to be able to manage the Operations and Administrative Divisions effectively for an organization that operates a five fire station department.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

---

The department is at a point where it needs an individual to assist with day to day tasks. If this request is not approved the two current admin staff members will have to assume the additional work caused by the growth of the department and risk inefficiencies because they are stretched thin.

## Position Analysis by Department

---

Department: Fire Administration  
 Position: Administrative Assistant, Senior  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 91,508 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,230	89,278	89,278

Option/Alternative: Delay Hiring of Position

Implication: Workload has increased with the addition of three new stations and personnel since 2008 when the department was first incorporated. Additionally, if the Patient Transportation Services program is approved and moves forward, the department does not have the current administrative support to be able to effectively manage the needs.

Option/Alternative: Contracting Out

Implication: N/A

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No there will be no expense reductions of this FTE is approved.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Fire & Medical Training Division  
 Position: Deputy Fire Chief  
 Personnel Cost: 188,004 Salaries & Benefits  
 Total FY23 Cost: 274,528 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
73,480	201,048	201,048

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

This position will manage and oversee all fire training and all medical training that is required for all Operational staff. There are very specific requirements in completing a certain number of fire training hours as well as training in the medical field in order to maintain certification levels. This position will work with internal staff as well as external staff to create a schedule to complete these hours and training activities. Daily training must take place in order for each firefighter to acquire 60 hours of fire training every three months and 90 hours of medical training every two years for all personnel. Queen Creek works as a regional partner to participate in standardized training exercises for operational consistency. Training schedules need to be created, managed and exercised by this position for effectiveness. This position will also manage the Patient Transportation Services Division if approved by Town Council. This program involves the job of responding to emergency incidents and providing ambulance transport services for patients to hospitals if needed. This will mean that twenty-six new personnel will be added to our staff to supervise, billing for reimbursement, and compliance with the State of Arizona relating to patient care.

### 2. What is Driving the Need for This Position?

---

QCFMD is a young organization experiencing rapid growth. Our personnel demographic, like many other organizations, displays several distinct “groupings” of personnel. We have a group of very experienced firefighters and officers. We have a group of very young firefighters and engineers. We have several but very few in-between. As the need for trained, qualified personnel will not decrease anytime soon given the continued growth of the Town and the relative youth of our workforce the best solution is an intensive focused training program designed to give our membership knowledge with which to combat their inexperience and to meet the needs for effective succession planning. When the fire and medical department was much smaller, thirty employees, we could manage our training needs by utilizing a person to multi-task and perform many different responsibilities. This expectation is no longer sustainable in an organization that has over eighty employees currently. An individual dedicated to this position and task is an integral part of this education program. Assigning an individual to address the specific needs of training has been in our 5-year staffing plan previously; but it was designated as a captain position. We have now determined based on the multi-faceted needs concerning training that a chief officer rank would be better suited to handle the responsibilities. Establishing and building this program to directly support fire operations takes a higher level of program management than that of a fire captain. Daily training, regional, or quarterly training, recruit academies, promotional processes, and to ensure that medical training is being coordinated by those responsible are the major areas of responsibility for this position. A chief officer is typically assigned this divisional responsibility within our region rather than the rank of captain. The fire and medical department has also placed an intense focus on building some of our support programs now that the operational needs have begun to level off. It is crucial that we put in place these support positions to adequately support an eighty member department. An example of support programs is in the area of possibly establishing a patient transportation service (ambulance) for Queen Creek. If this program moves forward there will an entirely new area within the fire and medical department to manage. 911 responses, billing services, and compliance will all be required activities that need to be managed. In addition to fire and medical training, this position will be assigned to handle these vital activities.



**Position Analysis by Department**

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Department: Fire & Medical Training Division  
 Position: Deputy Fire Chief  
 Personnel Cost: 188,004 Salaries & Benefits  
 Total FY23 Cost: 274,528 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
73,480	201,048	201,048

**3. Who is Performing These Functions Now?**

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Fire Operations Deputy Chief.

**4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?**

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With the addition of key upper staff personnel in support positions, we are better positioned to enhance existing programs and improve the quality of our programs. As growth continues for the Fire and Medical Department, the need also increases to provide support for our first responders making them better prepared, more educated and skilled. If this position is not filled we will continue to provide the programs we have been providing, but existing staff who manages these programs will continue to be stretched thin with the growth we have experienced. Additionally, we have such a young organization there needs to be an increased focus on developing and preparing these individuals for the careers serving Queen Creek.

Option/Alternative: Delay Hiring of Position

Implication: As stated above, we will continue to provide the programs we have been providing, but existing staff who manages these programs will continue to be stretched thin.

Option/Alternative: Contracting Out

Implication: N/A

**5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?**

---

No there will be no expense reductions.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Fire Patient Transport Division (New Division 0906)  
 Position: Transportation Paramedic (12)  
 Personnel Cost: 1,224,690 Salaries & Benefits  
 Total FY23 Cost: 1,329,102 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
37,020	1,292,082	1,292,082

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

The Transportation paramedic position will operate and maintain ambulances within the QCFMD. The Transportation staff will respond to medical emergencies with other Fire Department resources and provide patient care and patient transportation to hospitals as necessary. In addition the transportation units will provide medical standby by services to Town events and will assist with Fire and Medical Department operational priorities as needed.

### 2. What is Driving the Need for This Position?

Our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment.

### 3. Who is Performing These Functions Now?

Patient transportation services are currently being contracted. If these services are brought into the Fire and Medical Department, these positions will need to be created.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Current staff levels in the department would not be able to perform the tasks required if a Patient Transportation program is brought in house.

Option/Alternative: Delay Hiring of Position

Implication: SAA

Option/Alternative: Contracting Out

Implication: This service is currently being contracted out, however, our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No, there will be no expense reductions.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Fire Patient Transport Division (New Division 0906)  
 Position: Transportation EMT (12)  
 Personnel Cost: 979,176 Salaries & Benefits  
 Total FY23 Cost: 1,083,588 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
37,020	1,046,568	1,046,568

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

The Transportation EMT position will operate and maintain ambulances within the QCFMD. The Transportation staff will respond to medical emergencies with other Fire Department resources and provide patient care and patient transportation to hospitals as necessary. In addition the transportation units will provide medical standby by services to Town events and will assist with Fire and Medical Department operational priorities as needed.

### 2. What is Driving the Need for This Position?

Our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment.

### 3. Who is Performing These Functions Now?

Patient transportation services are currently being contracted. If these services are brought into the Fire and Medical Department, these positions will need to be created.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Current staff levels in the department would not be able to perform the tasks required if a Patient Transportation program is brought in house.

Option/Alternative: Delay Hiring of Position

Implication: SAA

Option/Alternative: Contracting Out

Implication: This service is currently being contracted out, however, our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No, there will be no expense reductions.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Fire Patient Transport Division (New Division 0906)  
 Position: Management Support Technician, Senior  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 91,508 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,230	89,278	89,278

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

\*\*\* There are two options that staff recommends for this position. The first option is a full-time shared position contingent on whether or not the Patient Transportation Services program moves forward. If it does, then this position will assist in that area as well completing other administrative work. The second option is to recommend a part-time position to address the needs of Fire Operations and Administration if the Patient Transportation Services program does not move forward at this time. The "duties" and "need" are outlined below. If the Patient Transportation Services program is initiated, this will require a position to manage billing services as we are required to bill Medicare and Insurance by AZDHS Regulations. Based on our projected transport volume it is more cost efficient to have a Medical Coder in house who can also assist with administrative and financial duties required by the new division as necessary. The responsibilities of this position include medical billing and coding, as well as financial analysis and reporting as required by statute. In addition, and as part of a shared position, this position will also assist QCFM administrative staff at the direction of the QCFM Management Analyst II. Additional clerical and administrative support is needed for the Operations and Administration Divisions within the fire and medical department. In these areas, current and future growth has increased programmatic and administrative duties. More assistance is needed in supporting personnel procedures, payroll processing, uniform management, and assistance with procurement and the processing of related financials, etc.

### 2. What is Driving the Need for This Position?

Our regional fire department partners have moved away from private third party transportation providers. As such, this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment. Additionally, and as part of a shared position, due to the needs of Fire Operations and the Administrative Divisions new administrative support is needed. Currently, the only two administrative support positions within the fire and medical department have been in place since 2008 and supported the two-fire station department. The department does not currently have the administrative support to be able to manage the Operations and Administrative Divisions effectively for an organization that operates a five fire station department.

### 3. Who is Performing These Functions Now?

Currently, the only two administrative support positions within the fire and medical department have been in place since 2008 and supported the two-fire station department. The department does not currently have the administrative support to be able to manage the Operations and Administrative Divisions effectively for an organization that operates a five fire station department.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

The department is at a point where it needs an individual to assist with day to day tasks. If this request is not approved the two current admin staff members will have to assume the additional work caused by the growth of the department and risk inefficiencies because they are stretched thin.

## Position Analysis by Department

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Department: Fire Patient Transport Division (New Division 0906)  
 Position: Management Support Technician, Senior  
 Personnel Cost: 83,433 Salaries & Benefits  
 Total FY23 Cost: 91,508 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,230	89,278	89,278

Option/Alternative: Delay Hiring of Position

---

Implication: Workload has increased with the addition of three new stations and personnel since 2008 when the department was first incorporated. Additionally, if the Patient Transportation Services program is approved and moves forward, the department does not have the current administrative support to be able to effectively manage the needs.

Option/Alternative: Contracting Out

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Implication: N/A

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

No there will be no expense reductions of this FTE is approved.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Fire Patient Transport Division (New Division 0906)  
 Position: Compliance Officer  
 Personnel Cost: 117,703 Salaries & Benefits  
 Total FY23 Cost: 127,057 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
2,480	124,577	124,577

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

Bringing transportation services into the Fire and Medical department will require billing services as we are required to bill Medicare and Insurance by AZDHS Regulations. Included in the requirements to bill Medicare is a Compliance Program. This program is designed to ensure appropriate patient care, billing and HIPAA practices. The Compliance Officer will manage the Compliance program, assist with education and QA/QI. the Compliance officer will also receive, vet and respond to all EMS public record requests.

### 2. What is Driving the Need for This Position?

Our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment. Due to the size of the operation new administrative support will be required.

### 3. Who is Performing These Functions Now?

Patient transportation services are currently being contracted. If these services are brought into the Fire and Medical Department, this position will need to be created.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

Current staff levels in the department would not be able to perform the tasks required if a Patient Transportation program is brought in house.

#### Option/Alternative: Delay Hiring of Position

Implication: SAA

#### Option/Alternative: Contracting Out

Implication: This service is currently being contracted out, however, our regional fire department partners have moved away from private third party transportation providers. As such this has decreased the availability of private ambulance resources and changed the way the ambulance system operates. By municipalizing this service the QCFMD will be better able to manage ambulance resources and operate seamlessly with our partners in the new system environment.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

No, there will be no expense reductions.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Police  
 Position: Police Management Analyst  
 Personnel Cost: 120,623 Salaries & Benefits  
 Total FY23 Cost: 139,373 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,750	135,623	135,623

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

The Police Management Analyst provides professional level management support to the department. Duties include managing special projects/events, facilitating programs, serving as a department liaison and/or Town representative, performing general office management duties, conducting research, preparing reports, performing routine financial and accounting duties, and, assisting with budgets.

### 2. What is Driving the Need for This Position?

With the massive growth, rising workload complexity, and a robust community policing program focus, we expect the overall department workload to increase dramatically over the coming year. As such, the need efficient processes, workflows, and programs are essential. This position would be responsible for critical activities associated with department development, reporting, and continuous improvement. The needs driving this request include:

- Statistical, staffing, and workload analysis
- Budget preparation and management
- Departmental and annual reports
- Open data coordination/management
- Benchmarking
- Coordinate strategic planning/reporting
- Coordinate Master plan development/updates

### 3. Who is Performing These Functions Now?

When the agency launches in January 2022, these functions will be performed by existing command staff. However, we anticipate that these duties will quickly overwhelm command staff resulting in inefficiency and gaps in service.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

This would impact our ability to provide adequate oversight or manage critical workflows. This position provides a coordination point for analysis, reports, data management, and process implementation. This may result in decrease service levels or gaps in service.

Option/Alternative: Delay Hiring of Position

Implication: These duties will have to be managed/completed by existing personnel resulting in the aforementioned conditions.

Option/Alternative: Contracting Out

Implication: This is not a viable option.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

This position would have an indirect impact on potential costs related to personnel issues, workplace efficiency, etc.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Police  
 Position: Management Support Technician  
 Personnel Cost: 67,781 Salaries & Benefits  
 Total FY23 Cost: 86,531 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,750	82,781	82,781

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

The Administrative Assistant will provide support for filing, faxing, copying, directing phone and walk-in customers, performing basic data entry, creating basic correspondence and distributing mail. Primary support will be for Patrol operations and PSB reception.

### 2. What is Driving the Need for This Position?

With the massive growth, rising workload complexity, and a robust community policing program focus, we expect calls for service (CFS) and/or crime reporting to increase by at least 60%. A natural consequence of this increase is the additional need for appropriate administrative support within the patrol division. These duties include: Schedule management, Filing & Data Entry, Front Desk management, Phone duties, Supply management, Court Liaison, Citation management, & Hearing Scheduling.

### 3. Who is Performing These Functions Now?

When the agency launches in January 2022, these functions will be performed by existing officers, supervisors, and records specialists. However, this configuration is inconsistent and takes personnel away from the primary duties. This will eventually leads to service gaps and overtime.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

This may result in decrease service levels, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

Implication: These duties will have to be managed/completed by existing personnel resulting in the aforementioned conditions.

#### Option/Alternative: Contracting Out

Implication: This is not a viable option.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

The addition of this position would result in a potential decrease in overtime cost that would have been necessary without the additional position.

Enter reduction amount here as a negative number:



## Position Analysis by Department

---

Department: Police  
Position: Records Specialist (2)  
Personnel Cost: 175,017 Salaries & Benefits  
Total FY23 Cost: 212,517 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
7,500	205,017	205,017

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

A Records Specialist performs specialized clerical and customer service work involving the receiving, maintaining, filing, redaction, and dissemination of police records, case files, and related information. Records specialists will enter data into the National Criminal Information Center (NCIC) and Arizona Criminal Information Center (ACIC) systems, preparing daily arrests and citation packets for court, reviewing records for quality assurance, and other related duties. This position also serves as primary point of contact via phone/fax/mail/email/in-person for law enforcement, other governmental agencies, public, media, insurance companies and attorneys requesting police records and provides direction, details, and answers to questions concerning police reports, cases, and various police-related information. Records Specialist will be responsible for reviewing requests, evaluating content for redaction, and performing the technical process of redacting the content and applying the redactions to the business record. Repetitive viewing of BWC videos involving nudity, dismemberment, death, abuse, trauma, and other field operations will be required. Individuals in this position are exposed to negative auditory and visual stimuli on a regular basis.

### 2. What is Driving the Need for This Position?

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The records section is the central location for the processing and final completion of all police reports generated within the Town. According to recent data, officers generate more than 15,000 reports on an annual basis. Each one is reviewed, processed, validated, transcribed, and disseminated appropriately by call type and court jurisdiction. In addition, records completes crime reporting through the National Incident-Based Reporting System (NIBRS).

Record's personnel also maintain and facilitate all public requests for the police department. Based on current information, we expect to process at least 1000-1500 requests per month. Most requests include at least one or more videos from a body worn camera (BWC). As such, each request can take between 3-5 hours to redact/process. Requests with multiple videos can take even longer depending on the environment or complexity.

The Records section also handles the hearing requests for vehicles that have been towed under the authority of the Police Department. Other services may include fingerprinting for court cases, alarm notices, background investigations, and assisting residents.

### 3. Who is Performing These Functions Now?

---

When the agency launches in January 2022, these functions will be performed by existing Records Specialists. However, current coverage is lacking and there are service gaps. With the current number of positions, this is accomplished via overtime. The projected workload and coverage needs necessitate additional full-time positions.

## Position Analysis by Department

---

Department: Police  
Position: Records Specialist (2)  
Personnel Cost: 175,017 Salaries & Benefits  
Total FY23 Cost: 212,517 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
7,500	205,017	205,017

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

This may result in decrease service levels, slower resolution/case management, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

Implication: This position required additional training due to the complexity and expertise required for the described operations. As such, any additional delay will result in further impact on service delivery and workload management.

#### Option/Alternative: Contracting Out

Implication: This is not a viable option.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

The addition of this position would result in a potential decrease in overtime cost that would have been necessary without the additional position.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Police  
 Position: Police Support Specialist  
 Personnel Cost: 87,508 Salaries & Benefits  
 Total FY23 Cost: 173,768 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
36,000	137,768	137,768

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

Patrol Support Specialists perform specialized public safety, law enforcement, and police support functions. This position works closely with patrol, investigations, communications, crime prevention, community outreach, records, property & evidence, detention/transportation, and the general public. The Specialist is responsible for providing professional, customer focused service to the public while supporting a wide variety of police related duties. This is a non-sworn, unarmed, professional staff support position with no arrest powers.

### 2. What is Driving the Need for This Position?

The Town of Queen Creek services 42.1 square miles, contains 671 miles of roadways, and shares jurisdiction with Maricopa County and Pinal County. With no major freeways or highways through the town, Queen Creek serves as a passthrough for the southeast valley, servicing areas such as the San Tan Valley, Florence, and Coolidge as they travel through the Town in-between counties. This current traffic challenge coupled with the rapid growth of the Town will continue to make traffic safety as the main focus for the police department.

According to MCSO, there were almost 1,300 crashes reported in the Town during the past year (Nov 2020-Oct 2021). This included 129 injury collisions and 5 fatalities. With the Town experiencing massive growth, rising workload complexity, and a robust community policing program focus, we expect calls for service (CFS) and/or crime reporting to increase by at least 60%. A natural consequence of this increase and the overall traffic issues, there is a significant need for additional support in a variety of disciplines or areas of responsibility including:

- Crash Investigation and traffic control
- Detainee transport and booking
- Parking enforcement
- Report/incident documentation
- Records/Redaction Support
- Various administrative duties

### 3. Who is Performing These Functions Now?

When the agency launches in January 2022, these functions will be performed by existing Patrol Support Specialists. However, this position encompasses 2 Shift / 7 day coverage. With the current number of positions, this is accomplished via overtime. The projected workload and coverage needs necessitate additional full-time positions.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

This may result in decrease service levels, slower resolution/case management, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

Implication: This position required additional training due to the complexity and expertise required for the described operations. As such, any additional delay will result in further impact on service delivery and workload management.

## Position Analysis by Department

---

Department: Police  
 Position: Police Support Specialist  
 Personnel Cost: 87,508 Salaries & Benefits  
 Total FY23 Cost: 173,768 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
36,000	137,768	137,768

Option/Alternative: Contracting Out

Implication: Contracting would require a new IGA with another law enforcement agency. Based on current conditions and staffing levels for surrounding agencies, this alternative would be unlikely, expensive, and/or extremely delayed.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

The addition of this position would result in a potential decrease in overtime cost that would have been necessary without the additional position.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Police  
 Position: Police Officers / Patrol Officers - 6  
 Personnel Cost: 697,638 Salaries & Benefits  
 Total FY23 Cost: 1,302,399 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
229,800	1,072,599	1,072,599

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

Police Officers perform general and specialized police work involving the enforcement of laws and ordinances, protecting life and property, conducting investigations, detection and arrest of violators, effecting crime prevention, providing community services, responding to requests for assistance, or acting in some other specialized assignments of comparable responsibility. This specific assignment is responsible for emergency and routine calls for service, patrol operations, traffic enforcement, initial tactical response, initial criminal investigations, community services and crime prevention, administration and report writing, and other field-based operations.

### 2. What is Driving the Need for This Position?

Massive growth, rising workload complexity, a community policing program focus, and an overall increase in community expectations have established certain staffing needs for QCPD. Initial staffing in FY22 only allowed partial coverage for the established beats (with expected shift relief/appearance factors). The increase in patrol officer staffing on an annual basis is directly related to workload capacity and the need to maintain operational goals/response times. With the transition from MCSO, we expect calls for service (CFS) and/or crime reporting to increase by at least 60%. According to the US Department of Justice, only 40 % of violent crime and 33% of property crime was reported to police in 2020. In addition, our current sworn staffing is low in comparison to other municipalities in the area/region. The average ratio for the State of Arizona is 2.26 officers/1000 residents. In the East Valley, the average is 1.36 officers/1000 residents. The average ratio for other municipalities with populations between 70,000-90,000 (in Arizona) is 1.37 officers/1000 residents. The average number of officers per 1000 residents in Queen Creek is currently 0.88 (with all authorized positions including recruits, vacancies, and those in training). These six positions will raise our ratio to 0.96/1000.

These positions will also allow QCPD to form a unit of experience patrol officers that will provide specialized support for SWAT/tactical operations, human trafficking, sex trafficking, and drug trafficking investigations. More importantly, this team will be able to rapidly deploy on specific at-risk investigations or field based problems.

### 3. Who is Performing These Functions Now?

When the agency launches in January 2022, these functions will be performed by existing patrol staff, detectives, and traffic officers. However, we anticipate that extensive overtime will be required to maintain basic service levels. Proactive policing and ancillary services may also impacted by the lack of staffing.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

This may result in decrease service levels, slower response times to priority/emergency calls for service (CFS), increased overtime costs, potential staffing gaps/vacancies, potential officer safety issues, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

Implication: These positions already require extensive training to be fully implemented (11-12 months for recruits; 5-6 months for laterals). As such, any additional delay will result in further impact on service delivery and workload management.

**Position Analysis by Department**

---

Department: Police  
 Position: Police Officers / Patrol Officers - 6  
 Personnel Cost: 697,638 Salaries & Benefits  
 Total FY23 Cost: 1,302,399 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
229,800	1,072,599	1,072,599

Option/Alternative: Contracting Out

Implication: Contracting would require a new IGA with another law enforcement agency. Based on current conditions and staffing levels for surrounding agencies, this alternative would be unlikely, expensive, and/or extremely delayed.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

Although these positions will not be fully implemented for 6-12 months (after their respective hire dates), we expect that these positions could result in a decrease or elimination of approximately 200-300 hours of overtime per month (\$120,000-\$185,000 per year).

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Police  
 Position: Police Officer / Traffic Officer  
 Personnel Cost: 116,273 Salaries & Benefits  
 Total FY23 Cost: 283,853 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
97,300	186,553	186,553

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

Police Officers perform general and specialized police work involving the enforcement of laws and ordinances, protecting life and property, conducting investigations, detection and arrest of violators, effecting crime prevention, providing community services, responding to requests for assistance, or acting in some other specialized assignments of comparable responsibility.

This specific assignment is responsible for traffic enforcement, crash reconstruction, collision investigation, community services and crash prevention, administration and report writing, and other field-based operations.

### 2. What is Driving the Need for This Position?

---

The Town of Queen Creek services 42.1 square miles, contains 671 miles of roadways, and shares jurisdiction with Maricopa County and Pinal County. With no major freeways or highways through the town, Queen Creek serves as a passthrough for the southeast valley, servicing areas such as the San Tan Valley, Florence, and Coolidge as they travel through the Town in-between counties. This current traffic challenge coupled with the rapid growth of the Town will continue to make traffic safety as the main focus for the police department. According to MCSO, there were almost 1,300 crashes reported in the Town during the past year (Nov 2020-Oct 2021). This included 129 injury collisions and 5 fatalities.

During the building phase of the Queen Creek Police Department, there has been a very clear message sent from the Town’s residents that their highest concern for the Town is traffic congestion and safety. While engaging citizens at public events and or proactive contact by citizens to the Chief and Command Staff, the amount of concern for traffic safety issues are very specific to neighborhoods and/or major roadways. The Department wants to be able to have the capacity to respond to these complaints and find the most efficient staffing model to ensure traffic safety issues are addressed. Utilizing police motorcycles and specially trained officers for traffic enforcement is the most efficient way to conduct traffic related patrol. Officers are able to maneuver through congested traffic faster, see potential traffic conflicts easier and conduct enforcement efforts safer.

### 3. Who is Performing These Functions Now?

---

When the agency launches in January 2022, these functions will be performed by existing traffic and patrol officers. However, the expertise required and projected workload necessitate another full-time position.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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This may result in decrease service levels, slower resolution/traffic complaint management, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

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Implication: The officer position already require extensive training to be fully implemented (11-12 months for recruits; 5-6 months for laterals; for back-fill position). The training for a motorofficer will also require 1-2 months. As such, any additional delay will result in further impact on service delivery and workload management.

**Position Analysis by Department**

---

Department: Police  
 Position: Police Officer / Traffic Officer  
 Personnel Cost: 116,273 Salaries & Benefits  
 Total FY23 Cost: 283,853 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
97,300	186,553	186,553

Option/Alternative: Contracting Out

---

Implication: Contracting would require a new IGA with another law enforcement agency. Based on current conditions and staffing levels for surrounding agencies, this alternative would be unlikely, expensive, and/or extremely delayed.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

The addition of this position would result in a potential decrease in overtime cost that would have been necessary without the additional position.

Enter reduction amount here as a negative number:



## Position Analysis by Department

---

Department: Police  
Position: Police Officer / Special Victims Unit (SVU) Detec  
Personnel Cost: 116,273 Salaries & Benefits  
Total FY23 Cost: 235,949 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
43,300	192,649	192,649

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

---

Police Officers perform general and specialized police work involving the enforcement of laws and ordinances, protecting life and property, conducting investigations, detection and arrest of violators, effecting crime prevention, providing community services, responding to requests for assistance, or acting in some other specialized assignments of comparable responsibility.

This specific assignment will be a Special Victim Unit (SVU) detective. These individuals are specially trained to conduct sexual assault and physical abuse investigations, as well as any cases involving endangering the welfare of a child. These investigators deal with intensely personal, difficult, and emotionally charged situations while still expertly establishing all the facts, evidence and supporting statements through victim, witnesses, and other sources of information.

### 2. What is Driving the Need for This Position?

---

According to MCSO data, there are approximately 130-140 cases per year that would be assigned to a Special Victims Unit. These cases are complex, time consuming, and require extensive expertise/training. Case types may include but are not limited to identifying, investigating, apprehending, and prosecuting child molesters; child pornography collectors or distributors; child pornographers; sexual offenders who target children; child abusers, and investigations involving Internet child pornography and exploitation.

Dedicated Special Victims Unit (SVU) detectives are needed now more than ever as technology has changed the production and sharing of child sexual abuse material (child pornography) and how child sex trafficking is facilitated and committed. Anonymizing technologies like The Onion Router (Tor), virtual private networks or proxies, and Freenet provide secure, anonymous systems that allow websites and their users to operate with little fear of identification, as tracing IP addresses is nearly impossible and intercepting the encrypted communications is totally impossible. As a result, sites remain online for years while hundreds of thousands of offenders migrate to them to commit offenses in plain sight. At the same time, mobile devices have become ubiquitous and are fully encrypted by default – serving as the perfect mechanism to produce, store, share, and access child pornography, and to target, chat with, and groom children for sexual exploitation. Offenders have been emboldened by the protection of technology. As child abusers adopt chat programs, gaming platforms, social media applications, webcams, and even virtual business meeting technology for illegal means, new forms of child sexual exploitation have abounded. There has also been a surge in “sextortion” cases, where offenders use social media to target countless children/teenagers and coerce them to create and send sexually explicit photographs and videos of themselves. According to recent briefings from Federal and local law enforcement partners, there has been an increase in cases with victims, suspects, and/or other nexus to the Queen Creek area.

### 3. Who is Performing These Functions Now?

---

When the agency launches in January 2022, these functions will be performed by existing detectives. However, the expertise required and projected workload necessitate a full-time position.

## Position Analysis by Department

---

Department: Police  
 Position: Police Officer / Special Victims Unit (SVU) Detec  
 Personnel Cost: 116,273 Salaries & Benefits  
 Total FY23 Cost: 235,949 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
43,300	192,649	192,649

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

---

This may result in decrease service levels, slower resolution/case management, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

#### Option/Alternative: Delay Hiring of Position

Implication: The officer position already require extensive training to be fully implemented (11-12 months for recruits; 5-6 months for laterals; for back-fill position). The training for the SVU position will also require 6-8 months. As such, any additional delay will result in further impact on service delivery and workload management.

#### Option/Alternative: Contracting Out

Implication: Contracting would require a new IGA with another law enforcement agency. Based on current conditions and staffing levels for surrounding agencies, this alternative would be unlikely, expensive, and/or extremely delayed.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

The addition of this position would result in a potential decrease in overtime cost that would have been necessary without the additional position.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Police  
 Position: Sergeant (Professional Standards)  
 Personnel Cost: 148,532 Salaries & Benefits  
 Total FY23 Cost: 249,152 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
57,610	191,542	191,542

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

Sergeants are responsible for first-line supervision of designated personnel responsible for law enforcement services. Assignments may include, but are not limited to patrol, traffic, tactical, and other field operations: criminal investigations, threat mitigation, and task force operations, community services and crime prevention, administration, school resource, training, internal oversight, and other support assignments. These specific assignments would be responsible for special investigations/tactical operations and professional standards respectively. This position would also be responsible for patrol shift fill-in/back-up.

The Professional Standards (Internal Affairs) supervisor is responsible for managing complaints, internal investigations, audits, early intervention tasks, and other related oversight activities.

### 2. What is Driving the Need for This Position?

---

Massive growth, rising workload complexity, a community policing program focus, and an overall increase in community expectations have established certain staffing needs for QCPD. With the transition from MCSO, we expect calls for service (CFS) and/or crime reporting to increase by at least 60%. A natural consequence of this increase is the additional need for appropriate supervision, management, administration, and oversight. According to a recent report from the International Chiefs of Police (IACP) and the U.S. Department of Justice (DOJ), oversight and supervision has become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort.

According to MCSO, during 2020, the Professional Standards Bureau and the Bureau of Internal Oversight:

- Opened almost 1,200 internal/external complaints/investigations that had a nexus to or originated from the Queen Creek area (District 6);
- Processed over 80,000 Early Intervention entries from District 6;
- Conducted 15 internal audits for District 6.

Despite their extensive vacancies, MCSO touts score of staff members that are allocated to these duties. These activities are complex and require extensive time and focus to proper manage. Unfortunately, we do not have any dedicated staff to manage these issues or perform essential audits. All of these responsibilities currently fall on existing command staff.

We have seen firsthand how the actions of a single officer can easily undo years of effort. Creating a Professional Standards (Internal Affairs) Unit will ensure that we meet all statutory deadlines, time periods, and bring QCPD up to best practices and current standards. This position is the first step in the process.

## Position Analysis by Department

---

Department: Police  
 Position: Sergeant (Professional Standards)  
 Personnel Cost: 148,532 Salaries & Benefits  
 Total FY23 Cost: 249,152 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
57,610	191,542	191,542

### 3. Who is Performing These Functions Now?

---

When the agency launches in January 2022, these functions will be performed by existing command staff. However, we anticipate that these duties will quickly overwhelm command staff resulting in potential violations of statutory timetables/deadlines. This would also impact the quality over oversight activities and other basic service levels.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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This would impact our ability to provide adequate oversight, early intervention, and rapid response to complaints/issues. This position provides a coordination point or clearinghouse for case management and audit coordination. Rapid resolution of complaints/issues would also maintain positive morale and trust/transparency with the community.

#### Option/Alternative: Delay Hiring of Position

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Implication: The activities associated with this position are extremely critical and must be managed in a timely manner. A dedicated supervisory position is needed to manage daily responsibilities for internal oversight and fill a critical gaps in our current service capacity.

#### Option/Alternative: Contracting Out

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Implication: Contracting may be applicable for certain aspect of auditing, investigations, and data review. However, this position must be in place to coordinate and validate these activities. A contractor would also be required to complete and extensive background prior to placement resulting in further delays.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

This position would have an indirect impact on potential costs related to lawsuits, personnel issues, workplace efficiency, etc.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Police  
 Position: Sergeant (Special Investigations/SWAT)  
 Personnel Cost: 148,532 Salaries & Benefits  
 Total FY23 Cost: 261,312 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
43,300	218,012	218,012

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

---

Sergeants are responsible for first-line supervision of designated personnel responsible for law enforcement services. Assignments may include, but are not limited to patrol, traffic, tactical, and other field operations: criminal investigations, threat mitigation, and task force operations, community services and crime prevention, administration, school resource, training, internal oversight, and other support assignments. These specific assignments would be responsible for special investigations/tactical operations and professional standards respectively. This position would also be responsible for patrol shift fill-in/back-up.

### 2. What is Driving the Need for This Position?

---

Massive growth, rising workload complexity, a community policing program focus, and an overall increase in community expectations have established certain staffing needs for QCPD. With the transition from MCSO, we expect calls for service (CFS) and/or crime reporting to increase by at least 60%. A natural consequence of this increase is the additional need for appropriate supervision, management, administration, and oversight. According to a recent report from the International Chiefs of Police (IACP) and the U.S. Department of Justice (DOJ), oversight and supervision has become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort.

This position is needed to supervise several activities or disciplines including hostage/barricade management, tactical operations, crisis negotiations, rescue operations, warrant service/support, fugitive apprehension, active threat mitigation, civil unrest/crowd control, special investigations, and canine (when implemented). This position would also support community outreach, training, and other related activities.

Current studies indicate that tactical/SWAT teams have the capacity to improve outcomes, strengthen community relations, and save lives. National data further indicates that proper utilization of such teams has had a significant impact on critical operations, public safety, and overall incident resolution. Review of available data revealed that MCSO has responded to approximately 20 to 25 tactical or negotiation-based situations in the Town of Queen Creek on an annual basis over the past 3 to 4 years.

The special investigations side of this position would also have a focus on drug/narcotics investigations. In the past four years, Arizona has seen almost 8,000 deaths and over 50,000 suspected overdoses related to opioids. The 85142 zip code area continues to have one of the highest incident rates of suspected overdoses in the state.

This position will fill a critical gap in several key service areas.

### 3. Who is Performing These Functions Now?

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When the agency launches in January 2022, these functions will be performed by existing patrol and detective supervisory staff. However, we anticipate that extensive overtime will be required to maintain basic service levels. The scope and complexity of these situations or cases also require consistent supervision rather than a pool of supervisors.

## Position Analysis by Department

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Department: Police  
Position: Sergeant (Special Investigations/SWAT)  
Personnel Cost: 148,532 Salaries & Benefits  
Total FY23 Cost: 261,312 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
43,300	218,012	218,012

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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This would impact our ability to provide adequate oversight for these critical operations and may slow the formation of this team or our ability to deliver these essential services.

Option/Alternative: Delay Hiring of Position

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Implication: This position required additional training due to the complexity and expertise required for the described operations. As such, any additional delay will result in further impact on service delivery and workload management.

Option/Alternative: Contracting Out

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Implication: Contracting is not a viable option.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

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This position would have an indirect impact on potential costs related to lawsuits, personnel issues, workplace efficiency, etc.

Enter reduction amount here as a negative number:

## Position Analysis by Department

---

Department: Utilities - Water  
 Position: GIS Analyst  
 Personnel Cost: 108,140 Salaries & Benefits  
 Total FY23 Cost: 114,690 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
3,130	111,560	111,560

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

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Incumbents will be primarily responsible for the creation and maintenance of the Utilities asset data, working with utility crews to continue the on-going mapping of the service areas. Incumbent will create, maintain and update Utility data sets, perform analysis and create map products as directed.

### 2. What is Driving the Need for This Position?

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With the growth of Utilities, this position is needed for continued support of Department needs. It also replaces the individual who has been fulfilling this position's duties.

### 3. Who is Performing These Functions Now?

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Field Operations Superintendent is currently covering the roles of this position.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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These functions help support the entire staff for Utilities, from the meter techs all the way to the Director. Everyone in Utilities has the capability to utilize the information to complete their job duties more affectively and efficiently through the efforts of this position.

#### Option/Alternative: Delay Hiring of Position

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Implication: Delaying the hiring of this position would cause the Department to fall behind on data keeping which affects every position within the department.

#### Option/Alternative: Contracting Out

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Implication: The day to day functions would be difficult to contract out because this position needs to be hands on with Utility staff. The timing of completing maps for Council and others would be affected on what the delivery time for those services are now.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

---

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Utilities - Water  
 Position: Utility Locator - 2  
 Personnel Cost: 175,017 Salaries & Benefits  
 Total FY23 Cost: 228,052 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
37,205	190,847	190,847

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

To locate the Town's utility assets in the field according to State Blue Stake law.

### 2. What is Driving the Need for This Position?

Town is required to respond and locate all Blue Stake requests for our service area. We are performing beyond the full capacity of our four existing Locators, and with the continued increases in Blue Stake requests, another Locator is needed. Over the past year, there has been an increase in service area (with the Diversified purchase) and an increase of requests. The Department has experienced another increase of about 20% in requests this year, with totals reaching over 25,000 for the first time. The Department is already experiencing our numbers, at times, taking us out of the capabilities of our current four Locators. The Department has had to borrow help from other divisions inside the Utilities Department and anticipate this need for a fifth utility locator continuing on into the future.

### 3. Who is Performing These Functions Now?

1 M&O Crew Lead and 3 Utility Locators are performing these duties. We are also getting help from other staff in the Utility department as needed which takes away from their responsibilities and service.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

By law, Blue Stake requests have to be responded to within a certain time period. If a new Blue Stake Locator is not hired, staff will be required postpone other duties to respond to requests and/or current staff will be required to work overtime and be overworked to keep up with demand.

#### Option/Alternative: Delay Hiring of Position

Implication: By law, Blue Stake requests have to be responded to within a certain time period. If a new Blue Stake Locator is not hired, staff will be required postpone other duties to respond to requests and/or current staff will be required to work overtime and be overworked to keep up with demand.

#### Option/Alternative: Contracting Out

Implication: Blue Stake locating is a task that requires specific knowledge of the Town's Utility systems. Hiring a contractor to perform Blue Stake locating is a very risky alternative. The in-depth process of training Town Locating staff currently results in thousands of Blue Stakes every year without significant incident. Town staff would not recommend trying to train a contractor to do a service that is so essential to protecting essential Town assets that directly affect public safety.

### 5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:



## Position Analysis by Department

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Department: Utilities (Water/Wells)  
 Position: Utility Services Coordinator  
 Personnel Cost: 101,250 Salaries & Benefits  
 Total FY23 Cost: 163,045 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
52,880	110,165	110,165

### 1. Overview of This Position’s Duties/Responsibilities (what will this person do?):

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The Town currently has the following active water production facilities: 30 potable water wells, 6 irrigation wells, and 26 storage tanks. (Total of 62 individual facilities in 36 sites) Additionally the Town is building 2 more tanks and working on the acquisition and development of additional well sites. In the Town's review of how other benchmark municipalities staff well technicians per water production sites, the average is 5 to 6 for each technician. The Town's water production division currently has a supervisor, an electrician and 5 water production technicians to service 36 sites (62 facilities). In addition to site maintenance and repair, water production staff also participate heavily in the development of new sites and are responsible for water quality sampling, testing and responding to any water quality related issues. While the supervisor and electrician have historically spent time helping out with site items, as the number of well continues to grow, their contributions are becoming more specific to their roles and less in helping with regular site upkeep. By adding a Utility Services Coordinator (USC), the per site breakdown would be 8.8 sites per technician. Additionally, the USC would not only be fulfilling the role of a technician but also serving as a crew lead to the rest of the well technicians and serve as back up to the Utility Field Supervisor.

### 2. What is Driving the Need for This Position?

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This position is entirely driven by growth. As the water service area continues to expand, and as well sites continue to be acquired or developed, the need to add additional staff will be vital to maintain and operate the system and maintain current levels of service.

### 3. Who is Performing These Functions Now?

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The Water Production Division is currently understaffed for the number of sites they are responsible to maintain. With addition of new wells and water production sites, the staff to site ratio will be under represented. Given the critical nature of providing high quality water to our residents, allowing the ratio to drop further is expected to result in increased maintenance issues, lower water production capacity, and a likelihood of high numbers of water quality complaints from our residents. The USC position will ensure that service levels are maintained or brought up to adequate standards. Current water production staff are challenged to provide adequate service levels given the addition of new sites.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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If not approved, service levels will fall at the risk of having high numbers of water quality complaints. The risk associated with failing service of water production facilities can include delivery of water that is of lower quality than regulatory guidelines and associated fines/legal actions from regulators.

#### Option/Alternative: Delay Hiring of Position

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Implication: Service levels will fall at the risk of having high numbers of water quality complaints. The risk associated with failing service of water production facilities can include deliver of water that is of lower quality than regulatory guidelines and associated fine/legal action from regulators.

## Position Analysis by Department

---

Department: Utilities (Water/Wells)  
 Position: Utility Services Coordinator  
 Personnel Cost: 101,250 Salaries & Benefits  
 Total FY23 Cost: 163,045 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
52,880	110,165	110,165

**Option/Alternative: Contracting Out**

Implication: The Town could attempt to hire contracted staffing to fill the void. This would be short term fix as the number of sites are growing and not diminishing. Additionally, finding contract staff with the specific training and certificates required for the position is difficult and costly.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:

## Position Analysis by Department

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Department: Utilities - Water  
 Position: Utility Specialist - Repair  
 Personnel Cost: 87,508 Salaries & Benefits  
 Total FY23 Cost: 230,803 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
133,880	96,923	96,923

### 1. Overview of This Position's Duties/Responsibilities (what will this person do?):

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This position will support the current valve/Hydrant maintenance position. Additionally the new position will assist when a valve repair requires an additional person to complete the task. Per manufacturers recommendations, water system valves are required to receive regular maintenance in order to remain functional. Over the past few years, Town staff has seen a steady increase in the number of valves that are inoperable which we attribute primarily to lack of maintenance. Staff proposes to hire an additional FTE for the explicit purpose of water system appurtenance maintenance. Unmaintained valves that break during operation result in shutting off water to customers for extended periods of time in order to repair.

There are over 10,000 water system valves in the Town's system. Valve manufacturer recommendations indicate that the maintenance requirement is to "exercise" (open and close) valves on a regular basis. Generally, municipalities throughout the valley operate their valves on a 2 to 3 year cycle. When valves are not exercised on a regular basis, rust and corrosion are allowed to grow making it increasingly difficult to open and close over time. After going unexercised for long periods of time, the force required to open or close a corroded or rusted valve can become greater than the strength of the steel resulting in breakage of the valve. Generally when a valve breaks while being exercised, the result is that water will begin to leak out of the point of breakage requiring immediate repair. Valves serve an important purpose in the water system by allowing staff to isolate a break in the system and make repairs. Regularly exercising valves has been shown to increase the life expectancy of valves by up to 10 to 12 years. A valve can cost between \$7,000 to \$10,000 to replace.

### 2. What is Driving the Need for This Position?

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The exponential growth of the water system. Our system is rapidly growing and in order to keep up with maintenance requirements the need to add an additional valve/hydrant FTE is crucial. This would allow us to split the water system into two areas of coverage keeping response times within a reasonable time.

### 3. Who is Performing These Functions Now?

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Currently we have one operator on the valve truck and one for the hydrant truck with a lead that helps on both as needed.

### 4. What is the Impact on Service Levels/Public/Existing Staff of Not Filling This Position?

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The current M&O Specialist will continue to perform these duties to the best of their ability. However, they will not be able to maintain the entire system on their own. As the system grows, maintenance needs grow as well. Without the ability to regularly flush and exercise all valves, repairs costs will rise while customer satisfaction scores drop. The department would possibly have to contract these services in order to maintain the system. The price to provide maintenance to 50% of the Town's valves in one year is estimated to cost \$250,000.

#### Option/Alternative: Delay Hiring of Position

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Implication: This will reduce the amount of preventative maintenance increasing the cost of repairs in the future.

## Position Analysis by Department

---

Department: Utilities - Water  
 Position: Utility Specialist - Repair  
 Personnel Cost: 87,508 Salaries & Benefits  
 Total FY23 Cost: 230,803 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2023		FY 2024
One-Time	Recurring	Recurring
133,880	96,923	96,923

Option/Alternative: Contracting Out

Implication: The last quote we received was a cost of \$250,000 per year for roughly 50% of the system's valves. With the growth we have had we are probably looking at closer to 300k.

5. Will there be any expense reductions recognized by this additional staffing (Overtime, Contractual Services, etc.)?

N/A

Enter reduction amount here as a negative number:



**TO: BUDGET COMMITTEE**  
**THROUGH: JOHN KROSS, TOWN MANAGER**  
**FROM: BRUCE GARDNER, ASSISTANT TOWN MANAGER;**  
**RE: FY 2022/23 NON-PROFIT FUNDING APPLICATIONS**  
**DATE: MARCH 24, 2022**

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The FY 2022/23 Applications for Non-Profit Funding are included in this section for your consideration.

In February 2014, the Town Council established a policy stipulating that a portion of General Fund expenditures be allocated to fund non-profit agency requests for both monetary and in-kind services. The funding level established for FY 2022/23 is approximately \$60,000. The Town received requests from four (7) agencies totaling \$52,120 (\$42,500 in monetary requests, and \$9,620 for in-kind services).

The recommended awards total is \$42,970 (\$32,500 in monetary; \$10,470 for in-kind services). A summary sheet follows this memo showing the breakout by agency.

The remaining amount of \$17,030 after monetary and in-kind requests were calculated is recommended to be refunded to the Town's General Fund, as the total amount remaining exceeded the recommended amount to be allocated.

A Town staff committee was created in FY2019/20 to provide non-profit funding recommendations to the Town Council Budget Committee using an experience-based, qualitative approach. The Town staff committee will continue to meet on an annual basis as needed to review non-profit applications, and provide the Town Council Budget Committee with recommended non-profit funding allocations.

The Town staff non-profit review committee traditionally considers monetary requests first, encouraging agencies to organize and staff their own events and activities. In-kind services are traditionally considered only for use in renting space at Town facilities for regularly scheduled meetings and/or events. Additionally, the committee does not recommend approval of funding requests from prior recipients for additional programs that have not been requested or funded in past years, to uphold the Town's policy of maintaining the status quo of current service offerings.

Following are the guidelines used by the staff non-profit review committee. The guidelines were first approved by the Town Council Budget Committee in FY2019/20, and have been updated each subsequent year to align with current Town policies. The FY 2022/23 review guidelines are included below for Town Council Budget Committee consideration.

1. Applicant must use funds allocated by the Town to directly serve the citizens of Queen Creek.
2. Prior recipients seeking to re-apply must provide close-out attendance and financial records to the Town, displaying how funds allocated by the Town were used.
3. In-kind-service requests for Town staff involvement in applicant's events, ongoing activities, and services provided by the applicant are not recommended for approval.
4. Monetary requests for applicant's personnel costs are not recommended for approval.
5. Monetary requests for the purchase of land and/or buildings by applicant are not recommended for approval.
6. For event support requests, Monetary or In-Kind-Service sponsorship requests should be specific to equipment and materials.
7. Late and/or incomplete submissions are not recommended for approval.

The San Tan Historical Society was removed from the not-for-profit process in FY 2019/20, and will continue to be recognized by the Town of Queen Creek through an established contractual agreement. This year, two new agency applications were received.

Following is an overview of the recommended monetary and in-kind services funding for each FY 2022/23 non-profit applicant.

### **Maricopa County Community College District Foundation in partnership with Chandler-Gilbert Community College**

#### Recommendation #1:

- Offer \$15,000 as monetary services to support the CGCC Promise Program.

### **Queen Creek 4-H**

#### Recommendation #1:

- Offer \$1,620 as in-kind services for the use of the Queen Creek Library Zane Grey Room to Queen Creek 4-H for ten meeting dates (two hours per meeting), in addition to the Queen Creek Library Erma Bombeck Room for ten meeting dates (two hours per meeting), for twenty meetings total over the course of the fiscal year.

#### Recommendation #2:

- Offer \$5,000 as in-kind services for the rental of HPEC Facilities for three events over five show dates for County Finals (a single three-day event in November) and Roping/Gymkhana event(s) in May based on availability of IKS funds.

## **American Legion Queen Creek Post #129**

### Recommendation #1:

- Offer \$3,850 as in-kind service funding for the continued use of the office space in the Queen Creek Chamber of Commerce where the American Legion currently meets.

### Recommendation #2:

- Offer the Auxiliary \$2,500 in monetary services for the continued support of American Legion Post #129 programming.

## **About Care**

### Recommendation:

- Offer \$10,000 in monetary funding for About Care to increase Queen Creek service levels.

## **Pan de Vida Foundation**

### Recommendation:

- Offer \$5,000 in monetary services to support the annual cultural and health festival.

## Not-for-Profit Funding FY 2022/23

Organization	Program Name	Request Summary; Recommendation Summary	Approved FY22 Funding		Requested FY23 Funding		Recommended FY23 Funding	
			Monetary	In Kind	Monetary	In Kind	Monetary	In Kind
Maricopa County Community College District Foundation in partnership with Chandler-Gilbert Community College  FY23 Total In-Kind Requested: \$0 FY23 Total Monetary Requested: \$15,000  FY23 Total In-Kind Recommendation: \$0 FY23 Total Monetary Recommendation: \$0	FY23 Request: CGCC Promise Program	<p><b>FY23 Request:</b> Requesting a total of \$15,000 to support the CGCC Promise Program. The CGCC Promise Program targets QC high school graduates who demonstrate financial need, complete a FAFSA, have a minimum high school 2.0 GPA, and who enroll in CGCC within 2 years of graduating high school.</p> <p><b>FY23 Recommendation:</b> Award the full amount with goals to be met set throughout the year. Develop reporting/status metric</p>	\$ -	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -
Queen Creek 4-H  FY23 Total In-Kind Requested: \$6,620 FY23 Total Monetary Requested: \$0  FY23 Total In-Kind Recommendation: \$6,620 FY23 Total Monetary Recommendation: \$0	FY23 Request: Monthly Meeting Space	<p><b>FY23 Request:</b> Requesting a total of 20 meeting dates: 10 meeting dates to be scheduled in large capacity meeting room to serve 75 - 100 people (Zane Gray Room); and an additional 10 meeting dates to be scheduled in a low capacity meeting room to serve 15-30 people (Erma Bombeck Room).</p> <p><b>FY23 Recommendation:</b> Earmark FY22/23 funds for this service. Work with Recreation Division on room schedules</p>		\$ 1,620		\$ 1,620		\$ 1,620
	FY23 Request: HPEC Facility Rental	<p><b>FY23 Request:</b> Requesting a total of 3 events over 5 show dates to be held at HPEC involving Roping/Gymkhana (2 separate 1-day events), and County Finals (3 day event); 20 - 50 contestants, 50+ Audience attending (same as FY20). State Finals in Nov.; County Finals in May</p> <p><b>FY23 Recommendation:</b> Earmark FY22/23 funds for this service. Work with HPEC on event scheduling</p>		\$ 5,000		\$ 5,000		\$ 5,000
American Legion Auxiliary (Unit #129)  FY23 Total In-Kind Requested: \$0 FY23 Total Monetary Requested: \$2,500  FY23 Total In-Kind Recommendation: \$0 FY23 Total Monetary Recommendation: \$2,500	FY23 Request: Legion Programs	<p><b>FY23 Request:</b> Program focuses on sending at least two (2) QC Youth to Girls State. Continue participation in QC events to increase awareness regarding what the American Legion does and increase memberships. Continue to assist Veterans and their families whenever necessary.</p> <p><b>FY22 Recommendation:</b> Earmark FY23 Funding - Send response letter with postponement in payment based on actual registration</p>	\$ -	\$ -	\$ 2,500	\$ -	\$ 2,500	\$ -
American Legion (Queen Creek Post #129)  FY23 Total In-Kind Requested: \$3,000 FY23 Total Monetary Requested: \$0  FY23 Total In-Kind Recommendation: \$3,850 FY23 Total Monetary Recommendation: \$0	FY23 Request: Office Space Occupancy	<p><b>FY23 Request:</b> Requesting in-kind support to continue utilizing office space in the QC Chamber building where the organization currently operates. (Same as FY22)</p> <p><b>FY23 Recommendation:</b> Lease market rate research indicates office space rent currently sits at \$18.50 (208 sq. ft. @ 18.50)</p>	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ 3,850
East Valley Youth Symphony, Inc.  FY23 Total In-Kind Requested: \$9,000 FY23 Total Monetary Requested: \$0  FY23 Total In-Kind Recommendation: \$0 FY23 Total Monetary Recommendation: \$0	FY23 Request: Musical Instruction	<p><b>FY23 Request:</b> To offer a high level of advanced musical instruction through professional conductors and specialists and to provide this service in facilities that are designed to support the size of EVYS orchestras for rehearsals and in concert venues that allow EVYS musicians to truly showcase their talents to a relatively large audience.</p> <p><b>FY23 Recommendation:</b> Not to fund at this time until there is a value directed at QC students/residents (ie: scholarship program). Finance information needs work.</p>	\$ -	\$ -	\$ 9,000	\$ -	\$ -	\$ -
About Care  FY23 Total In-Kind Requested: \$0 FY23 Total Monetary Requested: \$10,000  FY23 Total In-Kind Recommendation: \$0 FY23 Total Monetary Recommendation: \$10,000	FY23: Empowering Independent Living	<p><b>FY23 Request:</b> Requesting monetary support to recruit, train and background check new Queen Creek volunteers to serve homebound clients in crisis in Queen Creek. Funds also to be used for community outreach, new client intakes, and provide supplies due to COVID-19.</p> <p><b>FY23 Recommendation:</b> Award the full amount with goals to be met set throughout the year. Develop reporting/status metric</p>	\$ 7,500	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -



## Not-for-Profit Funding FY 2022/23

Organization	Program Name	Request Summary; Recommendation Summary	Approved FY22 Funding		Requested FY23 Funding		Recommended FY23 Funding	
			Monetary	In Kind	Monetary	In Kind	Monetary	In Kind
Pan de Vida Foundation	FY23: Annual Cultural & Health Festival	<u>FY23 Request:</u> Requesting monetary support the annual cultural and health festival to all attendants to receive free medical and dental screenings. Located at the QC Library or Founders Park 11/12/22.						
FY23 Total In-Kind Requested: \$0								
FY23 Total Monetary Requested: \$6,000								
FY23 Total In-Kind Recommendation: \$0								
FY23 Total Monetary Recommendation: \$5,000		<u>FY23 Recommendation:</u> Fund this request at a reduced amount. Set reservation tentatively at TBD location - November 12, 2022	\$ -	\$ -	\$ 6,000	N/A	\$ 5,000	\$ -
<b>Total by Category</b>			\$ 7,500	\$ 9,620	\$ 42,500	\$ 9,620	\$ 32,500	\$ 10,470
<b>Total All</b>			\$17,120		\$52,120		\$42,970	

**Method for Determining Amounts Recommended:**

NOTE: Council approved funding of \$50,000 from the General Fund expenditure budget in FY22. Not-for-profit funding for FY23 is tentatively set at \$60,000.

\$ 60,000

In Kind: FY23 Recommended is a reflection of IKS Menu request submitted during application process -OR- in alignment with Town facility fees:  
Non-Profit Funding of (D-27) less in-kind of (I-23) leaves (D-27 minus I-23) available to fund Monetary Requests

\$ 10,470

\$ 49,530

Monetary: FY23 Recommended is a reflection of funding requested for organization programming, IKS Menu requests, and/or rental fees:

\$ 32,500

Non-Profit Monetary Funding of (D-30) less in-kind of (H-23) leaves (D-30 minus D-32) available following fulfilling all monetary and IKS requests:

\$ 17,030