

# TOWN OF QUEEN CREEK, ARIZONA

RECOMMENDED BUDGET  
FISCAL YEAR 2023-2024





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**July 01, 2022**

*Christopher P. Morill*

Executive Director



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Town of Queen Creek, Arizona**



*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: **August 30, 2022**



# TOWN OF QUEEN CREEK ARIZONA

March 23, 2023

Honorable Mayor and Town Council,

The Fiscal Year 2023/24 Recommended Budget is balanced and allocates resources consistent with the needs of our growing community. It was developed in an environment of high inflation, tight labor markets, supply-chain issues, and uncertainty in the aftermath of the COVID-19 pandemic that started three years ago. The Town's financial condition has weathered the uncertainty better than expected, with actual revenues continuing to exceed initial projections and overall development activity remaining strong in spite of a slowing housing market.

Within the resources available, the Recommended Budget is consistent with the Council's priorities identified in the Corporate Strategic Plan. The Fiscal Year 2023/24 budget totals \$867.1 million, with 70% of the total budget dedicated to building infrastructure. Major cost drivers include acquisition of water resources, building facilities identified in the Master Plans of both Police and Parks, continued investments in critical infrastructure, and additional staffing resources for the Police Department.

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 driving the Town's infrastructure needs to service this growth and position the Town competitively. The Recommended Budget reflects our objectives to maintain service levels and the Council's commitment to the community's infrastructure needs.

The FY2023/24 budget maintains our tradition and organizational culture of spending within our means, where we have developed contingencies to our revenue and expenditure plans 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 33 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 2010, Queen Creek has nearly tripled in size, making it the fastest growing community in Arizona. With a population now of about 76,000, we continue to invest in essential infrastructure like roads, utilities, and public safety. This investment is essential to accommodate the Council's vision for the community and to 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 funding to continue building the Queen Creek Police Department as well as resources to

operate and maintain new parks that will soon open. The budget also includes \$168.1 million in funding to acquire water resources to meet our long-term water objective of becoming an assured water provider. Finally, the budget includes funding to continue our investments in new streets, water and wastewater infrastructure, and construction of roads and utilities to accommodate future 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 a glossary and a list of approved positions.

### **Budget Overview**

The following guiding principles and key issues shaped the Fiscal Year 2023/24 Recommended Budget:

- **Prioritization of Resources.** The budget follows the Town's 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 persistent inflation pressures and rising interest rates; however, economists are optimistic that the U.S. economy will continue to grow and any slowdown in economic activity will be modest and short-lived.
- **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.
- **Town Council Fiscal Policies.** The Town Council recently adopted a policy to "freeze" property taxes for existing residents for five years. The FY 2023/24 budget reflects that policy, with the increase in property tax revenue coming solely from new construction.

## Budget Highlights

The following are highlights of specific items in the Fiscal Year 2023/24 Recommended Budget:

- **Police Services.** The budget includes 21 new positions for the Queen Creek Police Department, as well as funding for the necessary software, hardware, and equipment for these new staff.
- **Public Safety Facilities.** The budget includes \$35.3 million for critical facilities identified in the recently adopted Police Master Plan, as well as \$17.7 million for the Fire/Medical portion of the soon-to-be renovated Public Safety Complex.
- **Parks and Recreation.** The budget includes \$149 million to complete Mansel Carter Oasis Park, build out the new 85-acre Frontier Family Park, and construct the new Recreation and Aquatic Center. It also includes \$2.1 million and 15 new positions for operating and maintaining the new park facilities that will open at the end of the calendar year.
- **Acquisition of Water Rights.** Ensuring the Town has adequate water resources is a top priority of the Town Council. The budget includes \$168.1 million for acquisition of additional water rights.
- **Comprehensive Capital Improvement Plan (CIP).** As a growing community, the need for new infrastructure for transportation, water, and wastewater remains a priority. The budget includes \$214.3 million to build such infrastructure as well as continue planning for future infrastructure needs. The Town has been successful in securing commitments from regional partners towards these infrastructure needs to help defray the costs of certain major projects. Pinal County, Maricopa County, and the Flood Control District have committed millions of dollars towards road, drainage, and utility projects. The Town will also pursue funding from the state's Public Infrastructure Reimbursement program to offset a portion of the costs of infrastructure in the State Lands area. Contingency allocations have been included to ensure we have the authority to meet the dynamic environment's infrastructure needs. The 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 and development of the State Lands parcels.
- **Additional Staffing.** In addition to the positions mentioned above, the budget includes funding for 25 other new positions:
  - Five Utilities, four Public Works, and one HPEC staff to operate, maintain, and service the Town's streets, traffic signals, utility systems, and facilities. 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.
  - Four new Fleet Services positions to expand the hours of operations and resources available for maintaining the Town's growing fleet of vehicles, which is especially critical for the Town's Police Department that operates around the clock.
  - Three Information Technology staff to maintain critical technology infrastructure, deploy new hardware and software, and service the day-to-day needs of the Town's employees.
  - One new Fire Inspector position to keep up with the demand for inspection services at multi-family and nonresidential construction project sites.

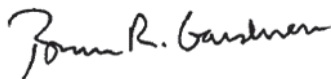


- Seven staff among Human Resources, Finance, Community Services, and the Town Manager's Office to support other departments' administrative, budget, accounting, and project management activities.
- Employee Compensation. Resources have been allocated to fund a 5.0% market increase tied to indicators identified in the Town Council's adopted compensation policy. The budget also includes additional increases to fund a newly proposed compensation policy for Police sworn staff that is designed to stay competitive with our recruitment and retention efforts for law enforcement personnel.
- 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 no increase in major medical premiums for the Town nor for employees.

### **Acknowledgements**

The Town Council's guidance and support has been instrumental in the development of the Fiscal Year 2023/24 budget. Special thanks to our Town Council Budget Committee Council Member Jeff Brown (Chair), Council Member Dawn Oliphant, and Council Member Bryan McClure 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,



Bruce Gardner  
Town Manager



# Introduction and Community Overview

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- Town Council Profiles
- Community Profile
- Queen Creek Demographics





# Queen Creek Town Council

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## Julia Wheatley, Mayor

Term: January 2023 – January 2027

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

Julia Wheatley was elected Queen Creek Mayor in August 2022. She previously served as Town Council Member, first elected in June 2010 and re-elected in November 2014, and again in August 2018. She represents the Town on the Maricopa Association of Governments Regional Council and Transportation Policy Committees, the Phoenix-Mesa Gateway Airport Association Board of Directors, and the Greater Phoenix Economic Council Mayors and Supervisors Council.

She holds a Bachelor of Science in Legal Studies with a minor in Criminal Justice.

Wheatley, an Arizona native and her husband Benjamin made Queen Creek their home in 2007 and have loved raising their four children in our family friendly community, Queen Creek.

In the private industry, Wheatley and her husband own a mortgage and real estate company.

### **Current Committee Appointments**

- Greater Phoenix Economic Council Mayors and Supervisors Council
- Maricopa Association of Governments Regional Council
- Maricopa Association of Governments Transportation Policy Committee
- Phoenix-Mesa Gateway Airport Authority Board of Directors



# 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 Wheatley in January 2023 to serve as Vice Mayor for a one-year period ending in January 2024.

Brown represents the Town on the East Valley Partnership Board of Directors, the Valley Metro Regional Public Transportation Authority (RPTA) Board of Directors, the Pinal Partnership and the League of Arizona Cities and Towns General Administration, Human Resources and Elections Committee. Vice Mayor Brown also chairs the Town's Budget Committee and the Queen Creek Public Safety Retirement Boards for Fire and Police.

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.

Brown and his family have lived in Queen Creek since 2002. He is self-employed, focusing on professional consulting services and real estate investments.

***Current Committee Appointments***

- Queen Creek Budget Committee (Chair)
- East Valley Partnership Board of Directors
- League of Arizona Cities and Towns General Administration, Human Resources and Elections Committee
- Pinal Partnership
- Valley Metro Regional Transportation Authority Board of Directors
- Queen Creek Public Safety Fire & Police Retirement Boards (Chair)



# 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 Downtown Arts and Placemaking Advisory Subcommittee, and Municipal Arts Commission. Benning is also a graduate of Queen Creek's Citizen Leadership Institute.

Benning moved to Arizona in 1989 and has worked in Queen Creek since 1997 and lived here since 2004. He holds a Bachelor of Arts in Architecture from the University of New Mexico, a Master's degree in Urban and Environmental Planning from Arizona State University, and a Graduate Certificate in Public Administration from Arizona State University. He has certificates from the National Council of Architectural Registration Boards (NCARB) and the American Institute of Certified Planners (AICP) and is a member of the International Code Conference, the National Fire Prevention Association, and the U.S. Green Building Council. In his spare time, he enjoys reading, music, theater, travel, sketching, and social media.

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

- Queen Creek Downtown Arts and Placemaking Advisory Subcommittee
- Municipal Arts Commission
- Central Arizona Governments Regional Council/Executive Committee
- EVTI North/South Corridor Sub-Committee and Stakeholder Regional Committee
- Pinal Regional Transportation Authority Board
- Valley Metro Regional Public Transportation Authority (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 Arizona Cities and Towns Public Safety, Military Affairs & Courts Committee and Budget, Finance & Economic Development Committee (Alternate).

Martineau is an Arizona native, raised in Gilbert. She graduated in 2004 from Arizona State University with her teaching degree. She has a great passion for protecting children and serves alongside many great nonprofits to fight for the most vulnerable. Martineau currently works for Shade Tree Academy, helping children in foster care get the education they need to grow and heal. She believes it is so important to be involved with the community and make it the best place to live.

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

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

- Queen Creek Transportation Advisory Committee
- League of Arizona Cities and Towns Public Safety, Military Affairs & Courts Committee
- League of Arizona Cities and Towns Budget, Finance & Economic Development Committee (Alternate)



# Queen Creek Town Council

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## **Bryan McClure, Council Member**

Term: January 2023 - January 2027  
[bryan.mcclure@queencreekaz.gov](mailto:bryan.mcclure@queencreekaz.gov)

Bryan McClure was elected to the Town Council in August 2022. He serves on the Town’s Budget Committee and Economic Development Commission, and represents the Town on the League of Arizona Cities and Towns Budget, Finance and Economic Development Commission. McClure serves as an alternate for the Central Arizona Governments Regional Council and the East Valley Partnership Board of Directors.

Council Member McClure grew up on Barney Farms in Queen Creek. After graduating from Queen Creek High School, he served a two-year Spanish speaking mission in Nashville, Tennessee. Council Member McClure obtained a degree from Arizona State University and was an Airport Planner for the City of Phoenix before working for himself. He and his wife, Michelle, have five children and own an investment advisory business. They are active in the Queen Creek Chamber of Commerce and their church. Council Member McClure enjoys travel, hiking, and serving the community.

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

- Queen Creek Budget Committee
- Queen Creek Economic Development Commission
- League of Arizona Cities and Towns Budget, Finance & Economic Development Committee
- Central Arizona Governments Regional Council (Alternate)
- East Valley Partnership Board of Directors (Alternate)



# Queen Creek Town Council

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## Dawn Oliphant, Council Member

Term: January 2023 - January 2027  
[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, August 2018, and again in August 2022. Council Member Oliphant serves on the Town's Budget Committee and Parks and Recreation Advisory Committee, and represents Queen Creek on the Maricopa Association of Governments Economic Development Committee and the League of Arizona Cities and Towns Transportation, Infrastructure and Public Works Policy Committee. She also serves as the alternate for several League Policy Committees.

Council Member Oliphant retired from a successful 17-year career in local government with the City of Tempe. Her municipal experience includes positions held in the Police Department, Sales, Tax and Licensing, Municipal Court and Tempe Learning Center.

Oliphant holds a Master of Business Administration in Management, a Bachelor of Science in Liberal Studies, and she is a graduate of the Town's 2010 Citizen Leadership Institute class. 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**

- Queen Creek Budget Committee
- Queen Creek Parks & Recreation Advisory Committee
- Maricopa Association of Governments Economic Development Committee
- League of Arizona Cities and Towns Transportation, Infrastructure and Public Works Committee
- League of Arizona Cities and Towns Neighborhoods, Sustainability and Quality of Life Committee (Alternate)
- League of Arizona Cities and Towns General Administration, Human Resources, and Elections Committee (Alternate)





# Queen Creek Town Council

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**Travis Padilla, Council Member**

Term: January 2023 - January 2027  
[travis.padilla@queencreekaz.gov](mailto:travis.padilla@queencreekaz.gov)

Travis Padilla was elected to the Town Council in August 2022. He serves on the Town's Economic Development Commission and Parks and Recreation Advisory Committee, and represents the Town on the League of Arizona Cities and Towns Neighborhoods, Sustainability and Quality of Life Committee. He serves as an alternate for the East Valley Transportation Infrastructure Stakeholder Regional Committee.

After being raised in San Antonio, Texas, Travis served a two-year church mission in Northern Peru and was married shortly after. He graduated Cum Laude from The University of Texas at San Antonio and founded Strategy Payments in 2004 where he currently operates as President. He is an entrepreneur, investor, lender, and owns real estate properties in multiple states. With a wonderful wife and five amazing children from four to 18 years old, his family has been a part of the Queen Creek community since 2009. Travis has been a diligent servant and leader in various local positions over the past 13 years, including serving in leadership positions at church, the Boy Scouts of America, and an all-girls Venture Crew Leader. Having had greater business success than he deserves, Travis felt the need to use his business knowledge and skills to give back to the community of Queen Creek that has served his family so well and to ensure it remains a great town for his children to raise their children.

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

- Queen Creek Economic Development Commission
- Queen Creek Parks and Recreation Advisory Committee
- League of Arizona Cities and Towns Neighborhoods, Sustainability and Quality of Life Committee
- East Valley Transportation Infrastructure Stakeholder Regional Committee (Alternate)



# 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 with three community parks, a dog park and two multipurpose trails along the Town’s natural washes (Queen Creek and Sonoqui). In addition, the Town’s largest community park, Frontier Family Park, broke ground in 2022 and is slated to open in FY24. The site, located on Signal Butte, north of Queen Creek Road, will also be home of the future Recreation/ Aquatic Center.



## ***Agritainment/Agritourism***

Queen Creek offers a host of agritainment activities throughout the year. 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 & Events***

For theater enthusiasts, the Queen Creek Performing Arts Center provides high-quality professional theater at prices affordable for the whole family. The Town’s Recreation Division operates the Recreation Annex, offering a variety of classes for all ages, and hosts several signature special events throughout the year including Spring into QC, Founders’ Day and Trunk or Treat.



## ***Equestrian Experience***

Horseshoe Park & Equestrian Centre is one of Arizona’s premier event facilities. 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. It is located along the Sonoqui Wash Trail, a popular equestrian amenity.



## ***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.





# Queen Creek Community Profile

## 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. The Town maintains the 100-year water supply through groundwater and working to diversity its water portfolio to reduce reliance on groundwater.

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.

## Public Safety

In 2008, the Town launched its municipal fire department. The Queen Creek Fire and Medical Department (QCFMD) provides fire and emergency medical service coverage to residents in the Town’s incorporated limits. There are five stations strategically located throughout the community. In 2023, the QCFMD began providing emergency transportation services.



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.

## Transportation

The State Route (SR) 24 extends along the northern boundary of Queen Creek and connects the region to the Loop 202 (the San Tan Freeway),

The Queen Creek Town Council continue to invest in roadway infrastructure. With the opening of the SR 24 extension to Ironwood, the Town has partnered with the City of Mesa and Pinal County to enhance north-south connectivity.

A major Union Pacific rail-line bisects Queen Creek and allows access to commercial and industrial sites.



# Queen Creek Community Profile

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. The Town is one of several municipalities who co-own the airport.



## 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. Also serving Queen Creek are the Chandler Unified School District, Higley Unified School District, J.O. Combs Unified School District as well as campuses of the Benjamin Franklin, American Leadership Academy, Cambridge Academy, Legacy Traditional, and Heritage Academy charter schools, among others.



### *Post-Secondary Education*

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

### *Communiversity at Queen Creek*



Through a public-private partnership with Rio Salado Community College, Queen Creek is home to the Communiversity at Queen Creek. 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.



# Queen Creek Community Profile

## 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, with the 2018 General Plan Update 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.

## 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.

The northeast area of Town is identified as a special district in the 2018 General Plan and is envisioned to be an advanced manufacturing corridor. The majority of land is owned by the Arizona State Land Department and will be auctioned at their discretion.

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 polices for the entire Town Center, and establishes detailed recommendations for the Town Center Downtown Core. In early 2023, the Town broke ground on three connectors in the Downtown Core to help further the vision of a walkable area.



# 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 provides 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, including completion 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

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*

Winter

- Holiday Parade and Festival, Public Safety Day, State of the Town, Roots N’ Boots Rodeo and Carnival

Spring

- Spring into QC, Peach Festival

Summer

- What’s Poppin’ in QC, Independence Day Celebration, National Parks and Recreation Month

Fall

- Founders’ Day, Olive Mill Garlic Festival, Trunk or Treat, Pumpkin and Chili Festival, Pancake Breakfast

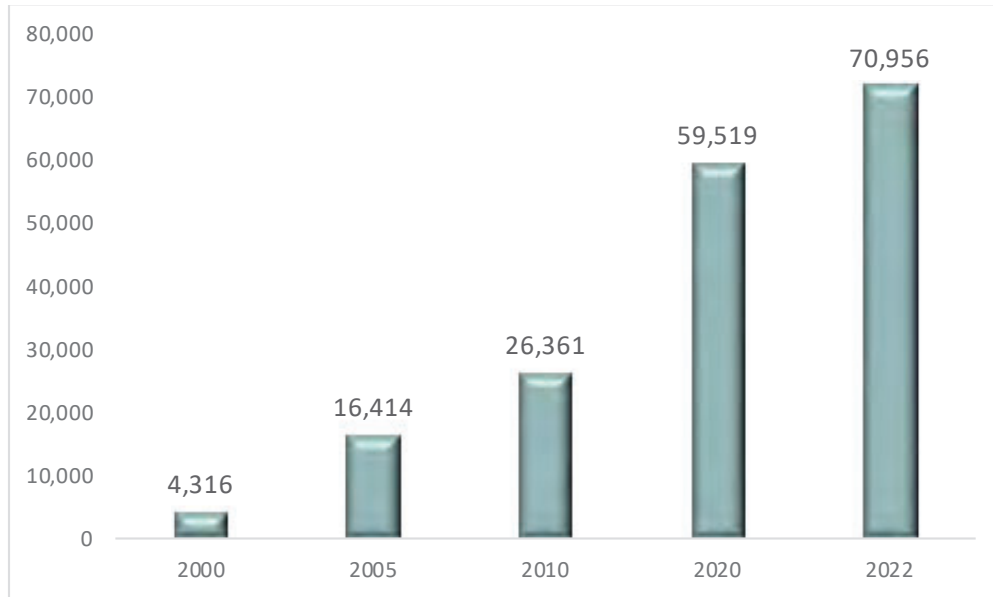
Annual activities, festivals and events in Queen Creek are held throughout the year and reflect the community’s past, present and future. These special events provide hometown fun for community residents and visitors throughout the state and the region. Visit [QueenCreekAZ.gov/SpecialEvents](http://QueenCreekAZ.gov/SpecialEvents) for more info.





# Queen Creek Demographics

## Queen Creek Population



Source: The 2022 population projection (per 7/12/2022) is an estimate from Arizona State Demographer, Office of Economic Opportunity.

## Racial Composition

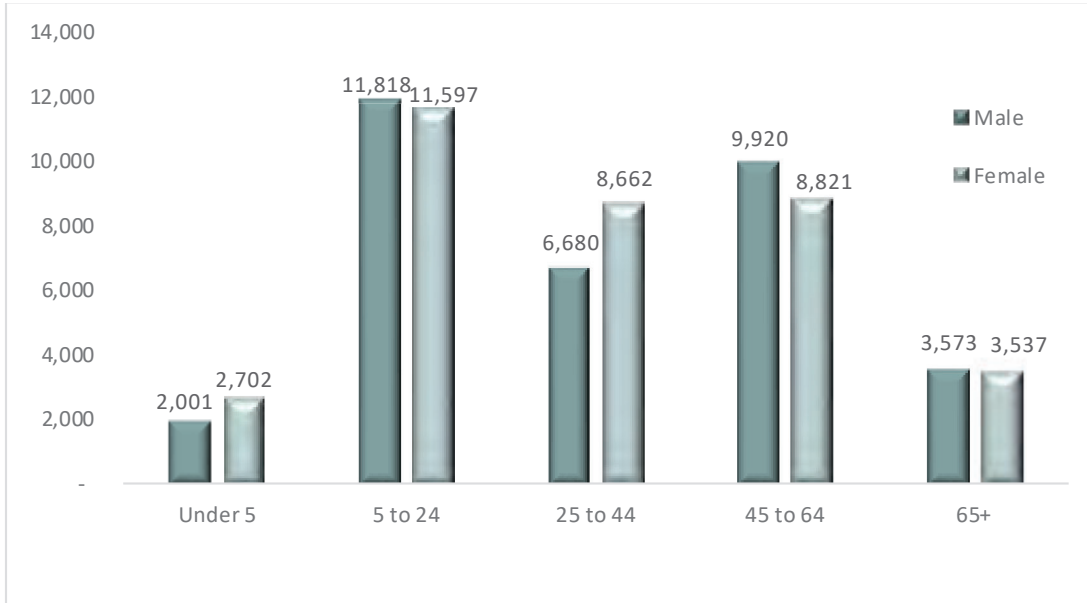
Ethnicity	Queen Creek*	Arizona*
White	72.6%	65.6%
Black or African-American	3.2%	4.7%
Asian	2.4%	3.5%
American Indian & Alaskan Native	0.6%	3.7%
Hispanic (of any race)	16.2%	31.1%
Native Hawaiian/Other Pacific Islander	0.2%	0.2%

\*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: 2021 American Community Survey 1-Year Estimates

Median Age	2020
Queen Creek	37.7 years
Maricopa County	36.9 years
Pinal County	39.8 years
United States	38.4 years

Source: 2017-2021 American Community Survey 5-Year Estimates

Queen Creek continues to attract young families, reflected in the Town’s median age of 37.7, 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)	0.8%	5.1%
High School (9-12), no diploma	2.2%	6.1%
High School Graduate	21.4%	22.0%
Some College	24.2%	23.5%
Associate's Degree	10.1%	8.9%
Bachelor's Degree	26.8%	21.5%
Graduate or Professional Degree	14.4%	12.8%

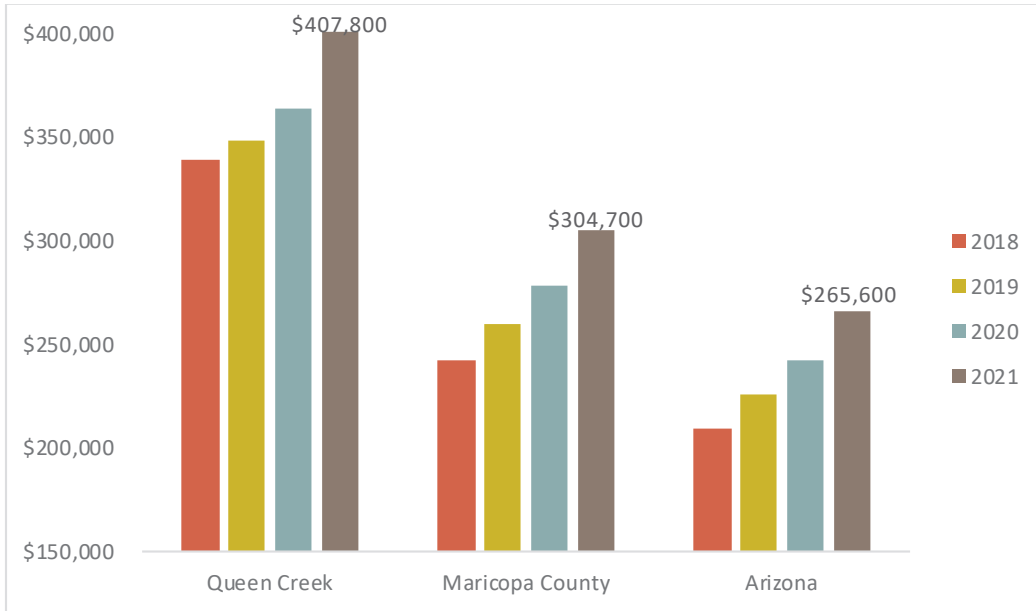
Source: 2017-2021 American Community Survey 5-Year Estimates



# 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 an increase, now over 40 percent of the Town’s residents (41.2%), compared to the County’s 34.3%.

## Median Value of Owner-occupied Housing



Source: 2017-2021 American Community Survey 5-Year Estimates

## Income

### Median Household Income



Source: 2017-2021 American Community Survey 5-Year Estimates



# Queen Creek Demographics

Queen Creek’s annual median household income, over \$111,000, continues to be very strong, making it the third highest median income of all cities and towns in Maricopa County.

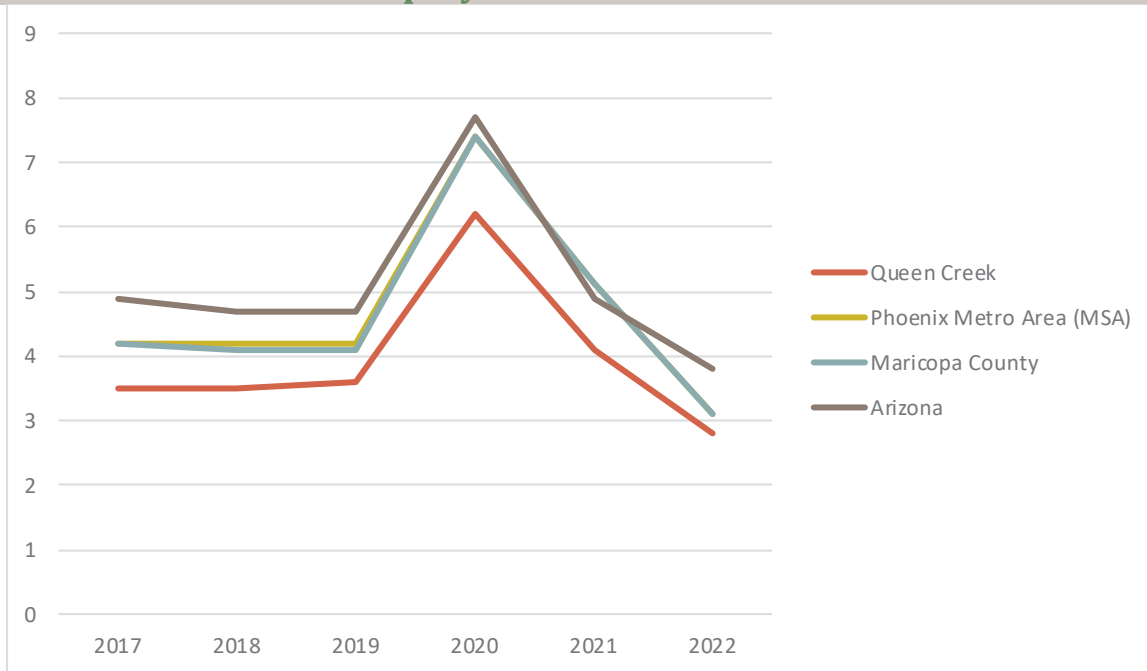
## Households by Income

Income	Queen Creek	Maricopa County
\$150,000 or more	31.3%	17.2%
\$100,000 to \$149,999	25.8%	17.6%
\$50,000 to \$99,999	28.3%	31.7%
\$25,000 to \$49,999	8.8%	19.5%
Under \$25,000	5.7%	13.9%

Source: 2017-2021 American Community Survey 5-Year Estimates

Compared to Maricopa County, Queen Creek has a much higher portion of households in the highest earning income categories, with over half (57.1%) of Queen Creek households earning \$100,000 or more annually. Comparatively, just 34.8% of Maricopa County households earn \$100,000 or more.

## Unemployment Rates 2017-2022



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

	2017	2018	2019	2020	2021	2022
Town of Queen Creek	3.5%	3.5%	3.6%	6.2%	4.1%	2.8%
Phoenix Metro Area (MSA)	4.2%	4.2%	4.2%	7.4%	5.1%	3.1%
Maricopa County	4.2%	4.1%	4.1%	7.4%	5.1%	3.1%
Arizona	4.9%	4.7%	4.7%	7.7%	4.9%	3.8%



# 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. The most recent data, December 2022, shows Queen Creek’s unemployment rate is the lowest it has been in the period examined, at 2.8%.

## 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. With LG Energy Solution purchasing land to bring their battery manufacturing facility to this area, and upwards of 2,800 jobs, the Town is poised for major transformation.

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	830
Wal-Mart	Retail	500
Banner Health	Health Care	466
Town of Queen Creek	Government	436
Chandler Unified School District	Education	304

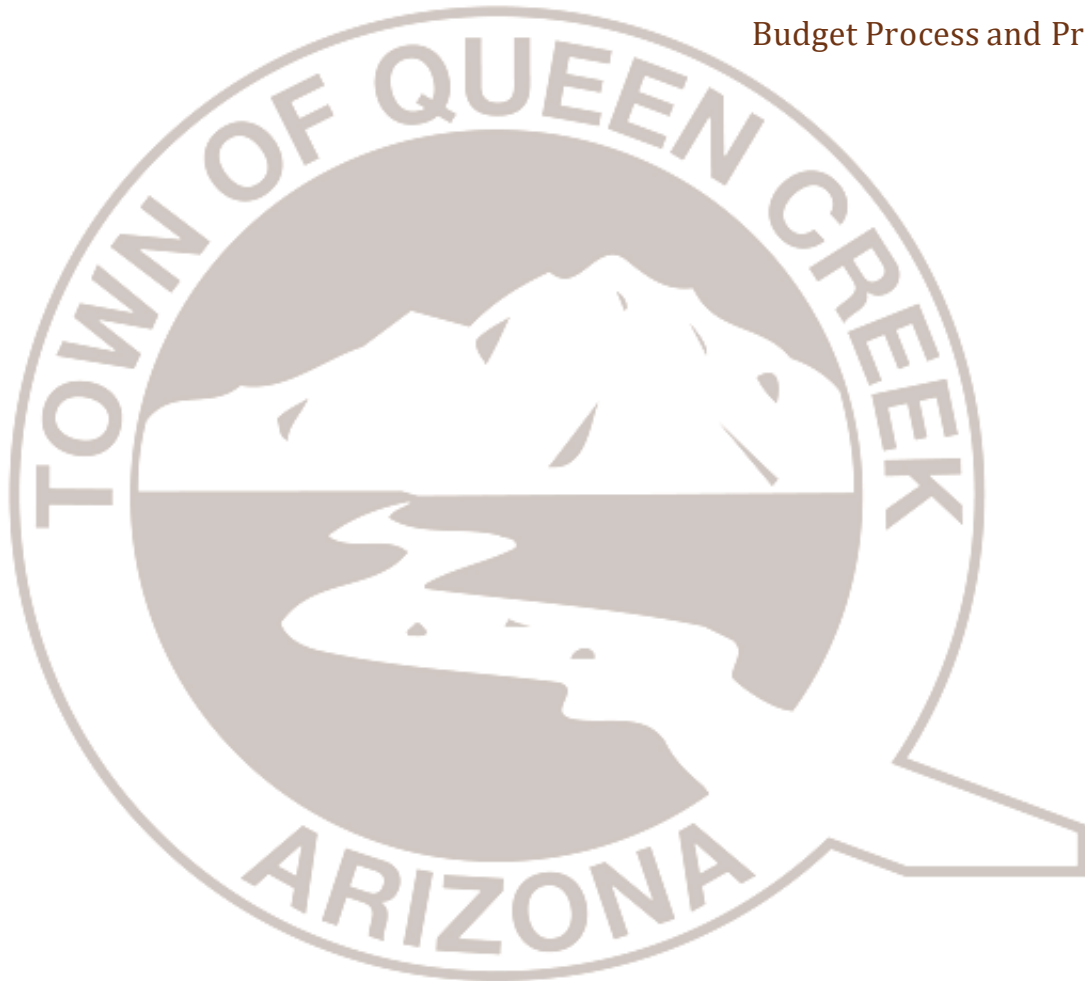
\* All figures may include full and part time employees.  
Source: Maricopa Association of Government (MAG) 2021 employer database.



# 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>Create comprehensive trail system within planning area</li> <li>Provide significant natural open space that enhances community character and land for development of trails and other passive recreation areas</li> <li>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>Partner with the community schools, community colleges, and university campuses to ensure that education supports the future of the community at large</li> <li>Partner with land owners and developers to develop an inventory of available sites</li> <li>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 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>	Addresses the long term needs of 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>
<a href="#">Utilities Master Plan</a>	Addresses the long-term growth and needs of the utilities service area	<ul style="list-style-type: none"> <li>Highlights growth expectations in the service area through buildout</li> <li>Identifies projects &amp; opportunities to further improve and diversify the utility system</li> </ul>
<a href="#">Police Master Plan</a>	Identifies growth trends for the Town and Police Department to guide future infrastructure and program needs	<ul style="list-style-type: none"> <li>Focus on continued development of department infrastructure and foundations</li> <li>Plan outlines steps, philosophies, systems and operational patterns to grow the program over the next 20 years</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 so they can be addressed in a manner that maintains the Town's long-term financial health.

### 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 tax rate to \$1.83 per \$100 of assessed value. In fiscal year 2022/23, the Town Council adopted a formal policy that further lowers the tax rate by effectively "freezing" property taxes for existing property owners. As existing property values go up, the tax rate will go down so that the Town received the same amount of revenue from existing property owners as it did in the prior fiscal year. New property tax revenue will come solely from new construction.

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.

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. 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) presents net operating results over the five-year planning period at the time of initial budget development. The long-range plan 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	FY 27-28
Sales Tax - Excluding Construction	45,078,237	50,085,933	53,886,800	58,492,600	63,466,800	68,839,000
Sales Tax - Construction	16,875,000	19,115,156	17,284,400	13,253,100	13,167,800	13,467,800
State Shared	30,480,037	37,930,553	38,940,800	40,670,800	44,392,800	48,060,600
Property Tax	12,470,641	13,302,594	14,055,700	14,869,200	15,171,900	15,573,200
Building Revenues	6,640,000	5,740,000	7,225,000	8,325,000	9,725,000	10,225,000
Charges for Services/Other	9,392,490	15,036,611	16,097,100	17,214,900	17,522,200	17,934,000
Investment Income	2,350,000	3,707,500	3,907,500	4,007,500	4,107,500	4,207,500
Utility ROI	3,715,760	3,834,740	4,026,400	4,227,800	4,439,200	4,661,100
<b>Subtotal Revenue</b>	<b>127,002,165</b>	<b>148,753,087</b>	<b>155,423,700</b>	<b>161,060,900</b>	<b>171,993,200</b>	<b>182,968,200</b>
<i>\$ Change from Prior</i>	<i>13,779,521</i>	<i>21,750,922</i>	<i>6,670,613</i>	<i>5,637,200</i>	<i>10,932,300</i>	<i>10,975,000</i>
<i>% Change from Prior</i>	<i>12.2%</i>	<i>17.1%</i>	<i>4.5%</i>	<i>3.6%</i>	<i>6.8%</i>	<i>6.4%</i>
Contribution from Pension Reserves	7,997,100	1,209,918	1,344,084	1,479,030	1,627,525	1,790,930
<b>Total Revenues / Sources</b>	<b>134,999,265</b>	<b>149,963,005</b>	<b>156,767,784</b>	<b>162,539,930</b>	<b>173,620,725</b>	<b>184,759,130</b>
<b>Expenses - Operating</b>						
Personnel	51,931,579	60,445,747	67,140,390	70,640,400	74,338,970	78,248,222
Operating	38,582,241	43,697,299	44,704,690	46,708,660	48,801,350	51,388,262
Capital Outlay	9,115,308	5,944,730	8,868,600	4,243,600	4,568,600	4,443,600
Additional Staffing - Future Capacity Placeholder	-	-	3,000,000	6,120,000	9,364,800	12,739,392
Parks & Recreation - Future Capacity Placeholder	-	-	2,500,000	3,500,000	4,500,000	5,500,000
Police Master Plan - Future Capacity Placeholder	-	-	1,000,000	1,500,000	2,000,000	2,500,000
Use of Pension Reserves - PD and Fire One-Time	7,000,000	-	-	-	-	-
Contingency	191,590	3,196,900	3,597,900	3,716,600	3,996,100	4,287,600
<b>Subtotal Operating Expenses</b>	<b>106,820,718</b>	<b>113,284,676</b>	<b>130,811,580</b>	<b>136,429,260</b>	<b>147,569,820</b>	<b>159,107,076</b>
<i>\$ Change from Prior</i>	<i>13,455,672</i>	<i>6,463,959</i>	<i>17,526,904</i>	<i>5,617,680</i>	<i>11,140,560</i>	<i>11,537,256</i>
<i>% Change from Prior</i>	<i>18.5%</i>	<i>6.1%</i>	<i>15.5%</i>	<i>4.3%</i>	<i>8.2%</i>	<i>7.8%</i>
<b>Expenses - CIP PAYGO and Debt Service</b>						
CIP PAYGO	6,408,695	3,560,000	-	-	-	2,750,000
Debt Service - Existing Debt	11,749,286	16,024,264	16,395,059	16,397,927	16,397,538	16,884,257
Debt Service - Proposed New Debt, Fire	-	600,000	600,000	600,000	600,000	600,000
Debt Service - Proposed New Debt, Police	-	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000
<b>Subtotal CIP PAYGO and Debt Service</b>	<b>18,157,981</b>	<b>22,984,264</b>	<b>19,795,059</b>	<b>19,797,927</b>	<b>19,797,538</b>	<b>23,034,257</b>
<b>Total Operating Expenses, CIP, and Debt</b>	<b>124,978,699</b>	<b>136,268,940</b>	<b>150,606,639</b>	<b>156,227,187</b>	<b>167,367,358</b>	<b>182,141,333</b>
<i>\$ Change from Prior</i>	<i>33,414,492</i>	<i>11,290,242</i>	<i>14,337,699</i>	<i>5,620,548</i>	<i>11,140,171</i>	<i>14,773,975</i>
<i>% Change from Prior</i>	<i>36.5%</i>	<i>9.0%</i>	<i>10.5%</i>	<i>3.7%</i>	<i>7.1%</i>	<i>8.8%</i>
<b>Funding of Reserves</b>						
25% Operating Reserves Funding	7,560,314	1,667,653	1,409,300	2,733,075	2,743,750	2,287,103
Road Replacement Reserves Funding	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	-
<b>Total Expenses / Uses</b>	<b>133,539,012</b>	<b>139,436,594</b>	<b>153,515,939</b>	<b>160,460,262</b>	<b>171,611,108</b>	<b>184,428,436</b>
<i>\$ Change from Prior</i>	<i>34,302,761</i>	<i>5,897,581</i>	<i>14,079,345</i>	<i>6,944,323</i>	<i>11,150,846</i>	<i>12,817,328</i>
<i>% Change from Prior</i>	<i>34.6%</i>	<i>4.4%</i>	<i>10.1%</i>	<i>4.5%</i>	<i>6.9%</i>	<i>7.5%</i>
<b>Net Result</b>	<b>1,460,253</b>	<b>10,526,411</b>	<b>3,251,845</b>	<b>2,079,668</b>	<b>2,009,617</b>	<b>330,695</b>



# Long-Range Financial Plan

## Forecasted Major Revenue Sources

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	FY 27-28
Sales Tax - Excluding Construction	45,078,237	50,085,933	53,886,800	58,492,600	63,466,800	68,839,000
Sales Tax - Construction (Operating Budget)	16,875,000	19,115,156	17,284,400	13,253,100	13,167,800	13,467,800
Sales Tax - Construction (Construction Sales Tax Fund)	15,000,000	16,991,250	15,363,885	11,780,479	11,704,729	11,971,360
State Shared Sales Tax	9,333,521	10,039,900	11,123,300	12,266,000	13,319,600	14,333,000
State Shared Income Tax	12,585,940	18,692,200	17,564,200	17,166,200	18,831,300	20,495,100
State Shared Vehicle License Tax	3,387,826	3,926,600	4,414,400	4,910,300	5,409,500	5,916,500
State Shared Highway User Revenue Funds (HURF)	5,172,750	5,271,853	5,838,900	6,328,300	6,832,400	7,316,000
Property Tax	12,470,641	13,302,594	14,055,700	14,869,200	15,171,900	15,573,200
Utility ROI	752,147	774,710	813,400	854,100	896,800	941,600
Utility Franchise Fees	1,966,853	2,029,710	2,131,200	2,237,800	2,349,700	2,467,200
Utility In-Lieu Property Tax	996,760	1,030,320	1,081,800	1,135,900	1,192,700	1,252,300
Impact Fees	14,525,000	10,920,000	10,176,273	11,680,918	15,090,464	14,960,269
Capacity Fees	9,713,778	4,737,580	6,331,872	8,014,952	9,201,551	9,060,444
Building Revenues	6,640,000	5,740,000	7,225,000	8,325,000	9,725,000	10,225,000
Water User Fees	27,580,500	28,589,790	30,019,280	31,520,243	33,096,256	34,751,068
Sewer User Fees	9,229,590	11,705,100	12,290,355	12,904,873	13,550,116	14,227,622
Solid Waste User Fees	4,366,122	4,584,140	4,813,347	5,054,014	5,306,715	5,572,051
<b>Total Revenues / Sources</b>	<b>195,674,665</b>	<b>207,536,836</b>	<b>214,414,111</b>	<b>220,793,980</b>	<b>238,313,332</b>	<b>251,369,514</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 operational costs and possible future debt service costs related to 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.
- Operating Budget Asset / Repair & Replacement Accounts – Each year the Town will set aside fixed amounts in certain departmental budgets within the Operating Budget to be used for ongoing repairs, maintenance, and replacement of critical operating assets. Any unused budget appropriations will lapse at the end of the fiscal year. The following amounts will be budgeted annually:
  - Information Technology - \$425,000
  - Facilities Maintenance - \$350,000
  - HPEC - ~~\$150,000~~ **\$200,000**
- 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



# Financial Policies

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current and future taxpayers. If the plan is underfunded (less than 100%), future members and taxpayer are responsible for an unfair portion of plan costs.

3. Maintain stability of the Town's contribution amounts.
4. Maintain public policy goals of accountability and transparency. Each policy element is clear in intent and effect, and each should allow an assessment of whether, how and when the funding requirements of the plan will be met.

The Town Council will fully fund the pension liabilities for the three pension systems by directing resources created from revenues in excess of expenses at the end of every fiscal year. The three pension liabilities will be fully funded in the following priority order: first, the fire unfunded pension liability; second, the 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 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. Police Plan in PSPRS. 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 Queen Creek Police Department's most recent GASB 68 Employer Reporting Accounting Schedules, or the Unfunded Actuarial Accrued Liability as reported in the Queen Creek Police Department's most recent Actuarial Valuation. 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 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.





# Financial Policies

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## Reserve Policies

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

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

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

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

- 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 repair and replacement costs of the Town's major transportation infrastructure.
- **Notwithstanding the Town's Pension Funding Policy, up to \$8 million of excess revenue over expenses in the General Fund at the end of FY 2022/23, after meeting the Operating Budget 25% Unassigned Fund Balance Reserve requirement, will be set aside in a Recreation Reserve. This reserve account will be used for acquisition of long-lead and other critical items needed for the new Recreation and Aquatic Center that is expected to open in fiscal year 2024/25. Any use of the Recreation Reserve must be appropriated by the Town Council.**



# Financial Policies

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- Special Revenue Funds - The Town will strive to maintain a Restricted Fund Balance reserve in Special Revenue Funds, as defined by GAAP, equivalent to 10% of annual recurring revenues in these funds.
- Water and Wastewater Funds – After fully funding the pension reserves required by the Town’s Pension Funding Policy, Queen Creek shall establish and maintain two types of reserves for both the Water and Wastewater Funds – an operating reserve and a repair/replacement reserve.
  - The target of the Water and Wastewater operating reserves will be equal to one year of each respective fund’s operating expenses.
  - The target level of the Water and Wastewater repair/replacement reserves will be equal to 1.5 times the annual depreciation of each respective fund’s capital assets.
  - Annual net budgetary basis operating income results will be designated into these fund balances – with 30% going to fund the operating reserve and 70% going to fund the repair/replacement reserve – until fully funded.

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

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

## Revenue Management Policies

- The Town will strive for a more diversified and stable revenue system, maintained to ensure the fiscal health of the community.
- User fees for all operations will be examined annually to ensure that fees cover direct and indirect cost of service as much as possible.
- 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.



# Financial Policies

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- 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.
- **The primary property tax rate will be set at the Truth in Taxation levy rate through FY 2027/28 provided: (1) the levy rate exceeds \$1.40 per \$100 of assessed value; and (2) the total amount of property taxes assessed is at least 20% of the Town's Public Safety Expenses.**

## Investment Policies

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

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

## Capital Management Policies

- A five-year capital improvement plan (CIP) will be prepared and updated each year. This includes all projects that carry out the Town's strategic and general plans.
- Each department must, when planning capital projects, estimate the impact on the Town's operating budget over the next five years.
- Amendments to capital appropriations fall under the same guidelines as changes to the operating budget noted in the Budget Policies Section.

## Debt Management Policies

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

- 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.



# Financial Policies

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## Fixed Asset Policy

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

## Financial 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 Policies & Procedures

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## 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.



# Budget Policies & 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.

**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 Policies & 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.

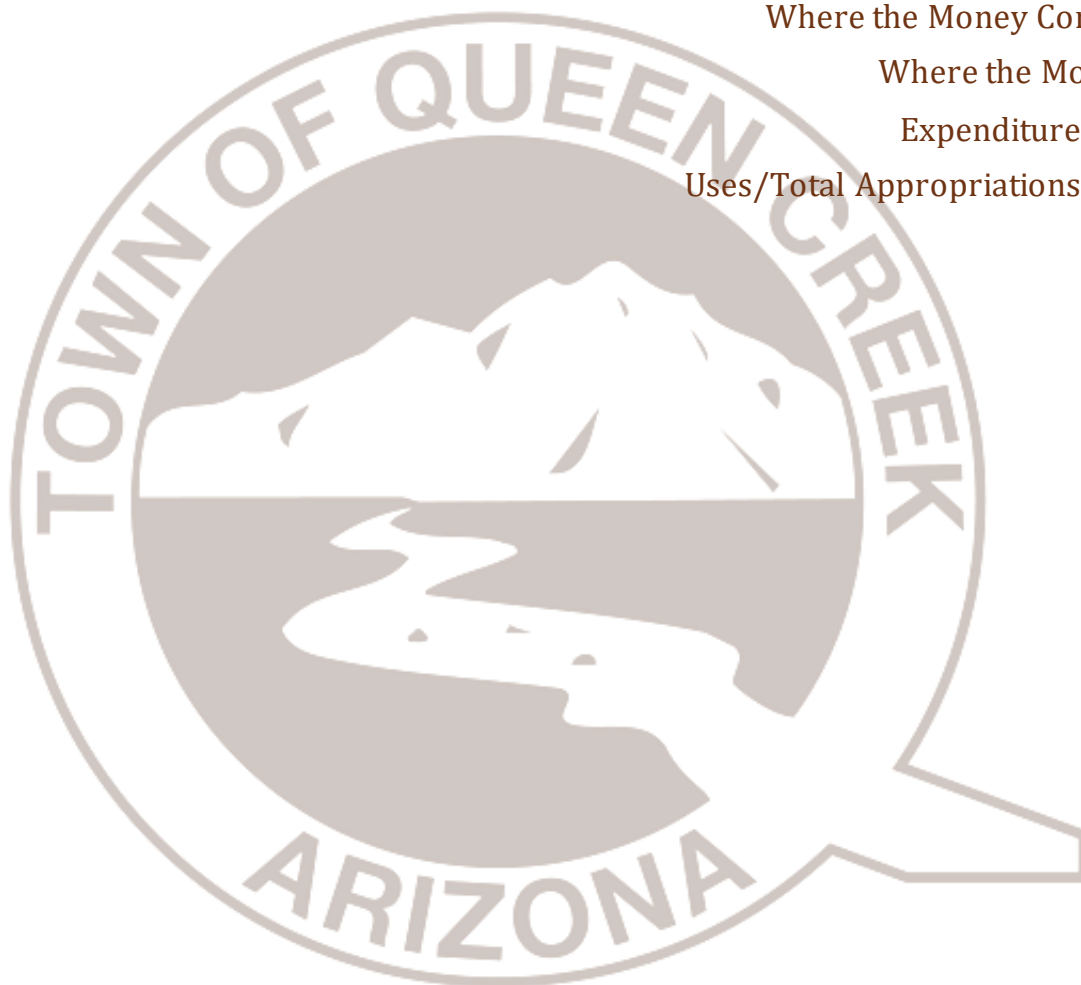
**Inventories** – In governmental funds, purchases of inventory are recorded at the time of purchase as expenditures/expenses in the funds from which the expenditures/expenses were made. In proprietary funds, purchases of inventory are recorded as an asset and expensed when consumed.



# Organizational Structure

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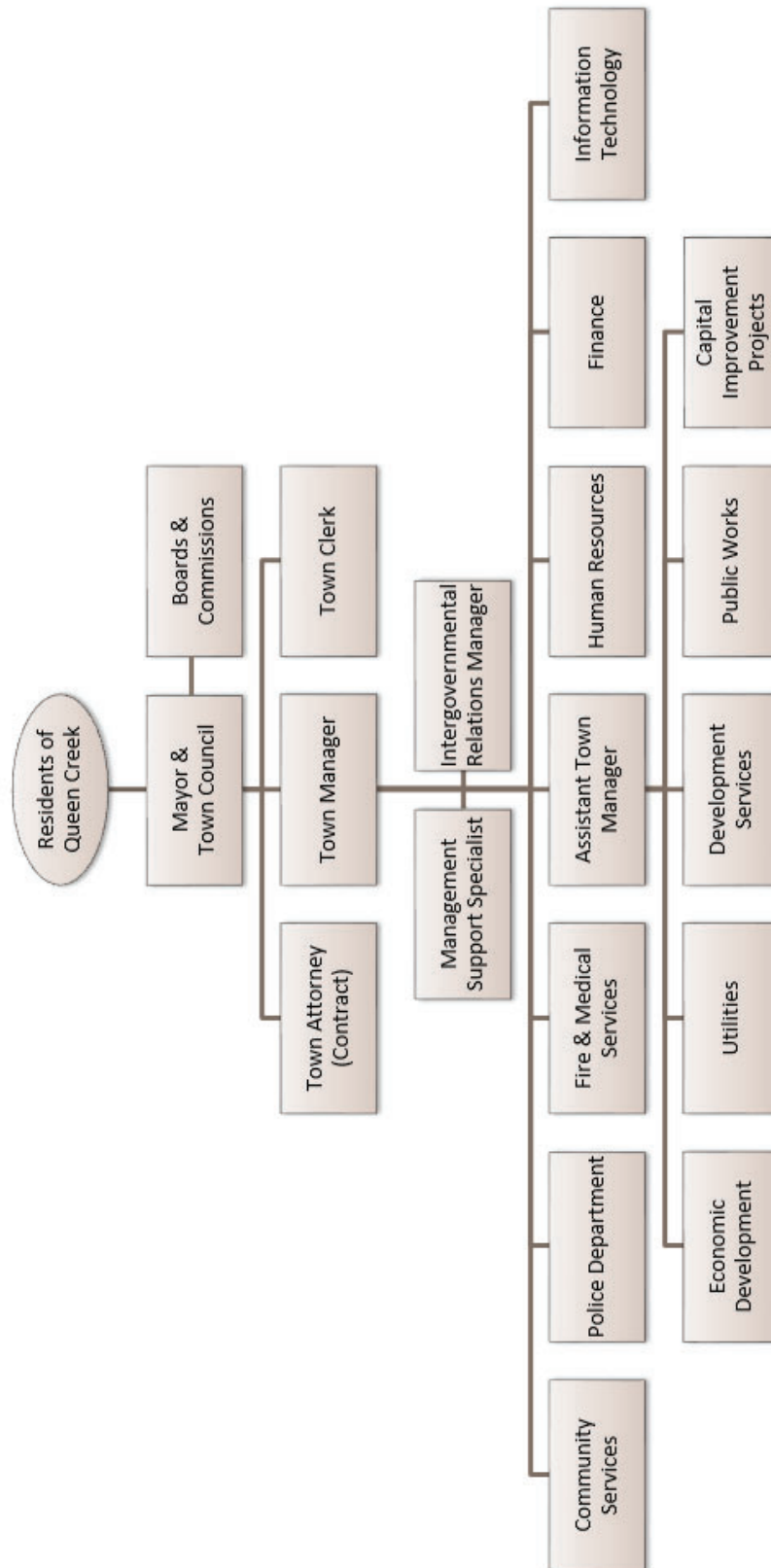
- Town Organizational Chart
- Full Time Equivalents (FTE) by Department
- Fund Structure Chart
- Fund Structure Narrative
- Where the Money Comes From
- Where the Money Goes
- Expenditure Category
- Uses/Total Appropriations Schedule







# Town Organizational Chart





# Full-Time Equivalents by Department

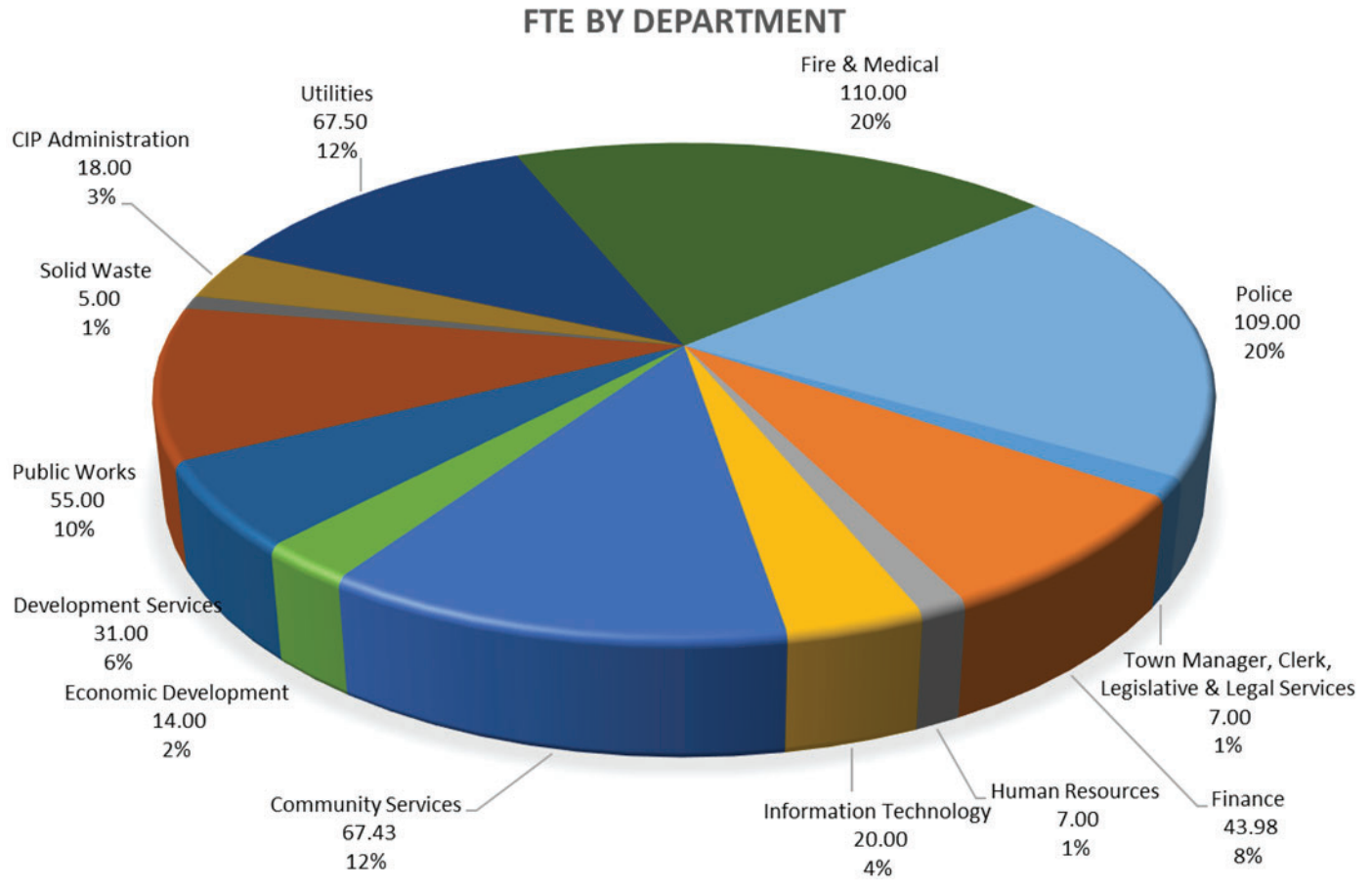
Department	FY 2018/19 Actual	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommend
Mayor & Town Council*	7.00	7.00	7.00	7.00	7.00	7.00
Town Manager, Clerk, Legislative & Legal Services	8.00	8.00	8.00	7.00	6.00	7.00
Finance	30.48	32.48	34.48	36.98	39.98	43.98
Human Resources	3.00	4.00	4.00	5.00	6.00	7.00
Information Technology	11.00	11.00	13.00	14.00	17.00	20.00
Community Services	16.00	17.00	17.00	19.00	50.68	67.43
Economic Development	12.00	12.00	12.00	12.00	13.00	14.00
Development Services	25.50	26.50	26.50	28.00	31.00	31.00
Public Works	69.43	72.43	73.43	69.43	48.00	55.00
Solid Waste	4.00	4.00	3.00	4.00	4.00	5.00
CIP Administration	-	-	-	19.00	18.00	18.00
Utilities	50.00	55.00	61.00	58.00	63.00	67.50
Fire & Medical	63.00	65.00	81.00	81.00	109.00	110.00
Police	-	-	6.00	73.00	88.00	109.00
<b>Total Full Time Equivalents</b>	<b>299.41</b>	<b>314.41</b>	<b>346.41</b>	<b>433.41</b>	<b>500.66</b>	<b>561.91</b>
<b>% Change from Prior Year</b>	<b>18%</b>	<b>5%</b>	<b>10%</b>	<b>25%</b>	<b>16%</b>	<b>12%</b>

\*Elected Officials, not true FTE.



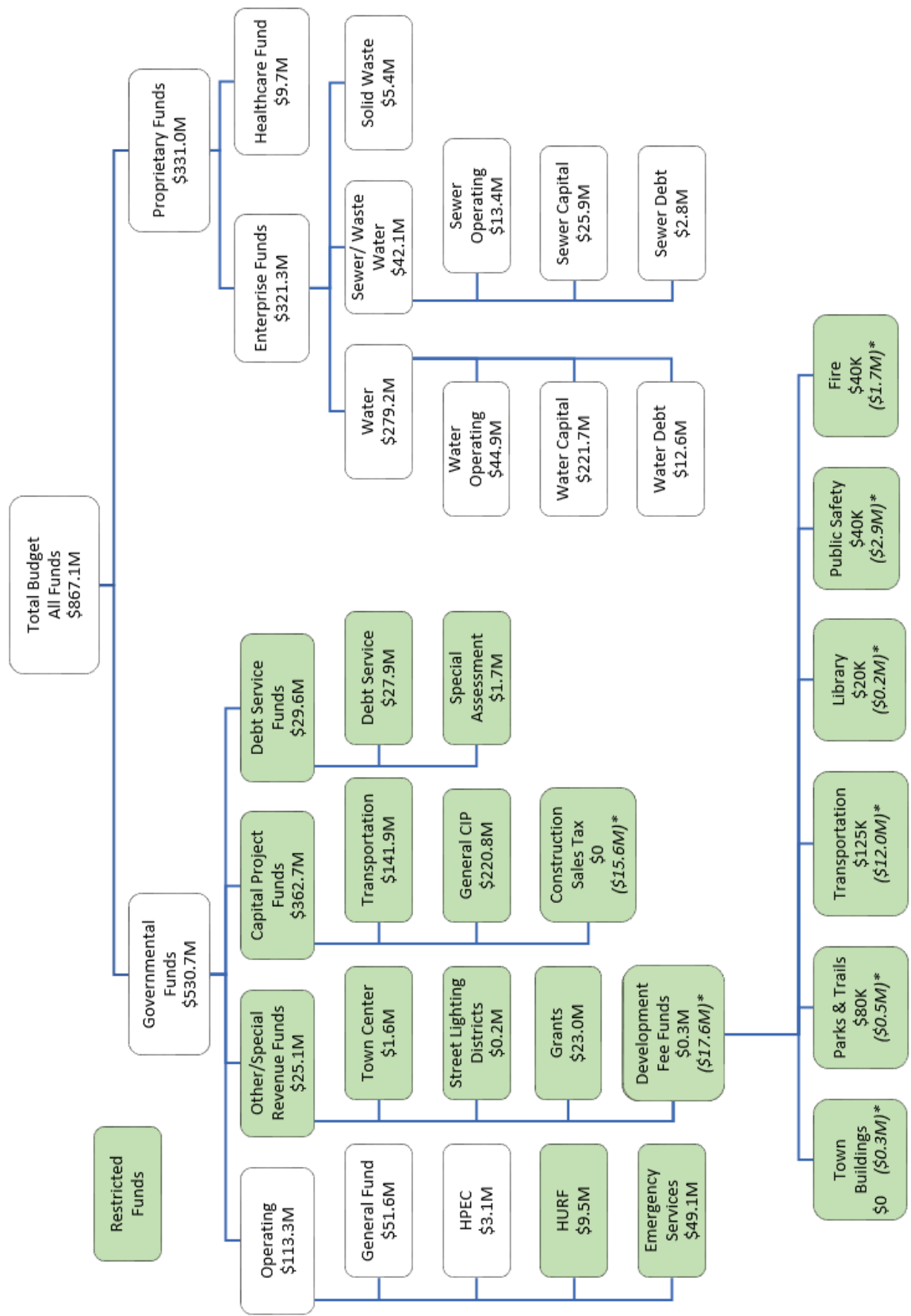
# Full-Time Equivalents by Department

## Percentage of FTE by Department





# Fund Structure Chart



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

- **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, parks and open space, library, fire, and public safety. Effective May 23, 2022, the total development fee cost per new single family home is \$7,289 (excluding water and sewer capacity fees).



# Fund Structure Narrative

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**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.



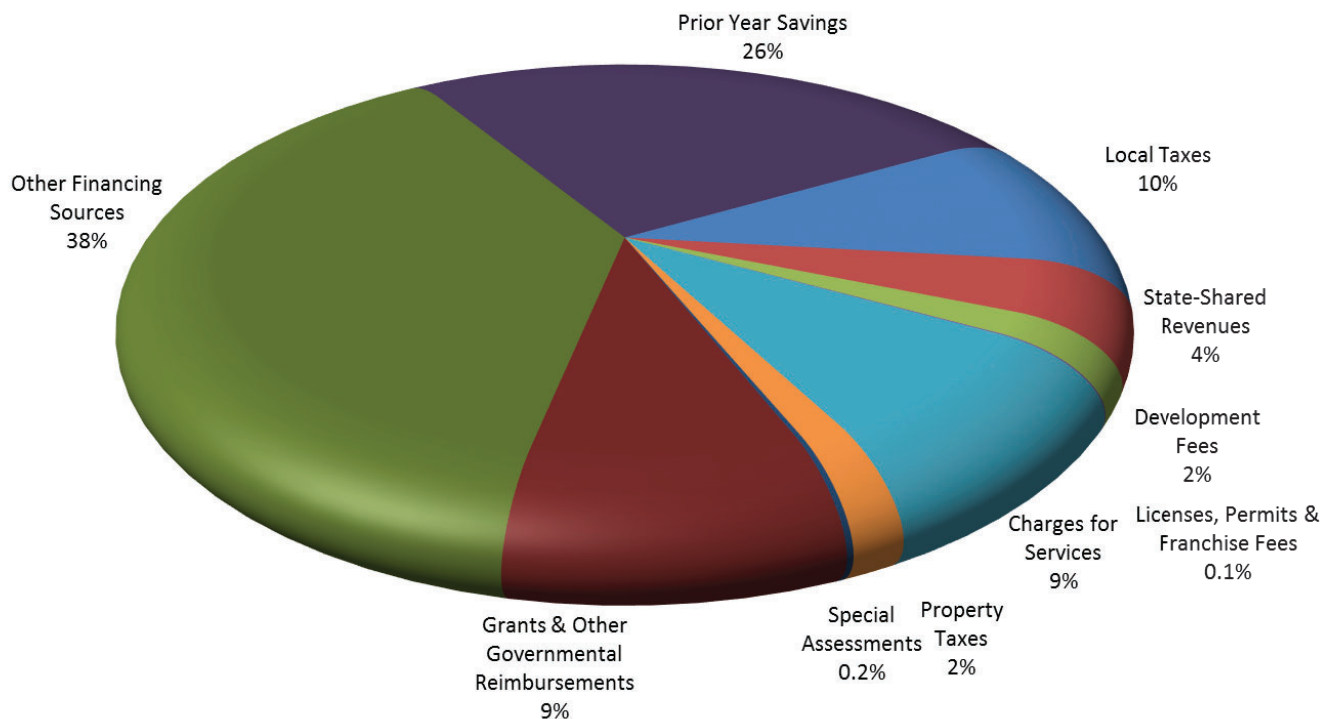
# Sources

## Where the Money Comes From

Sources	FY 2022/23 Revised Budget	FY 2023/24 Recommended Budget	% increase/ (decrease) year over year
Local Taxes	\$ 78,624,980	\$ 87,997,821	11.9%
State Shared Revenue	30,685,037	38,225,553	24.6%
Development Fees	23,822,422	15,800,500	(33.7%)
Licenses, Permits & Franchise Fees	580,500	595,500	2.6%
Charges for Services	72,780,265	79,424,086	9.1%
Property Taxes	12,470,641	13,302,594	6.7%
Special Assessments	1,882,010	1,689,858	(10.2%)
Grants & Other Governmental Reimbursements	27,622,991	80,131,753	190.1%
Other Financing Sources *	128,103,209	329,564,119	157.3%
<i>Subtotal Revenues</i>	<i>\$ 376,572,055</i>	<i>\$ 646,731,784</i>	<i>71.7%</i>
Prior Year Savings	353,558,862	220,389,215	
<b>Total Sources</b>	<b>\$ 730,130,917</b>	<b>\$ 867,120,999</b>	

\*Includes \$60M of Bond Proceeds in FY 2022/23 and \$298.1M of Bond Proceeds in FY 2023/24. Inter-fund transfers of \$93.7M have not been included in the budget figures pursuant to Auditor General budget guidelines.

### FY 2023/24 Adopted Budget \$867.1M Sources by Category as a Percent of Total





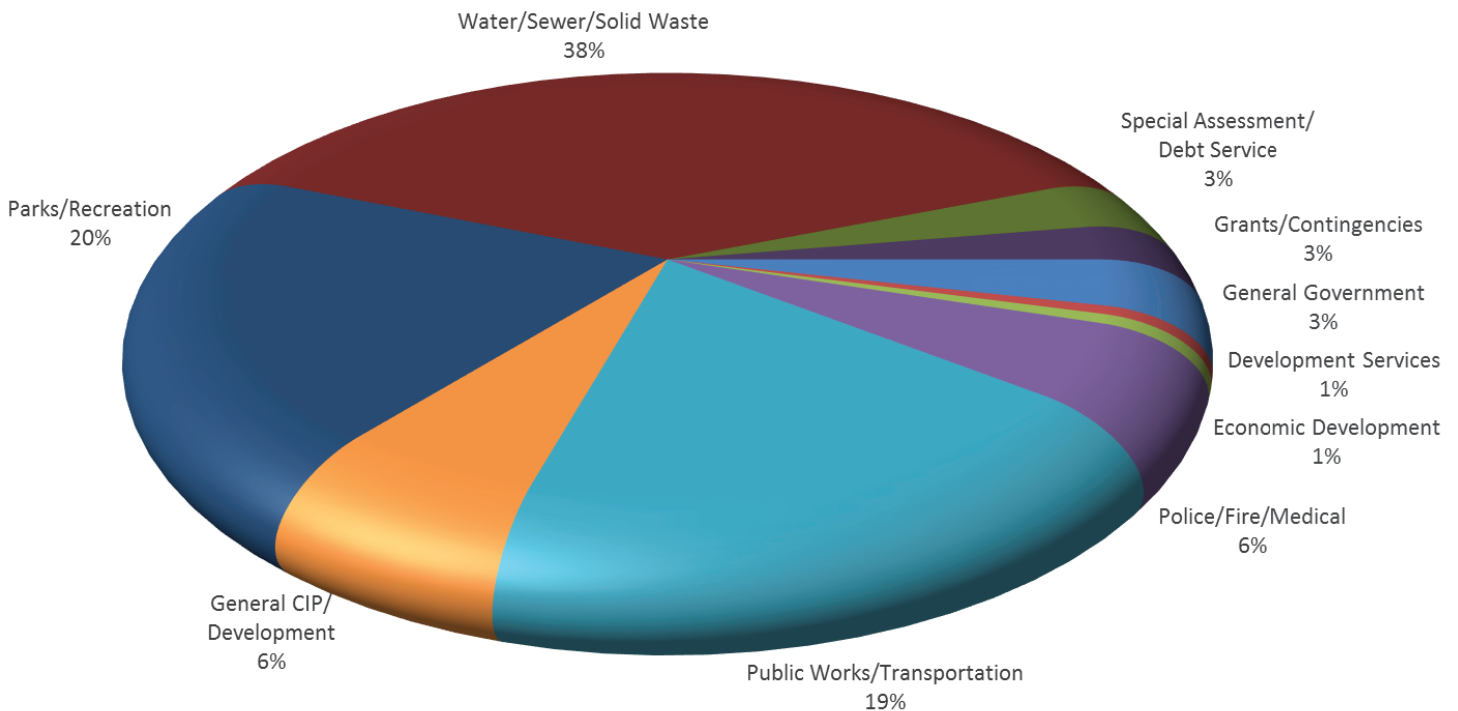
# Uses

## Where the Money Goes

Expenditures	FY 2022/23 Revised Budget	FY 2023/24 Recommended Budget	% increase/ (decrease) year over year
General Government	\$ 24,256,126	\$ 30,985,494	27.7%
Development Services	4,403,076	5,506,652	25.1%
Economic Development/Town Center	4,348,086	5,995,465	37.9%
Police/Fire/Medical	52,623,363	49,220,464	(6.5%)
Public Works/Transportation	196,912,986	162,668,460	(17.4%)
General CIP/Development	27,042,634	55,918,499	106.8%
Parks/Recreation	185,399,582	177,558,513	(4.2%)
Water/Sewer/Solid Waste	214,308,205	326,713,503	52.5%
Special Assessment/Debt Service	18,581,567	29,553,949	59.0%
Grants/Contingencies	2,255,293	23,000,000	919.8%
<b>Total Expenditures</b>	<b>\$ 730,130,917</b>	<b>\$ 867,120,999</b>	<b>18.8%</b>

Inter-fund transfers of \$93.7M have not been included in the budget figures pursuant to Auditor General budget guidelines.

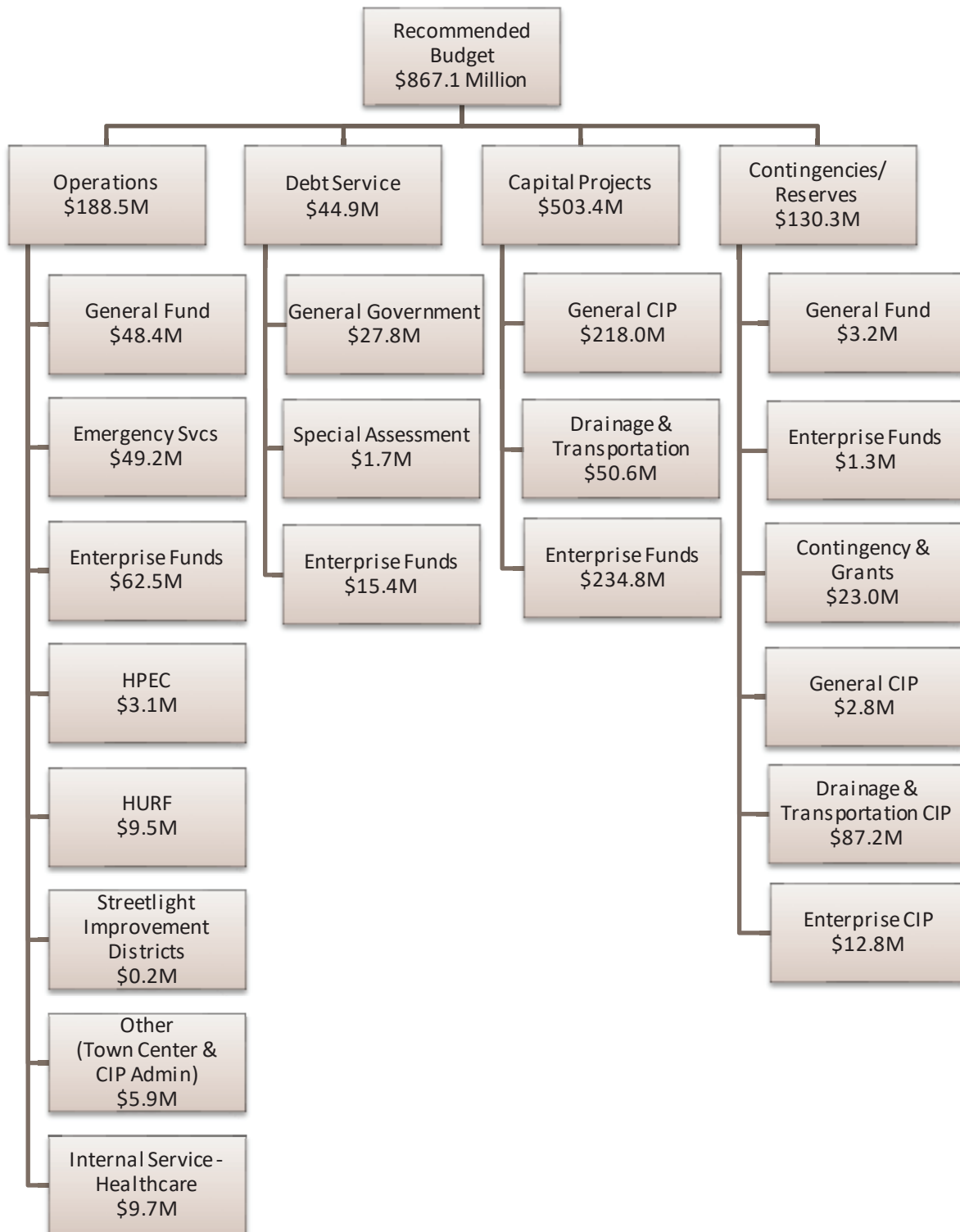
FY 2023/24 Adopted Budget \$867.1M  
Expenditures by Function as a Percent of Total







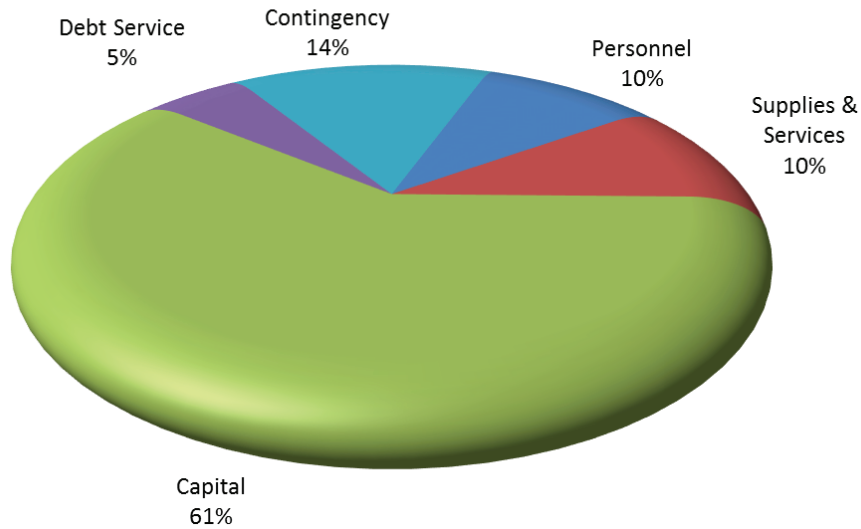
# Uses





# Uses / Total Appropriations Schedule

FY 2023/24 Adopted Budget \$867.1M  
by Category



FY 2023/24 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	\$ 44,520,829	\$ 5,565,104	\$ -	\$ -	\$ -	\$ 1,805,482	\$ -	\$ -	\$ -	\$ 51,891,415
Construction Sales Tax	16,991,250	2,123,906	-	-	-	16,991,250	-	-	-	36,106,406
State Shared Revenue	28,732,100	-	9,198,453	-	-	-	-	-	-	37,930,553
Property Tax	-	13,302,594	-	-	-	-	-	-	-	13,302,594
Charges for Services	12,619,223	8,412,842	30,000	1,363,268	47,656,150	106,384	-	-	9,531,219	79,719,086
License & Fees	100,500	-	-	-	-	-	-	-	-	100,500
Franchise Fees	495,000	-	-	-	-	-	-	-	-	495,000
Special Assessments	-	-	-	-	-	-	-	1,689,858	-	1,689,858
Interest Income	3,707,500	-	-	-	690,020	1,016,000	2,609,420	-	-	8,022,940
Capacity Fees	-	-	-	-	4,880,500	-	-	-	-	4,880,500
Impact Fees	-	-	-	-	-	10,920,000	-	-	-	10,920,000
Other	1,148,140	442,378	-	-	232,906,738	5,200,000	161,875,676	-	100,000	401,672,932
<b>Total Revenues</b>	<b>\$ 108,314,542</b>	<b>\$ 29,846,824</b>	<b>\$ 9,228,453</b>	<b>\$ 1,363,268</b>	<b>\$ 286,133,408</b>	<b>\$ 36,039,116</b>	<b>\$ 164,485,096</b>	<b>\$ 1,689,858</b>	<b>\$ 9,631,219</b>	<b>\$ 646,731,784</b>
Transfers In	-	23,629,591	-	1,986,395	15,390,882	-	24,794,461	27,864,091	-	93,665,420
<b>Total Sources</b>	<b>\$ 108,314,542</b>	<b>\$ 53,476,415</b>	<b>\$ 9,228,453</b>	<b>\$ 3,349,663</b>	<b>\$ 301,524,290</b>	<b>\$ 36,039,116</b>	<b>\$ 189,279,557</b>	<b>\$ 29,553,949</b>	<b>\$ 9,631,219</b>	<b>\$ 740,397,204</b>

<b>Uses</b>										
Personnel	24,556,809	\$ 32,789,924	\$ 2,161,648	\$ 937,366	\$ 11,299,939	\$ -	\$ 2,627,802	\$ -	\$ 9,078,239	\$ 83,451,727
Supplies & Services	21,337,774	14,306,596	6,924,961	1,127,968	36,164,890	5,709,559	1,413,826	-	652,980	87,638,554
Capital	2,522,626	2,043,944	385,560	992,600	249,841,959	1,407,560	268,589,695	-	-	525,783,944
Debt Service	-	-	-	-	15,390,882	-	-	29,553,949	-	44,944,831
Contingency	3,196,900	-	-	-	14,015,833	18,000,000	90,089,210	-	-	125,301,943
<b>Total Expenses</b>	<b>\$ 51,614,109</b>	<b>\$ 49,140,464</b>	<b>\$ 9,472,169</b>	<b>\$ 3,057,934</b>	<b>\$ 326,713,503</b>	<b>\$ 25,117,119</b>	<b>\$ 362,720,533</b>	<b>\$ 29,553,949</b>	<b>\$ 9,731,219</b>	<b>\$ 867,120,999</b>
Transfers Out	43,708,794	4,335,950	263,777	291,729	15,390,882	29,674,288	-	-	-	93,665,420
<b>Total Uses</b>	<b>\$ 95,322,903</b>	<b>\$ 53,476,414</b>	<b>\$ 9,735,946</b>	<b>\$ 3,349,663</b>	<b>\$ 342,104,385</b>	<b>\$ 54,791,407</b>	<b>\$ 362,720,533</b>	<b>\$ 29,553,949</b>	<b>\$ 9,731,219</b>	<b>\$ 960,786,419</b>

Change in Fund Balance	\$ 12,991,639	\$ 1	\$ (507,493)	\$ 0	\$ (40,580,095)	\$ (18,752,291)	\$ (173,440,976)	\$ -	\$ (100,000)	\$ (220,389,215)
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# Budget

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- Budget Development
- Budget Overview and Policy Issues
- Budget Calendar
- Budget Assumptions - Revenues
- Revenues by Fund
- Expenditures by Fund





# 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 November 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 December 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 allocated on a population basis.

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



# Budget Development

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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 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 final approval.

In August 2022, Queen Creek voters approved a permanent base adjustment to move the Town away from the "home rule" expenditure limit that had required voter approval every four years. Under a base adjustment, the Town's expenditure limit is now set by a constitutional formula based on population growth and inflation. The expenditure limit rules include several constitutional "exclusions" that remove certain expenditures from the expenditure limit based on the revenue sources used for those expenditures. Examples of exclusions include spending of bond proceeds, investment income, federal and state grants, and HURF revenues. The Town's expenditure limit is no longer subject to voter approval every four years but will now be adjusted annually based on the required formula.

For FY 2023/24, the Town's expenditure limit under the constitutional formula is \$630.9 million. The Town's budget subject to the limit, net of exclusions, is \$335.8 million, which is \$295.1 million or 47% below the limit.



# Budget Overview

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The Town's expenditure budget for FY 2023/24 is \$867.1 million. This budget includes appropriations for the General Fund of \$51.6 million, Emergency Services of \$49.1 million, HURF of \$9.5 million, and HPEC of \$3.1 million, collectively referred to as the Town's Operating Budget. The Enterprise portion of the FY 2023/24 budget consists of the Water Operating Fund at \$44.9 million, the Wastewater Operating Fund at \$13.4 million, and Solid Waste at \$5.4 million. Capital Improvement Funds (CIP) total \$606.3 million. The remaining dollars that comprise the budget include appropriations for grants, special assessments, special districts, and debt service.

The FY 2023/24 budget was developed in an environment of high inflation, tight labor markets, supply-chain issues, and uncertainty in the aftermath of the COVID-19 pandemic that started three years ago. The Town's financial condition has weathered the uncertainty better than expected, with actual revenues continuing to exceed initial projections and overall development activity remaining strong in spite of a slowing housing market.

## 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 FY2022/23 is the acquisition of new water resources for \$168.1 million; infrastructure funding for transportation, utilities, and parks of \$314.1 million; and funding for new public safety facilities of \$53 million. These investments are designed to accommodate the Town's rapid growth and the Town Council's commitment to the community's needs. Additionally, the budget includes funding to continue building the new Queen Creek Police Department and resources to operate and maintain the new parks facilities that are expected to open in 2024. Following are highlights of the FY 2023/24 budget:

- **Police Services.** The budget includes 21 new positions for the Queen Creek Police Department, as well as funding for the necessary software, hardware, and equipment for these new staff.
- **Public Safety Facilities.** The budget includes \$35.3 million for critical facilities identified in the recently adopted Police Master Plan, as well as \$17.7 million for the Fire/Medical portion of the soon-to-be renovated Public Safety Complex.
- **Parks and Recreation.** The budget includes \$149 million to complete Mansel Carter Oasis Park, build out the new 85-acre Frontier Family Park, and construct the new Recreation and Aquatic Center. It also includes \$2.1 million and 15 new positions for operating and maintaining the new park facilities that will open at the end of the calendar year.
- **Acquisition of Water Rights.** Ensuring the Town has adequate water resources is a top priority of the Town Council. The budget includes \$168.1 million for acquisition of additional water rights.
- **Infrastructure / CIP.** As a growing community, the need for new infrastructure for transportation, water, and wastewater remains a priority. The budget includes \$214.3 million to build such infrastructure as well as continue planning for future infrastructure needs.
- **Additional Staffing.** In addition to the positions mentioned above, the budget includes funding for 25 other new positions:
  - Five Utilities, four Public Works, and one HPEC staff to operate, maintain, and service the Town's streets, traffic signals, utility systems, and facilities. 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.
  - Four new Fleet Services positions to expand the hours of operations and resources available for maintaining the Town's growing fleet of vehicles, which is especially critical for the Town's Police Department that operates around the clock.
  - Three Information Technology staff to maintain critical technology infrastructure, deploy new hardware and software, and service the day-to-day needs of the Town's employees.



# Budget Overview






- One new Fire Inspector position to keep up with the demand for inspection services at multi-family and nonresidential construction project sites.
- Seven staff among Human Resources, Finance, Community Services, and the Town Manager’s Office to support other departments’ administrative, budget, accounting, and project management activities.
- Employee Compensation. Resources have been allocated to fund a 5.0% market increase tied to indicators identified in the Town Council’s adopted compensation policy. The budget also includes additional increases to fund a newly proposed compensation policy for Police sworn staff that is designed to stay competitive with our recruitment and retention efforts for law enforcement personnel.
- 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 no increase in major medical premiums for the Town nor for employees.

### Ending Operating Reserves

The ending Operating Budget fund balance for FY 2023/24 is estimated to be \$129.6 million or 87% of Operating revenues, which remains well above the Council’s adopted Operating reserve policy of 25%. Of the total fund balance, \$43.9 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 \$38.9 million is restricted in the Town’s 25% Operating Budget Reserve, and \$3.0 million is reserved in the Town’s newly created Road Replacement Reserve. The budget anticipates ending the fiscal year with \$43.9 million of fund balance that will be available for any of the Town Council’s future policy objectives.

### Policy Issues

The Town Council considered and provided direction on the following policy issues:

Issue/Link to CSP	Policy Direction
<b>Public Safety Services</b> 	Include funding for continued development of the Queen Creek Police Department. Include funding for costs of building new facilities identified in the Police and Fire Master Plans.
<b>Transportation and Utility Infrastructure</b> 	Provide resources through cash and debt financing to continue building roads, water and sewer infrastructure.
<b>Water Resources Acquisition</b> 	Include funding for potential acquisition of Water Rights 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> 	Eliminate increases to property taxes paid by existing property owners. Continue funding the Town’s Pension Funding Policy and begin an analysis of funding needs to replace infrastructure assets in the future.



# Budget Calendar

November 2022	
November 1	Budget Development Email From Budget Office Sent to Departments
November 8	Budget Development Kickoff with Department Directors
December 2022	
December 5	Non-Profit Applications Emailed Out
December 15	Department Base Budgets Due
	5-Year Staffing Projections Due
	Department Capital Budgets Due
January 2023	
January 5	Department Performance Measures Due
January 12	Non-Profit Applications Due to the Town
January 24	Department Head Meeting to Review Staffing Projections and Budget
January 26	Department Budgets / Budget Overview Due to Town Manager
February 2023	
February 1-23	Town Manger / Department Head Budget Review Meetings
February 9	Council Strategic Planning Session Materials Due
February 24-25	Council Strategic Planning Session – Budget Policy Direction
March 2023	
March 9	Final Changes to Recommended Budget Due
March 23	Release Town Manager FY 2023/24 Recommended Budget
March 27-30	Council Budget Briefings
April 2023	
April 10-11	Budget Committee Meetings
April 24	Tentative Budget Materials Due to Town Clerk for May 3, 2023 Council Meeting
May 2023	
May 3	Tentative Budget Presented to Council for Approval
May 4	Post Tentative Budget Schedules on Town Website, Send Materials to Newspaper
May 8	Adopted Budget Materials Due to Town Clerk for May 17, 2023 Council Meeting
May 10	1 <sup>st</sup> Tentative Budget Newspaper Ad (Schedule A)
May 16	2 <sup>nd</sup> Tentative Budget Newspaper Ad (Schedule A)
May 17	Final Budget Adoption and Public Hearing
May 18	Post Adopted Budget Schedules on Town Website
May 30	Property Tax Levy / SLIDs Materials Due to Town Clerk for June 7, 2023 Council Meeting
June 2023	
June 7	Primary Property Tax Levy Presented to Town Council for Approval
June 8	Tax Levy Information Sent to Counties and Property Oversight Commission





# Budget Assumptions - Revenues

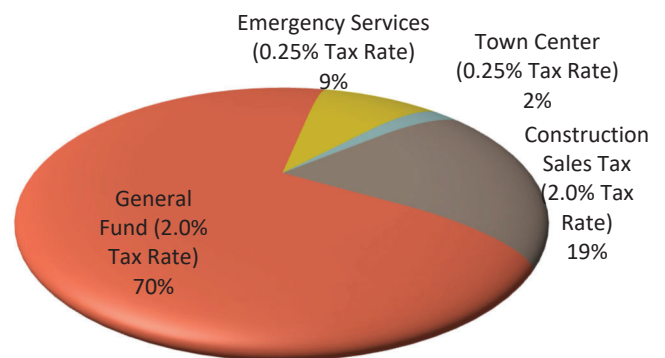
Queen Creek anticipates to collect revenue in FY 2023/24 equal to the amount necessary to pay the costs of operating and maintaining levels of service provided by the Town. Sales tax revenue forecasts are determined by a revenue trend analysis in conjunction with known commercial facilities opening and closing, as well as economic indicators available for the region and nation. Based on growth projections, the total recommended FY 2023/24 sales tax is 12% higher than the revised FY 2022/23 budget. Construction sales tax is estimated to increase by 13% for next year. The remaining sales tax base is projected to increase by 11%.

**Town Sales Tax** – The Town collects sales tax revenues at a rate of 2.25%, of which 2.0% is dedicated to the General Fund and 0.25% to the Emergency Services Fund. In addition, the Town collects an additional 0.25% from transactions from major retail developments in the Town Center district, which is dedicated to the Town Center Fund for projects specific to this part of the Town. Town Sales tax accounts for 57% of the General Fund revenues in FY 2023/24.

**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 65% of all construction sales tax revenue, which is down from about 75% in prior years.

Sales Tax Category	FY 2023/24 Sales Tax Budget
Construction	\$36,106,407
Retail	36,424,407
Restaurants & Bars	6,616,407
Communications & Utilities	2,538,000
Real Estate, Rental & Leasing	3,240,000
All Other Categories	3,072,600
<b>Total Town Sales Tax</b>	<b>\$ 87,997,821</b>

Fund	FY 2023/24 Sales Tax Budget
General Fund (2.0% Tax Rate)	\$61,512,079
Emergency Services (0.25% Tax Rate)	7,689,010
Town Center (0.25% Tax Rate)	1,805,482
Construction Sales Tax (2.0% Construction Tax Rate)	16,991,250
<b>Total Town Sales Tax</b>	<b>\$87,997,821</b>

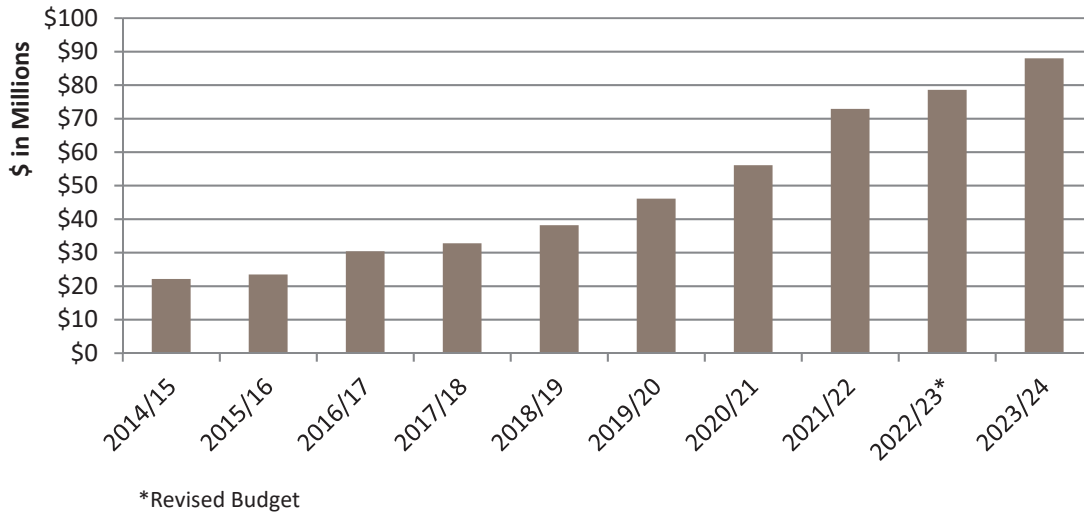




# Budget Assumptions - Revenues

Sales Tax History/Projection - All Transactions				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected*	Actual % Change
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%	72,850,799	29.9%
2022/23	72,211,539	47.8%	78,624,980*	7.9%
<b>2023/24</b>	<b>\$87,997,821</b>	<b>21.9%</b>	<b>\$87,997,821</b>	<b>4.9%</b>

## Sales Tax History/Projection



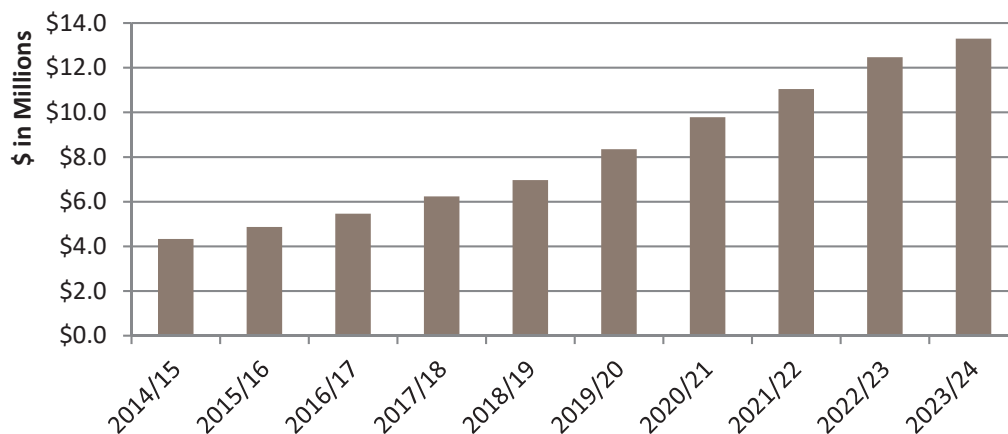


# Budget Assumptions - Revenues

**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. 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 2023/24, the total assessed value is estimated to have increased by \$84M or 12% over FY 2022/23, of which \$36M or 5% is appreciation in values (which equates to \$625K) and \$48M or 7% is attributed to new construction (which equates to \$832K). In November 2022, the Town Council passed a resolution that maintains property taxes for existing taxpayers at a level amount for five years, so long that the property tax rate stays above \$1.40 and the amount generated from primary property taxes is at least 20% of police and fire annual expenses.

Property Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/Projected	Actual % Change
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%	11,111,319	13.6%
2022/23	12,470,641	12.9%	12,470,641	12.2%
<b>2023/24</b>	<b>\$13,302,594</b>	<b>6.7%</b>	<b>\$13,302,594</b>	<b>6.7%</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. The Town conducted a financial analysis in 2022 that determined the Town has collected enough funds to pay off when due the remaining debt service payments paid by the Town Facilities fee. Because of this, the Town reduced the fee amount for Town Facilities to \$0 on May 23, 2022 and discontinued it going forward. Similarly, funds collected from the Library Facilities fee are estimated to be sufficient to pay off debt associated with the main library in FY23-24. Once adequate funds have been collected, the Library Facilities fee will be reduced to \$0 and will be discontinued in future years.

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 802 for FY 2023/24. Five-year projections are conservatively based on current housing products that are building out and new subdivisions that are in the planning stages. Since summer 2022, the number of single family home permits has declined due to increasing interest rates, therefore single family permit projections were revised downward for the next three years. The Town is also anticipating higher-than-average commercial building activity due to numerous new commercial centers being developed within the Town.

**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.



# Budget Assumptions - Revenues

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**Building Revenue** – Knowledge of housing sector and building community trends is sought monthly. Revenues collected in this category are projected through a collaborative effort, working with Development Services to come to a consensus on the anticipated five-year projection.

**Utility User Fees** – 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 currently underway. 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 2023/24, account for 26% 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.

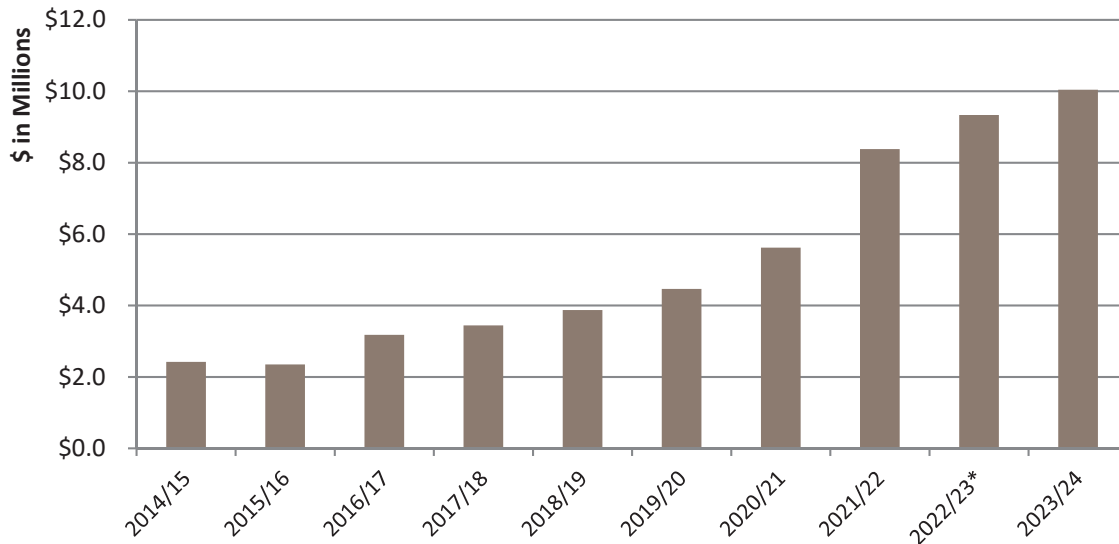


# Budget Assumptions - Revenues

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

State-Shared Sales Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
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%	8,379,388	49.2%
2022/23	8,385,700	21.5%	9,333,521*	11.4%
<b>2023/24</b>	<b>\$10,039,900</b>	<b>19.7%</b>	<b>\$10,039,900</b>	<b>7.6%</b>

## State-Shared Sales Tax History/Projection



\*Revised Budget

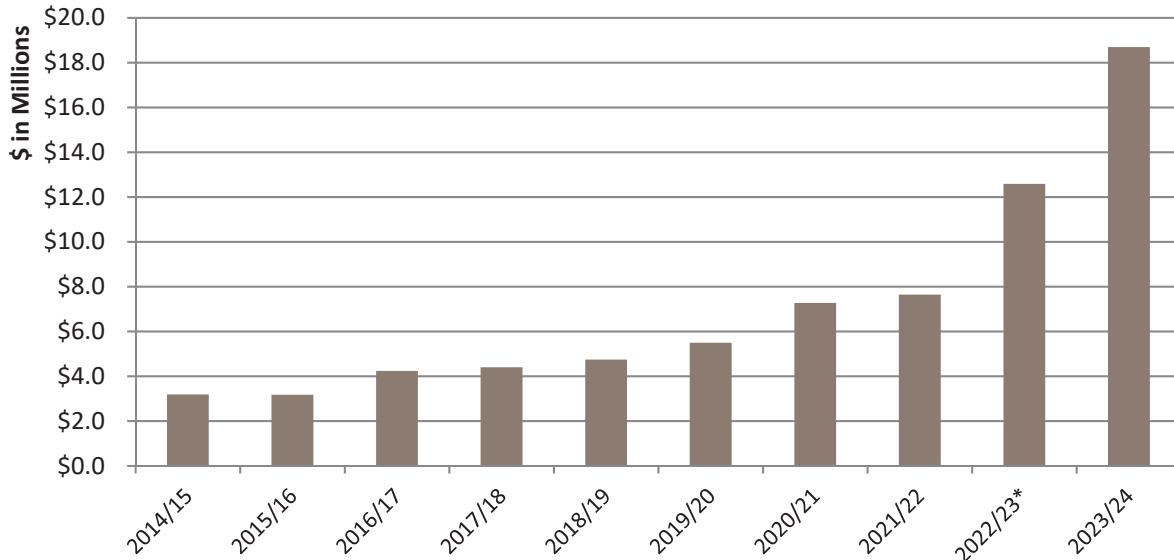


# Budget Assumptions - Revenues

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

State-Shared Income Tax History/Projection				
Fiscal Year	Adopted Budget	Budget % Change	Actual/ *Projected	Actual % Change
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%
2022/23	9,421,900	25.7%	12,585,940*	64.6%
<b>2023/24</b>	<b>\$18,692,200</b>	<b>98.4%</b>	<b>\$18,692,200</b>	<b>48.5%</b>

## State-Shared Income Tax History/Projection



\*Revised Budget

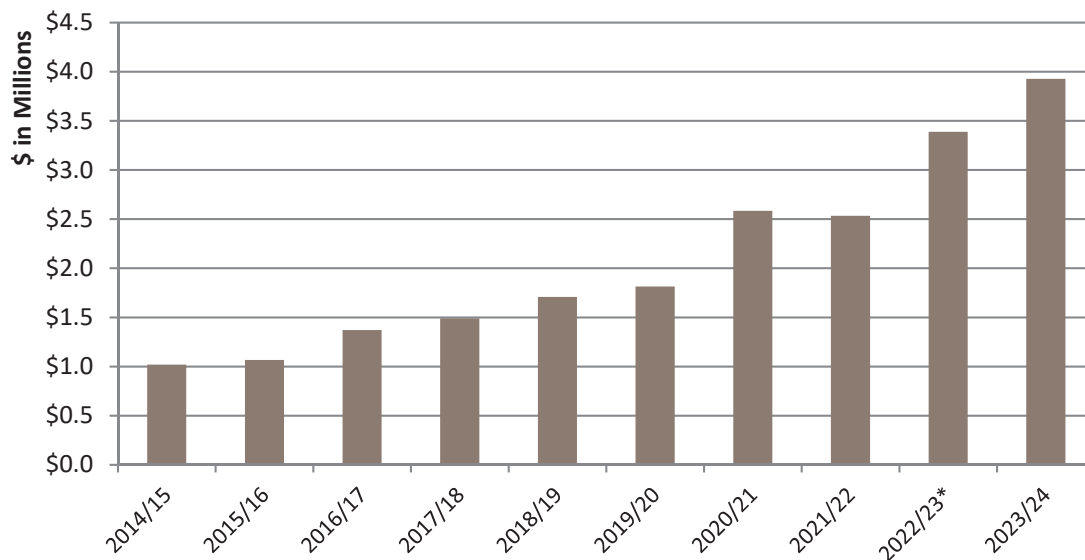


# Budget Assumptions - Revenues

**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
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%	2,533,309	(1.9%)
2022/23	3,138,200	(1.0%)	3,387,826*	33.7%
2023/24	<b>\$3,926,600</b>	<b>25.1%</b>	<b>\$3,926,600</b>	<b>15.9%</b>

## State Shared VLT History/Projection



\*Revised Budget



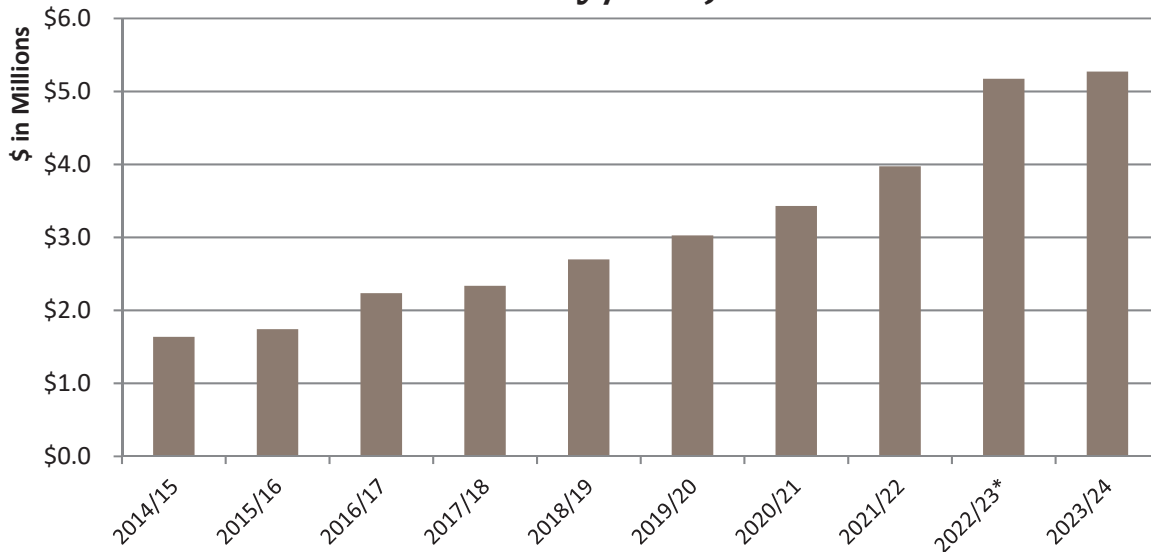


# Budget Assumptions - Revenues

**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
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%	3,973,441	15.6%
2022/23	4,321,500	5.8%	5,172,750*	30.2%
<b>2023/24</b>	<b>\$5,271,853</b>	<b>22.0%</b>	<b>\$5,271,853</b>	<b>1.9%</b>

## HURF History/Projection



\*Revised Budget



# Revenues/Sources by Fund

Fund	FY 2021/22 Actual	FY 2022/23 Adopted	FY 2022/23 Revised	FY 2023/24 Recommended	FY 2023/24 % of Total Budget
GENERAL FUND	\$ 82,346,433	\$ 85,681,835	\$ 91,730,072	\$ 108,314,542	16.7%
SEWER/WASTE WATER OPERATING	10,201,308	10,335,744	10,335,744	13,100,080	2.0%
WASTE WATER-CAPACITY	4,924,813	4,747,268	4,747,268	2,245,990	0.3%
WASTE WATER-CAPITAL	19,865	-	-	14,747,505	2.3%
WASTE WATER DEBT SERVICE	19,533,549	-	-	20,000	0.0%
SOLID WASTE	4,179,910	4,646,656	4,646,656	4,729,040	0.7%
WATER-OPERATING	29,484,632	92,793,201	92,793,201	30,232,350	4.7%
WATER-CAPACITY	5,242,722	5,530,154	5,530,154	2,759,510	0.4%
WATER-CAPITAL	322,978	-	-	218,278,933	33.8%
WATER DEBT SERVICE	33,567,844	-	-	20,000	0.0%
DRAINAGE & TRANSPORTATION	-	76,478,633	76,788,633	30,899,420	4.8%
CASH IN LIEU FUND	200,000	-	-	-	0.0%
BOND PROCEEDS	40,028	-	-	-	0.0%
GENERAL CIP	24,127	3,624,358	4,764,358	133,585,676	20.7%
BOND PROCEEDS - GEN CIP	139,016,584	-	-	-	0.0%
STREETS HURF FUND	6,570,272	7,489,700	8,590,576	9,228,453	1.4%
TOWN CENTER	1,723,567	1,384,618	1,775,611	1,911,866	0.3%
ST. LIGHTING DISTRICT-SLIDS	18,948	150,000	150,000	200,000	0.0%
HOUSING REHAB FUND	286	-	-	-	0.0%
CONSTRUCTION SALES TAX	15,607,732	13,142,900	15,050,000	16,991,250	2.6%
PARKS OPEN SPACE RECREATION	8,242,880	7,227,583	5,443,740	5,200,000	0.8%
TOWN BUILDING & VEHICLES DEVEL	196,806	171,568	23,000	51,000	0.0%
TRANSPORTATION DEVELOPMENT	6,126,350	5,297,250	4,605,000	3,620,000	0.6%
LIBRARY DEVELOPMENT	435,141	373,929	228,000	180,000	0.0%
PUBLIC SAFETY DEVELOPMENT	1,760,033	1,553,557	1,300,000	1,025,000	0.2%
EMERGENCY SERVICES	23,294,197	24,819,544	25,555,762	29,846,824	4.6%
FIRE DEVELOPMENT	3,262,152	2,857,113	2,405,000	1,860,000	0.3%
COMMUNITY EVENTS FUND	114,620	-	-	-	0.0%
HORSESHOE PARK EQUESTRIAN CENT	1,122,194	775,755	775,755	1,363,268	0.2%
GRANTS	2,473,648	10,000,000	10,000,000	5,000,000	0.8%
SPECIAL ASSESSMENT IMPROVEMENT	1,824,011	1,732,010	1,732,010	1,689,858	0.3%
MEDICAL SELF-INSURANCE	7,670,683	7,601,515	7,601,515	9,631,219	1.5%
<b>SUB-TOTAL REVENUES</b>	<b>409,548,312</b>	<b>368,414,891</b>	<b>376,572,055</b>	<b>646,731,784</b>	<b>100.0%</b>
INTER-FUND TRANSFERS**	156,283,430	104,584,360	105,595,525	93,665,420	
<b>TOTAL SOURCES</b>	<b>\$ 565,831,741</b>	<b>\$ 472,999,251</b>	<b>\$ 482,167,580</b>	<b>\$ 740,397,204</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 2021/22 Actual	FY 2022/23 Adopted	FY 2022/23 Revised	FY 2023/24 Recommended	FY 2023/24 % of Total Budget
GENERAL FUND	\$ 30,715,872	\$ 40,772,916	\$ 42,840,342	\$ 51,614,109	5.4%
SEWER/WASTE WATER OPERATING	12,845,168	32,891,003	32,862,325	42,067,396	4.4%
SOLID WASTE	3,958,274	5,139,743	5,157,585	5,408,098	0.6%
WATER-OPERATING	29,846,960	95,321,016	94,785,519	44,876,994	4.7%
WATER-CAPACITY	14,367	-	27,133	50,000	0.0%
WATER-CAPITAL	11,544,534	68,883,471	70,507,460	221,677,639	23.1%
WATER DEBT SERVICE	28,933,787	10,968,183	10,968,183	12,633,376	1.3%
DRAINAGE & TRANSPORTATION	46,392,246	180,551,680	175,308,752	141,905,241	14.8%
GENERAL CIP	15,210,135	196,462,824	203,777,868	220,815,292	23.0%
BOND PROCEEDS - GEN CIP	765,843	-	-	-	-
STREETS HURF FUND	4,941,818	8,261,435	9,144,424	9,472,169	1.0%
STREETS & ROADS-LTAF	356,532	100,000	100,000	-	-
TOWN CENTER	540,130	752,000	752,000	1,580,060	0.2%
ST. LIGHTING DISTRICT-SLIDS	186,924	300,000	300,000	232,059	0.0%
PARKS OPEN SPACE RECREATION	10,775	80,000	80,000	80,000	0.0%
TOWN BUILDING & VEHICLES DEVEL	3,592	20,000	20,000	-	-
TRANSPORTATION DEVELOPMENT	10,775	125,000	125,000	125,000	0.0%
LIBRARY DEVELOPMENT	3,592	20,000	20,000	20,000	0.0%
PUBLIC SAFETY DEVELOPMENT	7,183	40,000	40,000	40,000	0.0%
EMERGENCY SERVICES	33,939,166	41,207,620	52,543,363	49,140,464	5.1%
FIRE DEVELOPMENT	7,183	40,000	40,000	40,000	0.0%
COMMUNITY EVENTS FUND	197,272	-	-	-	-
HORSESHOE PARK EQUESTRIAN CENT	2,169,348	3,123,075	2,292,588	3,057,934	0.3%
GRANTS	65,701	19,000,000	2,255,293	23,000,000	2.4%
SPECIAL ASSESSMENT IMPROVEMENT	1,871,691	1,732,010	1,781,671	1,689,858	0.2%
DEBT SERVICE FUND	13,053,700	16,737,426	16,799,896	27,864,091	2.9%
MEDICAL SELF-INSURANCE	12,205,706	7,601,515	7,601,515	9,731,219	1.0%
<b>ACTUAL/ADOPTED EXPENDITURES</b>	<b>\$ 249,798,274</b>	<b>\$ 730,130,917</b>	<b>\$ 730,130,917</b>	<b>\$ 867,120,999</b>	<b>100%</b>
INTER-FUND TRANSFERS*	156,283,430	104,584,360	105,595,525	93,665,420	
<b>TOTAL USES</b>	<b>\$ 406,081,704</b>	<b>\$ 834,715,277</b>	<b>\$ 835,726,442</b>	<b>\$ 960,786,419</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.



# Town Programs & Performance

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## Section Overview

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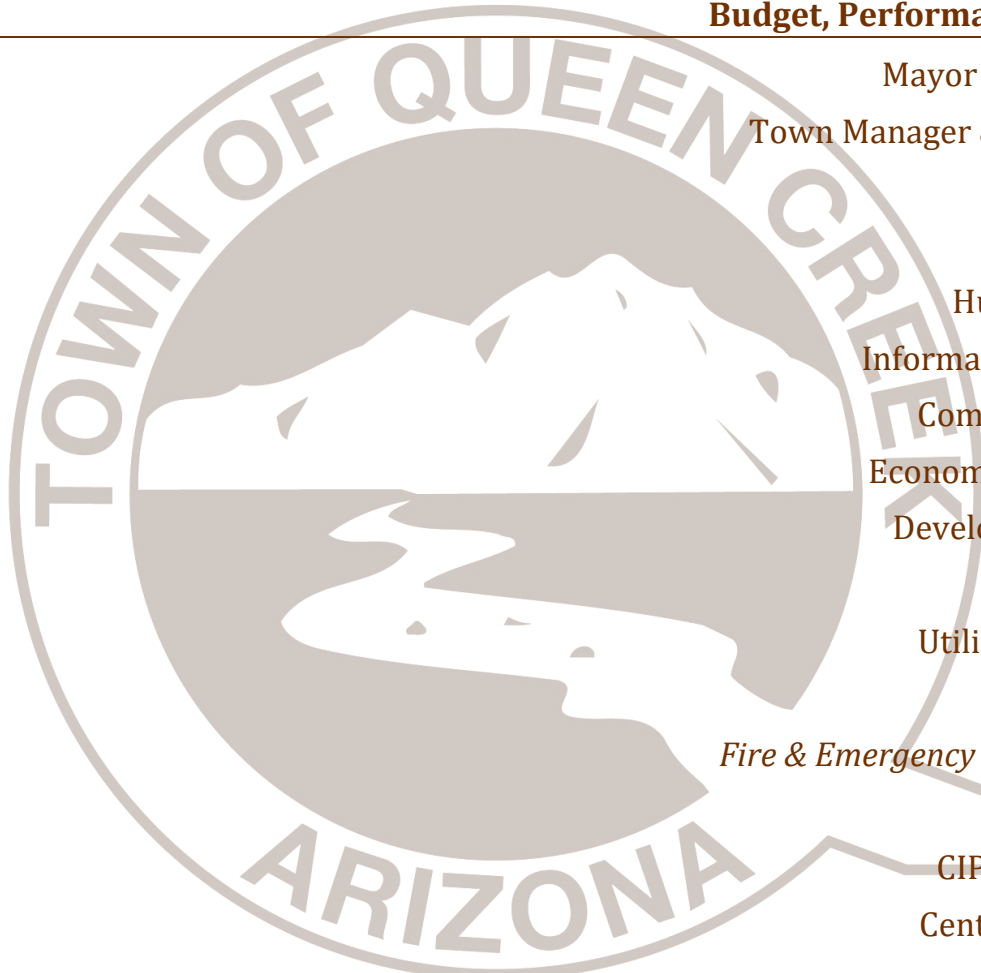
How to Use this Section

Expenditure 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

Human Resources

Information Technology

Community Services

Economic Development

Development Services

Public Works

Utilities Department

Public Safety

*Fire & Emergency Medical Services*

*Police Services*

CIP Administration

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

Indicates link to Corporate Strategic Plan Strategic Priorities

**Economic Development**  
14.00 FTE

(Vacant) Assistant Town Manager  
Doreen Cott Director (1.0 FTE)

- Management Support Technician (1.0 FTE)
- Economic Development Project Manager (1.0 FTE)
- Economic Development Specialist (1.0 FTE)
- Downtown Development Program Manager (1.0 FTE)
- HPEC General Manager (1.0 FTE)
  - Maintenance Supervisor - HPEC (1.0 FTE)
  - Management Support Technician, Senior (1.0 FTE)
  - Maintenance Specialist - HPEC (6.0 FTE)

**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.

**Strategic Priorities**

- Secure Future
- Quality Lifestyle



# Town Programs & Performance - Overview

Indicates specifically what the department aims to achieve this fiscal year

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



## Economic Development

### FY 2023/24 Objectives

- Work with the ASLD and property owners in the northern tier on a branding strategy for this key area, and continue to market Queen Creek's industrial opportunities.
- Work with the Utilities Department on a water policy that includes a strategic water allocation for targeted sector prospects that will bring a significant number of jobs, CapEx, and/or high wage jobs to QC.
- Complete an update to the Town Center Plan that will outline key priorities and investments in the Downtown Core.
- Implement new industry comparable rates and fees and institute a new process for rental of property as part of the contract with event promoters at Horseshoe Park & Equestrian Centre.

### Staffing by Division

Division	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
	Actual	Actual	Actual	Revised	Recommended
Economic Development	5.00	5.00	4.00	5.00	5.00
Horseshoe Park Equestrian Centre	7.00	7.00	8.00	8.00	9.00
<b>Department FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>14.00</b>

### FTE Changes

FY 2023/24: Added one Maintenance Specialist to support the Horseshoe Park & Equestrian Centre.

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

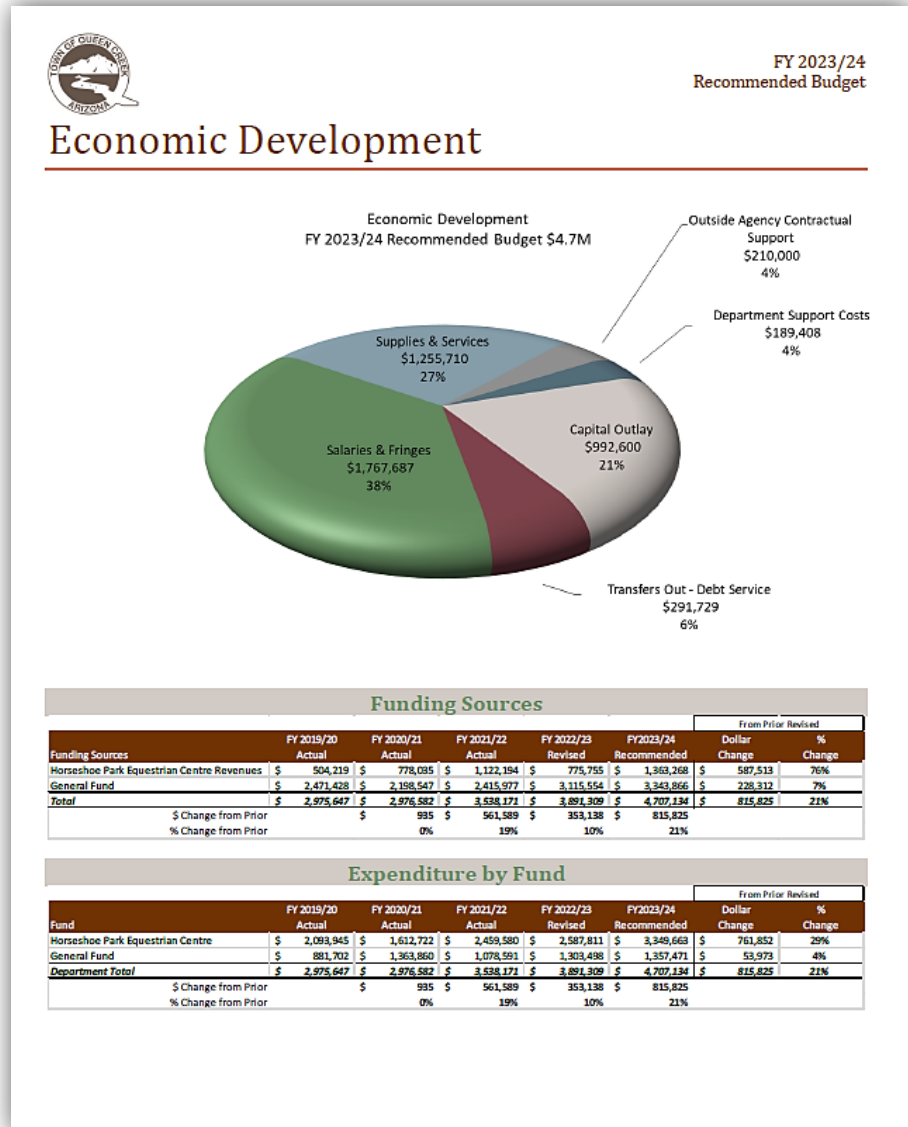
FY 2021/22: Added one Maintenance & Operating Specialist to support the Horseshoe Park & Equestrian Centre with the addition of new and expanded events. Moved the Real Estate and ROW Coordinator position to the new CIP Administration division.



# 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

Provides totals by division within the department



FY 2023/24  
Recommended Budget

## Economic Development

### Expenditure by Type

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,225,268	\$ 1,156,682	\$ 1,438,617	\$ 1,588,437	\$ 1,767,687	\$ 179,250	11%
Supplies & Services	\$ 664,028	\$ 1,263,149	\$ 935,267	\$ 1,162,821	\$ 1,255,710	\$ 92,889	8%
Outside Agency Contractual Support	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ -	0%
Department Support Costs	\$ 109,460	\$ 111,587	\$ 111,587	\$ 164,076	\$ 189,408	\$ 25,332	15%
Capital Outlay	\$ 473,645	\$ 25,979	\$ 552,467	\$ 470,752	\$ 992,600	\$ 521,848	111%
<b>Subtotal Expenses</b>	<b>\$ 2,681,151</b>	<b>\$ 2,682,397</b>	<b>\$ 3,247,938</b>	<b>\$ 3,596,086</b>	<b>\$ 4,415,405</b>	<b>\$ 819,319</b>	<b>23%</b>
Transfers Out - Debt Service	\$ 294,495	\$ 294,185	\$ 290,232	\$ 295,223	\$ 291,729	\$ (3,494)	(1%)
<b>Department Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
\$ Change from Prior		\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
% Change from Prior		0%	19%	10%	21%		


  

### Expenditure by Division

Division	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Economic Development	\$ 881,702	\$ 1,363,860	\$ 1,078,591	\$ 1,303,498	\$ 1,357,471	\$ 53,973	4%
Horseshoe Park Equestrian Centre	\$ 2,093,945	\$ 1,612,722	\$ 2,459,580	\$ 2,587,811	\$ 3,249,663	\$ 761,852	29%
<b>Department Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
\$ Change from Prior		\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
% Change from Prior		0%	19%	10%	21%		

Provides detail by expenditure type for each division within the department

Describes significant changes to the budget since last fiscal year



FY 2023/24  
Recommended Budget

## Economic Development

### Program Operating Budget - Economic Development

Division by Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 565,905	\$ 606,430	\$ 641,911	\$ 776,348	\$ 830,321	\$ 53,973	7%
Supplies & Services	\$ 107,647	\$ 632,430	\$ 226,679	\$ 317,150	\$ 317,150	\$ -	0%
Outside Agency Contractual Support	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ -	0%
<b>Division Total</b>	<b>\$ 881,702</b>	<b>\$ 1,363,860</b>	<b>\$ 1,078,591</b>	<b>\$ 1,303,498</b>	<b>\$ 1,357,471</b>	<b>\$ 53,973</b>	<b>4%</b>
\$ Change from Prior		\$ 482,158	\$ (285,269)	\$ 224,907	\$ 53,973		
% Change from Prior		55%	(21%)	21%	4%		

**Budget Notes and Changes**

**Salaries and Fringes:**  
Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 FY 2023/24 Supplies and Service budget for Economic Development reflects no changes.

**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).





# Town Programs & Performance - Overview

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



## Economic Development

### Program Performance - Economic Development

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement	Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects (1)	56	48	60	55
	Average weekly users of Gangplank Program (2)	7	15	15	17
Land Use & Economic Development	Percentage increase in sales tax revenue (3)	9%	20%	26%	11%

### 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 and any other special programs that Gangplank hosts outside the hours of 8am-5pm, Mon-Fri. In the former Gangplank space, (shared with the Chamber), Gangplank averaged 12 users each week. Due to COVID average weekly users have significantly declined. Numbers are beginning to increase again.
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.



# 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



# 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 2021 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>.

## 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 2022-2027).



# 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 2023/24 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 2023/24 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

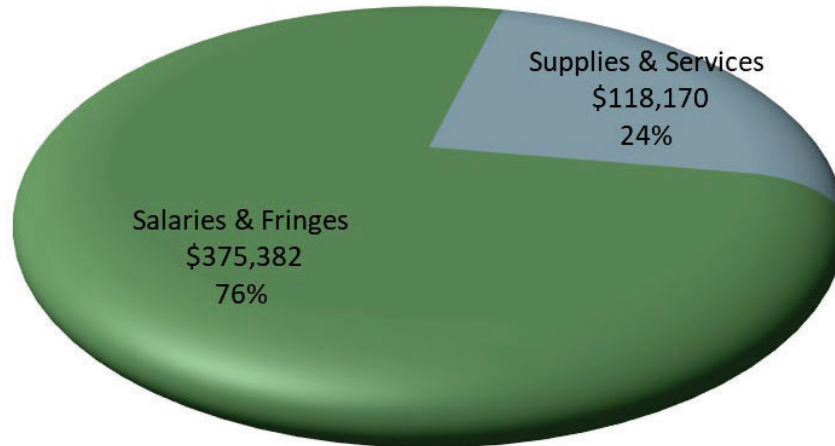
Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Town Council	7.0	7.0	7.0	7.0	7.0
<b>Total Staffing</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>

*\*Elected Officials not counted as true FTE*



# Mayor and Town Council

## Town Council FY 2023/24 Recommended Budget \$0.49M



### Funding Sources

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 367,143	\$ 372,733	\$ 380,553	\$ 451,445	\$ 493,552	\$ 42,107	9%
<b>Total</b>	<b>\$ 367,143</b>	<b>\$ 372,733</b>	<b>\$ 380,553</b>	<b>\$ 451,445</b>	<b>\$ 493,552</b>	<b>\$ 42,107</b>	<b>9%</b>
\$ Change from Prior		\$ 5,591	\$ 7,820	\$ 70,892	\$ 42,107		
% Change from Prior		2%	2%	19%	9%		

### Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 300,037	\$ 308,699	\$ 323,154	\$ 333,275	\$ 375,382	\$ 42,107	13%
Supplies & Services	\$ 67,106	\$ 64,035	\$ 57,400	\$ 118,170	\$ 118,170	\$ -	0%
<b>Department Total</b>	<b>\$ 367,143</b>	<b>\$ 372,733</b>	<b>\$ 380,553</b>	<b>\$ 451,445</b>	<b>\$ 493,552</b>	<b>\$ 42,107</b>	<b>9%</b>
\$ Change from Prior		\$ 5,591	\$ 7,820	\$ 70,892	\$ 42,107		
% Change from Prior		2%	2%	19%	9%		

### Budget Notes and Changes

#### Salaries and Fringes:

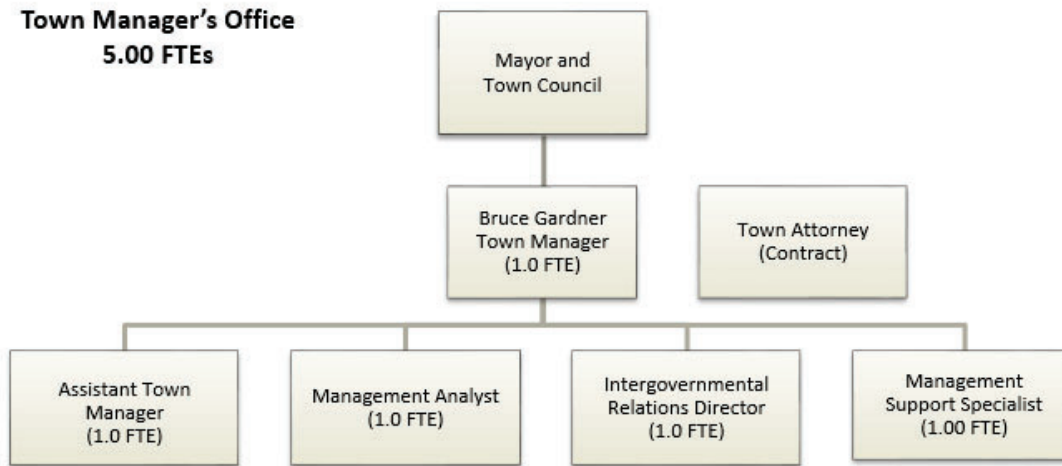
The budget increase is reflective of a 5% market adjustment for salaries and associated payroll taxes. A significant portion of the dollar increase reflects a change in the medical premium budget from a lower tier to a higher tier.

#### 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 2023/24 supplies and service budget for the Town Council reflects no 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 2023/24 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, PHX East Valley Partnership, League of Cities and Towns, and other regional or national organizations

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Town Manager	6.0	6.0	5.0	4.0	5.0
<b>Department FTE</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>	<b>4.0</b>	<b>5.0</b>

## FTE Changes

FY 2023/24 – Added 1 Management Analyst position.

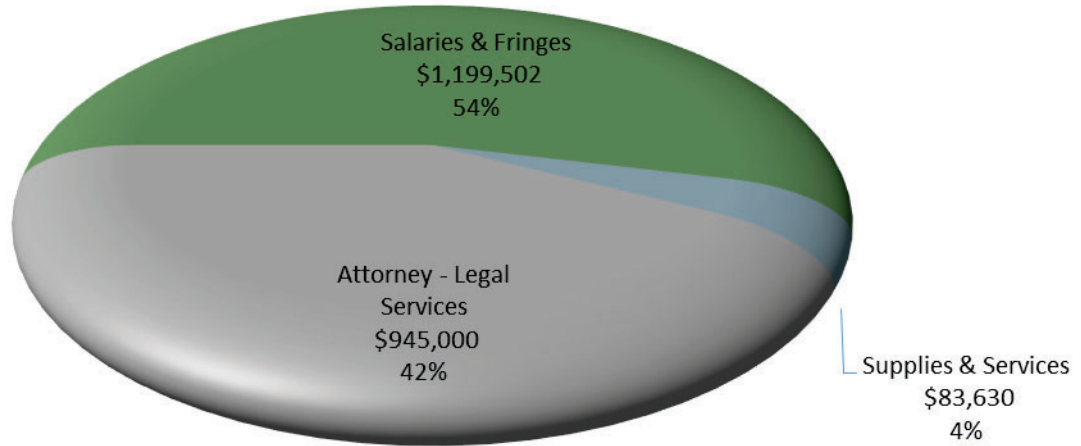
FY 2022/23 – The Town Council Public Information Specialist position moved to the Communications division.

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



# Town Manager & Legal Services

Town Manager & Legal  
FY 2023/24 Recommended Budget \$2.2M



## Funding Source

Funding	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
General Fund - Dept Support Cost Recovery	\$ 228,084	\$ 228,084	\$ 228,084	\$ 152,486	\$ 154,373	\$ 1,887	1%
General Fund	\$ 1,412,179	\$ 1,473,350	\$ 1,549,815	\$ 1,701,344	\$ 2,073,759	\$ 372,415	22%
<b>Total</b>	<b>\$ 1,640,263</b>	<b>\$ 1,701,434</b>	<b>\$ 1,777,899</b>	<b>\$ 1,853,830</b>	<b>\$ 2,228,132</b>	<b>\$ 374,302</b>	<b>20%</b>
	\$ Change from Prior	\$ 61,171	\$ 76,465	\$ 75,931	\$ 374,302		
	% Change from Prior	4%	4%	4%	20%		

## Expenditure by Type

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,041,059	\$ 1,079,965	\$ 1,102,753	\$ 977,350	\$ 1,199,502	\$ 222,152	23%
Supplies & Services	\$ 60,544	\$ 37,624	\$ 39,338	\$ 80,480	\$ 83,630	\$ 3,150	4%
Attorney - Legal Services	\$ 538,660	\$ 583,845	\$ 635,809	\$ 796,000	\$ 945,000	\$ 149,000	19%
<b>Department Total</b>	<b>\$ 1,640,263</b>	<b>\$ 1,701,434</b>	<b>\$ 1,777,899</b>	<b>\$ 1,853,830</b>	<b>\$ 2,228,132</b>	<b>\$ 374,302</b>	<b>20%</b>
	\$ Change from Prior	\$ 61,171	\$ 76,465	\$ 75,931	\$ 374,302		
	% Change from Prior	4%	4%	4%	20%		





# Town Manager & Legal Services

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include funding for a new Management Analyst position and an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### 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. The FY 2023/24 Supplies and Service budget reflects an increase of \$3K (4%) and can be attributed to the training and administrative costs for the addition of one position.

Attorney (Legal Services) reflect a \$149K (19%) increase as an alignment with actual trend spending that has occurred over the last twelve months.

## Program Performance – Town Manager

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement Image & Identity Land Use & Economic Development Public Safety	Percent of overall citizens rating the knowledge of Town employees as good or excellent on the biennial citizen survey (1)	95%	95%	94%	N/A
	Percent of citizens rating the Town as a good or excellent place to live on the biennial citizen survey (1)	95%	95%	93%	N/A
	Percent of citizens rating the Town as having a good or excellent overall quality of life in the biennial citizen survey (1)	95%	95%	94%	N/A
Financial Stability	Population served per FTE (2)	161	161	161	150
	Unreserved General Fund balance as a percentage of the next fiscal year budgeted General Fund revenues (3)	25%	45%	TBD	25%

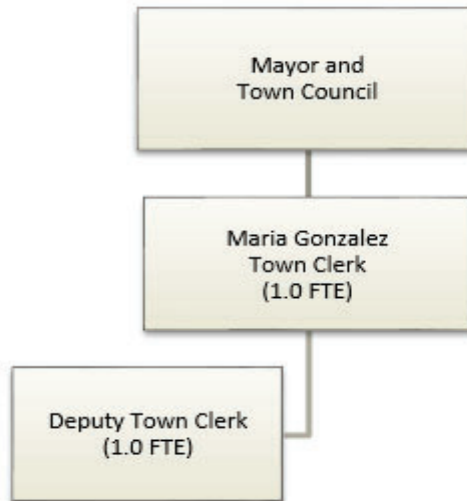
## Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2023 (FY 2023/24).
2. This includes a new Police Department for FY 2021/22 and an Ambulance Service for FY 2022/23.



# Town Clerk

**Town Clerk  
2.00 FTEs**



## Department Description and Programs

The Town Clerk is responsible for the Town’s vital records and administers local elections in coordination with the Elections Office of Maricopa County and Pinal County. The Town Clerk’s Office issues municipal business licenses, processes liquor license applications, manages public record requests and responds to public inquiries. The Town Clerk reports directly to the Town Council.

## Department Mission

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

## Strategic Priorities

Effective Government



## FY 2023/24 Objectives

- Increase accessibility to information on the Town’s website related to the services provided by the Town Clerk’s Office.
- Improve the application process for Boards, Commissions and Committees.
- Implement online payment options for business and supplemental liquor licenses.

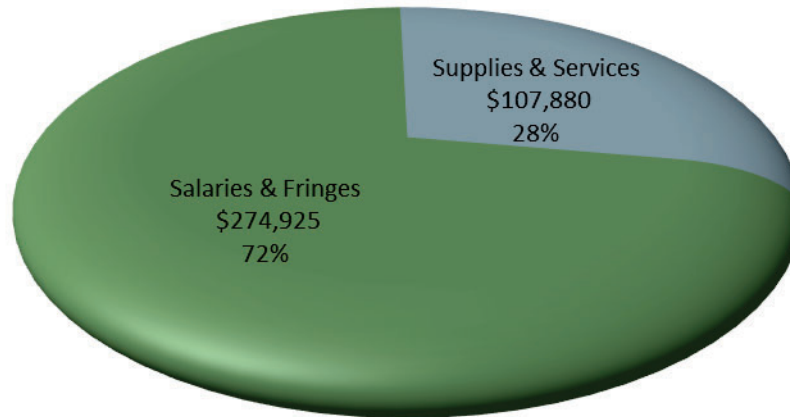


# Town Clerk

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 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 2023/24 Recommended Budget \$0.38M



## Funding Sources

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 97,358	\$ 59,867	\$ 102,162	\$ 85,500	\$ 100,500	\$ 15,000	18%
General Fund - Dept Support Cost Reco	\$ 33,498	\$ 33,498	\$ 33,498	\$ 33,465	\$ 41,940	\$ 8,475	25%
General Fund	\$ 109,092	\$ 164,355	\$ 145,567	\$ 249,441	\$ 240,365	\$ (9,076)	(4%)
<b>Total</b>	<b>\$ 239,948</b>	<b>\$ 257,720</b>	<b>\$ 281,226</b>	<b>\$ 368,406</b>	<b>\$ 382,805</b>	<b>\$ 14,399</b>	<b>4%</b>
\$ Change from Prior		\$ 17,772	\$ 23,506	\$ 87,180	\$ 14,399		
% Change from Prior		7%	9%	31%	4%		

## Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 228,165	\$ 224,280	\$ 241,147	\$ 265,526	\$ 274,925	\$ 9,399	4%
Supplies & Services	\$ 11,783	\$ 33,440	\$ 40,080	\$ 102,880	\$ 107,880	\$ 5,000	5%
<b>Department Total</b>	<b>\$ 239,948</b>	<b>\$ 257,720</b>	<b>\$ 281,226</b>	<b>\$ 368,406</b>	<b>\$ 382,805</b>	<b>\$ 14,399</b>	<b>4%</b>
\$ Change from Prior		\$ 17,772	\$ 23,506	\$ 87,180	\$ 14,399		
% Change from Prior		7%	9%	31%	4%		



# Town Clerk

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5.0% as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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. The FY 2023/24 Supplies and Service budget reflects an increase of \$5K (5%) and can be attributed to the inclusion of fees associated with Business and Liquor licensing.

## Program Performance - Town Clerk

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
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	No Election	40%	35%	No Election
	Percent of agendas or notices posted in compliance with state law and/or Town policy	100%	100%	100%	100%

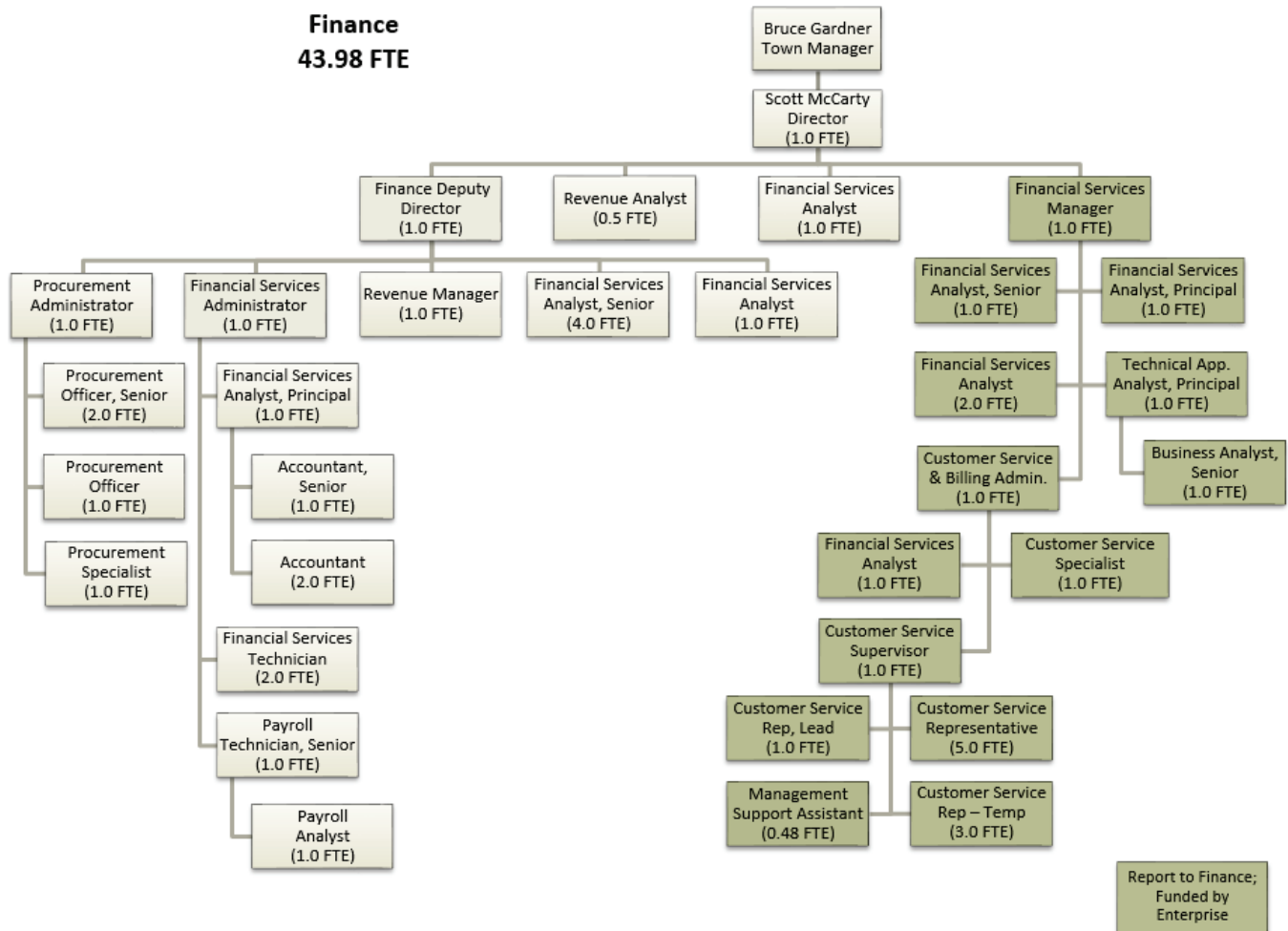
## Analysis of Performance

2022 Voter Registration Data:

1. Primary Election - 40,912



# Finance



## Department Description and Programs

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

## Department Mission

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

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



# Finance

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## Strategic Priorities

**Effective Government**



**Secure Future**



**Safe Community**



## FY 2023/24 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.
- Secure financing for acquisition of water resources



# Finance

Staffing by Division					
Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Finance	13.48 <sup>1</sup>	15.48 <sup>1</sup>	14.48 <sup>1</sup>	17.00 <sup>1</sup>	18.00 <sup>1</sup>
Budget	5.00	5.00	4.50	4.50	6.50
Utility Customer Service	14.00*	14.00*	18.00*	18.48*	19.48*
<b>Department FTE</b>	<b>32.48</b>	<b>34.48</b>	<b>36.98</b>	<b>39.98</b>	<b>43.98</b>

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

\*Fully funded by Enterprise while reporting to Finance

## FTE Changes

FY 2023/24: Added 4.0 FTEs, including a Financial Services Analyst, Principal position, a Revenue Manager position, a Financial Services Analyst position, and a Financial Services Analyst in Utilities.

FY 2022/23: Added 2.0 FTEs, an Accountant and a Procurement Specialist. These positions 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. Also moved 1.0 FTE for a Procurement Officer position from CIP to Finance during the fiscal year.

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.

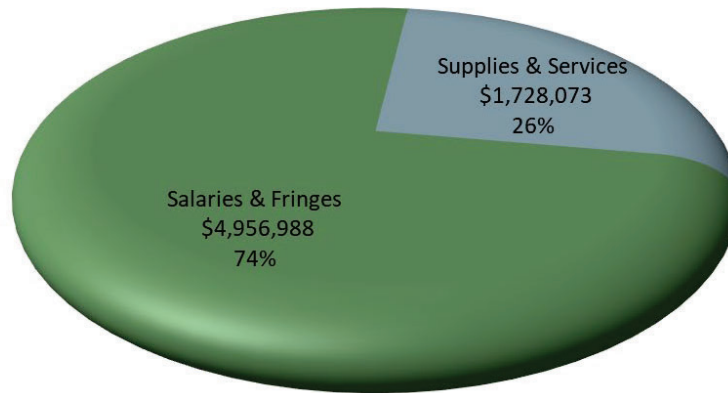
FY 2019/20: Added 2.0 Permanent FTE (Sr. Accountant and Sr. Financial Services Analyst) in anticipation of the elimination of the Budget Administrator position during FY 2020/21. One temporary Customer Service position was added to aide in the implementation of a new Utility Billing System so that employees 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 2023/24 Recommended  
Budget \$6.6M



## Funding Sources

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
General Fund - Dept Support Cost Recovery	\$ 318,739	\$ 318,738	\$ 318,738	\$ 313,544	\$ 400,910	\$ 87,366	28%
General Fund	\$ 2,347,016	\$ 2,323,979	\$ 2,431,477	\$ 2,995,760	\$ 3,167,926	\$ 172,166	6%
Water Fund	\$ 1,851,310	\$ 1,991,996	\$ 2,287,443	\$ 2,776,687	\$ 3,116,225	\$ 339,538	12%
<b>Total</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,037,658</b>	<b>\$ 6,085,991</b>	<b>\$ 6,685,061</b>	<b>\$ 599,070</b>	<b>10%</b>
	\$ Change from Prior	\$ 117,649	\$ 402,945	\$ 1,048,333	\$ 599,070		
	% Change from Prior	3%	9%	21%	10%		

## Expenditure by Type

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 2,806,511	\$ 3,054,842	\$ 3,717,601	\$ 4,223,262	\$ 4,956,988	\$ 733,726	17%
Supplies & Services	\$ 1,710,553	\$ 1,579,870	\$ 1,320,057	\$ 1,862,729	\$ 1,728,073	\$ (134,656)	(7%)
<b>Department Total</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,037,658</b>	<b>\$ 6,085,991</b>	<b>\$ 6,685,061</b>	<b>\$ 599,070</b>	<b>10%</b>
	\$ Change from Prior	\$ 117,649	\$ 402,945	\$ 1,048,333	\$ 599,070		
	% Change from Prior	3%	9%	21%	10%		

## Expenditure by Division

Division	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Finance	\$ 2,054,373	\$ 2,037,566	\$ 2,139,034	\$ 2,694,994	\$ 2,701,106	\$ 6,112	0%
Budget	\$ 611,382	\$ 605,151	\$ 611,181	\$ 614,310	\$ 867,730	\$ 253,420	41%
Water Customer Service	\$ 1,851,310	\$ 1,991,996	\$ 2,287,443	\$ 2,776,687	\$ 3,116,225	\$ 339,538	12%
<b>Department Total</b>	<b>\$ 4,517,064</b>	<b>\$ 4,634,713</b>	<b>\$ 5,037,658</b>	<b>\$ 6,085,991</b>	<b>\$ 6,685,061</b>	<b>\$ 599,070</b>	<b>10%</b>
	\$ Change from Prior	\$ 117,649	\$ 402,945	\$ 1,048,333	\$ 599,070		
	% Change from Prior	3%	9%	21%	10%		





# Finance

## Program Operating Budget - Finance

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,262,747	\$ 1,351,582	\$ 1,653,929	\$ 2,024,429	\$ 2,274,541	\$ 250,112	12%
Supplies & Services	\$ 791,626	\$ 685,983	\$ 485,104	\$ 670,565	\$ 426,565	\$ (244,000)	(36%)
<b>Division Total</b>	<b>\$ 2,054,373</b>	<b>\$ 2,037,566</b>	<b>\$ 2,139,034</b>	<b>\$ 2,694,994</b>	<b>\$ 2,701,106</b>	<b>\$ 6,112</b>	<b>0%</b>
	\$ Change from Prior	\$ (16,807)	\$ 101,468	\$ 555,960	\$ 6,112		
	% Change from Prior	(1%)	5%	26%	0%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of one new position: a Financial Services Analyst, Principal to support current operations in Finance. Included is a market increase of 5%, as well as a merit allowance of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 2023/24 the Supplies and Service budget reflects a net decrease of \$244K (36%) and is attributed to the following adjustments:

- One-time FY23 carry-forward amounts totaling \$64K, and a one-time professional services contract totaling \$180K have been removed from the FY24 budget.



# Finance

## Program Performance – Finance

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Financial Stability	Receipt of GFOA Certificate of Achievement of Excellence in Financial Reporting	Yes (Year 17)	Yes (Year 18)	Yes (Year 18)	Yes (Year 19)
	Percentage of citizens rating service provided for taxes paid as "good" or "excellent"	N/A	85%	85%	N/A
	Bond Rating Excise Tax & State Shared Revenue Bonds -Standard & Poor's -Fitch Ratings	AA+ AA+	AA+ AA+	AA+ AA+	AA+ AA+
	Unqualified audit opinion by external CPA firm (2)	Yes (Year 32)	Yes (Year 33)	Yes (Year 33)	Yes (Year 34)
	Compliance with Town investment and financial policies	100%	100%	100%	100%

## Analysis of Performance

1. The Town conducts a biennial citizen survey every 18 months. The next survey is scheduled for Fall 2023 (FY 2023/24).
2. The Town has received an unqualified audit opinion every year since incorporation in 1989.



# Finance

## Program Operating Budget - Budget

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 596,757	\$ 595,220	\$ 605,216	\$ 592,710	\$ 840,630	\$ 247,920	42%
Supplies & Services	\$ 14,625	\$ 9,931	\$ 5,965	\$ 21,600	\$ 27,100	\$ 5,500	25%
<b>Division Total</b>	<b>\$ 611,382</b>	<b>\$ 605,151</b>	<b>\$ 611,181</b>	<b>\$ 614,310</b>	<b>\$ 867,730</b>	<b>\$ 253,420</b>	<b>41%</b>
	\$ Change from Prior	\$ (6,230)	\$ 6,030	\$ 3,129	\$ 253,420		
	% Change from Prior	(1%)	1%	1%	41%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of two new positions: a Revenue Manager and a Financial Services Analyst. Included is a market increase of 5%, as well as a merit allowance of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Budget division prepares, monitors, researches and administers the annual Town budget and capital improvements program. The FY 2023/24 Supplies and Service budget for the Budget division reflects an increase of \$5K (25%) and can be attributed to training and administrative costs for the addition of two positions.

## Program Performance - Budget

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Financial Stability	Maintain ±5% variance in operating revenues from budget to actual (1)	+7.0%	<5%	<5%	<5%
	Maintain ±5% variance in operating expenses from budget to actual (1)	+12.8%	<5%	<5%	<5%
	Receipt of GFOA Budget Book Award	Yes (Year 19)	Yes (Year 20)	Yes (Year 20)	Yes (Year 20)

## 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 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 947,007	\$ 1,108,040	\$ 1,458,456	\$ 1,606,123	\$ 1,841,817	\$ 235,694	15%
Supplies & Services	\$ 904,302	\$ 883,956	\$ 828,988	\$ 1,170,564	\$ 1,274,408	\$ 103,844	9%
<b>Division Total</b>	<b>\$ 1,851,310</b>	<b>\$ 1,991,996</b>	<b>\$ 2,287,443</b>	<b>\$ 2,776,687</b>	<b>\$ 3,116,225</b>	<b>\$ 339,538</b>	<b>12%</b>
	\$ Change from Prior	\$ 140,686	\$ 295,448	\$ 489,244	\$ 339,538		
	% Change from Prior	8%	15%	21%	12%		

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of a Financial Services Analyst to support Utilities. The Personnel budget includes an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

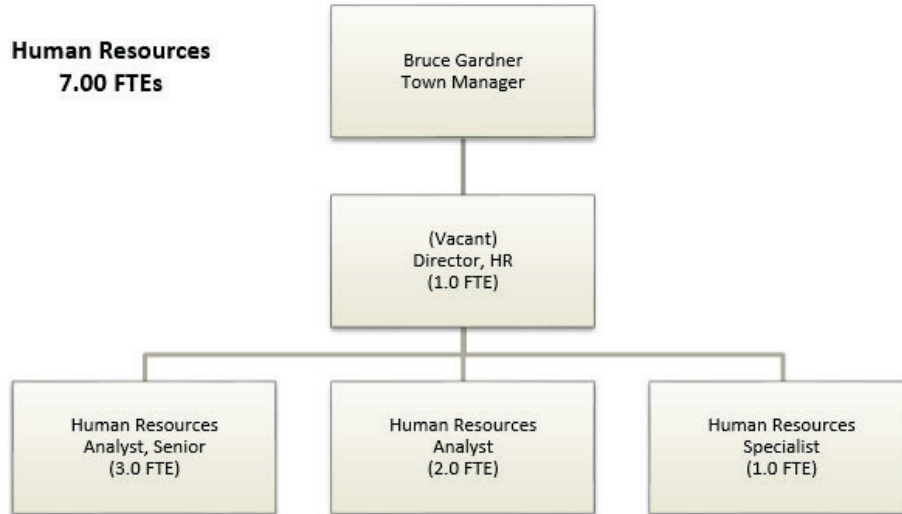
### Supplies & Services:

The Water Customer Service Division includes utility billing for water, sewer and solid waste customers. Overall, the Supplies and Services budget is estimated to increase by \$103K (9%) in FY 2023/24.

Implementation of phase two of the utility billing system accounts for \$51K increase in the software support and \$38K in travel/training for staff professional development. The remainder of the increases in this category are driven by increased costs and an increase in credit card fees as more citizens pay utility bills online.



# 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**





# Human Resources

## FY 2023/24 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;
- Continue to strategically plan for staffing needs and meet staffing goals and objectives;
- Continue to 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.

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Human Resources	4.0	4.0	5.0	6.0	7.0
<b>Department FTE</b>	<b>4.0</b>	<b>4.0</b>	<b>5.0</b>	<b>6.0</b>	<b>7.0</b>

## FTE Changes

FY2023/24: Added 1.0 FTE, an HR Analyst to support the growing number of Town employees including those joining the Town as part of the parks expansion.

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.

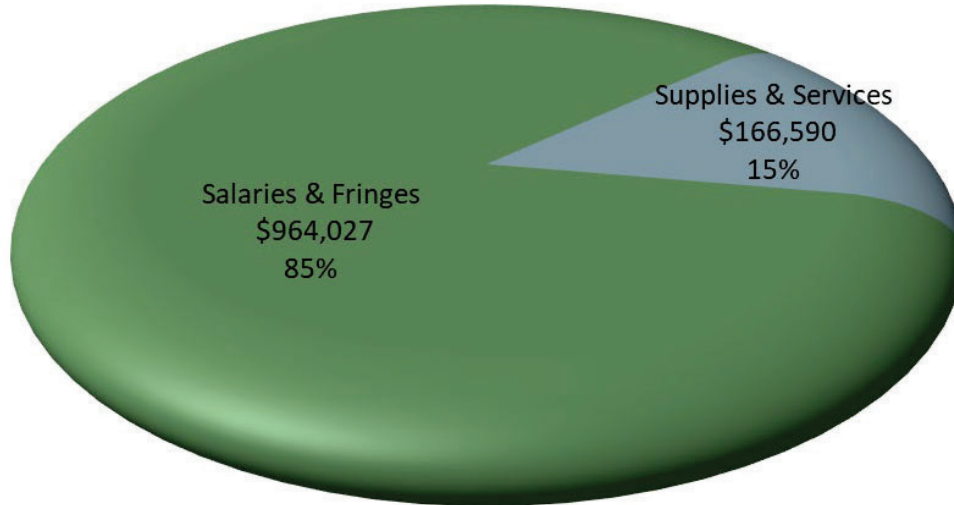
FY 2020/21: No changes.

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



# Human Resources

## Human Resources FY 2023/24 Recommended Budget \$1.1M



### Funding Sources

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund - Dept Support Cost Recovery	\$ 219,386	\$ 225,968	\$ 225,968	\$ 225,968	\$ 647,471	\$ 421,503	187%
General Fund	\$ 323,013	\$ 465,951	\$ 746,734	\$ 730,124	\$ 483,146	\$ (246,978)	(34%)
<b>Total</b>	<b>\$ 542,399</b>	<b>\$ 691,920</b>	<b>\$ 972,702</b>	<b>\$ 956,092</b>	<b>\$ 1,130,617</b>	<b>\$ 174,525</b>	<b>18%</b>
\$ Change from Prior		\$ 149,521	\$ 280,782	\$ (16,610)	\$ 174,525		
% Change from Prior		28%	41%	(2%)	18%		

### Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 438,589	\$ 578,293	\$ 720,049	\$ 795,202	\$ 964,027	\$ 168,825	21%
Supplies & Services	\$ 103,810	\$ 113,627	\$ 252,653	\$ 160,890	\$ 166,590	\$ 5,700	4%
<b>Department Total</b>	<b>\$ 542,399</b>	<b>\$ 691,920</b>	<b>\$ 972,702</b>	<b>\$ 956,092</b>	<b>\$ 1,130,617</b>	<b>\$ 174,525</b>	<b>18%</b>
\$ Change from Prior		\$ 149,521	\$ 280,782	\$ (16,610)	\$ 174,525		
% Change from Prior		28%	41%	(2%)	18%		



# Human Resources

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase reflects the addition of one Human Resources Analyst position to support the growing needs of Town employees primarily due to the expansion of the parks, as well as continued growth in public safety. The personnel budget includes a market increase of 5%, as well as a merit allowance of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 2023/24 Supplies and Service budget for this division reflects an increase \$5K (4%), and can be attributed to the onboarding costs of additional safety sensitive FTE's associated with the new parks set to open FY 2023/24.

## Program Performance - Human Resources

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Financial Stability	Percent of employee performance reviews completed on schedule(1)	68.40%	80%	75%	85%
	Average number of applications received per external recruitment	58	80	80	70
	Average number of days to fill vacant non-Public Safety external recruitment (2)	49	50	50	50
	Average number of days to fill vacant internal recruitment(3)	23	25	25	25
	Turnover rate of full-time employees (4)	4.79%	<7%	<7%	<7%
	Number of worker's compensation claims due to injury	26	<20	<50	<50

## 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. Recent updates and improvements to the evaluation process should yield a greater completion percentage.
2. Average number of applications received for external recruitments has lowered and is reflective of the current job and labor markets.
3. 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.





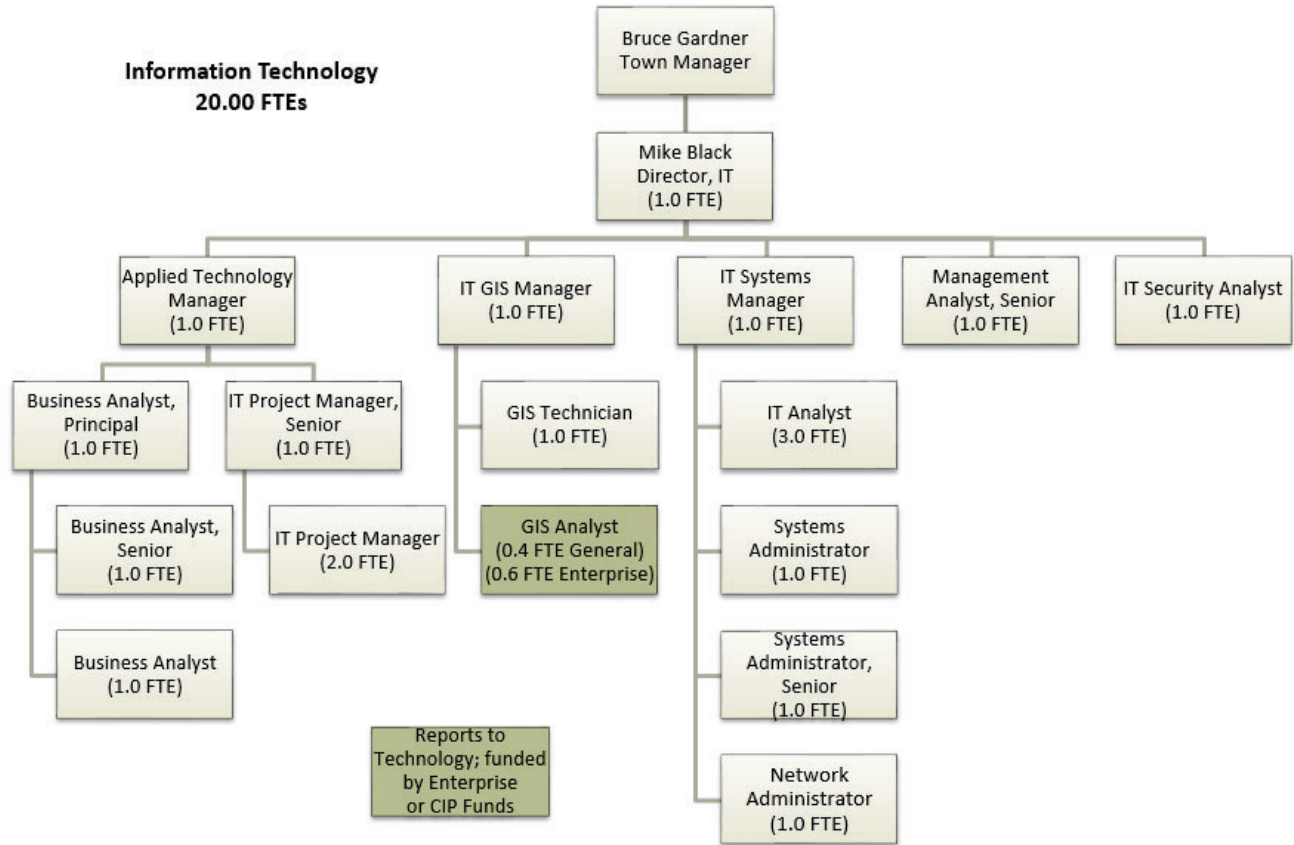
# Human Resources

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4. 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.
5. Turnover rate excludes employees who left due to retirement and before completion of trial period.
6. With the addition of the Police Department (with a go live date of 1/11/2021) and the physicality and nature of the work, the number of worker's compensation claims have doubled and are expected to increase as the department continues to expand.



# 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 2023/24 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 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Information Technology	11.0 <sup>1</sup>	13.0 <sup>1</sup>	14.0 <sup>1</sup>	17.0 <sup>1</sup>	20.0 <sup>1</sup>
<b>Department FTE</b>	<b>11.0</b>	<b>13.0</b>	<b>14.0</b>	<b>17.0</b>	<b>20.0</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:

FY 2023/24: Added 3.0 FTE, an IT Business Analyst, an IT Security Analyst, and a Network Administrator to assist with network security and support the Town’s growing workforce.

FY 2022/23: Added 3.0 FTE, an IT Project Manager, a GIS Technician, and a Senior Management Analyst for IT. The IT Project Manager and GIS Technician will support the increasing number of IT related projects as the Town grows, and the Senior 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.

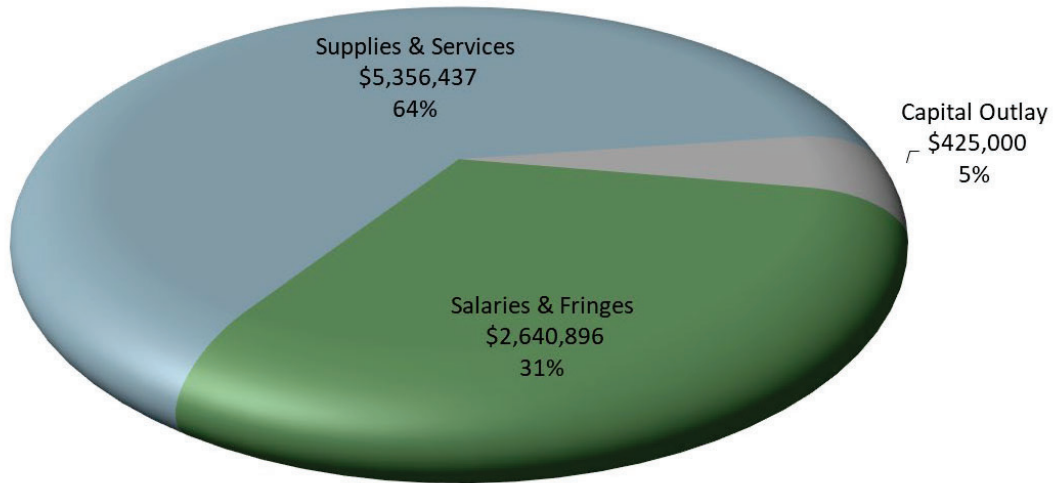
FY 2020/21: Added 2.0 FTE in IT - one IT Project Manager & Security Analyst, and one System Administrator to support the newly created Police Department.

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.



# Information Technology

Information Technology  
FY 2023/24 Recommended Budget \$8.4M



## Funding Sources

Funding Sources	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	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	\$ 3,004,160	\$ 3,134,330	\$ 4,424,599	\$ 7,035,016	\$ 6,262,223	\$ (772,793)	(11%)
<b>Total</b>	<b>\$ 3,350,870</b>	<b>\$ 3,527,178</b>	<b>\$ 4,823,549</b>	<b>\$ 7,439,411</b>	<b>\$ 8,422,333</b>	<b>\$ 982,922</b>	<b>13%</b>
	\$ Change from Prior	\$ 176,308	\$ 1,296,371	\$ 2,615,862	\$ 982,922		
	% Change from Prior	5%	37%	54%	13%		

## Expenditure by Type

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,027,530	\$ 1,202,559	\$ 1,535,635	\$ 2,119,470	\$ 2,640,896	\$ 521,426	25%
Supplies & Services	\$ 2,032,257	\$ 2,324,620	\$ 3,287,915	\$ 5,231,391	\$ 5,356,437	\$ 125,046	2%
Capital Outlay	\$ 291,084	\$ -	\$ -	\$ 88,550	\$ 425,000	\$ 336,450	380%
<b>Department Total</b>	<b>\$ 3,350,870</b>	<b>\$ 3,527,178</b>	<b>\$ 4,823,549</b>	<b>\$ 7,439,411</b>	<b>\$ 8,422,333</b>	<b>\$ 982,922</b>	<b>13%</b>
	\$ Change from Prior	\$ 176,308	\$ 1,296,371	\$ 2,615,862	\$ 982,922		
	% Change from Prior	5%	37%	54%	13%		



# Information Technology

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## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes the addition of 3.0 FTEs – an IT Business Analyst, an IT Security Analyst, and a Network Administrator. It also includes a market increase of 5% and a merit allowance of up to 3% for employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Information Technology Department 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 FY2023/24 supplies and service budget has been developed to supply necessary tools and resources towards strategic planning, and anticipated, upcoming projects. Changes to this budget reflects process improvement/changes, and the removal of one-time funding.

- Removing \$1.0M for special project implementation.
- Reducing technical services \$386K through consolidating some technical services.
- Reducing subscription services \$41K through consolidating some services including web services, and domain registrations.
- Increasing software support \$660K based on the number of new systems/applications implemented, increasing number of staff, licensing requests, and inflation.
- Increasing maintenance projects \$142K as I.T. continues to address multiple migration projects involving Public Safety Data, Record Retention/Migration, and Active Directory.
- Increasing telephony (fiber) services \$61K in anticipation of the new Family Frontier Park, and Aquatics Center.
- Increasing equipment Lease as the printer fleet is projected to increase an estimated \$75K over the next year in anticipation of the FOF location expanding as well as addressing equipment needs at the new Family Frontier Park site.

Additional one-time budget requests totaling \$1M have been included in the FY2023/24 budget as a placeholder for the entire organization to address new FTE hardware/software requests, equipment purchases, system improvement projects, and software upgrades:

- Traffic Work Order/Asset Management Project
- Community Service Special Event Permit Process
- Town-wide Door Security Controller Upgrade Project

### Capital Outlay

The FY 2023/24 Information Technology capital base budget totals \$425K, and is an annual recurring budget, which will be used to address goals outlined in the Information Technology strategic plan that completed in FY22. Milestones within this study recommend the following actions be addressed in FY24:

- Staffing Assessment
- Security Assessment
- PII & GDPR Data Storage Accessibility
- Business Process Assessment
- VDI Infrastructure Assessment
- Application Assessment



# Information Technology

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## Program Performance - Information Technology

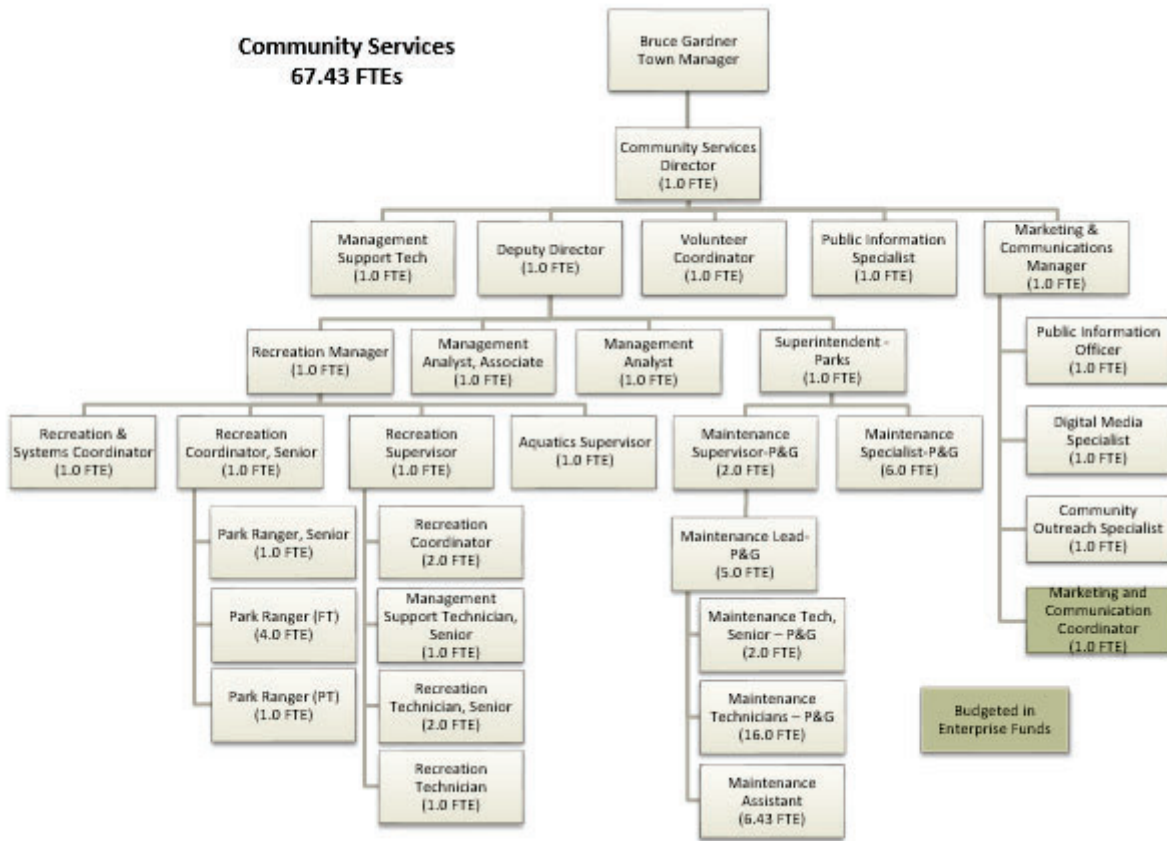
Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Technology	Percent of employees rating overall satisfaction with IT department as "good" or "excellent"	97%	80%	75%	85%
	(1) Network Uptime (%)	99.65%	99%	99.75%	99%
	(2) VDI User Experience as a Service (UxaaS)	87%	90%	90%	99%
	(3) Phish Prone	23.20%	25%	30	25%

### Analysis of Performance

1. Determines overall health of the Towns Network
2. Provides measures on user experience based on host hardware, network and application performance
3. 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



## Department Description and Programs

The Community Services Department, merges parks and recreation, communications, marketing, volunteer coordination, and management of the library partnership and (future) human services into a single unit focused on meeting the needs of residents.

In the next year, 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 Frontier Family Park 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 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, recreational programs, and safe, attractive, active park and trail amenities to enhance the quality of life in Queen Creek.



# Community Services

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## Strategic Priorities

### Quality Lifestyle



### Safe Community



## FY 2023/24 Objectives

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





# Community Services

Staffing by Division					
Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Communications & Marketing	5.00 <sup>1</sup>	5.00 <sup>1</sup>	6.00 <sup>1</sup>	8.00 <sup>1</sup>	8.00 <sup>1</sup>
Aquatics	-	-	-	1.00	1.00
Recreation Programs <sup>2</sup>	8.00	8.00	8.00	10.25	13.00 <sup>2</sup>
Parks Ranger	4.00	4.00	5.00	5.00	6.00
Parks & Ground Maintenance	-	-	-	26.43	39.43
<b>Department FTE</b>	<b>17.00</b>	<b>17.00</b>	<b>19.00</b>	<b>50.68</b>	<b>67.43</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 11.00 FTEs.

## FTE Changes

FY 2023/24: Added a total of 16.75 new FTEs plus an additional 4,632 budget hours for part-time employees to support the parks program expansion including the addition of Frontier Family Park.

FY 2022/23: Added 5.25 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. A Recreation Coordinator position was added at the mid-year in preparation for the parks expansion program. The Parks & Ground Maintenance division was also moved from Public Works to Community Services.

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.

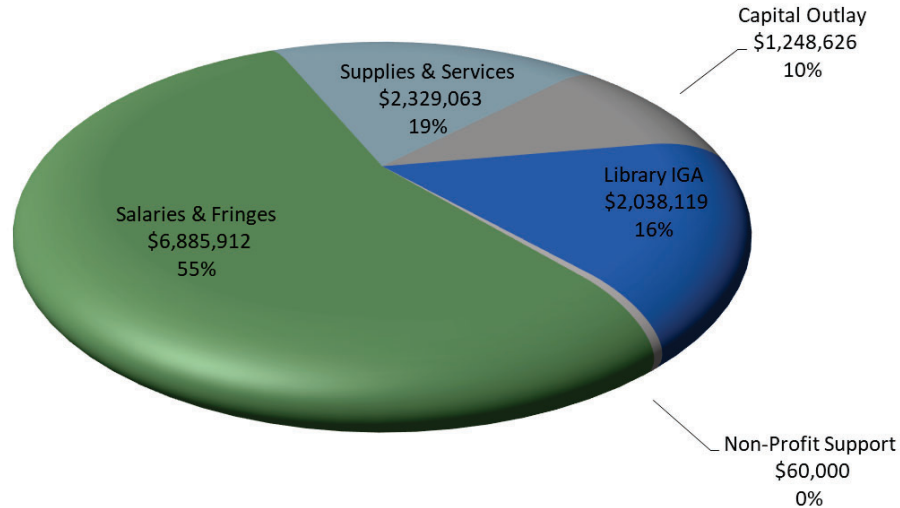
FY 2020/21: There are no changes in FTE.

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



# Community Services

Community Services  
FY 2023/24 Recommended Budget \$12.5M



## Funding Source

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 566,469	\$ 669,784	\$ 746,066	\$ 689,687	\$ 802,500	\$ 112,813	16%
General Fund	\$ 3,774,483	\$ 3,833,088	\$ 4,848,227	\$ 7,914,661	\$ 11,759,220	\$ 3,844,559	49%
<b>Total</b>	<b>\$ 4,374,289</b>	<b>\$ 4,536,209</b>	<b>\$ 5,627,631</b>	<b>\$ 8,604,348</b>	<b>\$ 12,561,720</b>	<b>\$ 3,957,372</b>	<b>46%</b>
\$ Change from Prior		\$ 161,920	\$ 1,091,422	\$ 2,976,717	\$ 3,957,372		
% Change from Prior		4%	24%	53%	46%		

## Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 3,311,944	\$ 3,417,352	\$ 4,030,986	\$ 4,915,568	\$ 6,885,912	\$ 1,970,344	40%
Supplies & Services	\$ 981,517	\$ 1,068,603	\$ 1,529,905	\$ 1,828,780	\$ 2,329,063	\$ 500,283	27%
Capital Outlay	\$ 21,330	\$ -	\$ 53,039	\$ -	\$ 1,248,626	\$ 1,248,626	N/A
Outside Agency Contractual Support	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Library IGA	\$ 18,997	\$ 50,254	\$ -	\$ 1,800,000	\$ 2,038,119	\$ 238,119	13%
Non-Profit Support	\$ 15,500	\$ -	\$ 13,700	\$ 60,000	\$ 60,000	\$ -	0%
<b>Department Total</b>	<b>\$ 4,374,289</b>	<b>\$ 4,536,209</b>	<b>\$ 5,627,631</b>	<b>\$ 8,604,348</b>	<b>\$ 12,561,720</b>	<b>\$ 3,957,372</b>	<b>46%</b>
\$ Change from Prior		\$ 161,920	\$ 1,091,422	\$ 2,976,717	\$ 3,957,372		
% Change from Prior		4%	24%	53%	46%		

## Expenditure by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Communications & Marketing	\$ 959,224	\$ 884,830	\$ 1,045,277	\$ 1,428,131	\$ 1,494,075	\$ 65,944	5%
Recreation Services	\$ 1,052,128	\$ 1,097,765	\$ 1,384,525	\$ 2,033,305	\$ 2,640,973	\$ 607,668	30%
Aquatics Programs	\$ -	\$ -	\$ -	\$ -	\$ 105,799	\$ 105,799	N/A
Park Rangers	\$ 252,107	\$ 262,724	\$ 351,008	\$ 375,500	\$ 507,542	\$ 132,042	35%
Grounds Maintenance	\$ 2,076,332	\$ 2,240,636	\$ 2,833,120	\$ 2,907,412	\$ 5,715,212	\$ 2,807,800	97%
Library IGA	\$ 18,997	\$ 50,254	\$ -	\$ 1,800,000	\$ 2,038,119	\$ 238,119	13%
Non-Profit Support	\$ 15,500	\$ -	\$ 13,700	\$ 60,000	\$ 60,000	\$ -	0%
<b>Department Total</b>	<b>\$ 4,374,289</b>	<b>\$ 4,536,209</b>	<b>\$ 5,627,631</b>	<b>\$ 8,604,348</b>	<b>\$ 12,561,720</b>	<b>\$ 3,957,372</b>	<b>46%</b>
\$ Change from Prior		\$ 161,921	\$ 1,091,422	\$ 2,976,717	\$ 3,957,372		
% Change from Prior		4%	24%	53%	46%		



# Community Services

## Program Operating Budget - Communications & Marketing

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 555,613	\$ 567,876	\$ 687,768	\$ 982,906	\$ 998,050	\$ 15,144	2%
Supplies & Services	\$ 403,612	\$ 316,953	\$ 357,509	\$ 445,225	\$ 496,025	\$ 50,800	11%
<b>Division Total</b>	<b>\$ 959,224</b>	<b>\$ 884,830</b>	<b>\$ 1,045,277</b>	<b>\$ 1,428,131</b>	<b>\$ 1,494,075</b>	<b>\$ 65,944</b>	<b>5%</b>
	\$ Change from Prior	\$ (74,395)	\$ 160,448	\$ 382,854	\$ 65,944		
	% Change from Prior	(8%)	18%	37%	5%		

### Budget Notes and Changes

#### Salaries and Fringes:

The Personnel budget includes a market increase of 5% and a merit allowance of up to 3%, depending on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The Communications and Marketing division is responsible for the oversight and standardization of communications, advertising, and community outreach for all Town-wide programs. In FY 2023/24 the Supplies and Services budget reflects a net increase of \$50K (11%) and can be attributed to the following adjustments and/or initiatives:

- Removal of the Recreation division’s staff scheduling subscription (moved to Recreation budget) – \$1.4K
- Increase to the community outreach budget in preparation for two park site grand-openings - \$10K
- Town website refresh - \$37K
- Increase to the Town’s printing & graphic design budget - \$5K



# Community Services

## Program Performance – Communications & Marketing

Key Result Area	Program Performance	Actual FY 2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement Image & Identity	Percent of residents rating effectiveness of Town communication as “good” or “excellent” (1)	88%	90%	88%	90%
	Millions of impressions generated for Queen Creek through the efforts of Visit Mesa marketing program	9	9	14	14
	Unique page views on the Town of Queen Creek’s homepage of the website	135,148	40,000	150,000	185,000
	Number of volunteer hours generated by the Town's volunteer program, including partnered youth sports leagues	NA	NA	NA	86,000

### 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 - Aquatics

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ 105,799	\$ 105,799	N/A
Supplies & Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	\$ -	\$ -	\$ -	\$ -	\$ 105,799	\$ 105,799	N/A

## Budget Notes and Changes

### Salaries and Fringes:

The Personnel budget includes a market increase of 5% and a merit allowance of up to 3%, depending on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

There are no Supplies and Service expenses for FY 2023/2024.



# Community Services

## Program Operating Budget - Recreation Services

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 812,402	\$ 824,587	\$ 1,056,035	\$ 1,495,160	\$ 2,020,754	\$ 525,594	35%
Supplies & Services	\$ 214,727	\$ 273,178	\$ 328,490	\$ 538,145	\$ 726,018	\$ 187,873	35%
<b>Division Total</b>	<b>\$ 1,052,128</b>	<b>\$ 1,097,765</b>	<b>\$ 1,384,525</b>	<b>\$ 2,033,305</b>	<b>\$ 2,746,772</b>	<b>\$ 713,467</b>	<b>35%</b>
	\$ Change from Prior	\$ 45,636	\$ 286,761	\$ 648,780	\$ 713,467		
	% Change from Prior	4%	26%	47%	35%		

## Budget Notes and Changes

### Salaries and Fringes:

Includes the addition of 2.75 new FTEs plus an additional 4,632 budget hours for part-time employees to support the parks program expansion. The Personnel budget also includes a market increase of 5% and a merit allowance of up to 3%, depending on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Recreation Services division is responsible for the operations of recreation programming and partnerships, special events, special interest classes, youth sports, community outreach programs including senior adult programs, and reservations and rentals. In FY 2023/24, the Recreation Supplies and Service budget reflects a \$187K (35%) increase and are attributed to some of the following significant items:

- Increase to the special interest classes budget to align with actual trend spending that has occurred over the last 24 months - \$65K
- One-time implementation costs for a Town-wide Lightning Detection System for existing parks and an Operations Management System for current operations - \$64K
- Administrative and training costs for 2 new full-time employees and various part-time employees in FY 2023/24 - \$26K
- The addition of one FTE in FY 2022/23 results in an increase to professional development, membership dues, supplies and uniforms totaling - \$5K
- Increase to the community outreach budget in preparation for two park site grand-openings - \$5K
- Increase in citizens utilizing on-line pay options has resulted in an increase in credit card fees totaling - \$4K
- Minor increases to budgets including subscriptions, training, cellular service and licensing & fees to address rising costs for services - \$18K



# Community Services

## Program Performance – Recreation Services

Key Result Area	Program Performance	Actual FY 2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement Image & Identity	Percent of residents rating opportunities and service related to community parks and recreation services as “good” or “excellent” (1)	86%	94%	94%	95%
	Total number of Special Interest Class (SIC) participants	2,773	5,000	5,200	5,500
	Percent of recreation program users rating overall satisfaction with quality of program as good or better (2)	89%	98%	96%	98%
	Percent of special event process participants ranking the process as “good” or “excellent”	(3)	95%	95%	95%

### Analysis of Performance

1. The Town conducts a biennial citizen survey every two years. The next survey is scheduled for Fall 2023 (FY 2023/24).
2. Town SIC classes are at 100%; Town special events and the Senior Program were cancelled due to Covid; 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 2021/22; atypical Covid-19 circumstances have led to reduced response rates.



# Community Services

## Program Operating Budget - Parks & Grounds Maintenance

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,700,698	\$ 1,779,387	\$ 1,964,956	\$ 2,087,377	\$ 3,395,451	\$ 1,308,074	63%
Supplies & Services	\$ 354,303	\$ 461,249	\$ 815,124	\$ 820,035	\$ 1,071,135	\$ 251,100	31%
Capital Outlay	\$ 21,330	\$ -	\$ 53,039	\$ -	\$ 1,248,626	\$ 1,248,626	N/A
<b>Division Total</b>	<b>\$ 2,076,332</b>	<b>\$ 2,240,636</b>	<b>\$ 2,833,120</b>	<b>\$ 2,907,412</b>	<b>\$ 5,715,212</b>	<b>\$ 2,807,800</b>	<b>97%</b>
		\$ 164,304	\$ 592,484	\$ 74,292	\$ 2,807,800		
				3%	97%		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget includes the addition of 13 new FTEs related to the parks program expansion, including 1 Maintenance Lead, 1 Maintenance Specialist, 1 Senior Maintenance Technician, and 10 Maintenance Technicians. Personnel budgets also include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The Parks & Grounds Maintenance division is responsible for the maintenance and appearance of all Town parks and Town-owned facilities. In the FY 2023/24, the Grounds Maintenance Supplies and Service budget reflects a \$251K (31%) increase and can be attributed to the some of the following significant items:

- Anticipated operational costs of Frontier Family Park set to open FY 2023/24 - \$161K
- Anticipated operational costs of Mansel Carter Oasis Park Phase II set to open FY 2023/24 - \$39K
- Administrative and training costs for new employees - \$41K
- Ballfield Lighting R&M budget - \$25K
- One-time costs for 4 Additional Drywells - \$95K
- Removal of the ROW Maintenance Contract budget (moved to Public Works) - \$251,000

#### Capital Outlay:

In FY 2023/24, the Grounds Maintenance Capital Outlay budget reflects a \$1.2M increase and can be attributed to the some of the following significant items:

- One-time costs for new equipment requests totaling \$948K including:
  - 3 Infield Groomers - \$95K
  - 2 Trash Pumps - \$30K
  - John Deere 5100E - \$182K
  - Parks Equipment - \$641K
- A one-time \$300K placeholder for Mansel Carter Oasis Park Phase II and Frontier Family Park, and will be adjusted as firm numbers are developed.





# Community Services

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## Program Performance – Parks & Grounds Maintenance

Key Result Area	Program Performance	Actual FY 2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement Image & Identity	Percent of residents rating effectiveness of Town communication as “good” or “excellent” (1)	88%	90%	88%	90%

### Analysis of Performance

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



# Community Services

## Program Operating Budget - Park Rangers

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 243,231	\$ 245,502	\$ 322,227	\$ 350,125	\$ 471,657	\$ 121,532	35%
Supplies & Services	\$ 8,876	\$ 17,222	\$ 28,781	\$ 25,375	\$ 35,885	\$ 10,510	41%
<b>Division Total</b>	<b>\$ 252,107</b>	<b>\$ 262,724</b>	<b>\$ 351,008</b>	<b>\$ 375,500</b>	<b>\$ 507,542</b>	<b>\$ 132,042</b>	<b>35%</b>
	\$ Change from Prior	\$ 10,618	\$ 88,284	\$ 24,492	\$ 132,042		
	% Change from Prior			7%	35%		

## Budget Notes and Changes

### Salaries and Fringes:

Includes the addition of one Park Ranger position to support the parks program expansion. The Personnel budget also includes a market increase of 5% and a merit allowance of up to 3%, depending on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Park 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. In FY 2023/24 the Supplies and Service budget reflects a net increase of \$10K (41%) and is attributed to the request of one new FTE and associated vehicle costs.



# Community Services

## Program Operating Budget - Library IGA

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Library IGA	\$ 18,997	\$ 50,254	\$ -	\$ 1,800,000	\$ 2,038,119	\$ 238,119	13%
<b>Division Total</b>	<b>\$ 18,997</b>	<b>\$ 50,254</b>	<b>\$ -</b>	<b>\$ 1,800,000</b>	<b>\$ 2,038,119</b>	<b>\$ 238,119</b>	<b>13%</b>
	\$ Change from Prior	\$ 31,257	\$ (50,254)	\$ 1,800,000	\$ 238,119		
	% Change from Prior			0%	13%		

## Budget Notes and Changes

### Library IGA:

A new intergovernmental agreement (IGA) with the Maricopa County Library District (MCLD) went into effect FY 2022/23. The FY 2023/24 budget includes a \$238K (13%) increase set forth by MCLD.



# Community Services

## Program Operating Budget - Non-Profit Support

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Non-Profit Support	\$ 15,500	\$ -	\$ 13,700	\$ 60,000	\$ 60,000	\$ -	0%
<b>Division Total</b>	<b>\$ 15,500</b>	<b>\$ -</b>	<b>\$ 13,700</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>0%</b>
	\$ Change from Prior	\$ (15,500)	\$ 13,700	\$ 46,300	\$ -		
	% Change from Prior			338%	0%		

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

## Budget Notes and Changes

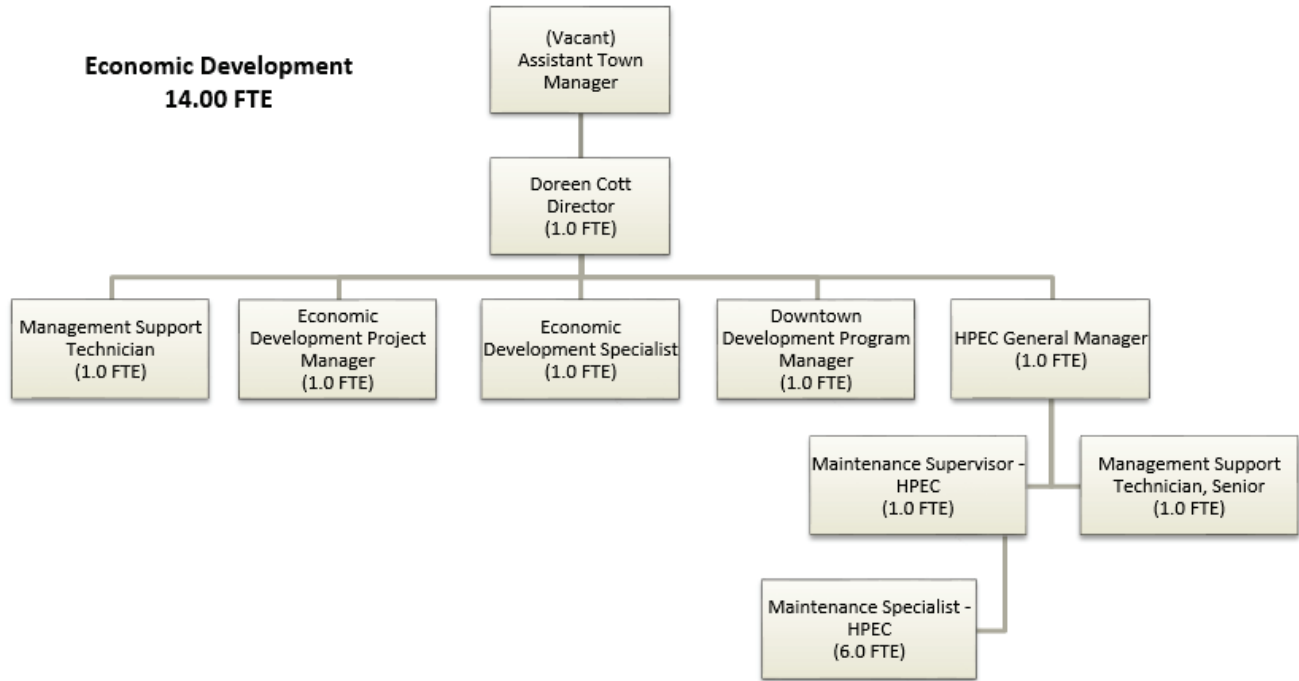
### Non-Profit Support:

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 the Queen Creek residents. The FY 2023/24 budget includes a \$60,000 placeholder for these requests. For FY 2023/24, seven applications requesting donations were received and reviewed by an internal committee, with five applications recommended for funding.

Entity	Program Name	FY 2023/24 Requested	FY 2023/24 Recommended
<b>Monetary Support</b>			
About Care	Services for the Homebound	\$15,000	\$7,500
American Legion Post #129	Auxiliary Programs	\$3,000	\$3,000
Life Force Community Services	School Supplies for Pre-K to 12 Grade Students	\$10,000	\$7,500
Stephanie's Angels	2nd Annual Golf Tournament at Los Colinas Golf Club	\$2,500	\$0
Story Church	Six Free Movie Nights	\$10,092	\$0
<b>Total Monetary Support</b>		<b>\$40,592</b>	<b>\$18,000</b>
<b>In-Kind Support</b>			
American Legion Post #129	Office Space Occupancy	\$3,000	\$3,000
Kiwanis of Queen Creek	Kid's Christmas Car Show & Toy Drive	\$4,050	\$2,100
Queen Creek 4H	Various Events & Shows	\$5,000	\$12,550
Queen Creek 4H	Meeting Space & Practice Arenas	\$6,500	\$1,620
<b>Total In-Kind Support</b>		<b>\$18,550</b>	<b>\$19,270</b>
<b>Total Town Support - Monetary &amp; In-Kind</b>		<b>\$59,142</b>	<b>\$37,270</b>



# 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.

## Strategic Priorities

**Secure Future**



**Quality Lifestyle**





# Economic Development

## FY 2023/24 Objectives

- Work with the ASLD and property owners in the northern tier on a branding strategy for this key area, and continue to market Queen Creek's industrial opportunities.
- Work with the Utilities Department on a water policy that includes a strategic water allocation for targeted sector prospects that will bring a significant number of jobs, CapEx, and/or high wage jobs to QC.
- Complete an update to the Town Center Plan that will outline key priorities and investments in the Downtown Core.
- Implement new industry comparable rates and fees and institute a new process for rental of property as part of the contract with event promoters at Horseshoe Park & Equestrian Centre.

## Staffing by Division

Division	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
	Actual	Actual	Actual	Revised	Recommended
Economic Development	5.00	5.00	4.00	5.00	5.00
Horseshoe Park Equestrian Centre	7.00	7.00	8.00	8.00	9.00
<b>Department FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>14.00</b>

## FTE Changes

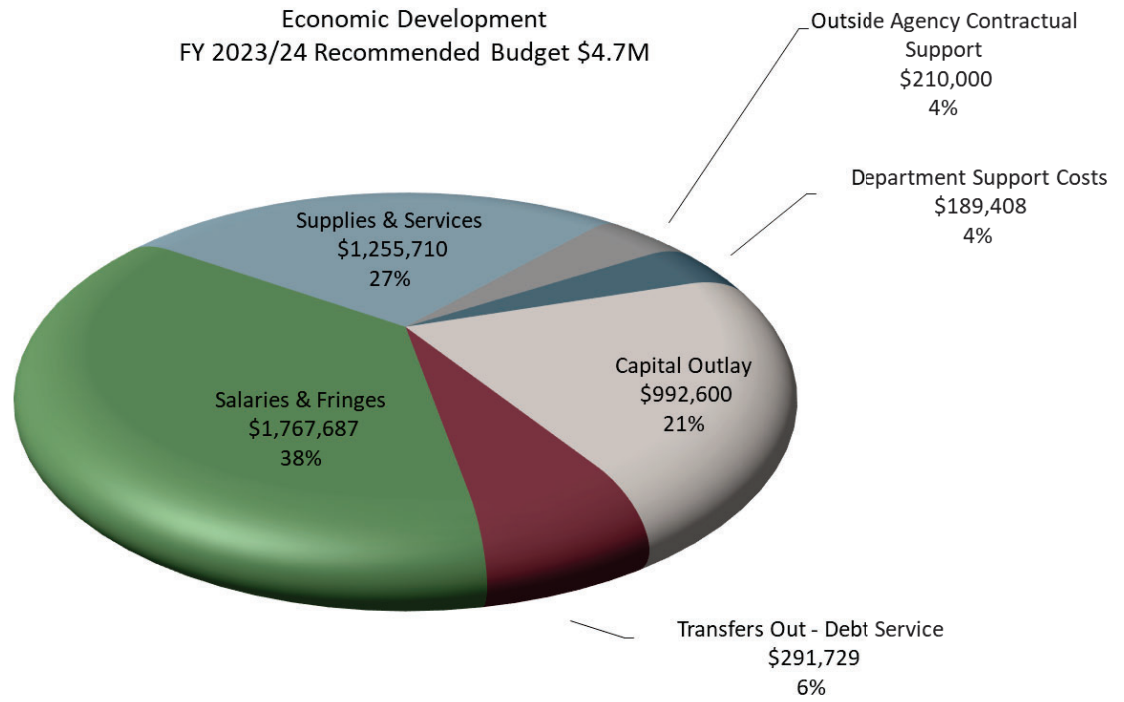
FY 2023/24: Added one Maintenance Specialist to support the Horseshoe Park & Equestrian Centre.

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



## Funding Sources

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre Revenues	\$ 504,219	\$ 778,035	\$ 1,122,194	\$ 775,755	\$ 1,363,268	\$ 587,513	76%
General Fund	\$ 2,471,428	\$ 2,198,547	\$ 2,415,977	\$ 3,115,554	\$ 3,343,866	\$ 228,312	7%
<b>Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
\$ Change from Prior		\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
% Change from Prior		0%	19%	10%	21%		

## Expenditure by Fund

Fund	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Horseshoe Park Equestrian Centre	\$ 2,093,945	\$ 1,612,722	\$ 2,459,580	\$ 2,587,811	\$ 3,349,663	\$ 761,852	29%
General Fund	\$ 881,702	\$ 1,363,860	\$ 1,078,591	\$ 1,303,498	\$ 1,357,471	\$ 53,973	4%
<b>Department Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
\$ Change from Prior		\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
% Change from Prior		0%	19%	10%	21%		



# Economic Development

## Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,225,268	\$ 1,156,682	\$ 1,438,617	\$ 1,588,437	\$ 1,767,687	\$ 179,250	11%
Supplies & Services	\$ 664,028	\$ 1,263,149	\$ 935,267	\$ 1,162,821	\$ 1,255,710	\$ 92,889	8%
Outside Agency Contractual Support	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ -	0%
Department Support Costs	\$ 109,460	\$ 111,587	\$ 111,587	\$ 164,076	\$ 189,408	\$ 25,332	15%
Capital Outlay	\$ 473,645	\$ 25,979	\$ 552,467	\$ 470,752	\$ 992,600	\$ 521,848	111%
<b>Subtotal Expenses</b>	<b>\$ 2,681,151</b>	<b>\$ 2,682,397</b>	<b>\$ 3,247,938</b>	<b>\$ 3,596,086</b>	<b>\$ 4,415,405</b>	<b>\$ 819,319</b>	<b>23%</b>
Transfers Out - Debt Service	\$ 294,495	\$ 294,185	\$ 290,232	\$ 295,223	\$ 291,729	\$ (3,494)	(1%)
<b>Department Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
	\$ Change from Prior	\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
	% Change from Prior	0%	19%	10%	21%		

## Expenditure by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Economic Development	\$ 881,702	\$ 1,363,860	\$ 1,078,591	\$ 1,303,498	\$ 1,357,471	\$ 53,973	4%
Horseshoe Park Equestrian Centre	\$ 2,093,945	\$ 1,612,722	\$ 2,459,580	\$ 2,587,811	\$ 3,349,663	\$ 761,852	29%
<b>Department Total</b>	<b>\$ 2,975,647</b>	<b>\$ 2,976,582</b>	<b>\$ 3,538,171</b>	<b>\$ 3,891,309</b>	<b>\$ 4,707,134</b>	<b>\$ 815,825</b>	<b>21%</b>
	\$ Change from Prior	\$ 935	\$ 561,589	\$ 353,138	\$ 815,825		
	% Change from Prior	0%	19%	10%	21%		





# Economic Development

## Program Operating Budget - Economic Development

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 565,305	\$ 606,430	\$ 641,911	\$ 776,348	\$ 830,321	\$ 53,973	7%
Supplies & Services	\$ 107,647	\$ 632,430	\$ 226,679	\$ 317,150	\$ 317,150	\$ -	0%
Outside Agency Contractual Support	\$ 208,750	\$ 125,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ -	0%
<b>Division Total</b>	<b>\$ 881,702</b>	<b>\$ 1,363,860</b>	<b>\$ 1,078,591</b>	<b>\$ 1,303,498</b>	<b>\$ 1,357,471</b>	<b>\$ 53,973</b>	<b>4%</b>
	\$ Change from Prior	\$ 482,158	\$ (285,269)	\$ 224,907	\$ 53,973		
	% Change from Prior	55%	(21%)	21%	4%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 FY 2023/24 Supplies and Service budget for Economic Development reflects no changes.

### 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 FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement	Number of staff-assisted locates, staff-assisted business expansion and staff-assisted business retention special projects (1)	56	48	60	55
	Average weekly users of Gangplank Program (2)	7	15	15	17
Land Use & Economic Development	Percentage increase in sales tax revenue (3)	9%	20%	26%	11%

### 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 and any other special programs that Gangplank hosts outside the hours of 8am-5pm, Mon-Fri. In the former Gangplank space, (shared with the Chamber), Gangplank averaged 12 users each week. Due to COVID average weekly users have significantly declined. Numbers are beginning to increase again.
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 - HPEC

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

Division by Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 659,964	\$ 550,252	\$ 796,706	\$ 812,089	\$ 937,366	\$ 125,277	15%
Supplies & Services	\$ 556,381	\$ 630,720	\$ 708,588	\$ 845,671	\$ 938,560	\$ 92,889	11%
Department Support Costs	\$ 109,460	\$ 111,587	\$ 111,587	\$ 164,076	\$ 189,408	\$ 25,332	15%
Capital Outlay	\$ 473,645	\$ 25,979	\$ 552,467	\$ 470,752	\$ 992,600	\$ 521,848	111%
Transfers Out - Debt Service	\$ 294,495	\$ 294,185	\$ 290,232	\$ 295,223	\$ 291,729	\$ (3,494)	(1%)
<b>Division Total</b>	<b>\$ 2,093,945</b>	<b>\$ 1,612,722</b>	<b>\$ 2,459,580</b>	<b>\$ 2,587,811</b>	<b>\$ 3,349,663</b>	<b>\$ 761,852</b>	<b>29%</b>
	\$ Change from Prior	\$ (481,222)	\$ 846,857	\$ 128,231	\$ 761,852		
	% Change from Prior	(23%)	53%	5%	29%		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget includes the addition of a Maintenance Specialist to support the Horseshoe Park & Equestrian Centre. The Personnel budget also includes an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 2023/24 supplies and service budget for this division reflects a \$92K (11%) net increase and can be attributed to the following:

- Increased stall supply budget of \$30K due to increased re-sell demand for stall bedding during shows
- Arena repair & maintenance increased by \$20K for Base repair in Arena 1 and footing repairs in all five HPEC arenas
- General repair & maintenance increased by \$15K for drywell maintenance for drywells located at HPEC
- Additional professional services budget request of \$20K
- Increases to the building lease budget totaling \$7K after signing a new the Show Office lease in FY 2022/23 and the additional rental of an ADA ramp

#### Department Support Costs:

Support Costs 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 and updating formula to include current operating numbers data.

#### Capital Outlay:

The FY 2023/24 HPEC capital outlay budget totals \$990K which includes an annual \$200K repair & maintenance budget, per Town policy, as well as some of the following requests:

- Marquee Sign - \$535K
- John Deere 5100E - \$93K
- Fleet Replacement Equipment - \$96K



# Economic Development – HPEC

## Program Performance – Horseshoe Park & Equestrian Centre

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Community Involvement/Image & Identity	Number of HPEC even days - Equestrian Driven (1)	214	220	220	220
	Number of HPEC event days - Non-equestrian Driven (2)	27	35	25	25

### Analysis of Performance

1. The projected FY2023/24 totals are based on the current events on the calendar. We are still working on scheduling events for FY2022/23.
2. Some of the non-equestrian events that were scheduled had to be cancelled due to the inability of the event to obtain a liquor license.



# Economic Development – Municipal Town Center Fund

## Program Budget – Town Center Fund

	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Requested	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>TOWN CENTER FUND</b>								
<b>Beginning Balance</b>								
<b>REVENUES/SOURCES</b>								
Retail Sales Tax 0.25%	1,623,051	1,671,743	1,805,482	1,967,982	2,145,082	2,338,182	2,548,582	\$ 10,805,310
Building Lease Revenue	94,219	83,868	86,384	81,426	81,426	81,426	81,426	\$ 412,088
Signage Revenue	5,042	20,000	20,000	20,000	20,000	20,000	20,000	\$ 100,000
Property Sale Proceeds	-	1,929,487	-	-	-	-	-	\$ 1,929,487
Interest Income	1,256	-	-	5,000	5,000	500	500	\$ 11,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 1,723,568</b>	<b>\$ 3,705,098</b>	<b>\$ 1,911,866</b>	<b>\$ 2,074,408</b>	<b>\$ 2,251,508</b>	<b>\$ 2,440,108</b>	<b>\$ 2,650,508</b>	<b>\$ 11,328,398</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refunding - 2006 ID Bonds - Ellsworth Loop Rd.	331,475	332,500	331,806	331,987	331,612	331,612	331,612	\$ 1,658,629
<b>OPERATING EXPENSES</b>								
General Service	22,750	25,000	25,000	25,000	25,000	25,000	25,000	\$ 125,000
Chamber/Annex	7,345	16,500	17,000	17,500	18,000	18,500	19,000	\$ 90,000
Town Center Rental Properties	254	14,500	14,500	14,500	14,500	14,500	14,500	\$ 72,500
Façade Improvements (TC001)	36,275	50,000	100,000	50,000	50,000	50,000	50,000	\$ 300,000
Town Center Plan Update (TC004)	-	20,000	-	-	-	-	-	\$ -
TC Decorative Elements/Art (TC006)	-	60,500	37,500	12,500	12,500	12,500	12,500	\$ 87,500
Town Center Design Guidelines (TC010)	-	10,000	-	-	-	-	-	\$ -
Town Center Infrastructure (TC014)	453,364	-	-	-	-	-	-	\$ -
Town Center Holiday Lighting (TC019)	-	75,000	75,000	75,000	75,000	75,000	75,000	\$ 375,000
Town Center/Banner Signage (TC007)	10,677	15,500	16,000	16,500	17,000	17,500	18,000	\$ 85,000
Studies/Analysis	-	25,000	25,000	25,000	25,000	25,000	25,000	\$ 125,000
<b>OTHER</b>								
Infrastructure	9,466	425,000	1,270,060	500,000	500,000	500,000	500,000	\$ 3,270,060
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 871,605</b>	<b>\$ 1,069,500</b>	<b>\$ 1,911,866</b>	<b>\$ 992,987</b>	<b>\$ 993,612</b>	<b>\$ 994,612</b>	<b>\$ 995,612</b>	<b>\$ 5,888,689</b>
<b>Annual Result</b>	<b>851,963</b>	<b>2,635,598</b>	<b>0</b>	<b>1,081,421</b>	<b>1,257,896</b>	<b>1,445,496</b>	<b>1,654,896</b>	
Beginning Balance	\$ 1,227,222	\$ 2,079,185	\$ 4,714,783	\$ 4,714,783	\$ 5,796,204	\$ 7,054,100	\$ 8,499,596	
Projected Ending Fund Balance	\$ 2,079,185	\$ 4,714,783	\$ 4,714,783	\$ 5,796,204	\$ 7,054,100	\$ 8,499,596	\$ 10,154,492	

### Fund Description and Relation to Corporate Strategic Plan

This fund is used to offset additional costs associated with infrastructure, maintenance, beautification projects and programs, and traffic burdens in the Town Center area. 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 FY2023/24 budget is continued operations of the Chamber of Commerce annex, the Façade Improvement program, decorative elements for Town Center, and funding for special events.

*Strategic priorities that relate to the Municipal Town Center Fund are:*



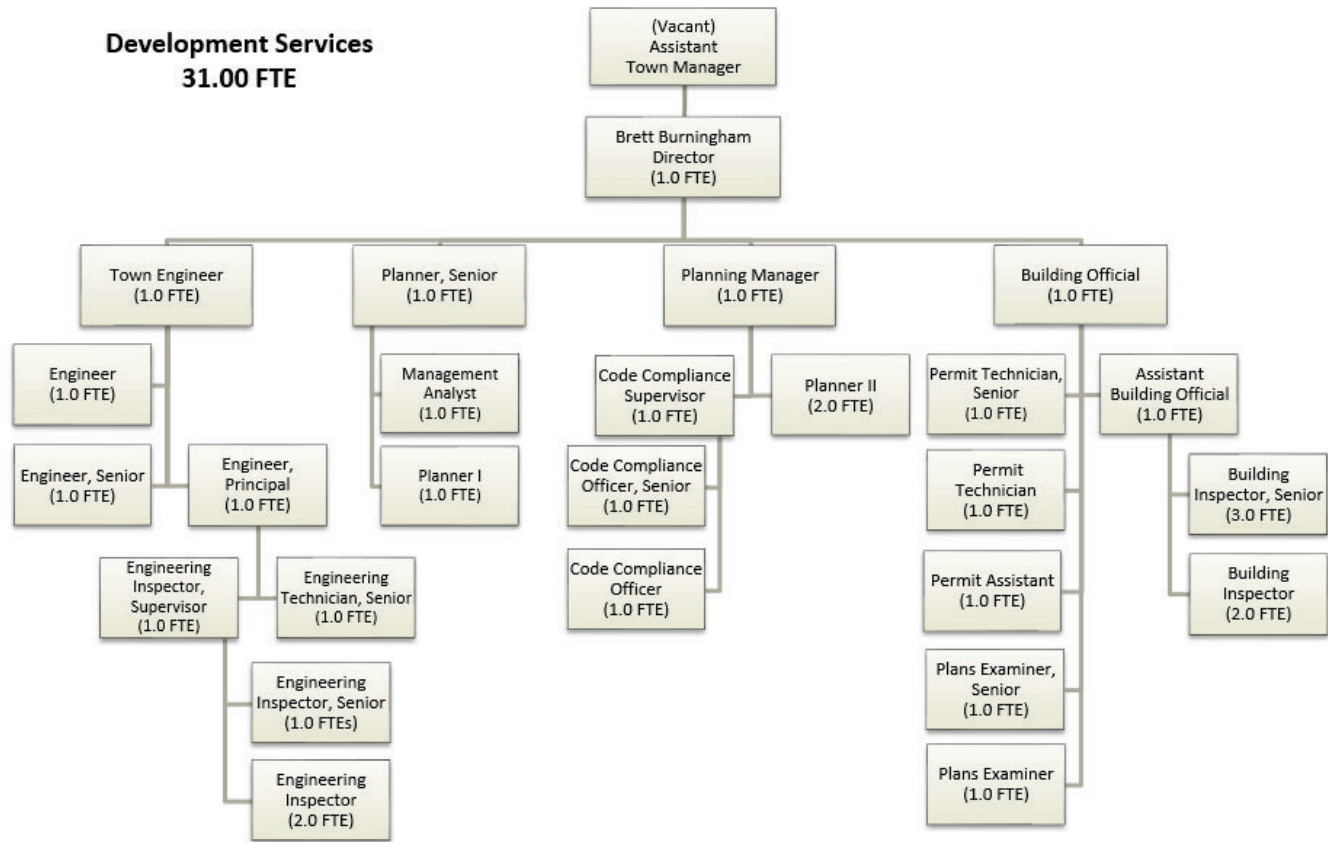
Secure Future



Quality Lifestyle



# Development Services



## Department Description and Programs

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

## Department Mission

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



# Development Services

## Strategic Priorities

Effective Government



Secure Future



Superior Infrastructure



Quality Lifestyle



## FY 2023/24 Objectives

- Support the planning and permitting residential developments, industrial corridors, commercial developments, and key projects within the Downtown Core
- Continue to provide quality customer service and efficient plan review using the Town’s electronic plan review and permitting system
- Update the Town’s Zoning Ordinance, Subdivision Ordinance, and Design Standards 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
- Conduct HOA outreach for educational opportunities and potential community projects
- Implement and evaluate the vision, character, and goals of the Town’s General Plan
- Implement short-term rental license program
- Actively participate in the active ADMP updates with Maricopa County and Pinal County Flood Control Districts to identify future regional flood control projects
- Regularly review processes and procedures in our application permitting area for improvement to continue to provide high-quality service to citizens and the development community



# Development Services

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Development Services Admin	1.00	3.00	3.00	3.00	3.00
Planning	5.00	4.00	4.00	4.00	4.00
Engineering	7.00	7.00	8.00	9.00	9.00
Building Safety	11.00	10.00	10.00	12.00	12.00
Neighborhood Preservation	2.50	2.50	3.00	3.00	3.00
<b>Department FTE</b>	<b>26.50</b>	<b>26.50</b>	<b>28.00</b>	<b>31.00</b>	<b>31.00</b>

### FTE Changes

FY 2023/24: No staffing changes.

FY 2022/23 Added 3.0 FTEs – a Sr. Engineer position in Engineering, an Inspector position in Building Safety, and a Building 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.

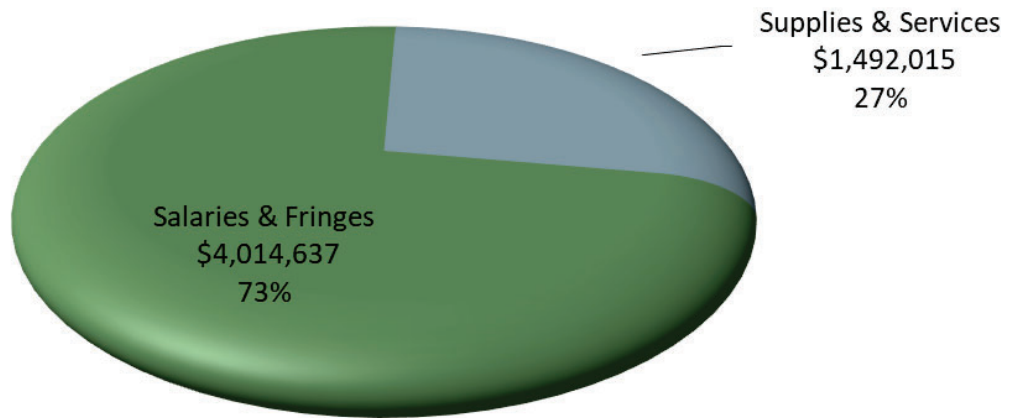
FY 2019/20: One additional FTE Inspector position due to ongoing growth in construction related activity, a vacant FTE in Planning was moved to the Building Safety Division in response to the inspection workload created in part by the Encanterra annexation.





# Development Services

## Development Services FY 2023/24 Recommended Budget \$5.5M



### Funding Sources

Funding Sources	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund - Direct Revenues	\$ 8,389,017	\$ 11,014,261	\$ 11,283,801	\$ 6,640,000	\$ 6,638,140	\$ (1,860)	(0%)
<b>Total</b>	<b>\$ 8,389,017</b>	<b>\$ 11,014,261</b>	<b>\$ 11,283,801</b>	<b>\$ 6,640,000</b>	<b>\$ 6,638,140</b>	<b>\$ (1,860)</b>	<b>(0%)</b>
	\$ Change from Prior	\$ 2,625,244	\$ 269,540	\$ (4,643,801)	\$ (1,860)		
	% Change from Prior	31%	2%	(41%)	(0%)		

### Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 2,864,229	\$ 2,930,360	\$ 3,341,143	\$ 3,809,651	\$ 4,014,637	\$ 204,986	5%
Supplies & Services	\$ 419,828	\$ 467,915	\$ 651,361	\$ 593,425	\$ 1,492,015	\$ 898,591	151%
<b>Department Total</b>	<b>\$ 3,284,057</b>	<b>\$ 3,398,275</b>	<b>\$ 3,992,504</b>	<b>\$ 4,403,076</b>	<b>\$ 5,506,652</b>	<b>\$ 1,103,577</b>	<b>25%</b>
	\$ Change from Prior	\$ 114,218	\$ 594,229	\$ 410,572	\$ 1,103,577		
	% Change from Prior	3%	17%	10%	25%		

### Expenditure by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Development Services Admin	\$ 252,880	\$ 358,525	\$ 528,716	\$ 519,841	\$ 569,157	\$ 49,316	9%
Planning	\$ 616,591	\$ 602,642	\$ 514,029	\$ 601,974	\$ 604,953	\$ 2,979	0%
Building Safety	\$ 1,216,631	\$ 1,274,401	\$ 1,427,026	\$ 1,576,370	\$ 1,638,820	\$ 62,450	4%
Engineering	\$ 991,371	\$ 974,807	\$ 1,222,090	\$ 1,418,788	\$ 2,385,222	\$ 966,435	68%
Neighborhood Preservation	\$ 238,564	\$ 187,900	\$ 300,643	\$ 286,103	\$ 308,500	\$ 22,397	8%
<b>Department Total</b>	<b>\$ 3,316,037</b>	<b>\$ 3,398,275</b>	<b>\$ 3,992,504</b>	<b>\$ 4,403,076</b>	<b>\$ 5,506,652</b>	<b>\$ 1,103,577</b>	<b>25%</b>
	\$ Change from Prior	\$ 82,238	\$ 594,229	\$ 410,572	\$ 1,103,577		
	% Change from Prior	2%	17%	10%	25%		



# Development Services

## Program Operating Budget – Development Services Admin

Division by Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 230,638	\$ 303,942	\$ 513,499	\$ 485,891	\$ 535,207	\$ 49,316	10%
Supplies & Services	\$ 22,241	\$ 54,582	\$ 15,217	\$ 33,950	\$ 33,950	\$ -	0%
<b>Division Total</b>	<b>\$ 252,880</b>	<b>\$ 358,525</b>	<b>\$ 528,716</b>	<b>\$ 519,841</b>	<b>\$ 569,157</b>	<b>\$ 49,316</b>	<b>9%</b>
	\$ Change from Prior	\$ 105,645	\$ 170,191	\$ (8,875)	\$ 49,316		
	% Change from Prior	42%	47%	(2%)	9%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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. The FY2023/24 supplies and service budget for Development Services – Admin reflects no changes.

## Program Performance – Development Services Admin

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Land Use & Economic Development	Percent of citizens ranking the overall quality of new development in Queen Creek as “Good” to “Excellent” (1)	81%	85%	85%	85%
Capital Improvement Program (CIP)	Percent of citizens ranking the overall appearance of Queen Creek roads, parks, trails, and public facilities as “Good” to “Excellent” (1)	87%	85%	85%	85%

## 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).



# Development Services

## Program Operating Budget - Planning

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 594,477	\$ 581,326	\$ 465,237	\$ 522,484	\$ 525,463	\$ 2,979	1%
Supplies & Services	\$ 22,114	\$ 21,316	\$ 48,791	\$ 79,490	\$ 79,490	\$ -	0%
<b>Division Total</b>	<b>\$ 616,591</b>	<b>\$ 602,642</b>	<b>\$ 514,029</b>	<b>\$ 601,974</b>	<b>\$ 604,953</b>	<b>\$ 2,979</b>	<b>0%</b>
\$ Change from Prior		\$ (13,949)	\$ (88,613)	\$ 87,945	\$ 2,979		
% Change from Prior		(2%)	(15%)	17%	0%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Planning Division administers the General Plan, Zoning and Subdivision Ordinances and reviews applications for projects such as General Plan Amendments, rezoning, annexation, preliminary plats, site plan, and conditional use permits. The FY2023/24 supplies and service budget for Development Services – Planning reflects no changes.

## Program Performance - Planning

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Land Use & Economic Development	Average number of days from plan submittal to pre-application meeting	14	14	14	14
	Percentage of Planning construction plan reviews completed within established timeframes (1)	96%	99%	99%	99%
	Percentage of Planning case reviews completed within established timeframes (1)	98%	99%	99%	99%
	Percentage of Planning inspections completed within established timeframes	100%	100%	100%	100%

## Analysis of Performance

- 3,136 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 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,064,552	\$ 1,095,220	\$ 1,135,959	\$ 1,348,380	\$ 1,410,830	\$ 62,450	5%
Supplies & Services	\$ 152,079	\$ 179,180	\$ 291,067	\$ 227,990	\$ 227,990	\$ -	0%
<b>Division Total</b>	<b>\$ 1,216,631</b>	<b>\$ 1,274,401</b>	<b>\$ 1,427,026</b>	<b>\$ 1,576,370</b>	<b>\$ 1,638,820</b>	<b>\$ 62,450</b>	<b>4%</b>
	\$ Change from Prior	\$ 57,770	\$ 152,626	\$ 149,344	\$ 62,450		
	% Change from Prior	5%	12%	10%	4%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (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 FY2023/24 supplies and service budget for Development Services – Building Safety reflects no changes.

## Program Performance - Building Safety

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Land Use & Economic Development	Percent of building permits processed in 5 days or less from plan review completion to applicant notification	100%	100%	100%	100%
	Percent of inspections completed within 1 business day of the requested inspection	100%	100%	100%	100%



# Development Services

## Program Operating Budget - Engineering

Division by Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 750,780	\$ 770,404	\$ 946,063	\$ 1,184,243	\$ 1,265,087	\$ 80,844	7%
Supplies & Services	\$ 208,611	\$ 204,403	\$ 276,027	\$ 234,545	\$ 1,120,135	\$ 885,591	378%
<b>Division Total</b>	<b>\$ 959,391</b>	<b>\$ 974,807</b>	<b>\$ 1,222,090</b>	<b>\$ 1,418,788</b>	<b>\$ 2,385,222</b>	<b>\$ 966,435</b>	<b>68%</b>
	\$ Change from Prior	\$ 15,416	\$ 247,283	\$ 196,697	\$ 966,435		
	% Change from Prior	2%	25%	16%	68%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Engineering Division provides in-house and contracted 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 FY2023/24 Supplies and Service budget reflect a net increase of \$885K (378%) and can be attributed to the following adjustments:

- \$885K reimbursement agreement with Zona Wyyred for contracted plan review services. Revenues in the same amount have been added to offset the reimbursement agreement expense.

## Program Performance - Engineering

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Land Use & Economic Development	Percent of Engineering construction plan reviews completed within 21 business days	98%	100%	100%	100%
	Percent of encroachment permit requests processed within established timeframes (1)	100%	100%	100%	100%
	Percent of final plat case reviews completed within 21 business days (2)	92%	100%	100%	100%

## Analysis of Performance

1. Including encroachment permits for private development projects, CIP projects, Town Public Works projects and franchise utility projects. Contracted employees have been utilized to assist with increased workload.
2. The additional consultant or hiring of FTE approved in FY23 will address this concern.



# Development Services

## Program Operating Budget – Neighborhood Preservation

Division by Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 223,781	\$ 179,467	\$ 280,384	\$ 268,653	\$ 278,050	\$ 9,397	3%
Supplies & Services	\$ 14,784	\$ 8,433	\$ 20,258	\$ 17,450	\$ 30,450	\$ 13,000	74%
<b>Division Total</b>	<b>\$ 238,564</b>	<b>\$ 187,900</b>	<b>\$ 300,643</b>	<b>\$ 286,103</b>	<b>\$ 308,500</b>	<b>\$ 22,397</b>	<b>8%</b>
	\$ Change from Prior	\$ (50,664)	\$ 112,743	\$ (14,540)	\$ 22,397		
	% Change from Prior	(21%)	60%	(5%)	8%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The Neighborhood Preservation (Code Compliance) division enforces zoning, property maintenance, noise, signage, graffiti and construction activity regulations found in the Town Ordinance. The FY2023/24 supplies and service budget reflects an increase of \$13K (74%) and can be attributed to the following adjustments:

- Professional and technical services increase of \$13K for Civil Hearing Officer services

## Program Performance – Neighborhood Preservation

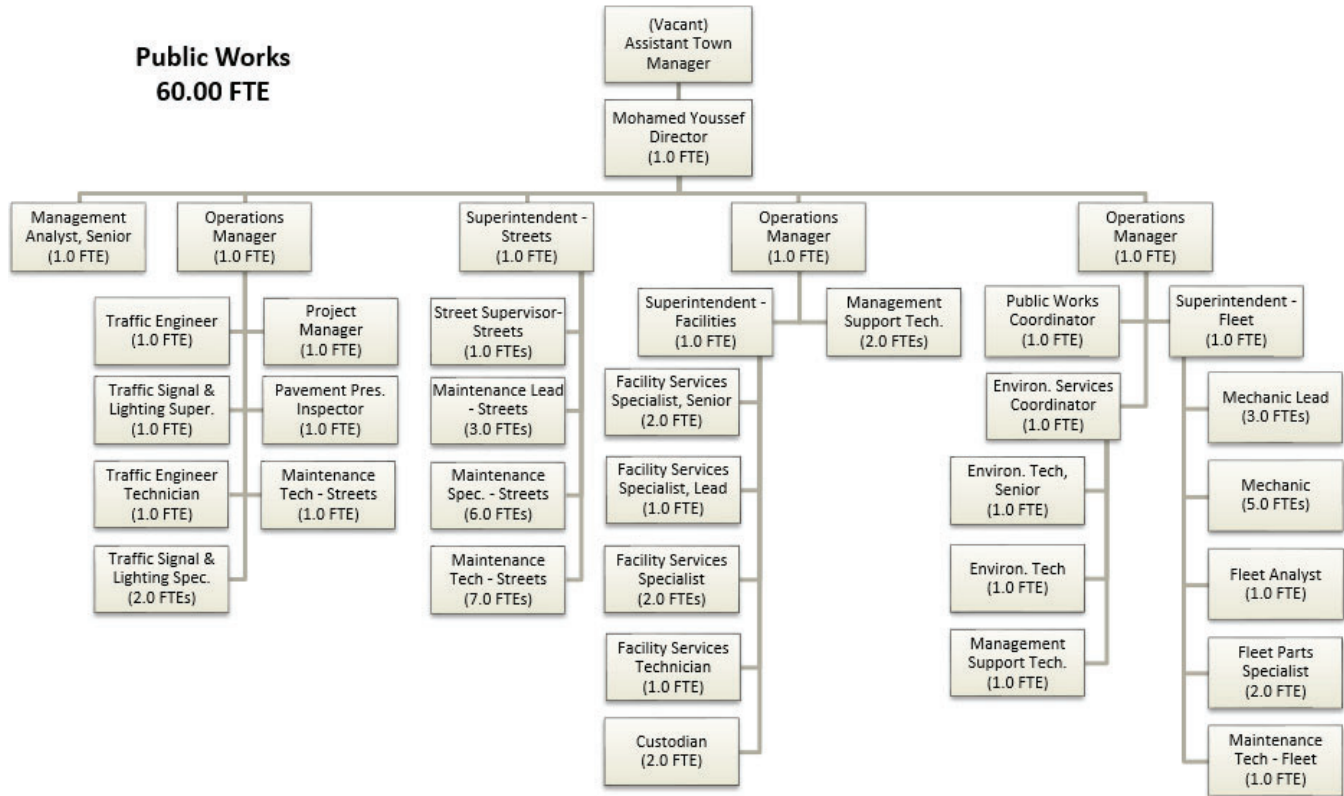
Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Land Use & Economic Development	Total number of unique (individual) staff initiated actions completed monthly (1)	92	100	110	175
	Average calendar days between receiving complaint to first investigation	<1	<1	<1	<1
	Average number of cases managed per FTE inspector monthly	79	80	84	88

## Analysis of Performance

- Complaints received late Saturday, or on Sunday, will be responded to the next business day based on weekend scheduling for staff.



# Public Works



## Department Description

Building a better tomorrow, one road at a time. The Public Works Department is at the forefront of managing Queen Creek's growth and development, with a focus on maintaining and improving the town's infrastructure. Our diverse divisions, including Traffic Engineering, Pavement Preservation, Streets, Facilities, Environmental Services, and Fleet Services, work together to keep the town moving forward. From ensuring the smooth operation of town vehicles and equipment, to providing top-notch solid waste services, and maintaining and upgrading our municipal facilities, our department is dedicated to delivering exceptional services to the community. Furthermore, with the funding of residential solid waste and recycling services through customer utility billing, we are making a positive impact on the environment as well.

## Department Mission

Empowered by innovation and fueled by passion, we are a dynamic team dedicated to delivering exceptional service and unparalleled efficiency. We strive to create a safe, vibrant, and sustainable community for both our residents and visitors, where the pursuit of excellence is at the forefront of everything we do.



# Public Works

## Strategic Priorities

### Effective Government



### Safe Community



### Secure Future



### Superior Infrastructure



### Quality Lifestyle



## FY 2023/24 Objectives

- Enhance the Intelligent Transportation System's adaptability to real-time traffic demand by expanding its capabilities.
- Integrate a unified asset and inventory management system across all Public Works Divisions, with specific enhancements to the Cartegraph inventory management component for the Facilities Division and integration of the Transportation Management System with Cartegraph for the Traffic Division.
- Evaluate and determine best practices for localized approach for energy resiliency initiatives to ensure the Town is adapting to market and customer directives in our operations. Initiatives evaluated may include solar, fleet electrification and resiliency options for municipal buildings.
- Sustain a cost-effective Pavement Preservation Plan that incorporates state-of-the-art techniques to ensure optimal outcomes.
- Incorporate mobile enterprise technology, including artificial intelligence, to enhance trash and recycling education and outreach, and streamline solid waste inspections.
- Revise the Roadway Preservation Plan over the next five years to extend the lifespan of the Town's roads and diminish the expenses related to total road replacement. This initiative will prioritize the use of crack sealing, seal coating, and asphalt overlays.
- Achieve the objectives of the Bicycle/Pedestrian Master Plan by progressively executing site-specific recommendations in phases over multiple years. The first phase will focus on connecting sidewalks and trails to promote a more accessible and active community.
- Embark on executing the recommendations outlined in the Pavement Marking Reflectivity Survey by prioritizing the replacement of pavement markings with moderate reflectivity ratings. Establish annual budgets as necessary to facilitate the replacements.
- Ensure the safety and reliability of fueling for all Town vehicles and equipment by advancing the design and construction of a fueling facility at the Field Operations Facility.
- Explore financing alternatives for implementing microtransit solutions, such as paratransit and public/private partnerships, in support of potential transportation options, based on the 2016 Transit Study and the Transportation Master Plan.





# Public Works

Staffing by Division						
Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Requested	
Public Works Administration	7.00	6.00	5.00	6.00	6.00	
Facilities Maintenance	6.00	6.00	7.00	8.00	9.00	
Fleet Maintenance	6.00	7.00	8.00	9.00	13.00	
Street Maintenance	18.00	18.00	19.00	19.00	21.00	
Traffic	3.00	3.00	5.00	6.00	6.00	
Parks & Grounds Maintenance	24.43	24.43	25.43	-	-	
Solid Waste	4.00	3.00	4.00	4.00	5.00	
Stormwater	1.00	1.00	-	-	-	
CIP- Drainage & Transportation	7.00	8.00	-	-	-	
<b>Department FTE</b>	<b>76.43</b>	<b>76.43</b>	<b>73.43</b>	<b>52.00</b>	<b>60.00</b>	

## FTE Changes

FY 2023/24: Added 8.0 FTE - a Senior Facilities Services Specialist in Facilities; a Street Supervisor and a Streets Maintenance Specialist in Streets; a Mechanic Lead, two Mechanics, and a Parts Specialist in Fleet; and a Senior Environment Technician in Solid Waste.

FY 2022/23: Added 3.0 FTE - a Public Works Coordinator, a Traffic Engineer Technician, and a Maintenance Technician, Senior - Fleet. Also, 25.43 FTEs for the Parks & Grounds Maintenance division was moved from Public Works to Community Services.

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.

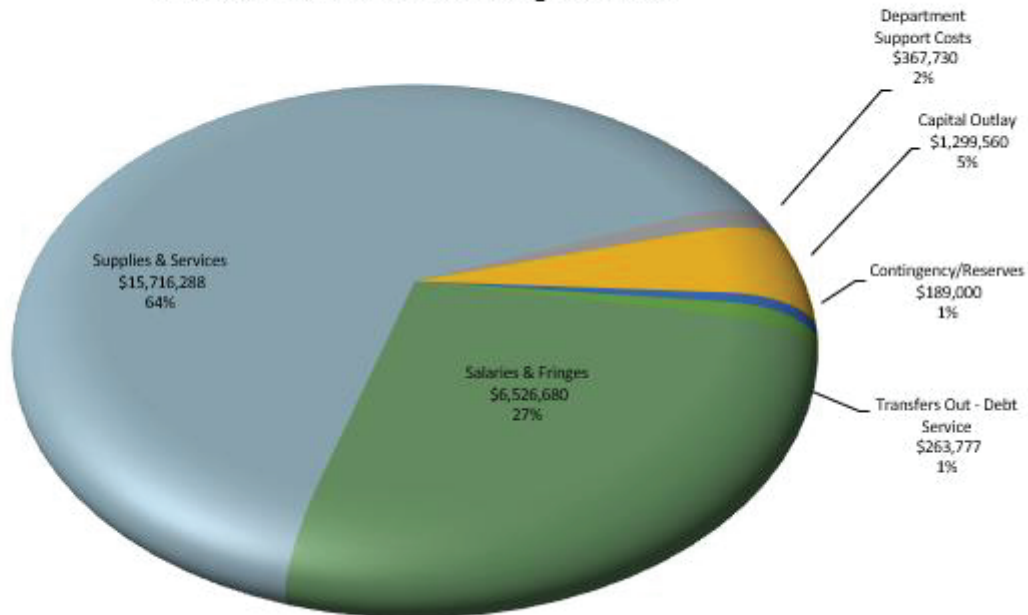
FY 2020/21: No new FTE, only internal reclassification and movement of positions between divisions.

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.



# Public Works

Public Works  
FY 2023/24 Recommended Budget \$24.4M



## Funding Sources

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund Department - PW Support Cost Revenues	\$ 452,375	\$ 482,259	\$ 453,047	\$ 1,096,296	\$ 1,127,921	\$ 31,625	3%
General Fund	\$ 5,733,742	\$ 2,772,945	\$ 4,137,201	\$ 9,740,300	\$ 8,598,563	\$(1,141,736)	-12%
Streets/HURF Revenues	\$ 4,964,912	\$ 6,303,668	\$ 6,570,272	\$ 8,590,576	\$ 9,228,453	\$ 637,877	7%
Solid Waste Revenues	\$ 3,272,447	\$ 3,922,292	\$ 4,179,910	\$ 4,646,656	\$ 4,729,040	\$ 82,384	2%
<b>Department Total</b>	<b>\$14,423,476</b>	<b>\$13,481,164</b>	<b>\$15,340,430</b>	<b>\$24,073,828</b>	<b>\$ 23,683,977</b>	<b>\$ (389,850)</b>	<b>-2%</b>
	<b>\$ Change From Prior</b>	\$ (942,313)	\$ 1,859,267	\$ 8,733,397	\$ (389,850)		
	<b>% Change From Prior</b>	-7%	14%	57%	-2%		

## Expenditure by Fund

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
General Fund	\$ 5,548,061	\$ 4,300,911	\$ 5,955,912	\$10,018,859	\$ 9,218,991	\$ (799,868)	-8%
Streets/HURF	\$ 5,602,969	\$ 5,257,960	\$ 5,204,608	\$ 9,408,312	\$ 9,735,946	\$ 327,634	3%
Solid Waste	\$ 2,972,881	\$ 3,830,515	\$ 3,958,274	\$ 5,157,585	\$ 5,408,098	\$ 250,513	5%
<b>Department Total</b>	<b>\$14,123,910</b>	<b>\$13,389,386</b>	<b>\$15,118,794</b>	<b>\$24,584,757</b>	<b>\$ 24,363,035</b>	<b>\$ (221,722)</b>	<b>-1%</b>
	<b>\$ Change From Prior</b>	\$ (734,524)	\$ 1,729,408	\$ 9,465,963	\$ (221,722)		
	<b>% Change From Prior</b>	-5%	13%	63%	-1%		



# Public Works

## Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,335,424	\$ 4,298,563	\$ 4,667,298	\$ 5,495,668	\$ 6,526,680	\$ 1,031,012	19%
Supplies & Services	\$ 7,996,015	\$ 8,422,961	\$ 7,644,437	\$ 14,586,606	\$ 15,716,288	\$ 1,129,682	8%
Department Support Costs	\$ 53,770	\$ 62,854	\$ 64,399	\$ 322,277	\$ 367,730	\$ 45,453	14%
Debt Service	\$ 3,248	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Outlay	\$ 1,471,499	\$ 341,137	\$ 2,479,870	\$ 3,727,318	\$ 1,299,560	\$ (2,427,758)	-65%
Contingency/Reserves	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
Transfers Out - Debt Service	\$ 263,953	\$ 263,871	\$ 262,790	\$ 263,888	\$ 263,777	\$ (111)	0%
<b>Department Total</b>	<b>\$ 14,123,910</b>	<b>\$ 13,389,386</b>	<b>\$ 15,118,794</b>	<b>\$ 24,584,757</b>	<b>\$ 24,363,035</b>	<b>\$ (221,722)</b>	<b>-1%</b>
	<b>\$ Change From Prior</b>	<b>\$ (734,524)</b>	<b>\$ 1,729,408</b>	<b>\$ 9,465,963</b>	<b>\$ (221,722)</b>		
	<b>% Change From Prior</b>	<b>-5%</b>	<b>13%</b>	<b>63%</b>	<b>-1%</b>		

## Expenditure by Division

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Public Works Admin	\$ 1,037,100	\$ 980,265	\$ 761,683	\$ 974,079	\$ 859,311	\$ (114,768)	-12%
Facilities Maintenance	\$ 1,459,910	\$ 1,061,950	\$ 1,571,706	\$ 1,759,009	\$ 2,629,371	\$ 870,362	49%
Fleet Maintenance	\$ 1,279,334	\$ 1,049,588	\$ 2,557,550	\$ 4,769,451	\$ 2,963,199	\$ (1,806,252)	-38%
Traffic	\$ 1,719,524	\$ 1,105,608	\$ 1,028,405	\$ 2,346,397	\$ 2,623,950	\$ 277,553	12%
Streets & Pavement Maintenance	\$ 5,602,969	\$ 5,257,960	\$ 5,204,608	\$ 9,408,312	\$ 9,735,946	\$ 327,634	3%
Solid Waste	\$ 2,972,881	\$ 3,830,515	\$ 3,958,274	\$ 5,157,585	\$ 5,408,098	\$ 250,512	5%
Stormwater	\$ 52,192	\$ 103,501	\$ 36,568	\$ 169,923	\$ 143,160	\$ (26,763)	-16%
<b>Department Total</b>	<b>\$14,123,910</b>	<b>\$13,389,386</b>	<b>\$15,118,794</b>	<b>\$24,584,757</b>	<b>\$ 24,363,035</b>	<b>\$ (221,722)</b>	<b>-1%</b>
	<b>\$ Change From Prior</b>	<b>\$ (734,524)</b>	<b>\$ 1,729,408</b>	<b>\$ 9,465,963</b>	<b>\$ (221,722)</b>		
	<b>% Change From Prior</b>	<b>-5%</b>	<b>13%</b>	<b>63%</b>	<b>-1%</b>		



# Public Works

## Program Operating Budget - PW Admin

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 998,719	\$ 957,203	\$ 735,293	\$ 935,299	\$ 820,531	\$ (114,768)	-12%
Supplies & Services	\$ 38,381	\$ 23,061	\$ 26,390	\$ 38,780	\$ 38,780	\$ -	0%
<b>Division Total</b>	<b>\$ 1,037,100</b>	<b>\$ 980,265</b>	<b>\$ 761,683</b>	<b>\$ 974,079</b>	<b>\$ 859,311</b>	<b>\$ (114,768)</b>	<b>-12%</b>
	<b>\$ Change From Prior</b>	<b>\$ (56,836)</b>	<b>\$ (218,582)</b>	<b>\$ 212,396</b>	<b>\$ (114,768)</b>		
	<b>% Change From Prior</b>	<b>-5%</b>	<b>-22%</b>	<b>28%</b>	<b>-12%</b>		

## Budget Notes and Changes

### Salaries and Fringes:

The salary decrease is due to the reclassification of the Deputy Director position to a Management Analyst position. The decrease is offset by an allowance for a market increase of 5%, a merit increase of up to 3% based on employee performance, as well as annual pension rates have increased from 12.17% to 12.29% (driven by statute).



# Public Works

## Program Operating Budget - Facilities Maintenance

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 464,735	\$ 482,705	\$ 593,679	\$ 704,549	\$ 855,916	\$ 151,367	21%
Supplies & Services	\$ 995,176	\$ 564,604	\$ 882,304	\$ 1,054,460	\$ 1,708,455	\$ 653,995	62%
Capital Outlay	\$ -	\$ 14,642	\$ 95,722	\$ -	\$ 65,000	\$ 65,000	0%
<b>Division Total</b>	<b>\$ 1,459,910</b>	<b>\$ 1,061,950</b>	<b>\$ 1,571,706</b>	<b>\$ 1,759,009</b>	<b>\$ 2,629,371</b>	<b>\$ 870,362</b>	<b>49%</b>
	<b>\$ Change From Prior</b>	<b>\$ (397,961)</b>	<b>\$ 509,756</b>	<b>\$ 187,303</b>	<b>\$ 870,362</b>		
	<b>% Change From Prior</b>	<b>-27%</b>	<b>48%</b>	<b>12%</b>	<b>49%</b>		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget includes the addition of a Senior Facilities Services Specialist. Personnel budgets also include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The increase of \$654K is mainly attributed to:

- \$250K increase, due to the installation of (3) A/C units at the Fleet maintenance facility.
- \$110K increase, due to increase in custodial services.
- \$160K increase, due to an increase in repair & maintenance, as a result of a process change, requiring all townwide normal repairs & maintenance items be charged directly to Facilities and not charged to the department (Police, Fire, Utilities, etc). The annual department support costs are the allocation method utilized to allocate the department’s share of these type of costs.
- \$108K increase, due to increase in security services (contract includes all FOF facilities & addition of vehicle).
- \$14K increase, due to Fire sprinkler testing (includes extinguisher testing, Backflow testing of new facilities).
- \$12K increase, due to the supplies and services for a new Senior Facilities Services Specialist position.

#### Capital Outlay:

The capital outlay budget increased by \$65K, due to a new vehicle purchase for a new Facility Services Specialist, Senior position.



# Public Works

## Program Performance - Facilities Maintenance

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Effective Government	Custodial expenditures per square foot: all facilities (total, in-house, contractual and consumables). (1)	\$2.29	\$3.09	\$2.92	\$2.80
	Percent of preventative maintenance activities completed by Town staff versus contracted services as a percent of total preventative maintenance activities. (2)	90%	90%	90%	85%
	Percent of high-priority service requests responded to within 24 hours of (received) notification. (3)	98%	100%	100%	100%

### Analysis of Performance

1. FY22/23 presents a lower actual vs target as fluctuations within building occupancies, more in-house services, and bulk consumable inventories have slightly lowered the actual. The FY23/24 Target drops as anticipated additional custodial staff will be brought onboard to assist with the increased square footage received from the Fire facilities public restrooms and secured PD areas.
2. FY22/23 saw no changes as no new contracted maintenance activity services were retained. Target FY23/24 may see a decrease in the Percent of preventative maintenance activities completed by Town staff as two additional contracted services were retained. Water back-flow maintenance and repair, Annual Eye Wash Station maintenance, testing and repair service.
3. FY22/23 Facility Staff has responded to 100% of reported high priority requests within 24 hours of the received notification. Target FY23/24, no change is anticipated.



# Public Works

## Program Operating Budget - Fleet Maintenance

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 485,150	\$ 498,906	\$ 663,461	\$ 805,025	\$ 1,307,794	\$ 502,769	62%
Supplies & Services	\$ 341,606	\$ 471,459	\$ 419,910	\$ 1,163,811	\$ 1,246,405	\$ 82,594	7%
Capital Outlay	\$ 452,577	\$ 79,223	\$ 1,474,179	\$ 2,800,616	\$ 409,000	\$(2,391,616)	-85%
<b>Division Total</b>	<b>\$ 1,279,334</b>	<b>\$ 1,049,588</b>	<b>\$ 2,557,550</b>	<b>\$ 4,769,451</b>	<b>\$ 2,963,199</b>	<b>\$(1,806,252)</b>	<b>-38%</b>
	<b>\$ Change From Prior</b>	<b>\$ (229,746)</b>	<b>\$ 1,507,962</b>	<b>\$ 2,211,901</b>	<b>\$ (1,806,252)</b>		
	<b>% Change From Prior</b>	<b>-18%</b>	<b>144%</b>	<b>86%</b>	<b>-38%</b>		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget includes the addition of a Mechanic Lead, two Mechanics, and a Parts Specialist. Personnel budgets include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The increase of \$83K is mainly attributed to:

- \$214K decrease, due to the removal of the one-time request for mechanic tools & equipment in FY22/23.
- \$135K increase, due to increase of vehicle parts, oils, cleaners, etc, as a result of increased pricing and fleet growth.
- \$87K increase, due to the supplies and services for the new Fleet positions (Mechanic Lead, two Mechanics, and a Parts Specialist).
- \$30K increase, due to increase in GPS monitoring service, as a result of increased vehicle needs.
- \$20K increase, due to costs related to equipment for removing carbon monoxide from the Fleet shop.
- \$25K increase, due to the rental of a storage container for the satellite workshop at the Grounds yard.

#### Capital Outlay:

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

The decrease of \$2.4M is mainly attributed to:

- \$2.8M decrease, due to the removal of prior year one-time vehicle/equip budgets, as well as add'l long lead equipment budget.
- \$111K increase, due to Grounds equipment replacements.
- \$88K increase, due to addition of Grounds vehicle.
- \$75K increase, due to equipment needs (vehicle lifts new & replacement, tire changer)
- \$70K increase, due to Fleet vehicle replacement.
- \$65K increase, due to Park Ranger vehicle request.



# Public Works

## Program Performance - Fleet Maintenance

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Effective Government	Percent of repair and maintenance activities completed by Town fleet staff vs contracted services.	95%	98%	97%	98%
	Percent of repair and maintenance activities completed as preventative maintenance. (1)	75%	80%	66%	80%

### Analysis of Performance

1. In FY22/23, with supply chain issues and the Town’s growing fleet, which includes the new Police Department, some preventative maintenance has been delayed. Fleet staff is working to optimize the work orders to meet the new service demand.





# Public Works

## Program Operating Budget - Traffic

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 317,513	\$ 317,911	\$ 464,558	\$ 670,175	\$ 671,795	\$ 1,620	0%
Supplies & Services	\$ 498,185	\$ 636,387	\$ 238,357	\$ 1,500,726	\$ 1,577,155	\$ 76,429	5%
Capital Outlay	\$ 903,826	\$ 151,310	\$ 325,490	\$ 175,496	\$ 375,000	\$ 199,504	114%
<b>Division Total</b>	<b>\$ 1,719,524</b>	<b>\$ 1,105,608</b>	<b>\$ 1,028,405</b>	<b>\$ 2,346,397</b>	<b>\$ 2,623,950</b>	<b>\$ 277,553</b>	<b>12%</b>
	<b>\$ Change From Prior</b>	<b>\$ (613,916)</b>	<b>\$ (77,203)</b>	<b>\$ 1,317,992</b>	<b>\$ 277,553</b>		
	<b>% Change From Prior</b>	<b>-36%</b>	<b>-7%</b>	<b>128%</b>	<b>12%</b>		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets also include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute). These increases are offset by a decrease in budget, due to filling FY22/23 vacant positions at salaries/benefits that were lower than what was previously budgeted.

### Supplies & Services:

The increase of \$76K is mainly attributed to:

- \$83K decrease, due to the removal of prior year one-time budgets.
- \$45K decrease, due to a decrease associated with the Bike & Pedestrian master plan.
- \$149K increase, due to the addition of the MAG RSP (Roadside Safety Program) reimbursable grant.
- \$55K Increase, related to traffic signal pole stock inventory, due to rising steel costs and adding additional intersections.

### Capital Outlay:

The increase of \$200K is mainly attributed to:

- \$175K decrease, due to the completion of the MAG ITS & Data transport infrastructure projects and the removal of the related prior year budget.
- \$375K increase, due to the addition of Crash Analysis software (\$85K), Flashing school zone sign (\$90K) projects and a Transportation Master Plan (\$200K).



# Public Works

## Program Performance – Traffic Engineering

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Effective Government	Percent of emergency signal malfunction responses within one hour of notification.	100%	100%	95%	95%
	Percent of streetlight repairs completed within ten days of outage reported.	N/A- new goal in FY23	90%	95%	95%
	Percent of traffic control plans reviewed and permitted in 10 days or less.	N/A- new goal in FY23	90%	95%	95%

## Analysis of Performance

1. Not applicable.



# Public Works

## Program Operating Budget - Street Maintenance

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,530,193	\$ 1,475,517	\$ 1,683,447	\$ 1,827,674	\$ 2,161,648	\$ 333,974	18%
Supplies & Services	\$ 3,690,479	\$ 3,422,610	\$ 2,673,892	\$ 6,292,384	\$ 6,624,101	\$ 331,717	5%
Department Support Costs	\$ -	\$ -	\$ -	\$ 273,160	\$ 300,860	\$ 27,700	10%
Debt Service	\$ 3,248	\$ -	\$ -			\$ -	0%
Capital Outlay	\$ 115,095	\$ 95,962	\$ 584,479	\$ 751,206	\$ 385,560	\$ (365,646)	-49%
<b>Subtotal Expenses</b>	<b>\$ 5,339,015</b>	<b>\$ 4,994,089</b>	<b>\$ 4,941,818</b>	<b>\$ 9,144,424</b>	<b>\$ 9,472,169</b>	<b>\$ 327,745</b>	<b>4%</b>
Transfers Out - Debt Service	\$ 263,953	\$ 263,871	\$ 262,790	\$ 263,888	\$ 263,777	\$ (111)	0%
<b>Division Total</b>	<b>\$ 5,602,969</b>	<b>\$ 5,257,960</b>	<b>\$ 5,204,608</b>	<b>\$ 9,408,312</b>	<b>\$ 9,735,946</b>	<b>\$ 327,634</b>	<b>\$ 0</b>
<b>\$ Change From Prior</b>		\$ (345,008)	\$ (53,352)	\$ 4,203,704	\$ 327,634		
<b>% Change From Prior</b>		-6%	-1%	81%	3%		

### Budget Notes and Changes

#### Salaries and Fringes:

The budget includes the addition of a Street Supervisor and a Street Maintenance Specialist. Personnel budgets also include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The increase of \$332K increase is mainly attributed to:

- \$300K decrease, due to the completion and removal of prior year budget.
- \$300K increase due to negative turn left lane project (Chandler Heights).
- \$270K increase in maintenance and repairs, mainly due to assuming right of way (ROW) maintenance. This was moved over from the Grounds division.
- \$20K increase in maintenance street materials/supplies (cold patch, concrete, dust abatement chemicals).
- \$30K increase for additional supplies for the new Street Supervisor & Street Maintenance Specialist positions.
- \$12K increase related to new equipment requests (dump trailer, skid steer trailer, 210 tractor, sidewalk razor grinder and a toro UTV).

#### 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. In FY24 Support costs have increased by \$28K.

#### Capital Outlay:

The decrease of \$366K is mainly attributed:

- \$428K decrease, due to the removal of prior year vehicle budgets.
- \$78K decrease, due to a lower requested equipment budget in FY23/24.
- \$140K increase, due to Street Supervisor & Maintenance Specialist vehicle requests.



# Public Works

## Program Performance – Street Maintenance

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Effective Government	Percent of pavement in satisfactory or better condition per Pavement Condition Index (PCI).	81%	85%	83%	85%
	Percent of potholes repaired within 24 hours of notification.	100%	100%	100%	98%
	Percent of responses to street maintenance issues within 24 hours of notification.	98%	98%	98%	98%

### Analysis of Performance

1. Not applicable.



# Public Works

## Program Operating Budget - Solid Waste

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 539,114	\$ 510,391	\$ 526,859	\$ 552,946	\$ 708,996	\$ 156,050	
Supplies & Services	\$ 2,379,996	\$ 3,257,270	\$ 3,367,015	\$ 4,366,522	\$ 4,378,232	\$ 11,710	0%
Department Support Costs	\$ 53,770	\$ 62,854	\$ 64,399	\$ 49,117	\$ 66,870	\$ 17,752	36%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 65,000	0%
Contingency	\$ -	\$ -	\$ -	\$ 189,000	\$ 189,000	\$ -	0%
<b>Division Total</b>	<b>\$ 2,972,881</b>	<b>\$ 3,830,515</b>	<b>\$ 3,958,274</b>	<b>\$ 5,157,585</b>	<b>\$ 5,408,098</b>	<b>\$ 250,512</b>	<b>5%</b>
<b>\$ Change From Prior</b>		\$ 857,634	\$ 127,759	\$ 1,199,312	\$ 250,512		
<b>% Change From Prior</b>		29%	3%	30%	5%		

## Budget Notes and Changes

### Salaries and Fringes:

The budget includes the addition of a Senior Environmental Technician. Personnel budgets also include an allowance for a market increase of 5%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

Increase of \$12K, mainly due to the supplies and services for the new Senior Environmental Technician position.

### 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. In FY24 Support costs have increased by \$18K.

### Capital Outlay:

The capital outlay budget increased by \$65K, due to a new vehicle purchase for a new Senior Environmental Tech position.



# Public Works

## Program Performance – Solid Waste

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Secure Future-Environment	Percent of recycled or diverted material relative to total solid waste collections. (1)	16%	20%	20%	20%
	Percent increase of non-contaminated residential curbside recycling collections as a result of targeted inspection programs.	90%	90%	90%	90%

## Analysis of Performance

1. Negative impacts from FY21/22 continued to cause disruptions in the recycling markets, collection and disposition during FY22/23.



# Public Works

## Program Operating Budget – Stormwater

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 55,931	\$ -	\$ -	\$ -	\$ -	0%
Supplies & Services	\$ 52,192	\$ 47,570	\$ 36,568	\$ 169,923	\$ 143,160	\$ (26,763)	-16%
<b>Division Total</b>	<b>\$ 52,192</b>	<b>\$ 103,501</b>	<b>\$ 36,568</b>	<b>\$ 169,923</b>	<b>\$ 143,160</b>	<b>\$ (26,763)</b>	<b>-16%</b>
<b>\$ Change From Prior</b>		\$ 51,309	\$ (66,933)	\$ 133,355	\$ (26,763)		
<b>% Change From Prior</b>		98%	-65%	365%	-16%		

## Budget Notes and Changes

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).

### Salaries & Fringe:

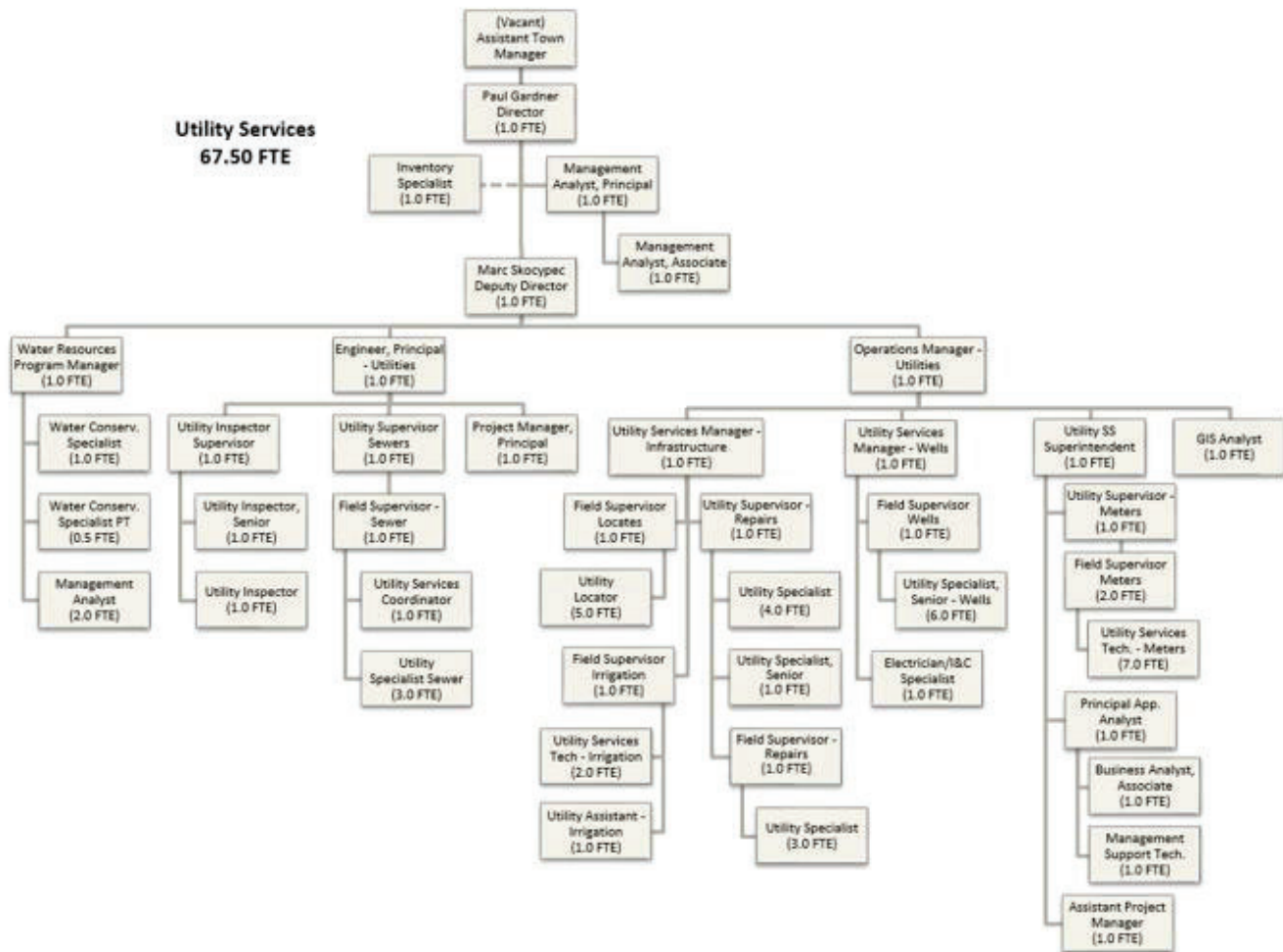
There are no personnel costs currently dedicated or charged to the Stormwater division.

### Supplies & Services:

A \$27K decrease to the FY 2023/24 budget is due to the removal of prior year budget for the utility rate study.



# Utility Services – Water & Wastewater



## Department Description and Programs

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

## Department Mission

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





# Utility Services – Water & Wastewater

## Strategic Priority

Secure Future

Superior Infrastructure



## FY 2023/24 Objectives

- Continued development of sustainable long-range plans for water, reclaimed water, and wastewater that supports the Comprehensive Utility Master Plan. The Town will evaluate and possibly pursue water acquisition strategies such as acquiring effluent, water credits, available water rights consistent with Arizona water law and policy and other strategies as determined necessary to diversify the Town’s Water Resources Portfolio.
- Ensure a continued safe and sustainable water supply that fully implements the Comprehensive Utility Master Plan
- Implement the Comprehensive Utility Master Plan, and begin delivery of the projects identified within the FY 23/24 CIP budget.

Division	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
	Actual	Actual	Actual	Revised	Recommended
Water – Administration	5.00	5.00	5.00	5.00	5.00
Water – Engineering	2.00	5.00	4.00	4.00	5.00
Water – Field Ops Meters	13.00	13.00	13.00	13.00	14.00
Water – GIS	4.00	4.00	5.00	8.00	8.00
Water – Irrigation	2.00	4.00	4.00	4.00	4.00
Water – CIP	4.00	3.00	-	-	-
Water – Conservation*	1.00	1.00	1.00	1.00	1.50
Water – Distribution	16.00	18.00	18.00	20.00	21.00
Water – Resources	2.00	2.00	2.00	2.00	3.00
Sewer – Water Reclamation	5.00	6.00	6.00	6.00	6.00
<b>Department FTE</b>	<b>55.00</b>	<b>51.00</b>	<b>58.00</b>	<b>63.00</b>	<b>67.50</b>

## FTE Changes

FY 2023/24: Added 4.5 FTE including a Management Analyst for Water Resources, Principal Project Manager in Engineering, Senior Utility Specialist for Wells, Inventory Specialist, and a part-time Water Conversation Specialist.

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.

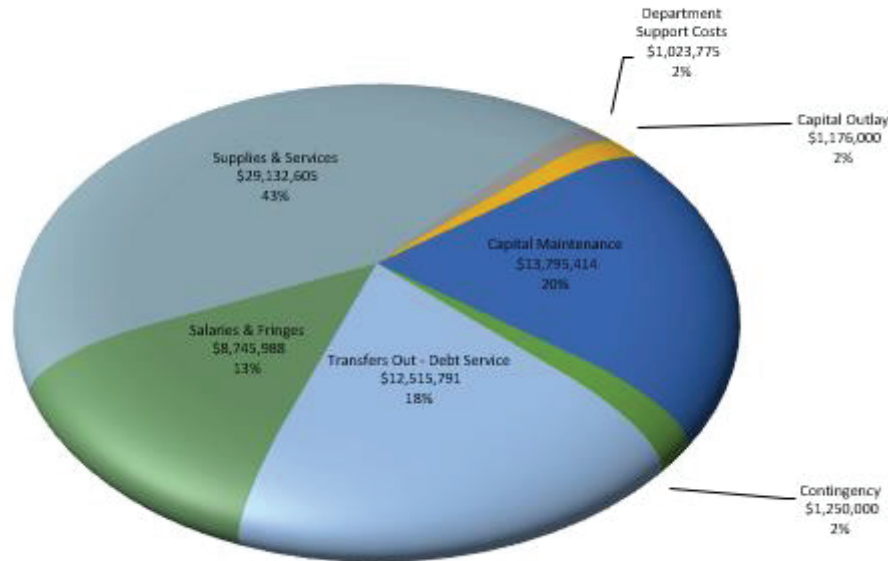
FY 2020/21: Added 6 FTE including 1 CIP Administrator and 2 Project Managers for WIFA in Water-Engineering, 1 Utility Services Assistant and 1 Utility Services Technician in Water-Irrigation, and 1 Sr. Utility Services Technician in Water-Distribution.

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.



# Utility Services – Water & Wastewater

Utilities Water/Wastewater  
FY 2023/24 Recommended Budget \$67.6M



## Funding Source

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Water Revenues	\$41,108,539	\$39,483,122	\$ 51,027,979	\$ 92,793,201	\$ 30,232,350	\$ (62,560,851)	-67%
Sewer Revenues	\$ 7,580,173	\$ 9,187,473	\$ 10,147,343	\$ 10,335,744	\$ 13,016,880	\$ 2,681,136	26%
<b>Subtotal Expenses</b>	<b>\$48,688,712</b>	<b>\$48,670,595</b>	<b>\$ 61,175,322</b>	<b>\$103,128,945</b>	<b>\$ 43,249,230</b>	<b>\$ (59,879,715)</b>	<b>-58%</b>
<b>\$ Change From Prior</b>		\$ (18,117)	\$ 12,504,727	\$ 41,953,623	\$ (59,879,715)		
<b>% Change From Prior</b>		0%	26%	69%	-58%		

## Department Expenditure by Type

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 5,600,822	\$ 6,324,924	\$ 6,726,521	\$ 7,715,965	\$ 8,745,988	\$ 1,030,023	13%
Supplies & Services	\$ 15,379,949	\$ 14,309,598	\$ 15,571,714	\$ 22,074,105	\$ 29,132,605	\$ 7,058,500	32%
Department Support Costs	\$ 780,407	\$ 752,743	\$ 756,643	\$ 970,394	\$ 1,023,775	\$ 53,381	6%
Capital Outlay	\$ 17,068,433	\$ 2,395,166	\$ 8,935,975	\$ 58,906,941	\$ 1,176,000	\$ (57,730,941)	-98%
Capital Maintenance	\$ -	\$ -	\$ 328,662	\$ 8,557,329	\$ 13,795,414	\$ 5,238,085	61%
Contingency	\$ -	\$ -	\$ -	\$ 712,337	\$ 1,250,000	\$ 537,663	75%
Transfers Out - Debt Service	\$ 7,002,583	\$ 5,139,994	\$ 7,699,419	\$ 9,651,908	\$ 12,515,791	\$ 2,863,883	30%
Transfers Out - CIP	\$ 15,028,679	\$ 9,338,815	\$ 30,019,383	\$ -	\$ -	\$ -	0%
<b>Department Total</b>	<b>\$ 60,860,873</b>	<b>\$ 38,261,239</b>	<b>\$ 70,038,317</b>	<b>\$ 108,588,979</b>	<b>\$ 67,639,573</b>	<b>\$ (40,949,406)</b>	<b>-38%</b>
<b>\$ Change From Prior</b>		\$ (22,599,634)	\$ 31,777,078	\$ 38,550,662	\$ (40,949,406)		
<b>% Change From Prior</b>		-37%	83%	55%	-38%		



# Utility Services – Water & Wastewater

## Program Performance – Utilities

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
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>	\$3,042	\$4,763	\$4,882	\$5,004
Financial Management, Internal Services & Sustainability	Percentage of lost/unaccounted for water (non-metered water due to leaks, theft, meter inefficiencies, etc.) <sup>2</sup>	3.95%	5.25%	5.05%	5.49%
	Number of sanitary sewer overflows	0	0	0	0
	Total wastewater service costs (dollars) per million gallons generated annually <sup>1</sup>	\$4,215	\$5,816	\$5,961	\$6,110

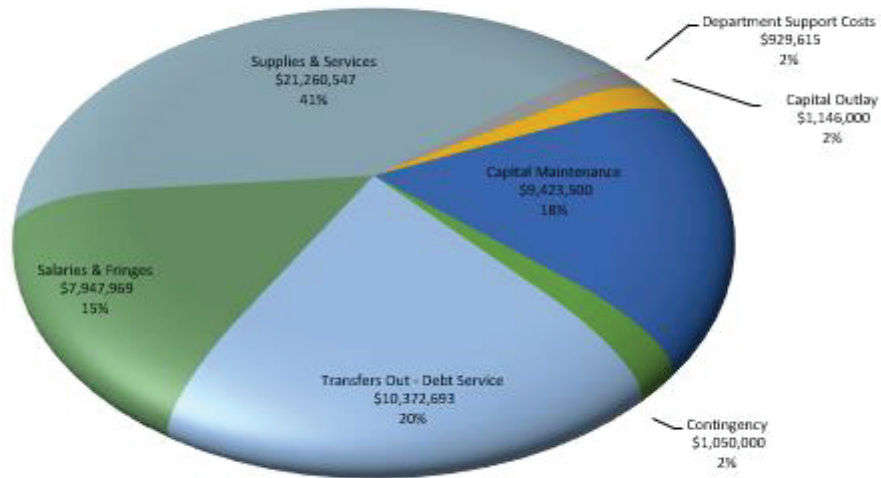
## Analysis of Performance

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 2023/24 Recommended Budget \$52.1M



## Water Operating Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 4,997,216	\$ 5,644,515	\$ 6,019,544	\$ 6,973,294	\$ 7,947,969	\$ 974,675	14%
Supplies & Services	\$ 12,524,871	\$ 11,514,788	\$ 11,993,867	\$ 17,637,771	\$ 21,260,547	\$ 3,622,776	21%
Department Support Costs	\$ 676,982	\$ 654,962	\$ 658,862	\$ 878,563	\$ 929,615	\$ 51,052	6%
Capital Outlay	\$ 17,054,460	\$ 1,828,047	\$ 8,866,281	\$ 58,359,358	\$ 1,146,000	\$ (57,213,358)	-98%
Capital Maintenance	\$ -	\$ -	\$ -	\$ 7,542,460	\$ 9,423,500	\$ 1,881,040	25%
Contingency	\$ -	\$ -	\$ -	\$ 617,385	\$ 1,050,000	\$ 432,615	70%
Transfers Out - Debt Service	\$ 6,609,883	\$ 4,747,894	\$ 7,250,162	\$ 9,013,422	\$ 10,372,693	\$ 1,359,271	15%
Transfers Out - CIP	\$ 9,442,346	\$ 6,792,551	\$ 13,329,878	\$ -	\$ -	\$ -	0%
<b>Department Total</b>	<b>\$ 51,305,758</b>	<b>\$ 31,182,757</b>	<b>\$ 48,118,594</b>	<b>\$ 101,022,253</b>	<b>\$ 52,130,324</b>	<b>\$ (48,891,929)</b>	<b>-48%</b>
	<b>\$ Change From Prior</b>	<b>\$ (20,123,001)</b>	<b>\$ 16,935,837</b>	<b>\$ 52,903,659</b>	<b>\$ (48,891,929)</b>		
	<b>% Change From Prior</b>	<b>-39%</b>	<b>54%</b>	<b>110%</b>	<b>-48%</b>		



# Utility Services – Water Operating

## Water Operating Expenditure by Division

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Water Admin	\$ 7,476,680	\$ 5,460,909	\$ 5,308,854	\$ 8,508,635	\$ 9,867,909	\$ 1,359,274	16%
Engineering	\$ 678,027	\$ 759,978	\$ 655,207	\$ 2,215,456	\$ 2,083,420	\$ (132,036)	-6%
Field Ops	\$ 2,288,955	\$ 2,215,396	\$ 2,633,013	\$ 3,258,331	\$ 3,126,075	\$ (132,256)	-4%
GIS	\$ 528,976	\$ 557,938	\$ 690,768	\$ 1,047,881	\$ 826,896	\$ (220,985)	-21%
Irrigation	\$ 301,429	\$ 310,966	\$ 309,932	\$ 452,396	\$ 433,363	\$ (19,033)	-4%
Conservation	\$ 202,722	\$ 192,059	\$ 232,660	\$ 296,480	\$ 366,895	\$ 70,415	24%
Distribution	\$ 6,313,540	\$ 7,247,487	\$ 6,766,352	\$ 15,724,717	\$ 20,148,192	\$ 4,423,475	28%
Water Resources	\$ 17,463,200	\$ 2,897,579	\$ 10,941,768	\$ 60,504,935	\$ 4,904,881	\$ (55,600,054)	-92%
Water Debt Transfers	\$ 6,609,883	\$ 4,747,894	\$ 7,250,162	\$ 9,013,422	\$ 10,372,693	\$ 1,359,271	15%
Water CIP Transfers	\$ 9,442,346	\$ 6,792,551	\$ 13,329,878	\$ -	\$ -	\$ -	0%
<b>Department Total</b>	\$ 51,305,758	\$ 31,182,757	\$ 48,118,594	\$ 101,022,253	\$ 52,130,324	\$ (48,891,929)	-48%
	<b>\$ Change From Prior</b>	\$ (20,123,001)	\$ 16,935,837	\$ 52,903,659	\$ (48,891,929)		
	<b>% Change From Prior</b>	-39%	54%	110%	-48%		



# Utility Services – Water Operating

## Program Operating Budget – Water Admin

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 1,029,274	\$ 1,093,342	\$ 1,192,799	\$ 1,309,307	\$ 1,607,824	\$ 298,517	23%
Supplies & Services	\$ 5,380,004	\$ 3,515,904	\$ 2,849,379	\$ 5,068,946	\$ 6,138,970	\$ 1,070,024	21%
Department Support Costs	\$ 676,982	\$ 654,962	\$ 658,862	\$ 878,563	\$ 929,615	\$ 51,052	6%
Capital Outlay	\$ 390,420	\$ 196,701	\$ 607,814	\$ 407,934	\$ 100,000	\$ (307,934)	-75%
Capital Maintenance				\$ 226,500	\$ 41,500	\$ (185,000)	-82%
Contingency				\$ 617,385	\$ 1,050,000	\$ 432,615	70%
<b>Subtotal Expenses</b>	<b>\$ 7,476,680</b>	<b>\$ 5,460,909</b>	<b>\$ 5,308,854</b>	<b>\$ 8,508,635</b>	<b>\$ 9,867,909</b>	<b>\$ 1,359,274</b>	<b>16%</b>
Transfers Out - Debt Service	\$ 6,609,883	\$ 4,747,894	\$ 7,250,162	\$ 9,013,422	\$ 10,372,693	\$ 1,359,271	15%
Transfers Out - CIP	\$ 9,442,346	\$ 6,792,551	\$ 13,329,878	\$ -	\$ -	\$ -	0%
<b>Division Total</b>	<b>\$23,528,909</b>	<b>\$17,001,354</b>	<b>\$25,888,894</b>	<b>\$ 17,522,057</b>	<b>\$ 20,240,602</b>	<b>\$ 2,718,545</b>	<b>16%</b>
<b>\$ Change From Prior</b>		<b>\$ (6,527,555)</b>	<b>\$ 8,887,540</b>	<b>\$ (8,366,837)</b>	<b>\$ 2,718,545</b>		
<b>% Change From Prior</b>		<b>-28%</b>	<b>52%</b>	<b>-32%</b>	<b>16%</b>		

## Budget Notes and Changes

The Water Admin Division represents the costs associated with the management and oversight of the Town’s water utility.

### Salaries and Fringes:

The budget reflects the movement of the Operations Manager from Water GIS to the Administration division. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

An increase of \$1.1M is mainly due to an increase in mainline agreement payments (EPCOR ext buyout, etc).

### 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. In FY24 Support costs have increased by \$51K.

### Capital Outlay:

The capital outlay budget funds the purchase of new and replacement vehicles, equipment, and rolling inventory stock. A decrease of \$308K is mainly due to: \$348K decrease in the FY23/24 vehicle/equipment budget, due to vehicle/equipment replacements to address longer lead times included in the revised FY 22/23 capital budget. This decrease is offset by \$40K increase, due to the addition of a new utilities staff shared vehicle.

### Contingency:

Each year, an operational contingency 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 FY24 contingency in FY23/24 has increased by \$433K.

### Transfers Out – Debt Service:

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

### Transfers Out - CIP:

Budget in this category represents the non-growth share of water infrastructure improvements that are planned for FY23/24. With recent debt issuances the past couple of years, these non-growth costs will come from debt proceeds instead of cash from the Water Operating Fund, therefore there is no budget currently included.



# Utility Services – Water Operating

## Program Operating Budget – Water Engineering

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 465,006	\$ 583,127	\$ 501,631	\$ 551,884	\$ 662,370	\$ 110,486	20%
Supplies & Services	\$ 213,021	\$ 176,851	\$ 153,576	\$ 255,000	\$ 259,050	\$ 4,050	2%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Maintenance	\$ -	\$ -	\$ -	\$ 1,408,572	\$ 1,162,000	\$ (246,572)	-18%
<b>Division Total</b>	<b>\$ 678,027</b>	<b>\$ 759,978</b>	<b>\$ 655,207</b>	<b>\$ 2,215,456</b>	<b>\$ 2,083,420</b>	<b>\$ (132,036)</b>	<b>-6%</b>
<b>\$ Change From Prior</b>		\$ 81,951	\$ (104,771)	\$ 1,560,249	\$ (132,036)		
<b>% Change From Prior</b>		12%	-14%	238%	-6%		

## Budget Notes and Changes

The Water Engineering Division is responsible for the oversight of the Utilities Capital Improvement Program.

### Salaries and Fringes:

The budget includes the addition of a Principal Project Manager position. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Capital Maintenance:

The decrease of \$247K is mainly due to budget adjustments, related to the water master plan, updates/studies.

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

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,098,518	\$ 1,083,236	\$ 1,183,566	\$ 1,247,484	\$ 1,401,625	\$ 154,141	12%
Supplies & Services	\$ 1,190,437	\$ 1,132,160	\$ 1,449,447	\$ 1,810,847	\$ 1,629,450	\$ (181,397)	-10%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%
Capital Maintenance	\$ -	\$ -	\$ -	\$ 200,000	\$ 95,000	\$ (105,000)	-53%
<b>Division Total</b>	<b>\$ 2,288,955</b>	<b>\$ 2,215,396</b>	<b>\$ 2,633,013</b>	<b>\$ 3,258,331</b>	<b>\$ 3,126,075</b>	<b>\$ (132,256)</b>	<b>-4%</b>
<b>\$ Change From Prior</b>		\$ (73,559)	\$ 417,617	\$ 625,318	\$ (132,256)		
<b>% Change From Prior</b>		-3%	19%	24%	-4%		

## Budget Notes and Changes

The Field Ops (Meters) Division is responsible for the installation, maintenance, and monthly reading of meters and their associated components.

### Salaries and Fringes:

The budget includes the addition of an Inventory Specialist position. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

A decrease of \$181K is due to a decrease in meter fittings/parts (lower meter installs), offset by an increase in software support (Flexnet chrgs) & supplies for 1 new position.

### Capital Maintenance:

A decrease of \$105K is mainly due to Flexnet/Watersmart web portal implementation fees.



# Utility Services – Water Operating

## Program Operating Budget – Water GIS

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 500,048	\$ 520,717	\$ 609,266	\$ 917,431	\$ 755,396	\$ (162,035)	-18%
Supplies & Services	\$ 28,928	\$ 37,221	\$ 46,436	\$ 54,310	\$ 71,500	\$ 17,190	32%
Capital Outlay	\$ -	\$ -	\$ 35,066	\$ 76,140	\$ -	\$ (76,140)	-100%
<b>Division Total</b>	<b>\$ 528,976</b>	<b>\$ 557,938</b>	<b>\$ 690,768</b>	<b>\$ 1,047,881</b>	<b>\$ 826,896</b>	<b>\$ (220,985)</b>	<b>-21%</b>
	<b>\$ Change From Prior</b>	\$ 28,962	\$ 132,830	\$ 357,113	\$ (220,985)		
	<b>% Change From Prior</b>	5%	24%	52%	-21%		

### Budget Notes and Changes

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.

#### Salaries and Fringes:

The budget reflects the movement of the Operations Manager from Water GIS to the Administration division. This budget decrease is offset by an increase due to an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

An increase of \$17K is mainly due to an increase in utility locating tools/equipment & annual blue stake fees.

#### Capital Outlay:

A decrease of \$76K is due to the removal of a vehicle budget in FY24.

## Program Operating Budget – Water Irrigation

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 169,684	\$ 283,575	\$ 291,601	\$ 355,479	\$ 348,363	\$ (7,116)	-2%
Supplies & Services	\$ 131,745	\$ 27,391	\$ 18,331	\$ 45,000	\$ 45,000	\$ -	0%
Capital Outlay	\$ -	\$ -	\$ -	\$ 51,917	\$ 40,000	\$ (11,917)	-23%
<b>Division Total</b>	<b>\$ 301,429</b>	<b>\$ 310,966</b>	<b>\$ 309,932</b>	<b>\$ 452,396</b>	<b>\$ 433,363</b>	<b>\$ (19,033)</b>	<b>-4%</b>
	<b>\$ Change From Prior</b>	\$ 9,537	\$ (1,034)	\$ 142,464	\$ (19,033)		
	<b>% Change From Prior</b>	3%	0%	46%	-4%		

### Budget Notes and Changes

The Water Irrigation Division provides flood irrigation services to approximately 450 residential customers as well as various schools and contractors.

#### Salaries and Fringes:

The budget decrease is due to a vacant position being filled below the salary & benefits than what were previously budgeted. This is offset by an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance, as well as annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Capital Outlay:

A decrease of \$12K is due to a lower vehicle budget in FY24.





# Utility Services – Water Operating

## Program Operating Budget – Water Conservation

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 145,406	\$ 137,617	\$ 148,245	\$ 151,994	\$ 202,745	\$ 50,751	33%
Supplies & Services	\$ 57,316	\$ 54,442	\$ 84,415	\$ 144,486	\$ 164,150	\$ 19,664	14%
<b>Division Total</b>	<b>\$ 202,722</b>	<b>\$ 192,059</b>	<b>\$ 232,660</b>	<b>\$ 296,480</b>	<b>\$ 366,895</b>	<b>\$ 70,415</b>	<b>24%</b>
	<b>\$ Change From Prior</b>	<b>\$ (10,663)</b>	<b>\$ 40,601</b>	<b>\$ 63,820</b>	<b>\$ 70,415</b>		
	<b>% Change From Prior</b>	<b>-5%</b>	<b>21%</b>	<b>27%</b>	<b>24%</b>		

### Budget Notes and Changes

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, Waterfluence program as well as signage and outreach activities for HOA’s, schools, business, and residential customers

#### Salaries and Fringes:

The budget includes the addition of a part-time Water Conservation Specialist position. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

#### Supplies & Services:

The increase of \$20K is mainly attributed to:

- Increase of \$14K, due to increase in dues/membership fees (water use it wisely membership, etc)
- Increase of \$4K, due to add’l supplies for the new part-time Water Conservation Specialist position.
- Increase of \$2K, due to workshop flyers printing; offset by lower marketing material expenditures.



# Utility Services – Water Operating

## Program Operating Budget – Water Distribution

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 1,383,901	\$ 1,684,444	\$ 1,813,436	\$ 2,150,467	\$ 2,533,312	\$ 382,845	18%
Supplies & Services	\$ 4,275,249	\$ 5,563,043	\$ 4,909,181	\$ 7,443,495	\$ 8,983,880	\$ 1,540,385	21%
Capital Outlay	\$ 654,390	\$ -	\$ 43,735	\$ 423,367	\$ 506,000	\$ 82,633	20%
Capital Maintenance	\$ -	\$ -	\$ -	\$ 5,707,388	\$ 8,125,000	\$ 2,417,612	42%
<b>Division Total</b>	<b>\$ 6,313,540</b>	<b>\$ 7,247,487</b>	<b>\$ 6,766,352</b>	<b>\$15,724,717</b>	<b>\$ 20,148,192</b>	<b>\$ 4,423,475</b>	<b>28%</b>
	<b>\$ Change From Prior</b>	\$ 933,947	\$ (481,135)	\$ 8,958,365	\$ 4,423,475		
	<b>% Change From Prior</b>	15%	-7%	132%	28%		

## Budget Notes and Changes

The Water Distribution Division is responsible for the maintenance and repairs of the Town’s twenty seven wells and related water delivery systems.

### Salaries and Fringes:

The budget includes the addition of a Senior Utility Specialist position. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The increase of \$1.5M is mainly attributed to:

- Increase of \$1.2M, due to increase in electricity for wells (rate increase & 4 additional wells added).
- Increase of \$135K, due to increase in water distribution maintenance parts/supplies, chlorine tablets and other needed chemicals.
- Increase of \$125K, due to increase in well site repairs (aging infrastructure & addition of new wells).

### Capital Outlay:

The increase of \$83K is mainly attributed to:

- Increase of \$67K, due to the addition of a vehicle for the new Senior Utility Specialist position.
- Increase of \$16K, due to increase in the vehicle budget in FY24, related to new position.

### Capital Maintenance:

The increase of \$2.4M is mainly attributed to:

- Increase of \$1.8M, due to well site upgrades.
- Increase of \$517K, due to tank rehabilitation, water line replacements and well site security.
- Increase of \$125K, due to emergency generator controls.



# Utility Services – Water Operating

## Program Operating Budget – Water Resources

Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 205,379	\$ 258,457	\$ 279,000	\$ 289,248	\$ 436,334	\$ 147,086	51%
Supplies & Services	\$ 1,248,171	\$ 1,007,776	\$ 2,483,102	\$ 2,815,687	\$ 3,968,547	\$ 1,152,860	41%
Capital Outlay	\$16,009,650	\$ 1,631,346	\$ 8,179,666	\$57,400,000	\$ 500,000	\$ (56,900,000)	-99%
<b>Division Total</b>	\$17,463,200	\$ 2,897,579	\$10,941,768	\$60,504,935	\$ 4,904,881	\$ (55,600,054)	-92%
	<b>\$ Change From Prior</b>	\$ (14,565,621)	\$ 8,044,189	\$ 49,563,167	\$ (55,600,054)		
	<b>% Change From Prior</b>	-83%	278%	453%	-92%		

## Budget Notes and Changes

The Water Resources Division manages the Town’s water supplies and plans for the community’s future water needs.

### Salaries and Fringes:

The budget includes the addition of a Management Analyst for Water Resources. Personnel budgets also include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The increase of \$1.2M is mainly attributed to:

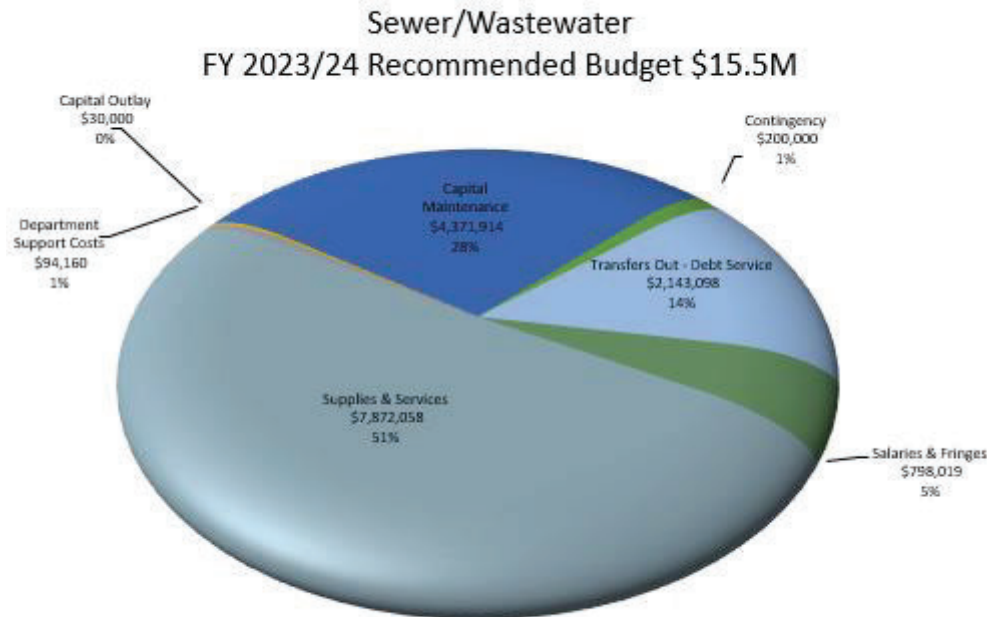
- Increase of \$730K, due to increase in water allocation charges (CAP, Cibola, NIA) and wheeling fees.
- Increase of \$220K, due to increase in groundwater withdrawal fees, permit fees, facility use fees, Frontier Park lake fill charge and Town of Gilbert charges associated with pumping reclaimed water for recharge.
- Increase of \$180K, due to increase in wastewater charges associated with effluent generated at GWRP and used for recharge, based on increased flows.

### Capital Outlay:

A decrease of \$57M is mainly due to moving the budget for the acquisition of Harquehala phase 1 & 2 and various other potential water resources to the Capital Improvement (CIP) budget. A budget of \$500K remains in the operating budget for other expenditures related to possible water resource purchases.



# Utility Services – Sewer/Wastewater Operating



<b>Expenditure by Type</b>							
Expense Category	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	From Prior Revised	
	Actual	Actual	Actual	Revised	Recommended	Dollar Change	% Change
Salaries & Fringes	\$ 603,606	\$ 680,409	\$ 706,977	\$ 742,671	\$ 798,019	\$ 55,348	7%
Supplies & Services	\$ 2,855,078	\$ 2,794,810	\$ 3,577,847	\$ 4,436,334	\$ 7,872,058	\$ 3,435,724	77%
Department Support Costs	\$ 103,425	\$ 97,781	\$ 97,781	\$ 91,831	\$ 94,160	\$ 2,329	3%
Capital Outlay	\$ 13,973	\$ 567,119	\$ 69,694	\$ 547,583	\$ 30,000	\$ (517,583)	-95%
Capital Maintenance	\$ -	\$ -	\$ 328,662	\$ 1,014,869	\$ 4,371,914	\$ 3,357,045	331%
Contingency	\$ -	\$ -	\$ -	\$ 94,952	\$ 200,000	\$ 105,048	111%
<b>Subtotal Expenses</b>	<b>\$ 3,576,082</b>	<b>\$ 4,140,119</b>	<b>\$ 4,780,961</b>	<b>\$ 6,928,240</b>	<b>\$ 13,366,151</b>	<b>\$ 6,437,911</b>	<b>93%</b>
Transfers Out - Debt Service	\$ 392,700	\$ 392,100	\$ 449,257	\$ 638,486	\$ 2,143,098	\$ 1,504,612	236%
Transfers Out - CIP	\$ 5,586,333	\$ 2,546,264	\$ 16,689,505	\$ -	\$ -	\$ -	0%
<b>Department Total</b>	<b>\$ 9,555,115</b>	<b>\$ 7,078,483</b>	<b>\$ 21,919,723</b>	<b>\$ 7,566,726</b>	<b>\$ 15,509,249</b>	<b>\$ 7,942,523</b>	<b>105%</b>
<b>\$ Change From Prior</b>		\$ (2,476,633)	\$ 14,841,241	\$ (14,352,997)	\$ 7,942,523		
<b>% Change From Prior</b>		-26%	210%	-65%	105%		

## Budget Notes and Changes

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



# Utility Services – Sewer/Wastewater Operating

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## Salaries and Fringes:

Personnel budgets include an allowance for a market increase of 5.0%, as well as a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

## Supplies & Services:

The increase of \$3.4M is mainly attributed to:

- An increase of \$2.5M, due to revenue collected and payments made, which are related to the EPCOR customer exchange agreement.
- An increase of \$622K, due to an increase in GWRP's projected operations and maintenance costs, due to an increase in sewer flows.
- An increase of \$160K, due to budget adjustment related to GWRP contingency.
- An increase of \$135K, due to allocation of bank & credit card fees.

## 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. In FY24 Support costs have increased by \$2K.

## Capital Outlay:

Decrease of \$517K in the FY24 vehicle & equipment budget, due to higher costs related to a Vacuum truck & vehicle previously included in the FY22/23 budget.

## Capital Maintenance:

Increase of \$3.4M, due to moving GWRP on-going capital maintenance projects (plant improvements, equip replace/lifecycle and major plant improvements) from the CIP budget to the Wastewater operations & maintenance budget.

## Contingency:

Each year, an operational contingency is included 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 FY24 contingency in FY23/24 has increased by \$105K.

## Transfers Out – Debt Service:

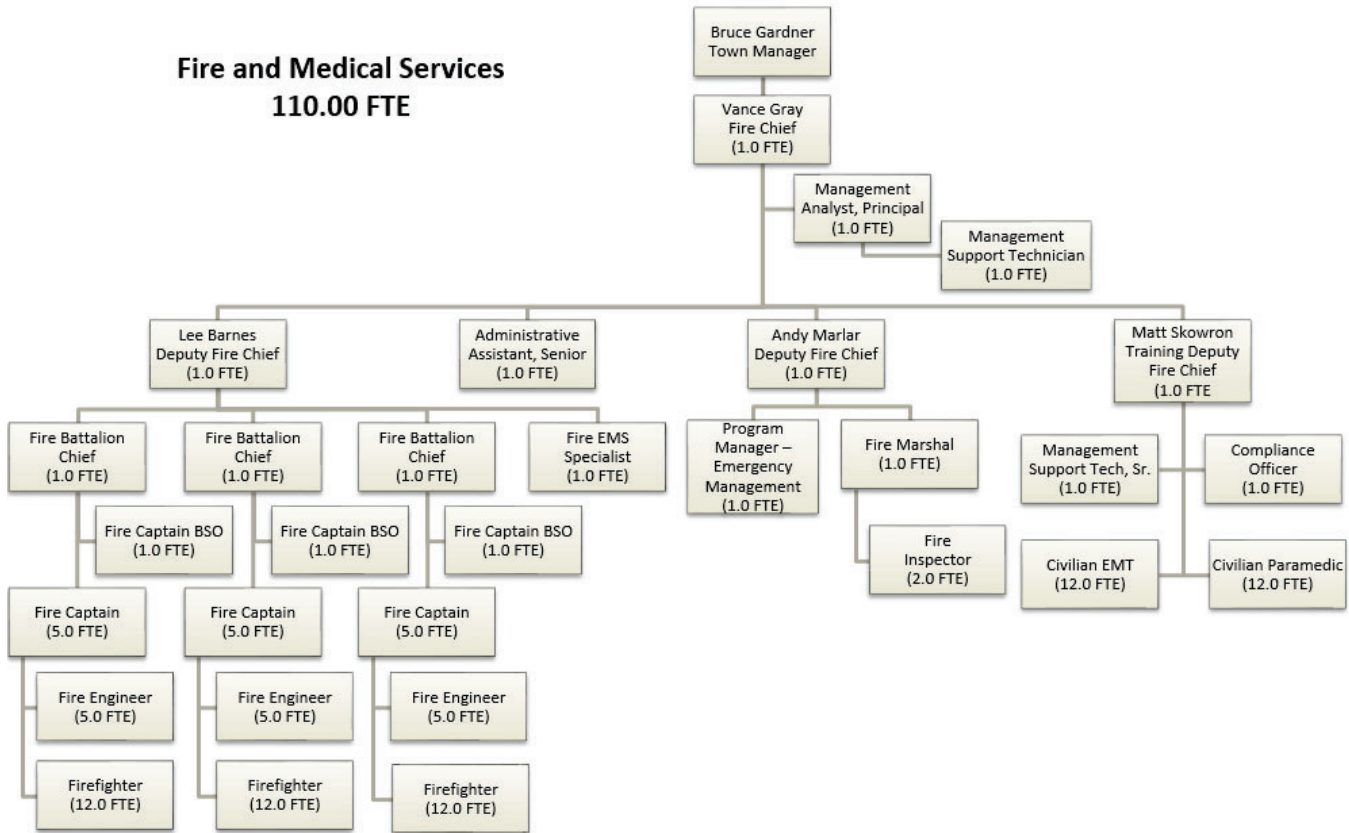
Budget in this category represents the non-growth share of debt service and is adjusted annually per the debt service schedule. Please refer to the Debt Section for additional information and details.

## Transfers Out - CIP:

Budget in this category represents the non-growth share of wastewater infrastructure improvements that are planned for FY23/24. With recent debt issuances the past couple of years, these non-growth costs will come from debt proceeds instead of cash from the Wastewater Operating Fund, therefore there is no budget currently included.



# Fire & Medical



## Department Description and Programs

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

1) Emergency Services

Emergency services are provided to the citizens of Queen Creek by the Operations, Medical and Public Safety Divisions. These divisions are responsible for 911 responses to fires, medical emergencies, hazardous materials emergencies and technical rescue, as well as disaster response to a major or widespread incident in the Town. The Operations Division also conducts building safety inspections, 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, Fire Prevention, 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 2023/24 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 design 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, along with Queen Creek, have either transitioned or are in the process of forming and implementing government managed programs.



# Fire & Medical

<b>Staffing by Division</b>					
Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Administration	4.00	5.00	5.00	6.00	6.00
Operations	58.00	73.00	73.00	73.00	73.00
Training	-	-	-	1.00	1.00
Fire Prevention Bureau	2.00	2.00	2.00	2.00	3.00
Resource Management	-	-	-	-	-
Emergency Transport Service	-	-	-	26.00	26.00
Medical	1.00	1.00	1.00	1.00	1.00
<b>Department FTE</b>	<b>65.00</b>	<b>81.00</b>	<b>81.00</b>	<b>109.00</b>	<b>110.00</b>

## FTE Changes

FY 2023/24: Added 1.0 FTE for a Fire Inspector position.

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.

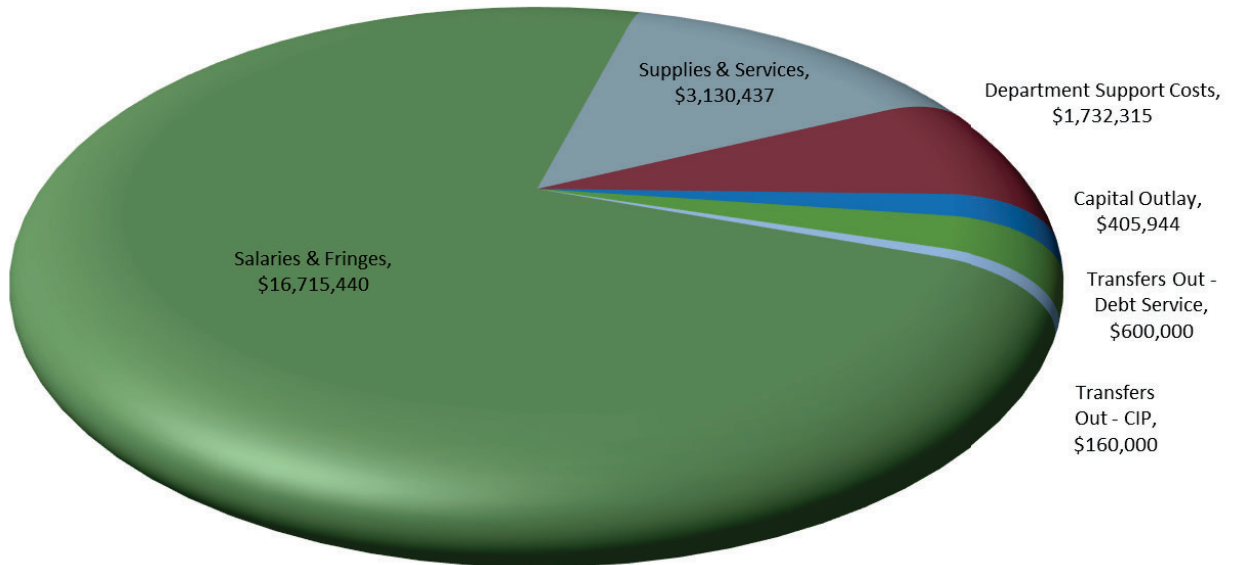
FY 2018/19: Staffing Fire Station #4 resulted in the hiring of 12 additional sworn FTE staff (6 Firefighters, 3 Fire Engineers, 3 Fire Captains), and a Deputy Chief to help manage the growing operations. There was additional re-organization within the department moving supervisory staff in alignment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





# Fire & Medical

Fire & Medical  
FY 2023/24 Recommended Budget \$22.7M



## Department Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 9,183,926	\$ 12,211,981	\$ 11,846,257	\$ 15,484,296	\$ 16,715,440	\$ 1,231,144	8%
Supplies & Services	\$ 1,468,502	\$ 1,604,978	\$ 1,926,168	\$ 2,513,806	\$ 3,130,437	\$ 616,631	25%
Department Support Costs	\$ 453,064	\$ 475,616	\$ 475,616	\$ 1,331,551	\$ 1,732,315	\$ 400,764	30%
Debt Service	\$ 83,380	\$ 83,381	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 1,029,222	\$ 109,530	\$ 663,870	\$ 2,944,302	\$ 405,944	\$ (2,538,358)	(86%)
<b>Subtotal Expenses</b>	<b>\$ 12,218,094</b>	<b>\$ 14,485,486</b>	<b>\$ 14,911,911</b>	<b>\$ 22,273,955</b>	<b>\$ 21,984,136</b>	<b>\$ (289,819)</b>	<b>(1%)</b>
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000	N/A
Transfers Out - CIP	\$ -	\$ 5,949,258	\$ 973,025	\$ 1,048,995	\$ 160,000	\$ (888,995)	(85%)
<b>Department Total</b>	<b>\$ 12,218,094</b>	<b>\$ 20,434,744</b>	<b>\$ 15,884,936</b>	<b>\$ 23,322,950</b>	<b>\$ 22,744,136</b>	<b>\$ (578,814)</b>	<b>(2%)</b>
\$ Change from Prior		\$ 8,216,650	\$ (4,549,808)	\$ 7,438,014	\$ (578,814)		
% Change from Prior		67%	(22%)	47%	(2%)		



# Fire & Medical

## Expenditure by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Fire Administration	\$ 1,317,687	\$ 7,173,739	\$ 1,768,790	\$ 2,841,321	\$ 3,946,152	\$ 1,104,831	39%
Operations	\$ 8,513,810	\$ 11,535,718	\$ 11,280,278	\$ 11,769,592	\$ 12,511,791	\$ 742,199	6%
Training	\$ 21,394	\$ 84,731	\$ 44,214	\$ 348,620	\$ 385,014	\$ 36,394	10%
Fire Prevention	\$ 280,546	\$ 258,034	\$ 337,985	\$ 445,212	\$ 683,160	\$ 237,948	53%
Resource Management	\$ 3,357,405	\$ 1,095,484	\$ 2,121,257	\$ 2,389,268	\$ 1,523,789	\$ (865,479)	(36%)
Medical	\$ 243,742	\$ 282,938	\$ 332,412	\$ 497,218	\$ 528,895	\$ 31,677	6%
Emergency Transport	\$ -	\$ -	\$ -	\$ 5,016,718	\$ 3,150,335	\$ (1,866,383)	(37%)
Wildland	\$ -	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	0%
Contingency	\$ 20,000	\$ 4,100	\$ -	\$ -	\$ -	\$ -	N/A
<b>Department Total</b>	<b>\$ 13,754,584</b>	<b>\$ 20,434,744</b>	<b>\$ 15,884,936</b>	<b>\$ 23,322,950</b>	<b>\$ 22,744,136</b>	<b>\$ (578,814)</b>	<b>(2%)</b>
	\$ Change from Prior	\$ 6,680,160	\$ (4,549,808)	\$ 7,438,014	\$ (578,814)		
	% Change from Prior	49%	(22%)	47%	(2%)		

## Program Performance – Non-Emergency

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Public Safety	Number of training hours in emergency response per operations employee (1)	Fire 249	Fire 250	Fire 250	Fire 250
		Medical 105	Medical 76	Medical 100	Medical 76
		Rescue 74	Rescue 25	Rescue 75	Rescue 25
	Number of annual commercial occupancy inspections by risk category (2)	High 49	High 245	High 260	High 275
		Medium 25	Medium 85	Medium 95	Medium 110
		Low 38	Low 175	Low 195	Low 220
Public Safety & Community Involvement	Child car seat installations	35	25	50	60
	Public education program hours delivered	346	300	340	350
	Community CPR (3)	100	1,000	1,000	1,200

## Analysis of Performance

1. To perform emergency response training required to meet National Fire Protection Association (NFPA) standards, state statutes, federal mandates, Insurance Services Office (ISO), and local requirements.
2. High-risk occupancies inspections are conducted by the Fire Marshal once every year. Medium and Low risk occupancies are inspected by Fire Operations staff once every two years and once every three years, respectively.
3. This is a program that began in FY 2018/19 and is a strategic initiative to train 10% of the Town's population in CPR.



# Fire & Medical

## Program Performance – Fire Emergency

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Public Safety	Number of emergency response incidents / response time	5851 / 4:43	5,200 / 4:00	6250 / 4:45	6000 / 4:00
Public Safety & Community Involvement	CERT Basic Training Class delivered (1)	1	2	1	2
	Disaster Management and Awareness Training Class delivered (2)	10	2	10	12

## 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 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 664,896	\$ 678,670	\$ 938,967	\$ 1,015,361	\$ 1,085,454	\$ 70,093	7%
Supplies & Services	\$ 199,726	\$ 176,948	\$ 354,207	\$ 494,409	\$ 503,383	\$ 8,974	2%
Department Support Costs	\$ 453,064	\$ 475,616	\$ 475,616	\$ 1,331,551	\$ 1,732,315	\$ 400,764	30%
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000	N/A
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 600,000	\$ 600,000	N/A
Transfers Out -CIP	\$ -	\$ 5,842,506	\$ -	\$ -	\$ -	\$ -	N/A
<b>Division Total</b>	<b>\$ 1,317,687</b>	<b>\$ 7,173,739</b>	<b>\$ 1,768,790</b>	<b>\$ 2,841,321</b>	<b>\$ 3,946,152</b>	<b>\$ 1,104,831</b>	<b>39%</b>
	\$ Change from Prior	\$ 5,856,052	\$ (5,404,949)	\$ 1,072,531	\$ 1,104,831		
	% Change from Prior	444%	(75%)	61%	39%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include a 5% market increase with an additional 3% allowance for non-sworn employee performance. Also included is 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. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The supplies and services budget includes funding for the firefighter cancer reimbursement assessment, as well as, travel, training, and membership dues and subscriptions. The budget increase is primarily due a subscription with Plus Trac, which is a software system that monitors the new automated external defibrillators (AED’s) placed throughout the Town and notifies staff of issues when they arise.

### 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 2023/24 capital budget includes \$25K to outfit a recently replaced vehicle for the Chief with appropriate lights and radio equipment.

### Transfers Out – Debt Service:

The transfers out budget of \$600K is for debt service related to Fire’s portion of the acquisition and renovation of the Barney Sports complex for use as a new Public Safety Complex.



# Fire & Medical

## Program Operating Budget – Fire Operations

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 8,281,950	\$ 11,243,302	\$ 10,468,035	\$ 11,343,062	\$ 12,048,810	\$ 705,748	6%
Supplies & Services	\$ 228,502	\$ 287,057	\$ 358,721	\$ 397,019	\$ 433,470	\$ 36,451	9%
Capital Outlay	\$ 3,358	\$ 5,359	\$ 453,522	\$ 29,511	\$ 29,511	\$ -	0%
<b>Division Total</b>	<b>\$ 8,513,810</b>	<b>\$ 11,535,718</b>	<b>\$ 11,280,278</b>	<b>\$ 11,769,592</b>	<b>\$ 12,511,791</b>	<b>\$ 742,199</b>	<b>6%</b>
	\$ Change from Prior	\$ 3,021,908	\$ (255,440)	\$ 489,314	\$ 742,199		
	% Change from Prior	35%	(2%)	4%	6%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include a 5% market increase with an additional 3% allowance for non-sworn employee performance. Also included is 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. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The FY 2023/24 budget includes funding for dispatch services, uniforms, travel and training, and other supplies and services required for the Fire Operations division. Also included is one-time funding (\$34k) to outfit personnel trained by QCPD to operate as tactical paramedics for Special Assignment Unit deployments.

### Capital Outlay:

The \$30K budget is for radio tower capital expenses serviced by Topaz Capital.



# Fire & Medical

## Program Operating Budget – Fire Training

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 1,616	\$ 188,312	\$ 252,620	\$ 64,308	34%
Supplies & Services	\$ 21,394	\$ 84,731	\$ 42,598	\$ 78,520	\$ 119,894	\$ 41,374	53%
Capital Outlay	\$ -	\$ -	\$ -	\$ 81,788	\$ 12,500	\$ (69,288)	(85%)
<b>Division Total</b>	<b>\$ 21,394</b>	<b>\$ 84,731</b>	<b>\$ 44,214</b>	<b>\$ 348,620</b>	<b>\$ 385,014</b>	<b>\$ 36,394</b>	<b>10%</b>
	\$ Change from Prior	\$ 63,337	\$ (40,517)	\$ 304,406	\$ 36,394		
	% Change from Prior	296%	(48%)	688%	10%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include a 5% market increase and a 5% step program for sworn staff, which is based on employee performance. In addition to the market and step program increases, the budget increase is due to the Training Deputy Chief position being hired in at a rate higher than what was budgeted in FY 2022/23. 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.

### Supplies & Services:

The FY 2023/24 budget includes new funding to provide additional training opportunities for field employees, as well as, for professional development for the new Training Deputy Chief.

### Capital Outlay:

The capital outlay budget includes one-time funding to purchase a training manikin for use in training EMS staff. The budget decrease of \$70K reflects the one-time cost to purchase a vehicle for the new Training Deputy Chief in FY 2022/23.



# Fire & Medical

## Program Operating Budget – Fire Prevention

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 216,869	\$ 240,740	\$ 324,185	\$ 393,336	\$ 483,936	\$ 90,600	23%
Supplies & Services	\$ 20,458	\$ 17,294	\$ 13,799	\$ 51,876	\$ 89,224	\$ 37,348	72%
Capital Outlay	\$ 43,219	\$ -	\$ -	\$ -	\$ 110,000	\$ 110,000	N/A
<b>Division Total</b>	<b>\$ 280,546</b>	<b>\$ 258,034</b>	<b>\$ 337,985</b>	<b>\$ 445,212</b>	<b>\$ 683,160</b>	<b>\$ 237,948</b>	<b>53%</b>
	\$ Change from Prior	\$ (22,512)	\$ 79,951	\$ 107,227	\$ 237,948		
	% Change from Prior	(8%)	31%	32%	53%		

## Budget Notes and Changes

### Salaries and Fringes:

The personnel budget includes the addition of 1.0 FTE for a Fire Inspector to assist with the increase of fire inspections and plan reviews as the Town continues to grow. Personnel budgets include a 5% market increase with an additional 3% allowance for non-sworn employee performance. Also included is 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. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The FY 2023/24 budget includes funding for the new Fire Inspector related to training, membership dues, uniforms, office supplies, vehicle maintenance, and other supplies and services required for the position.

### Capital Outlay:

The capital outlay budget includes \$110K for a Fire Inspector vehicle with required upfitting and radio connectivity.



# Fire & Medical

## Program Operating Budget – Fire Resource

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Supplies & Services	\$ 754,890	\$ 801,180	\$ 937,884	\$ 852,100	\$ 1,202,789	\$ 350,689	41%
Debt Service	\$ 83,380	\$ 83,381	\$ -	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ 982,645	\$ 104,171	\$ 210,348	\$ 488,173	\$ 161,000	\$ (327,173)	(67%)
Transfers Out - CIP	\$ 1,536,490	\$ 106,752	\$ 973,025	\$ 1,048,995	\$ 160,000	\$ (888,995)	(85%)
<b>Division Total</b>	<b>\$ 3,357,405</b>	<b>\$ 1,095,484</b>	<b>\$ 2,121,257</b>	<b>\$ 2,389,268</b>	<b>\$ 1,523,789</b>	<b>\$ (865,479)</b>	<b>(36%)</b>
	\$ Change from Prior	\$ (2,261,922)	\$ 1,025,773	\$ 268,011	\$ (865,479)		
	% Change from Prior	(67%)	94%	13%	(36%)		

## Budget Notes and Changes

### Supplies & Services:

The FY 2023/24 budget includes recurring funding for increases to fuel cost, utility charges, and apparatus repairs and maintenance (\$200K). In addition to these, there is one-time funding for personnel protective equipment replacement (\$131K), and another \$11K included to account for cost increases related to purchases of firefighter gear replacement. Also included is \$20K in one-time funding to replace old beds and shades in the living quarters of fire stations 1 & 3.

### Capital Outlay:

Capital outlay budgets include one-time funding for two vehicle replacements and related equipment. Also included is one-time funding for seat replacements in Ladder 411 and outdoor lighting at Fire Station #3. One-time funding to purchase a brush truck and outfit a new battalion chief truck in FY 2022/23 have been taken out.

### Transfers Out – CIP:

Transfers to the CIP are related to outfitting costs for a fire pumper truck purchased in FY 2022/23.





# Fire & Medical

## Program Operating Budget – Fire Medical

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ 20,211	\$ 49,269	\$ 113,454	\$ 123,288	\$ 132,010	\$ 8,722	7%
Supplies & Services	\$ 223,531	\$ 233,669	\$ 218,957	\$ 373,930	\$ 396,885	\$ 22,955	6%
<b>Division Total</b>	<b>\$ 243,742</b>	<b>\$ 282,938</b>	<b>\$ 332,412</b>	<b>\$ 497,218</b>	<b>\$ 528,895</b>	<b>\$ 31,677</b>	<b>6%</b>
	\$ Change from Prior	\$ 39,197	\$ 49,473	\$ 164,806	\$ 31,677		
	% Change from Prior	16%	17%	50%	6%		

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include a 5% market increase with an additional 3% allowance for non-sworn employee performance. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

Budgets include funding for annual medical exams, drug replacement, and medical equipment. Increases are due to one-time funding for video laryngoscopes, pediatric bags, and drug restock.



# Fire & Medical

## Program Operating Budget – Emergency Transport Service

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ 2,420,937	\$ 2,712,610	\$ 291,673	12%
Supplies & Services	\$ -	\$ -	\$ -	\$ 250,951	\$ 369,792	\$ 118,841	47%
Capital Outlay	\$ -	\$ -	\$ -	\$ 2,344,830	\$ 67,933	\$ (2,276,897)	(97%)
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,016,718</b>	<b>\$ 3,150,335</b>	<b>\$ (1,866,383)</b>	<b>(37%)</b>
	\$ Change from Prior		\$ -	\$ -	\$ 5,016,718	\$ (1,866,383)	
	% Change from Prior		0%	0%	0%	(37%)	

## Budget Notes and Changes

### Salaries and Fringes:

Personnel budgets include a 5% market increase with an additional 3% allowance for non-sworn employee performance. A percentage of the increase is due to increasing the position budgeted salaries closer to the anticipated midpoint of the salary range. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

Budgets include funding for medical supplies, subscriptions, vehicle maintenance, fuel, and other supplies necessary to support the ambulance transportation services. Increases are due to new funding needed for billing software and radio maintenance (\$54K). Also included is one-time funding for ballistic personal protective equipment (58K).

### Capital Outlay:

Budgets include funding for an ambulance power load system and respiratory equipment and ventilators for use on the Town’s ambulances. The overall decrease is reflective of one-time funding in FY 2022/23 to purchase five new ambulances.



# Fire & Medical

## Program Operating Budget – Wildland

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
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%	

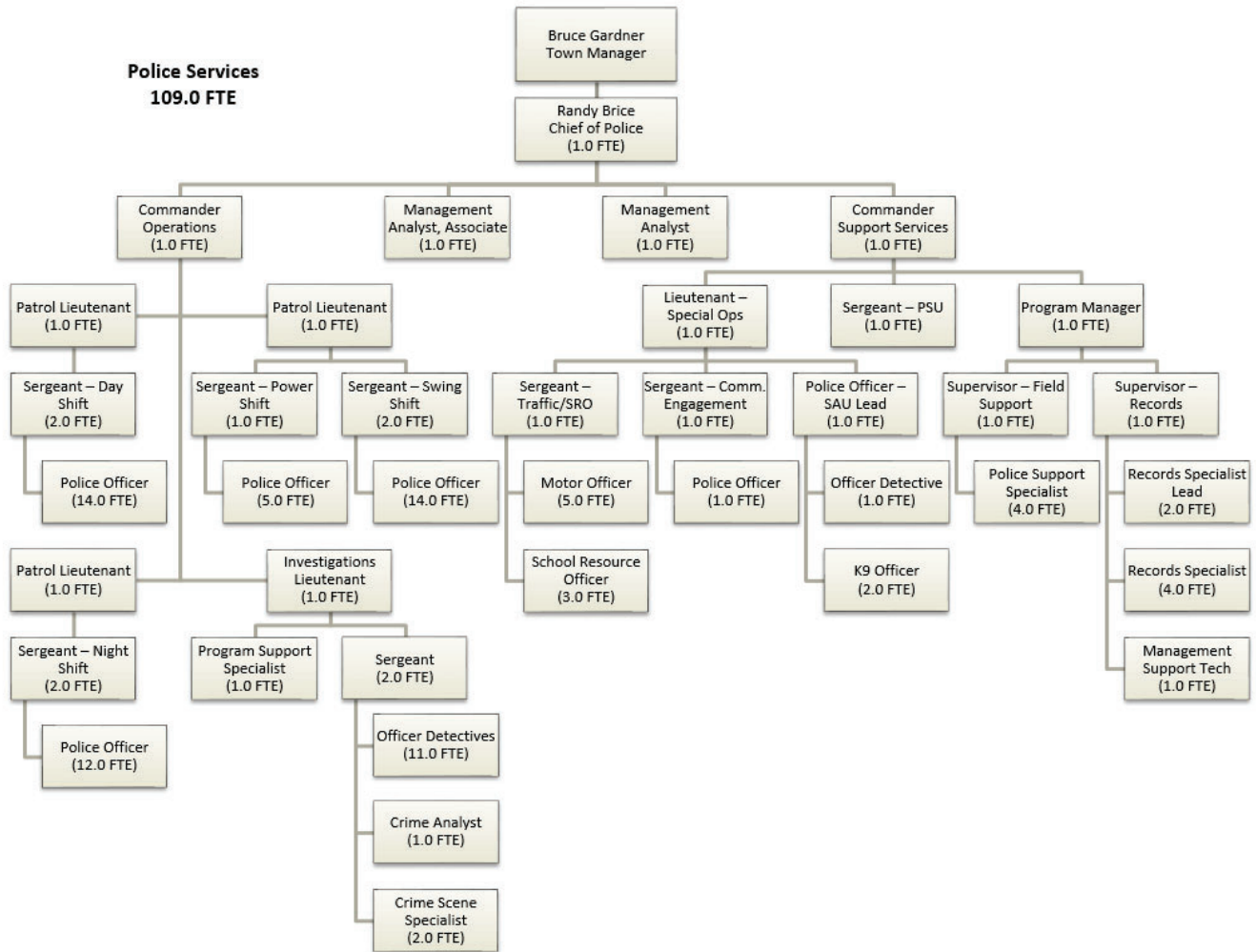
## Budget Notes and Changes

### Supplies & Services:

This budget of \$15,000 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.



# Police Services

**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.

**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 2023/24 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.
- Continue efforts to match resources, training, and staffing to the needs of the community.
- Develop a strategic plan for the Queen Creek Police Department



# Police Services

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
Police Administration	-	4.00	11.00	7.00	9.00
Police Patrol	-	2.00	41.00	57.00	66.00
Police Records Management	-	-	3.00	5.00	7.00
Police Support Services	-	-	18.00	19.00	27.00
MCSO Contract	55.74	55.74	-	-	-
<b>Department FTE</b>	<b>55.74</b>	<b>61.74</b>	<b>73.00</b>	<b>88.00</b>	<b>109.00</b>

## FTE Changes

FY 2023/24: Added 21.0 FTE – 2 Commander positions, 2 Lieutenant positions, 1 Sergeant position, 10 Officer positions, 1 Police Program Manager, 1 Police Program Support Specialist, 1 Police Support Specialist, 1 Police Support Services Supervisor, and 2 Records Specialists.

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.

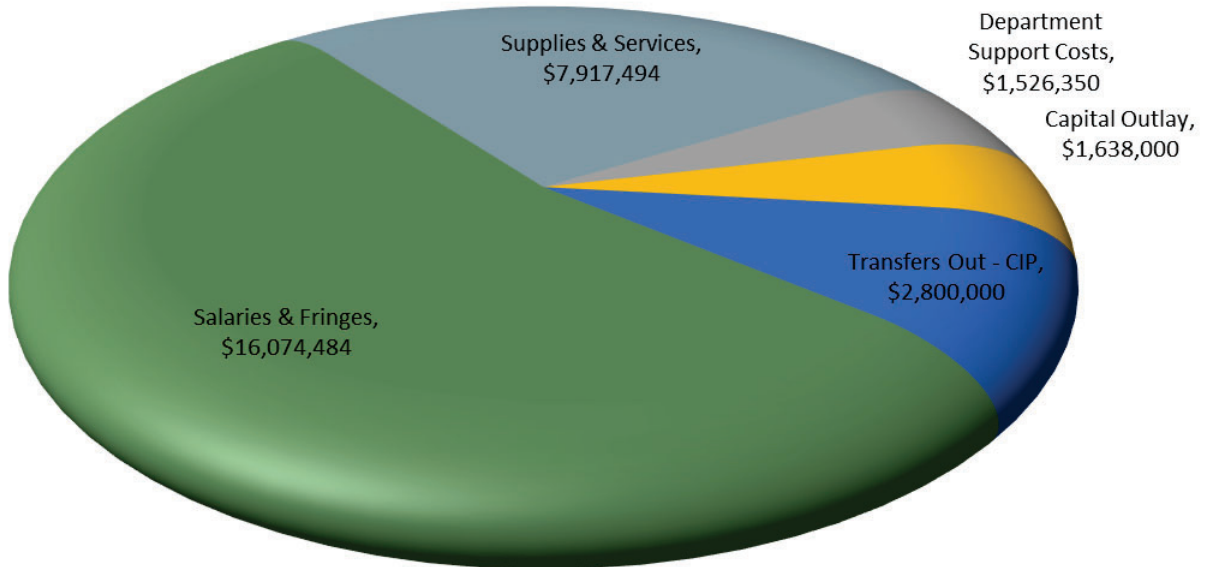
FY 2021/22: A total of 67.0 FTE were added: 1 Lieutenant, 7 Sergeants, 45 Police Officers, 6 Police Officer Recruits, 1 Crime Analyst, 2 Evidence Specialists, 1 Records Supervisor, 2 Records Specialists, and 2 Police Support positions.

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



# Police Services

## Police Services FY 2023/24 Recommended Budget \$29.96M



### Department Expenditure by Type

Expense Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 677,152	\$ 9,017,439	\$ 13,122,943	\$ 16,074,484	\$ 2,951,541	22%
Supplies & Services	\$ -	\$ 2,093,231	\$ 4,834,301	\$ 7,001,443	\$ 7,917,494	\$ 916,051	13%
Department Support Costs	\$ -	\$ -	\$ -	\$ 1,260,638	\$ 1,526,350	\$ 265,713	21%
MCSO	\$ 7,539,752	\$ 7,450,731	\$ 3,758,144	\$ -	\$ -	\$ -	N/A
Capital Outlay	\$ -	\$ 2,784,726	\$ 1,572,709	\$ 1,884,385	\$ 1,638,000	\$ (246,385)	(13%)
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ 2,800,000	N/A
Transfers Out - CIP	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ (500,000)	(100%)
<b>Department Total</b>	<b>\$ 7,539,752</b>	<b>\$ 13,005,841</b>	<b>\$ 19,182,594</b>	<b>\$ 23,769,409</b>	<b>\$ 29,956,328</b>	<b>\$ 6,186,920</b>	<b>26%</b>
	\$ Change from Prior	\$ 5,466,089	\$ 6,176,753	\$ 4,586,815	\$ 6,186,920		
	% Change from Prior	72%	47%	24%	26%		



# Police Services

## Expenditure by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Administration	\$ -	\$ 5,527,054	\$ 5,181,446	\$ 5,750,972	\$ 9,275,901	\$ 3,524,929	61%
Support	\$ -	\$ -	\$ 3,498,606	\$ 5,595,179	\$ 7,469,803	\$ 1,874,624	34%
Patrol	\$ -	\$ 28,055	\$ 6,199,642	\$ 11,128,263	\$ 11,928,665	\$ 800,402	7%
Records Management	\$ -	\$ -	\$ 266,736	\$ 511,653	\$ 738,595	\$ 226,942	44%
Property/Evidence	\$ -	\$ -	\$ 160,519	\$ 105,660	\$ 115,000	\$ 9,340	9%
Training	\$ -	\$ -	\$ 117,501	\$ 177,682	\$ 428,364	\$ 250,682	141%
Public Safety (MCSO)	\$ 7,539,752	\$ 7,450,731	\$ 3,758,144	\$ 500,000	\$ -	\$ (500,000)	(100%)
<b>Department Total</b>	<b>\$ 7,539,752</b>	<b>\$ 13,005,841</b>	<b>\$ 19,182,594</b>	<b>\$ 23,769,409</b>	<b>\$ 29,956,328</b>	<b>\$ 6,186,920</b>	<b>26%</b>
	\$ Change from Prior	\$ 5,466,089	\$ 6,176,753	\$ 4,586,815	\$ 6,186,920		
	% Change from Prior	72%	47%	24%	26%		

## Program Performance

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Public Safety	Increase traffic-related contacts by 10% (based on prior FY data)	N/A	2,580	5,000	5,500
	Maintain a response time of 00:05:30 80% of the time for Priority 1 calls for service	N/A	00:05:30, 80%	00:05:30, 70%	00:05:30, 80%
Public Safety & Community Involvement	Increase community outreach contacts by 10% (based on prior FY data)	N/A	850	6,000	6,600
	Implement at least two additional programs or initiatives designed to increase community engagement	N/A	2	2	2
Public Safety & Technology	Add at least two additional technology based tools or programs designed to support public safety	N/A	2	2	2





# Police Services

## Program Operating Budget – Police Administration

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 649,097	\$ 1,267,369	\$ 1,160,867	\$ 1,657,893	\$ 497,026	43%
Supplies & Services	\$ -	\$ 2,093,231	\$ 2,982,491	\$ 3,125,305	\$ 3,066,658	\$ (58,647)	(2%)
Department Support Costs	\$ -	\$ -	\$ -	\$ 1,260,638	\$ 1,526,350	\$ 265,713	21%
Capital Outlay	\$ -	\$ 2,784,726	\$ 931,586	\$ 204,163	\$ 225,000	\$ 20,837	10%
Transfers Out - Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 2,800,000	\$ 2,800,000	N/A
<b>Division Total</b>	<b>\$ -</b>	<b>\$ 5,527,054</b>	<b>\$ 5,181,446</b>	<b>\$ 5,750,972</b>	<b>\$ 9,275,901</b>	<b>\$ 3,524,929</b>	<b>61%</b>
\$ Change from Prior		\$ 5,527,054	\$ (345,609)	\$ 569,526	\$ 3,524,929		
% Change from Prior		0%	(6%)	11%	61%		

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2023/24 budget increase reflects the addition of two new Commander positions. Personnel budgets include a 9% market increase and 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. However, the Town’s contribution rate for most sworn Police Officers reduced significantly from 30.68% to 8.19% reducing the retirement budget for FY 2023/24. Non-sworn personnel budgets include a market increase of 5% and a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The budget decrease is due to the taking out of one-time funding for the Police Master Plan. Included for FY 2023/24 is a request totaling \$171K for supplies and equipment for the two new Commander positions. Supplies and equipment include uniforms, radios, body-worn cameras, licensing, memberships, subscriptions, officer gear, and vehicle supplies. Also included is an adjustment totaling \$200K for utility, facility maintenance, and other service costs including electricity, gas, water, fire extinguisher testing, generator maintenance, and radio services.

### 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 2023/24 budget funds the purchase of two vehicles for the two Commander positions. Also included is \$45K to cover the anticipated Topaz capital expenses in FY 2023/24.

### Transfers Out – Debt Service:

The transfers out budget of \$2.8M is for debt service related to Police’s portion of the acquisition and renovation of the Barney Sports complex for use as a new Public Safety Complex.



# Police Services

## Program Operating Budget – Support

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 2,033,268	\$ 3,113,969	\$ 4,596,151	\$ 1,482,182	48%
Supplies & Services	\$ -	\$ -	\$ 1,332,917	\$ 2,209,698	\$ 2,333,652	\$ 123,954	6%
Capital Outlay	\$ -	\$ -	\$ 132,422	\$ 271,512	\$ 540,000	\$ 268,488	99%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,498,606</b>	<b>\$ 5,595,179</b>	<b>\$ 7,469,803</b>	<b>\$ 1,874,624</b>	<b>-</b>
	\$ Change from Prior	\$ -	\$ 3,498,606	\$ 2,096,573	\$ 1,874,624		
	% Change from Prior		0%	60%	34%		

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2023/24 budget increase reflects the addition of 8.0 FTE – three Special Victim Detectives, one School Resource Officer, one Police Program Manager, one Police Program Support Specialist, one Police Support Specialist, and one Police Support Services Supervisor. Personnel budgets include a 9% market increase and 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. However, the Town’s contribution rate for most sworn Police Officers reduced significantly from 30.68% to 8.19% reducing the retirement budget for FY 2023/24. Non-sworn personnel budgets include a market increase of 5% and a merit increase of up to 3%, based on employee performance. Annual pension rates increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The FY 2023/24 budget includes a net increase and reflects the taking out of one-time funding from FY 2022/23 and the addition of new funding associated with the addition of 8.0 new FTEs in FY 2023/24. One-time funding for supplies and equipment to outfit five new positions added in FY 2022/23, as well as, one-time funding related to K9 training and equipment from FY 2022/23 have been taken out. The net budget increase, of which 184K is one-time funding, reflects the addition of supplies and equipment needed to add three Special Victim Detectives, one School Resource Officer, one Police Program Manager, one Police Program Support Specialist, one Police Support Specialist, and one Police Support Services Supervisor. Supplies and equipment include uniforms, radios, body-worn cameras, licensing, memberships, subscriptions, officer gear, and vehicle supplies.

### Capital Outlay:

One-time capital funding totaling \$540K has been added to purchase six vehicles: one for the Police Support Specialist, one for the Police Support Services Supervisor, one for the School Resource Officer, and three for the Special Victim Detective positions.



# Police Services

## Program Operating Budget - Patrol

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ 28,055	\$ 5,450,067	\$ 8,368,254	\$ 9,123,585	\$ 755,331	9%
Supplies & Services	\$ -	\$ -	\$ 240,873	\$ 1,351,298	\$ 1,932,080	\$ 580,782	43%
Capital Outlay	\$ -	\$ -	\$ 508,702	\$ 1,408,711	\$ 873,000	\$ (535,711)	(38%)
<b>Division Total</b>	<b>\$ -</b>	<b>\$ 28,055</b>	<b>\$ 6,199,642</b>	<b>\$ 11,128,263</b>	<b>\$ 11,928,665</b>	<b>\$ 800,402</b>	<b>-</b>
	\$ Change from Prior	\$ 28,055	\$ 6,171,587	\$ 4,928,621	\$ 800,402		
	% Change from Prior	0%	21998%	79%	7%		

## Budget Notes and Changes

### Salaries and Fringes:

The FY 2023/24 budget increase reflects the addition of 9.0 FTE – two Lieutenant positions, one Sergeant position, five Police Officer positions, and one Traffic Officer position. Personnel budgets include a 9% market increase and 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. However, the Town’s contribution rate for most sworn Police Officers reduced significantly from 30.68% to 8.19% reducing the retirement budget for FY 2023/24.

### Supplies & Services:

The supplies & services budget provides funding 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, of which \$263K is one-time funding, reflects the addition of supplies and equipment needed to add two Lieutenants, one Sergeant, five Police Officers, and a Traffic Officer to the division. Supplies and equipment include uniforms, radios, body-worn cameras, licensing, memberships, subscriptions, officer gear, and vehicle supplies.

### Capital Outlay:

The decrease in budget reflects the taking out of (\$1.3M) of one-time funding related to purchases for long lead vehicles in FY 2021/22, which was carried forward for use in FY 2022/23. Included for FY 2023/24 is funding for eight vehicles in association with the addition of two Lieutenants, one Sergeant, and five Police Officers. Also included is funding for three motorcycles. Two motorcycles are intended to be used for training purposes, while the third will be used by the new Traffic Officer position added for FY 2023/24.



# Police Services

## Program Operating Budget – Record Management

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Salaries & Fringes	\$ -	\$ -	\$ 266,736	\$ 479,853	\$ 696,855	\$ 217,002	45%
Supplies & Services	\$ -	\$ -	\$ -	\$ 31,800	\$ 41,740	\$ 9,940	31%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 266,736</b>	<b>\$ 511,653</b>	<b>\$ 738,595</b>	<b>\$ 226,942</b>	<b>44%</b>
	\$ Change from Prior	\$ -	\$ 266,736	\$ 244,917	\$ 226,942		
	% Change from Prior		0%	0%	92%	44%	

## Budget Notes and Changes

### Salaries and Fringes:

The budget increase reflects the addition of 2.0 FTEs – two Police Records Specialist positions. Personnel budgets also include a 5% market increase with an additional 3% allowance for non-sworn employee performance. Annual pension rates for non-sworn personnel increased from 12.17% to 12.29% (driven by statute).

### Supplies & Services:

The budget increase reflects training, membership dues, software subscriptions, supplies, and equipment needs associated with the two new Record Specialist positions being added in FY 2023/24.



# Police Services

## Program Operating Budget - Property Evidence

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ -	\$ -	\$ 160,519	\$ 105,660	\$ 115,000	\$ 9,340	9%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 160,519</b>	<b>\$ 105,660</b>	<b>\$ 115,000</b>	<b>\$ 9,340</b>	<b>-</b>
	\$ Change from Prior	\$ -	\$ 160,519	\$ (54,859)	\$ 9,340		
	% Change from Prior	0%	0%	(34%)	9%		

## Budget Notes and Changes

### Supplies & Services:

Current funding is allocated to support the property and evidence storage contract with a local municipality. Also included is one-time funding for equipment items, such as printers and scanners, necessary to support the police department.



# Police Services

## Program Operating Budget - Training

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ -	\$ -	\$ 117,501	\$ 177,682	\$ 428,364	\$ 250,682	141%
<b>Division Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 117,501</b>	<b>\$ 177,682</b>	<b>\$ 428,364</b>	<b>\$ 250,682</b>	<b>-</b>
		\$ -	\$ 117,501	\$ 60,181	\$ 250,682		
			0%	51%	141%		

## Budget Notes and Changes

### Supplies & Services:

Funds allocated are to support general staff training and other specialized training for officers. The budget increase is primarily due to the consolidation of ammunition and training funding from other divisions to the training division. Also included is \$55K for an automated license plate reader subscription service that provides information to police personnel to aid in tracking leads and solving crimes.



# Police Services

## Program Operating Budget - Public Safety

Division by Category	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 7,539,752	\$ 7,450,731	\$ 3,758,144	\$ -	\$ -	\$ -	N/A
Public Safety - PD Facilities	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ (500,000)	(100%)
<b>Division Total</b>	<b>\$ 7,539,752</b>	<b>\$ 7,450,731</b>	<b>\$ 3,758,144</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ (500,000)</b>	<b>(100%)</b>
	\$ Change from Prior	\$ (89,020)	\$ (3,692,588)	\$ (3,258,144)	\$ (500,000)		
	% Change from Prior	(1%)	(50%)	(87%)	(100%)		

## Budget Notes and Changes

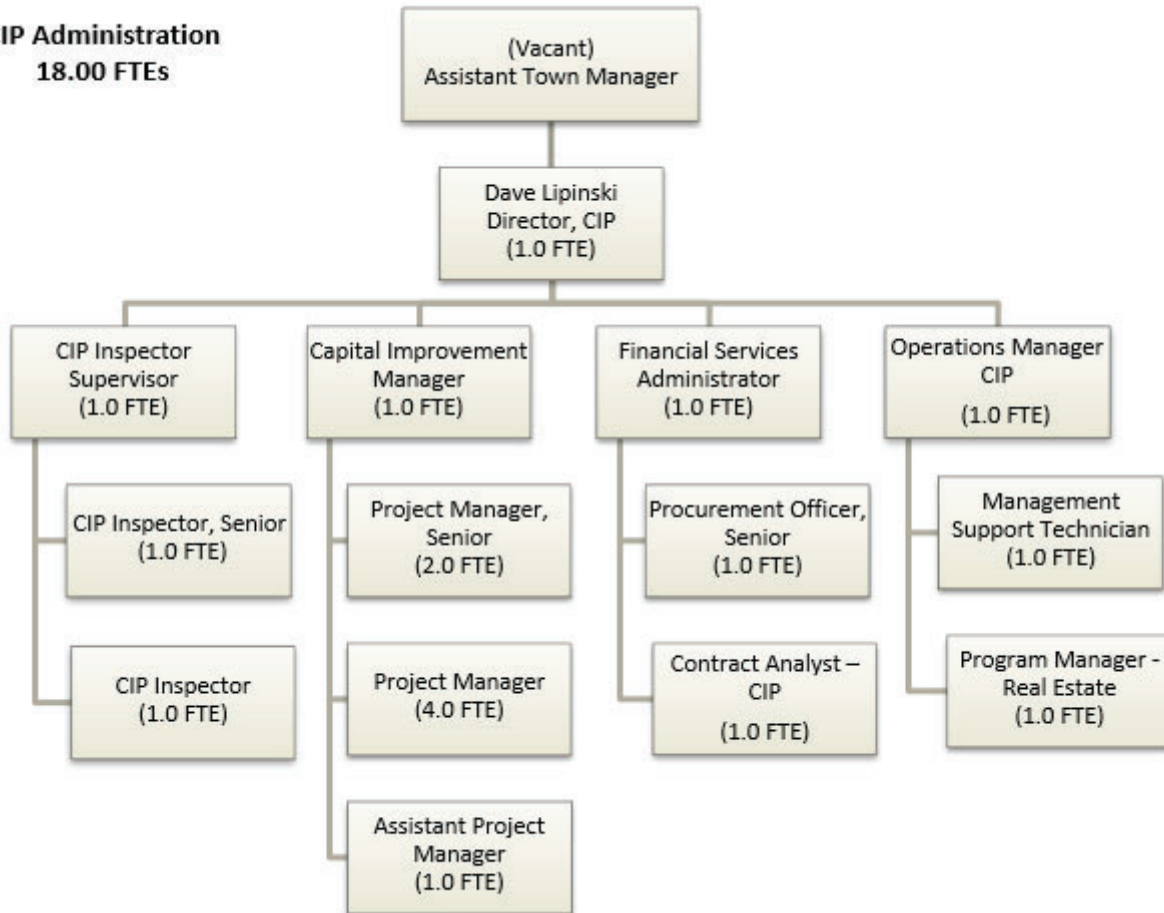
### Supplies & Services:

The contract with Maricopa County Sheriff's Office (MCSO) for law enforcement services expired in January 2022. The FY 2023/24 budget takes out \$500K from the prior year, which was a one time for the design of a new police evidence facility.



# Capital Improvement (CIP) Administration

**CIP Administration**  
**18.00 FTEs**



## 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, 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 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 2023/24 Objectives

- Continue the design and construction for the Field Operations Facility including the new Public Works and CIP Building, warehouse, shop, decant station, fuel islands and other site improvements.
- Complete the construction 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 construction of Frontier Family Park and Mansel 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 24/25 Capital Improvement Program.

## Staffing by Division

Division	FY 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended
CIP Administration	-	-	19.00	18.00	18.00
<b>Department FTE</b>	-	-	<b>19.00</b>	<b>18.00</b>	<b>18.00</b>

## FTE Changes

FY 2023/24: No FTE changes.

FY 2022/23: Procurement Officer position was moved to Finance – Procurement.

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

Department Support Costs:

Support Costs are charges (overhead) from the General Fund for services such as Human Resources, Finance, Budget, Info Technology, Facilities, Town Manager and Town Clerk. The FY24 annual support cost allocation has been updated and now includes an allocation of \$266K, that is now included and part of the CIP Admin budget.

Capital Outlay:

No new capital requests have been made for the upcoming fiscal year.

## Program Performance – CIP Admin

Key Result Area	Program Performance	Actual FY2021/22	Target FY2022/23	Projected FY2022/23	Target FY2023/24
Financial Mgmt & Capital Improvement Projects	Percent of design and construction contracts not exceeding 10% of original contract amount.	100%	95%	98%	90%*
	Percent of Town projects completed per adopted	100%	90%	70%	60%*

## Analysis of Performance

\*Current market conditions and supply chain issues have created schedule delays and material and labor volatility in FY23, and are anticipated to continue to be an issue through FY24.



# 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 2023/24 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 2019/20 Actual	FY 2020/21 Actual	FY 2021/22 Actual	FY 2022/23 Revised	FY 2023/24 Recommended	From Prior Revised	
						Dollar Change	% Change
Supplies & Services	\$ 1,857,438	\$ 1,974,157	\$ 1,938,505	\$ 2,385,334	\$ 2,933,100	\$ 547,766	23%
Outside Agency Support - San Tan Historical Society	\$ 13,000	\$ -	\$ 13,000	\$ 13,000	\$ 13,000	\$ -	0%
Transportation Development Agreements	\$ 367,395	\$ 8,003	\$ 918,550	\$ 581,450	\$ -	\$ (581,450)	(100%)
Contingency	\$ (0)	\$ 13,052	\$ 496,836	\$ 191,590	\$ 3,500,000	\$ 3,308,410	-
<b>Subtotal Expenses</b>	<b>\$ 2,237,833</b>	<b>\$ 1,995,212</b>	<b>\$ 3,366,891</b>	<b>\$ 3,171,373</b>	<b>\$ 6,446,100</b>	<b>\$ 3,274,727</b>	<b>103%</b>
Transfers Out - Debt Service	\$ 4,206,128	\$ 5,348,921	\$ 6,751,004	\$ 10,412,976	\$ 14,692,808	\$ 4,279,832	41%
Transfers Out - CIP Funding	\$ 3,833,785	\$ 3,600,017	\$ 9,909,661	\$ 4,859,700	\$ 3,400,000	\$ (1,459,700)	(30%)
Transfers Out - Operating	\$ 6,367,741	\$ 2,791,123	\$ 13,903,832	\$ 22,903,631	\$ 25,615,986	\$ 2,712,355	12%
<b>Department Total</b>	<b>\$ 16,645,486</b>	<b>\$ 13,735,272</b>	<b>\$ 33,931,388</b>	<b>\$ 41,347,680</b>	<b>\$ 50,154,894</b>	<b>\$ 8,807,214</b>	<b>21%</b>
	\$ Change from Prior	\$ (2,910,214)	\$ 20,196,116	\$ 7,416,292	\$ 8,807,214		
	% Change from Prior	(17%)	147%	22%	21%		



# Centralized Services

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## 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. In FY 2023/24 the Supplies and Services budget reflects a net increase of \$547K (23%) and can be attributed to the following adjustments:

- Annual increase to the Town's Liability & Casualty Insurance Premium - \$161K
- Increase to the Town's annual Utilities (Water, Electricity, Gas, Waste, Telephone) - \$386K

### Transportation and Economic Development Agreements:

These agreements historically have been with the major developers to reimburse for their cost of public infrastructure they install or to provide incentives for economic expansion. Spending authority is budgeted in the Grants & Contingency fund, then as actuals are incurred expenses are moved to the General 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 for FY 2023/24.

### Debt Transfers:

The non-growth share of debt service is transferred from the Operating Budget to the Debt Service fund. The increase in FY 2023/24 is related to the first full year of debt service payments made on bonds issued in June 2022 for the Parks Master Plan.

### Operating Transfers:

This is the budget support from the General Fund Operating Budget to Horseshoe Park, Emergency Services, and HURF. For FY 2023/24 there is no operating transfer to HURF as revenues are sufficient to cover expenses in that fund.

### Contingency:

The amount budgeted for FY2023/2024 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:

*Healthcare Self-Insurance Fund*

*SLIDs*

*Community Events*

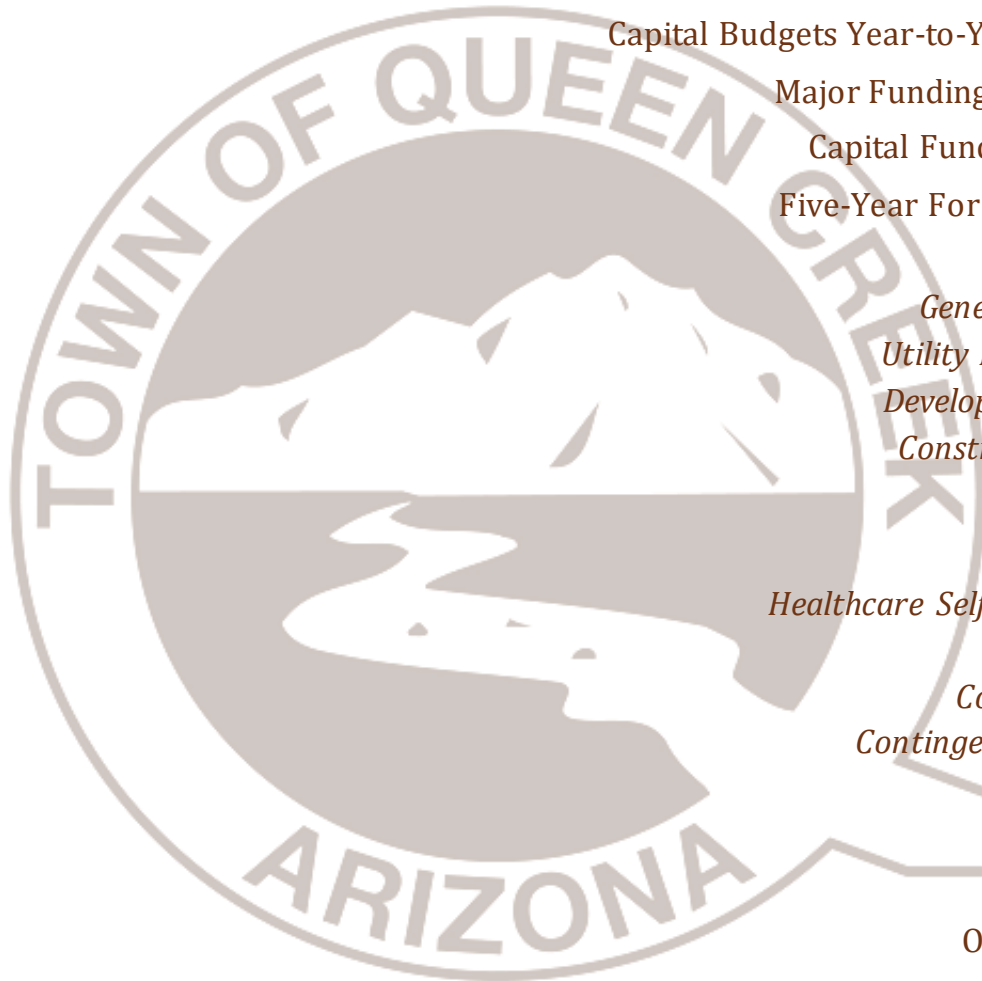
*Contingencies and Grants*

Debt Capacity

Debt Guidelines

Outstanding Debt

Debt Service to Maturity





# 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 2023/24 - FY 2027/28

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 2022/23 through FY 2027/28. The Recommended FY 2023/24 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 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 CIP expenditure budget by program for FY 2023/24 totals \$734.4 million. However, the budget authority reflected in the FY 2023/24 Recommended Budget will be \$606.3 million in line with a new budgeting approach for construction projects. The long-term objective is to lessen the amount of carry forward for projects that did not start. Not all new projects will be included in the recommended budget, only those anticipated to enter into contracts during the year. Included are projects under contract in FY 2022/23 that will carry forward to FY 2023/24, priority projects that will initiate or continue construction in the new fiscal year and contingency to open new non-priority projects needed during the year that will require Town Council approval.

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 priority 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	FY21/22 Actual	FY 22/23 Adopted	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>New Single Family Home Permits</b>	<b>1,767</b>	<b>1,786</b>	<b>600</b>	<b>800</b>	<b>1,060</b>	<b>1,250</b>	<b>1,530</b>	<b>1,600</b>	<b>6,240</b>
<b>Revenues by Source</b>									
Development Fees	\$ 19,847,010	\$ 17,321,260	\$ 13,845,000	\$ 10,920,000	\$ 10,176,273	\$ 11,680,918	\$ 15,090,464	\$ 14,960,269	\$ 62,827,924
Capacity Fees	10,153,989	9,904,342	9,713,778	4,737,580	6,331,872	8,014,952	9,201,551	9,060,444	37,346,400
Construction Sales Tax	15,607,714	13,092,900	15,000,000	16,991,250	15,363,885	11,780,479	11,704,729	11,971,360	67,811,703
Third-Party Contributions	243,992	17,452,991	48,701,148	18,346,838	22,330,496	5,108,750	7,534,459	-	53,320,543
Bond/Loan Proceeds	138,566,728	-	50,339,885	319,560,256	214,010,197	-	44,000,000	54,640,000	632,210,453
Other Revenue	-	42,500,000	-	-	-	-	17,500,000	-	17,500,000
Interest Income	236,933	659,740	2,546,320	3,498,410	1,380,500	2,000,830	1,273,220	1,340,790	9,493,750
<b>Total Revenues</b>	<b>\$ 184,656,367</b>	<b>\$ 100,931,233</b>	<b>\$ 140,146,131</b>	<b>\$ 374,054,334</b>	<b>\$ 269,593,222</b>	<b>\$ 38,585,929</b>	<b>\$ 106,304,424</b>	<b>\$ 91,972,863</b>	<b>\$ 880,510,772</b>
Transfers In - Operating	28,085,372	5,460,000	13,752,529	3,560,000	7,000,000	4,517,328	-	-	15,077,328
Transfers In - Other Funding	-	20,000,000	20,000,000	-	-	-	-	-	-
Transfers In -Within CIP	18,102,015	47,310,424	53,386,814	21,234,461	6,918,960	7,694,630	19,701,494	19,000,000	74,549,545
<b>Total Sources by Type</b>	<b>\$ 230,843,753</b>	<b>\$ 173,701,657</b>	<b>\$ 227,285,474</b>	<b>\$ 398,848,795</b>	<b>\$ 283,512,182</b>	<b>\$ 50,797,887</b>	<b>\$ 126,005,918</b>	<b>\$ 110,972,863</b>	<b>\$ 970,137,645</b>
<b>Sources by Fund</b>									
Drainage & Transportation	\$ 14,634,777	\$ 103,444,569	\$ 98,490,368	\$ 25,533,881	\$ 95,440,268	\$ 9,499,870	\$ 39,135,953	\$ 39,300	\$ 169,649,272
General CIP	153,323,866	29,428,846	37,670,329	133,745,676	9,992,620	8,425,188	5,648,790	73,689,280	231,501,554
Construction Sales Tax Fund	15,607,732	13,142,900	15,117,690	17,104,550	15,531,725	11,989,579	11,999,029	12,301,160	68,926,043
Wastewater Capital	6,525,479	4,747,268	14,830,090	14,747,505	45,589,000	218,660	44,158,620	194,820	104,908,605
Wastewater Capacity	4,924,813	-	4,649,908	2,242,130	3,087,576	4,051,112	4,500,483	4,401,880	18,283,182
Water Capital	10,561,003	200,000	37,041,679	191,690,733	100,038,235	531,450	286,760	179,540	292,726,718
Water Capacity	5,242,722	5,257,074	5,073,200	2,581,630	3,348,966	4,100,850	4,883,208	4,894,264	19,808,918
Transportation Development Fund	6,126,350	5,297,250	4,752,500	3,329,330	3,285,405	3,732,468	4,797,720	4,702,065	19,846,988
Parks Development Fund	8,242,880	7,227,583	5,558,440	4,781,940	4,314,434	5,004,271	6,510,025	6,492,830	27,103,500
Police Development Fund	1,760,033	1,553,557	1,310,570	1,020,490	981,142	1,096,302	1,387,272	1,382,872	5,868,078
Fire Development Fund	3,262,152	2,857,113	2,495,090	1,902,880	1,858,692	2,108,747	2,663,467	2,665,102	11,198,888
Town Buildings Development Fund	196,806	171,568	47,980	25,370	22,530	19,870	17,170	14,470	99,410
Library Development Fund	435,141	373,929	247,630	142,680	21,590	19,520	17,420	15,280	216,490
<b>Total Sources by Fund</b>	<b>\$ 230,843,753</b>	<b>\$ 173,701,657</b>	<b>\$ 227,285,474</b>	<b>\$ 398,848,795</b>	<b>\$ 283,512,182</b>	<b>\$ 50,797,887</b>	<b>\$ 126,005,918</b>	<b>\$ 110,972,863</b>	<b>\$ 970,137,645</b>
<b>Uses by Fund</b>									
Drainage & Transportation	\$ 45,548,744	\$ 180,551,680	\$ 45,468,604	\$ 180,919,383	\$ 19,647,249	\$ 20,444,866	\$ 33,910,059	\$ 3,968,595	\$ 258,890,151
General CIP	14,957,931	196,462,824	40,548,702	211,509,133	27,553,590	54,332,273	5,600,000	73,588,943	372,583,939
Construction Sales Tax Fund	8,111,793	15,565,277	15,556,615	11,650,682	11,406,107	3,469,211	8,448,880	1,517,839	36,492,719
Water Capital	11,614,220	70,838,228	5,950,402	265,575,349	2,934,126	25,000,000	11,009,530	11,294,060	315,813,065
Water Capacity	(2,846,888)	-	1,737,786	2,310,683	2,478,918	3,041,607	3,301,006	3,299,937	14,459,284
Wastewater Capital	7,486,894	25,839,095	3,436,630	47,108,481	2,119,601	6,222,699	40,537,770	12,129,137	108,117,688
Wastewater Capacity	(10,024,602)	-	300,143	664,408	723,041	597,168	726,961	726,444	3,438,021
Transportation Development Fund	4,942,697	10,574,420	17,069,240	12,159,240	3,463,246	3,277,859	8,095,947	1,045,099	28,041,391
Parks Development Fund	2,227,499	22,898,116	23,207,816	589,878	2,730,024	3,829,418	6,027,821	19,505,485	32,682,626
Police Development Fund	1,341,678	182,175	318,293	179,175	2,990,675	2,991,550	2,992,175	3,032,550	12,186,125
Fire Development Fund	5,661,458	2,572,088	1,716,501	1,127,863	1,686,463	1,687,588	1,687,463	1,726,088	7,915,465
Town Buildings Development Fund	291,315	308,727	308,727	309,045	288,982	289,782	287,285	308,499	1,483,593
Library Development Fund	235,707	252,731	243,106	251,601	228,919	229,568	231,155	249,019	1,190,262
<b>Total Uses by Fund</b>	<b>\$ 89,548,445</b>	<b>\$ 526,045,360</b>	<b>\$ 155,862,566</b>	<b>\$ 734,354,921</b>	<b>\$ 78,250,941</b>	<b>\$ 125,413,589</b>	<b>\$ 122,856,052</b>	<b>\$ 132,391,695</b>	<b>\$ 1,193,294,330</b>
Change in Fund Balance	\$ 141,295,308	\$ (352,343,703)	\$ 71,422,908	\$ (335,506,126)	\$ 205,261,242	\$ (74,615,702)	\$ 3,149,866	\$ (21,418,832)	\$ (223,156,685)

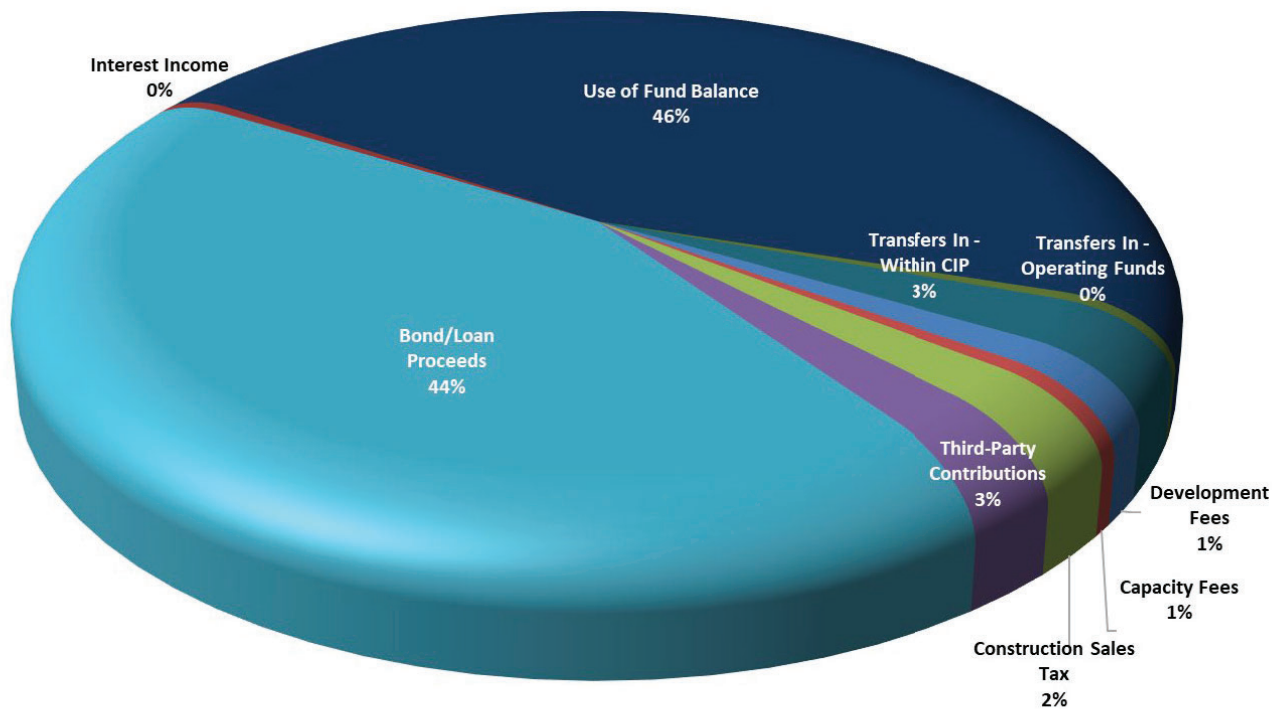




# Funding Sources FY 2023/24

## CIP FY 2023/24 Funding - \$734.4M

Capital Funding by Source	FY 2023/24 Recommended	% of Total
Development Fees	\$ 10,920,000	1%
Capacity Fees	4,737,580	1%
Construction Sales Tax	16,991,250	2%
Third-Party Contributions	18,346,838	2%
Bond/Loan Proceeds	319,560,256	44%
Interest Income	3,498,410	0.5%
Use of Fund Balance	335,506,126	46%
<b>Total Revenues</b>	<b>\$ 709,560,460</b>	<b>97%</b>
Transfers In - Operating Funds	\$ 3,560,000	0.5%
Transfers In - Within CIP	21,234,461	3%
<b>Total Sources</b>	<b>\$ 734,354,921</b>	<b>100%</b>

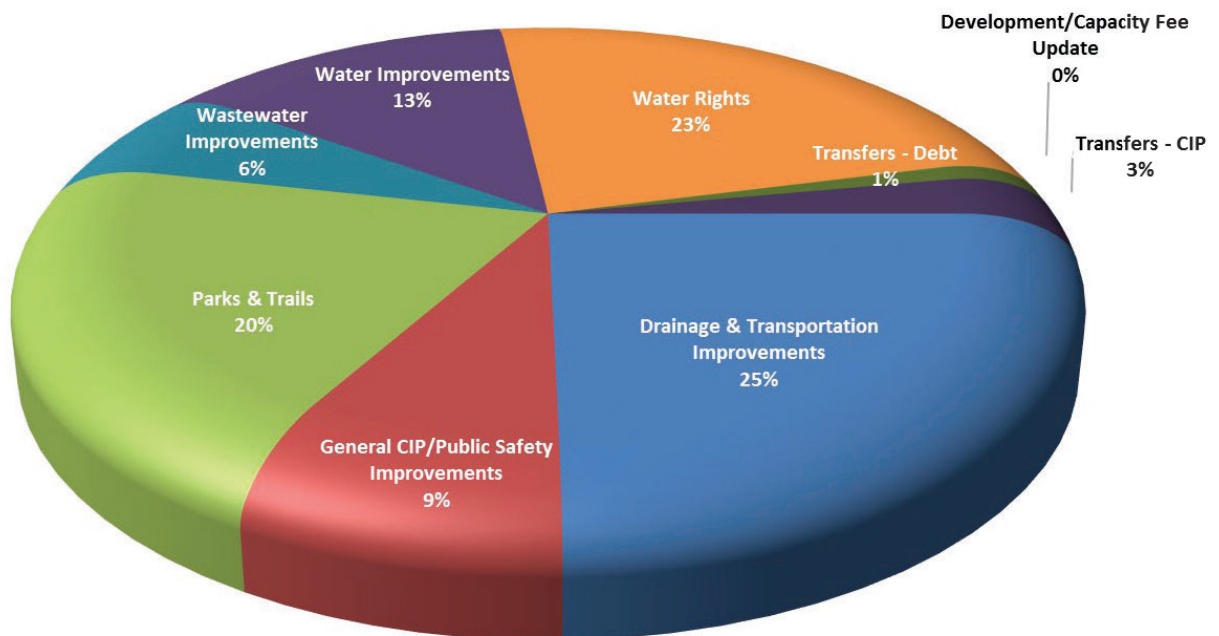




# Expenditures/Uses FY 2023/24

## CIP Expenditures/Uses FY 2023/24 - \$734.4M

Capital Expenditures by Program	FY 2023/24 Recommended	% of Total
Drainage & Transportation Improvements	\$ 180,919,383	25%
General CIP/Public Safety Improvements	63,187,372	9%
Parks & Trails	148,321,761	20%
Wastewater Improvements	47,108,481	6%
Water Improvements	97,475,349	13%
Water Rights	168,100,000	23%
Development/Capacity Fee Update	425,000	0.1%
<b>Total Expenses</b>	<b>\$ 705,537,347</b>	<b>96%</b>
Transfers - Debt	7,583,114	1%
Transfers - CIP	21,234,461	3%
<b>Total Uses</b>	<b>\$ 734,354,921</b>	<b>100%</b>





# Capital Budgets Year-to-Year Comparison

Capital Funding by Source	FY 2022/23	FY 2023/24	% of Total
	Adopted	Recommended	
Development Fees	\$ 17,321,260	\$ 10,920,000	1%
Capacity Fees	9,904,342	4,737,580	1%
Construction Sales Tax	13,092,900	16,991,250	2%
Third-Party Contributions	17,452,991	18,346,838	2%
Bond/Loan Proceeds	-	319,560,256	44%
Other Revenue	42,500,000	-	0%
Interest Income	659,740	3,498,410	0.5%
Use of Fund Balance	352,343,703	335,506,126	46%
<b>Total Revenues</b>	<b>\$ 453,274,936</b>	<b>\$ 709,560,460</b>	<b>97%</b>
Transfers In - Operating Funds	\$ 5,460,000	\$ 3,560,000	0.5%
Transfers In - Other Funding	20,000,000	-	0%
Transfers In - Within CIP	47,310,424	21,234,461	3%
<b>Total Sources</b>	<b>\$ 526,045,360</b>	<b>\$ 734,354,921</b>	<b>100%</b>

Capital Expenditures by Program	FY 2022/23	FY 2023/24	% of Total
	Adopted	Recommended	
Drainage & Transportation Improvements	\$ 160,551,680	\$ 180,919,383	25%
General CIP/Public Safety Improvements	24,389,533	63,187,372	9%
Parks & Trails	172,073,291	148,321,761	20%
Wastewater Improvements	25,272,881	47,108,481	6%
Water Improvements	68,883,470	97,475,349	13%
Water Rights	-	168,100,000	23%
Development/Capacity Fee Update	325,000	425,000	0.1%
Contingency	20,000,000	-	0%
<b>Total Expenses</b>	<b>\$ 471,495,855</b>	<b>\$ 705,537,347</b>	<b>96%</b>
Transfers - Debt	7,239,081	7,583,114	1%
Transfers - CIP	47,310,424	21,234,461	3%
<b>Total Uses</b>	<b>\$ 526,045,360</b>	<b>\$ 734,354,921</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 2023/24 amounts to \$4.7 million.

## 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 five 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 2023/24 amounts to \$10.9 million.

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 Town Facilities fee was reduced to \$0 for FY 2023/24 and discontinued moving forward based on a financial analysis conducted in 2022 that determined the Town has collected enough funds to pay off, when due, the remaining debt service payments. The result of this reduction was an overall decrease of the non-utility fees for a single-family home from \$7,365 to \$7,289. The overall cost for a single-family home was reduced from \$12,648 to \$12,572. Additionally, funds collected from the Library Facilities fee are estimated to be sufficient to pay off debt associated with the main library in FY 2023/24. Once adequate funds have been collected, the Library Facilities fee will be reduced to \$0 and will be discontinued in future years.



# Major Funding Sources for CIP

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.

Category	Current Development Fees
Library	\$ 167
Parks, Open Space & Recreational Facilities	\$ 3,189
Transportation	\$ 2,118
Public Safety (Police Services)	\$ 640
Town Buildings & Vehicles	\$ 0
Fire	\$ 1,175
Subtotal Impact Fees	\$ 7,289
Wastewater Capacity Fee	\$ 2,901
Water Capacity Fee	\$ 2,382
Total single-family home fee	\$ 12,572

## Construction Sales Tax

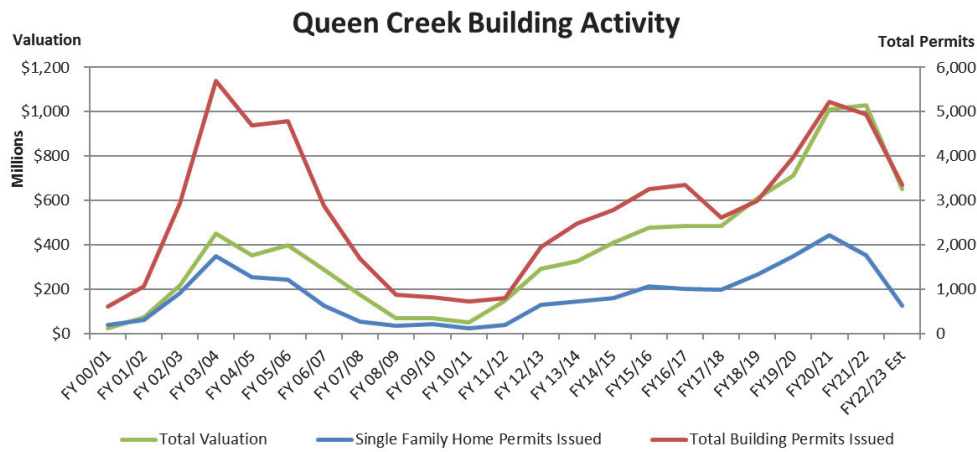
Construction sales tax in the Town of Queen Creek is 4.25%, with 2.0% dedicated to financing growth-related infrastructure projects. Effective FY 2016/17, this funding source has also been utilized to reimburse major development for the growth share of developer contributions to transportation infrastructure. This funding source also pays the growth share of debt service related to transportation projects. For FY 2023/24, dedicated construction sales tax is projected at \$17.0 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 2000/01 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
FY 14/15	802	2,783	\$410,805,749
FY 15/16	1,073	3,265	\$477,847,810
FY 16/17	1,003	3,347	\$486,694,589
FY 17/18	996	2,606	\$486,045,529
FY 18/19	1,325	2,992	\$610,498,813
FY 19/20	1,750	3,967	\$711,133,178
FY 20/21	2,223	5,230	\$1,009,055,491
FY 21/22	1,767	4,932	\$1,027,762,678
FY 22/23 Est	600	3,350	\$650,662,957
* estimated			



# 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 2023/24 carry-forward.

Transportation Carryforward				
Project	FY 22/23 Under Contract	FY22/23		# of Projects
		Remaining Approved Budget	Total FY 22/23 Carryforward	
A0115 - OCOTILLO: 226TH TO IRONWOOD	610,611	2,143,423	2,754,035	
A0116 - OCOTILLO: SOSSAMAN TO HAWES	13,292,795	3,785,564	17,078,359	
A0207 - ELLSWORTH: RITTENHOUSE TO UPRR-N	83,799	105,000	188,799	
A0210 - QUEEN CREEK RD: ELLSWORTH TO 206TH	531,641	92,377	624,018	
A0306 - RITTENHOUSE: VILLAGE LP TO ALLIANCE	198,323	-	198,323	
A0401 - HAWES RD-RITTENHOUSE TO OCOTILLO	425,331	6,041,173	6,466,504	
A0602 - CHANDLER HGTS-HAWES TO SOSSAMAN	588,058	2,334,738	2,922,795	
A0603 - CHANDLER HTS:SOSSAMAN TO POWER	93,338	442,216	535,554	
A0604 - CHANDLER HTS: RECKER TO POWER	199,125	-	199,125	
A0605 - SIGNAL:CHANDLER HTS AT 180TH	32,757	102,691	135,448	
A0801 - SIGNAL BUTTE: OCOTILLO TO QC RD	18,683	4,059,006	4,077,689	
A0904 - SOSSAMAN RAILROAD CROSSING @ GERMAN	1,499,905	19,311	1,519,215	
A1001 - QUEEN CREEK RD:ELLSWORTH TO CRISMON	2,784,901	175,433	2,960,334	
A1002 - QC RD-ELLSWORTH TO SIGNAL BUTTE	94,797	339,127	433,924	
A1005 - CRISMON: CLOUD TO RIGGS	339,076	1,744,654	2,083,730	
A1006 - CLOUD & ELLSWORTH RD DECEL LANES	158,000	282,000	440,000	
A1404 - POWER: BROOKS FARM TO CHAND HGTS	265,433	-	265,433	
A1405 - POWER: CHANDLER HTS TO RIGGS	205,554	6,883,255	7,088,809	
A1406 - POWER: RIGGS TO HUNT HWY	762,161	78,356	840,517	
A1505 - MERIDIAN: COMBS TO QC WASH	1,924,746	927,378	2,852,124	
A1507 - MERIDIAN ROAD: QC ROAD TO GERMANN	4,492,866	812,830	5,305,696	
A1702 - 220TH: RYAN RD TO QUEEN CREEK RD	5,011	1,302,968	1,307,979	
A2001 - RYAN: CRISMON TO 220TH	261,546	8,229,994	8,491,540	
AR050 - TOWN CENTER: ALDECOA-MUNOZ-SUMMERS	7,673,616	763,599	8,437,215	
AR100 - ASLD INFRASTRUCTURE IMPROVEMENTS	3,265,241	32,467,178	35,732,419	
D0013 - VIA JARDINES WASH CROSSING	-	500,000	500,000	
I0032 - QUEEN CREEK @ 188TH STREET	10,593	-	10,593	
I0037 - TS: GARY RD & GRANGE PARKWAY	461,328	270,742	732,070	
I0038 - GERMANN RD & 196TH ST	209,545	-	209,545	
I0039 - TS: ELLSWORTH LOOP @ WALNUT DR	-	400,000	400,000	
I0043 - TS: CLOUD @ ELLSWORTH	-	450,000	450,000	
I0071 - ELLSWORTH @ SAN TAN BLVD (T.S.)	16,043	-	16,043	
I0082 - HARVEST QC TRAFFIC SIGNALS	-	300,000	300,000	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>40,504,822</b>	<b>75,053,014</b>	<b>115,557,835</b>	<b>33</b>



# Capital Funds Carryforward

General Capital Carryforward				
Project	FY 22/23 Under Contract	FY22/23 Remaining Approved Budget	Total FY 22/23 Carryforward	# of Projects
<b>FIRE PROJECTS</b>				
MF016 - FIRE PUMPER TRUCK	-	95,619	95,619	
<b>FIRE &amp; POLICE PROJECT</b>				
MF019 - PUBLIC SAFETY COMPLEX	61,070	52,181	113,251	
<b>PARKS PROJECTS</b>				
P0615 - MANSEL CARTER PHASE 2	192,923	13,270,465	13,463,388	
P0620 - FRONTIER FAMILY PARK DRAINAGE	537,912	6,694,636	7,232,548	
P0625 - FRONTIER FAMILY PARK	21,844,471	36,987,070	58,831,541	
RQ030 - COMBINED REC-AQUATIC CENTER	2,566,469	61,802,847	64,369,316	
<b>TRAIL PROJECTS</b>				
TE100 - QC WASH TRAIL: CRISMON-RITTENHOUSE	181,616	1,980,935	2,162,551	
TE101 - QC WASH TRAIL: RITTENHOUSE-MERIDIAN	59,196	-	59,196	
TE201 - SONOQUI WASH - HAWES:CRISMON CONSTR	666,959	236,262	903,221	
<b>OTHER PROJECTS</b>				
HP300 - HPEC BARN & STALL REPLACEMENT	9,953	677,744	687,697	
HP301 - HPEC RV STALLS EXPANSION	13,825	216,562	230,387	
HP302 - HPEC RV DUMP STATIONS NEW	10,820	72,836	83,656	
MF012 - STREET SWEEPER WASHOUT FACILITY	2,828	949,592	952,420	
MF017 - FOF FUEL YARD	-	490,630	490,630	
MF018 - PW FIELD OPS FACILITY PHASE 2	1,519,725	4,963,463	6,483,188	
FP004 - FLAG POLES PROJECT	555	39,970	40,525	
XX054 - GROUNDS MAINTENANCE FACILITY	384,153	65,847	450,000	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>28,052,474</b>	<b>128,596,659</b>	<b>156,649,132</b>	<b>17</b>





# Capital Funds Carryforward

Water Carryforward				
Project	FY 22/23	FY22/23	Total FY 22/23	# of Projects
	Under Contract	Remaining Approved Budget	Carryforward	
A0116 - OCOTILLO: SOSSAMAN TO HAWES	2,744,984	274,516	3,019,500	
AR050 - TOWN CENTER: ALDECOA-MUNOZ-SUMMERS	1,050,787	-	1,050,787	
AR100 - ASLD INFRASTRUCTURE IMPROVEMENTS	5,123,488	9,367,355	14,490,843	
P0625 - FRONTIER FAMILY PARK	4,022,606	513,613	4,536,219	
WA006 - STAGECOACH PASS: SCHNEPT-KENWORTHY	-	590,823	590,823	
WA011 - HOMEPLACE LAKE FILL	-	476,700	476,700	
WA012 - DIVERSIFIED WELL #1 TANK & PUMP STN	-	3,000,000	3,000,000	
WA013 - WARE FARMS LAKE FILL	-	908,000	908,000	
WA020 - BARNEY WELL, RESERVOIR, BOOSTER	1,715,911	500,000	2,215,911	
WA022 - PIMA RD: MERIDIAN TO IRONWOOD	96,149	57,497	153,646	
WA037 - BELL ROAD PUMP STATION	360,967	170,864	531,831	
WA107 - NEW UTILITIES BILLING SOFTWARE	629,002	335,638	964,640	
WA195 - OCOTILLO: MERIDIAN TO IRONWOOD	95,774	83,754	179,528	
WA202 - HARVEST TANK & SITE PHASE 1	1,105,725	-	1,105,725	
WA208 - HARVEST TANK & SITE PHASE 2	-	2,000,000	2,000,000	
WA209 - HARVEST TANK & SITE PHASE 3	-	2,000,000	2,000,000	
WA211 - HARVEST TANK & SITE PHASE 4	-	997,122	997,122	
WA250 - SCHNEPF: QC WASH PAST COMBS	5,776	1,253,110	1,258,886	
WA270 - SCHNEPF: COMBS TO HASHKNIFE	29,560	1,826,605	1,856,165	
WA271 - SCHNEPF: HASHKNIFE TO SKYLINE	34,921	397,206	432,127	
WA273 - LAREDO 750' EAST OF SCHNEPF	-	168,058	168,058	
WA276 - DIVERSIFIED: UPFIT WELL #1	1,368,292	1,247,922	2,616,214	
WA277 - DIVERSIFIED: UPFIT COMBS RANCH WELL	102,858	1,530,818	1,633,676	
WA288 - UTILITIES ADMIN BUILDING (FOF)	6,205	2,624,450	2,630,655	
WA290 - HOME PLACE EAST WELL	480,502	93,047	573,549	
WA291 - HOME PLACE NORTH WELL	1,156,509	264,170	1,420,679	
WA292 - HOME PLACE SOUTH WELL	429,497	1,103,835	1,533,332	
WA294 - HOME PLACE IRR: KENWORTHY-SCHNEPF	-	2,656,957	2,656,957	
WA295 - QUAIL RUN: SKYLINE TO ROLL.RIDGE RD	-	590,823	590,823	
WA296 - ROLLING RIDGE: QUAIL RUN-SIERRA VST	-	1,204,370	1,204,370	
WA298 - SIERRA VISTA: SKYLINE SO. 1/2 MILE	-	428,753	428,753	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>20,559,512</b>	<b>36,666,006</b>	<b>57,225,517</b>	<b>31</b>



# Capital Funds Carryforward

Wastewater Carryforward				
Project	FY 22/23 Under Contract	FY22/23		# of Projects
		Remaining Approved Budget	Total FY 22/23 Carryforward	
AR050 - TOWN CENTER: ALDECOA-MUNOZ-SUMMERS	1,281,185	-	1,281,185	
AR100 - ASLD INFRASTRUCTURE IMPROVEMENTS	2,202,241	6,827,948	9,030,189	
P0625 - FRONTIER FAMILY PARK	533,734	-	533,734	
WW058 - GWRP CAPITAL CONSTRUCTION	748,182	-	748,182	
WW071 - WATER RESOURCES MASTER PLAN	58,150	8,563	66,712	
WW073 - OCOTILLO:SIGNAL BUTTE TO MERIDIAN	1,320	78,272	79,592	
WW075 - UTILITIES CORP YARD & IMPROVEMENTS	2,659	726,563	729,222	
WW099 - BARNEY 80 WW PROJECT	-	282,260	282,260	
WW100 - RITTENHOUSE & UPRR @ ACERO APPTS	170,918	2,505,147	2,676,065	
WW102 - KENWORTHY RD: COMBS TO QC WASH	-	733,600	733,600	
WW274 - RWCD BASIN	-	1,000,000	1,000,000	
WW501 - RECHARGE LAKE CONSTRUCTION	-	900,000	900,000	
<b>Current Year Projects Partially Under Contract &amp; Remaining</b>	<b>4,998,389</b>	<b>13,062,352</b>	<b>18,060,741</b>	<b>12</b>



# Capital Funds Five-Year Projections

## Transportation Infrastructure Improvement Fund

TRANSPORTATION FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Transfers In - Operating Budget	\$ 3,779,524	\$ 3,400,000	\$ 3,400,000	\$ -	\$ -	\$ -	\$ -	\$ 3,400,000
Transfer In - Construction Sales Tax (Growth Projects)	6,593,227	13,135,999	10,121,627	2,076,519	1,939,514	6,924,489	-	21,062,149
Transfer In - Construction Sales Tax (Dev Agreements)	-	890,000	-	-	-	-	-	-
Transfers In - Impact Fees (Growth Projects)	4,021,999	16,026,096	11,112,834	2,540,291	2,355,116	7,177,005	-	23,185,246
Bond/Loan Proceeds	-	-	-	87,000,000	-	-	-	87,000,000
Contingency Funding	-	20,000,000	-	-	-	-	-	-
Third Party Contributions	200,000	44,676,073	-	3,713,458	5,108,750	7,534,459	-	16,356,667
Other Revenue	-	-	-	-	-	17,500,000	-	17,500,000
Interest income	40,028	362,200	899,420	110,000	96,490	-	39,300	1,145,210
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 14,634,777</b>	<b>\$ 98,490,368</b>	<b>\$ 25,533,881</b>	<b>\$ 95,440,268</b>	<b>\$ 9,499,870</b>	<b>\$ 39,135,953</b>	<b>\$ 39,300</b>	<b>\$169,649,272</b>
<b>EXPENDITURES/USES</b>								
Projects	44,841,105	137,667,174	61,266,197	15,962,014	16,667,500	30,038,259	-	123,933,970
Project Management Expenses	707,639	3,359,265	4,095,351	3,685,235	3,777,366	3,871,800	3,968,595	19,398,346
Carryforward	-	(115,557,835)	115,557,835	-	-	-	-	115,557,835
Fund Contingency	-	20,000,000	-	-	-	-	-	-
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 45,548,744</b>	<b>\$ 45,468,604</b>	<b>\$ 180,919,383</b>	<b>\$ 19,647,249</b>	<b>\$ 20,444,866</b>	<b>\$ 33,910,059</b>	<b>\$ 3,968,595</b>	<b>\$258,890,151</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(30,913,967)</b>	<b>53,021,764</b>	<b>(155,385,502)</b>	<b>75,793,019</b>	<b>(10,944,996)</b>	<b>5,225,894</b>	<b>(3,929,295)</b>	
Beginning Balance	\$ 67,133,820	\$ 36,219,853	\$ 89,241,617	\$ (66,143,886)	\$ 9,649,133	\$ (1,295,862)	\$ 3,930,032	
Projected Ending Fund Balance	\$ 36,219,853	\$ 89,241,617	\$ (66,143,886)	\$ 9,649,133	\$ (1,295,862)	\$ 3,930,032	\$ 737	

### 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 fund, bond proceeds, 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.

*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 2023/24												
Project Title	#	Project Total	3rd Party	Town	Prior Year Actuals	FY2023 Revised	FY2024 Recommended	FY2025	FY2026	FY2027	FY2028	Beyond 5
<b>Infrastructure Improvement Plan (IIP) Projects:</b>												
Town Center: Aldecoa-Munoz-Summers	AR050	9,111,202	-	9,111,202	179,988.77	8,560,608	370,605	-	-	-	-	-
Ocotillo Road : Power to Recker	A0107	3,345,546	-	3,345,546	3,345,546	-	-	-	-	-	-	-
Ocotillo Rd: West of Railroad to 218th	A0114	2,756,467	-	2,756,467	2,756,467	-	-	-	-	-	-	-
Ocotillo Road: 226th to Ironwood	A0115	15,904,308	1,002,596	14,901,712	10,102,345	5,801,963	-	-	-	-	-	-
Ocotillo Road: West of Sossaman Rd to Hawes Rd	A0116	19,201,297	-	19,201,297	1,485,052	17,098,175	618,070	-	-	-	-	-
Ellsworth Rd: Ryan to Germann	A0206	3,932,144	-	3,932,144	3,932,144	-	-	-	-	-	-	-
Ellsworth: Rittenhouse to UPRR-N	A0207	2,199,951	1,449,951	750,000	11,152	188,799	-	2,000,000	-	-	-	-
Rittenhouse Rd: Village Loop North to Alliance Lumber	A0306	19,589,229	-	19,589,229	19,383,710	205,519	-	-	-	-	-	-
Hawes Road: Ocotillo to Rittenhouse	A0401	6,592,597	1,055,501	5,537,096	87,195	6,505,402	-	-	-	-	-	-
Hawes Road @ Creekview Ranches	A0402	290,950	29,094	261,856	290,950	-	-	-	-	-	-	-
Riggs Road: Ellsworth to Meridian	A0510	22,056,753	6,514,133	15,542,620	22,056,753	-	-	-	-	-	-	-
Riggs Road: Hawes to Power (QC Irrigation)	A0520	1,166,230	-	1,166,230	1,166,230	-	-	-	-	-	-	-
Chandler Hts: Hawes to Ellsworth	A0601	2,625,000	-	2,625,000	-	-	-	2,625,000	-	-	-	-
Chandler Hts: Sossaman to Hawes	A0602	25,313,605	-	25,313,605	181,729	3,321,876	18,000,000	3,810,000	-	-	-	-
Chandler Hts: Power to Sossman	A0603	8,306,736	-	8,306,736	7,766,930	539,806	-	-	-	-	-	-
Crismson Road: Queen Creek to Germann	A0702	2,577,294	1,599,043	978,251	2,577,294	-	-	-	-	-	-	-
Signal Butte: Ocotillo to Queen Creek	A0801	4,426,115	-	4,426,115	348,425	4,077,689	-	-	-	-	-	-
Queen Creek Road: Ellsworth to Crismson	A1001	7,600,625	-	7,600,625	2,786,394	4,814,230	-	-	-	-	-	-
Queen Creek Road: Ellsworth to Signal Butte	A1002	12,593,986	553,685	12,040,301	12,157,347	436,639	-	-	-	-	-	-
Germann Rd: Ellsworth to Crismson	A1203	3,150,000	-	3,150,000	-	-	-	-	3,150,000	-	-	-
Power Road: Ocotillo to Brooks Farms	A1403	6,424,215	-	6,424,215	6,424,215	-	-	-	-	-	-	-
Power Road: Brooks Farms to Chandler Heights	A1404	5,591,527	291,985	5,299,542	4,852,068	739,459	-	-	-	-	-	-
Power Road: Chandler Heights to Riggs	A1405	13,303,000	15,785	13,287,215	147,716	7,352,284	5,803,000	-	-	-	-	-
Power Road: Riggs to Hunt Hwy	A1406	14,602,266	6,667,500	7,934,766	2,090	969,830	-	3,233,750	6,467,500	3,929,096	-	-
Meridian Road: Combs to Queen Creek Wash	A1505	11,868,426	5,496,845	6,371,581	7,673,269	4,195,157	-	-	-	-	-	-
Meridian Road: Queen Creek Road to Germann	A1507	16,067,554	11,506,773	4,560,781	7,029,778	9,037,776	-	-	-	-	-	-
220th: Queen Creek to Ryan	A1702	4,696,882	1,285,666	3,411,216	864,236	1,332,646	2,500,000	-	-	-	-	-
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: Crismson to Signal Butte	A2001	9,350,231	203,023	9,147,208	393,797	8,529,937	426,497	-	-	-	-	-
Hunt Hwy: Power to Sossaman	A2101	6,345,427	3,021,632	3,323,795	-	-	-	1,293,264	3,750,000	1,302,163	-	-
Ellsworth @ Queen Creek Alignment	I0010	7,138,914	422,695	6,716,219	7,138,914	-	-	-	-	-	-	-
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>272,838,315</b>	<b>41,365,906</b>	<b>231,472,409</b>	<b>129,551,575</b>	<b>83,707,794</b>	<b>27,718,172</b>	<b>12,962,014</b>	<b>13,667,500</b>	<b>5,231,259</b>		
<b>Other Road Projects:</b>												
Queen Creek Rd: Ellsworth to 206th	A0210	4,418,443	-	4,418,443	3,049,821	1,368,622	-	-	-	-	-	-
Chandler Heights: Recker to Power	A0604	3,123,977	363,285	2,760,692	2,760,692	363,284	-	-	-	-	-	-
Sossaman Railroad Crossing @ Germann	A0904	1,657,500	1,030,540	626,961	-	1,582,500	75,000	-	-	-	-	-
Meridian Rd: Germann to State Route 24 (IGA)	A1506	9,399,373	-	9,399,373	3,144,159	6,255,214	-	-	-	-	-	-
Ironwood Road Improvements	A2220	895,926	-	895,926	895,926	-	-	-	-	-	-	-
Crismson: Cloud to Riggs (Jorde Farms)	A1005	5,600,000	-	5,600,000	-	2,100,000	3,500,000	-	-	-	-	-
Cloud and Ellsworth Roads (Earnhardt)	A1006	5,440,000	-	5,440,000	-	440,000	5,000,000	-	-	-	-	-
ASLD Infrastructure Improvements	AR100	51,103,025	30,566,900	20,536,125	478,993	36,521,007	14,103,025	-	-	-	-	-
Sossaman: Sonoqui Wash to Riggs	TBD	14,143,500	-	14,143,500	-	-	-	1,000,000	1,000,000	12,143,500	-	-
Sossaman: Riggs to Empire	TBD	8,405,250	-	8,405,250	-	-	-	1,000,000	1,000,000	6,405,250	-	-
Hawes: Chandler Heights to Ocotillo	TBD	8,258,250	-	8,258,250	-	-	-	1,000,000	1,000,000	6,258,250	-	-
<b>Subtotal</b>		<b>112,445,244</b>	<b>31,960,725</b>	<b>80,484,519</b>	<b>10,329,592</b>	<b>48,630,626</b>	<b>22,678,025</b>	<b>3,000,000</b>	<b>3,000,000</b>	<b>24,807,000</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	7,000,000	7,000,000	(0)	5,417,584	1,582,416	-	-	-	-	-	-
<b>Subtotal</b>		<b>7,820,026</b>	<b>7,000,000</b>	<b>820,026</b>	<b>6,237,610</b>	<b>1,582,416</b>						
<b>Drainage Projects:</b>												
Cloud Road Drainage	D0004	407,548	-	407,548	407,548	-	-	-	-	-	-	-
Via Jardines Wash Crossing	D0013	2,500,000	-	2,500,000	-	500,000	2,000,000	-	-	-	-	-
Drainage Improvements	D0001	500,000	-	500,000	-	-	500,000	-	-	-	-	-
Sonoqui Wash Erosion Repairs	D0200	115,237	-	115,237	115,237	-	-	-	-	-	-	-
<b>Subtotal</b>		<b>3,522,785</b>		<b>3,522,785</b>	<b>522,785</b>	<b>500,000</b>	<b>2,500,000</b>					
<b>Traffic Signal Projects:</b>												
Traffic Signal: Chandler Heights @ 180th	A0605	580,822	250,000	330,822	445,312	135,510	-	-	-	-	-	-
Traffic Signal: Queen Creek @ 188th	I0032	469,556	155,000	314,556	383,695	85,861	-	-	-	-	-	-
Traffic Signal: Gary Road and Grange Parkway	I0037	1,014,376	500,000	514,376	18,500	995,876	-	-	-	-	-	-
Traffic Signal: Germann Road and 196th Street	I0038	1,931,505	213,400	1,718,105	-	431,505	1,500,000	-	-	-	-	-
Traffic Signal: Ellsworth Loop @ Walnut Drive	I0039	400,000	-	400,000	-	400,000	-	-	-	-	-	-
Traffic Signal: Ellsworth @ San Tan Blvd	I0071	397,778	-	397,778	325,192	72,585	-	-	-	-	-	-
Traffic Signal: Harvest: Harvest @ Riggs Road	I0082	1,500,000	225,000	1,275,000	-	300,000	1,200,000	-	-	-	-	-
Traffic Signal: Harvest: Signal Butte & Riggs	I0063	1,500,000	75,000	1,425,000	-	-	1,500,000	-	-	-	-	-
Traffic Signal: Cloud & Ellsworth (Earnhardt)	I0043	1,450,000	-	1,450,000	-	450,000	1,000,000	-	-	-	-	-
Traffic Signal : Combs @ Sangria	I0051	1,500,000	-	1,500,000	-	-	1,500,000	-	-	-	-	-
Traffic Signal: Riggs @ Crismson High School	I0049	375,000	250,000	125,000	-	375,000	-	-	-	-	-	-
Traffic Signal: 220th @ Queen Creek Road	I0052	1,250,000	-	1,250,000	-	-	1,250,000	-	-	-	-	-
Traffic Signal: Power Road @ San Tan	I0064	420,000	-	420,000	-	-	420,000	-	-	-	-	-
<b>Subtotal</b>		<b>12,789,037</b>	<b>1,668,400</b>	<b>11,120,637</b>	<b>1,172,699</b>	<b>3,246,338</b>	<b>8,370,000</b>					
Project Management Costs		19,398,346	-	19,398,346	-	-	4,095,351	3,685,235	3,777,366	3,871,800	3,968,595	-
<b>Total</b>		<b>428,813,753</b>	<b>81,995,030</b>	<b>346,818,723</b>	<b>147,814,262</b>	<b>137,667,174</b>	<b>65,361,548</b>	<b>19,647,249</b>	<b>20,444,866</b>	<b>33,910,059</b>	<b>3,968,595</b>	



# Capital Funds Five-Year Projections

## General Capital Improvement Fund

GENERAL CIP FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
<b>Public Safety</b>								
Fire-Bond Proceeds - Future - Public Safety Complex	\$ -	\$ -	\$ 22,000,000	\$ -	\$ -	\$ -	\$ -	\$ 22,000,000
Fire-Bond Proceeds - Future - Fire Station 6	-	-	-	-	-	-	16,100,000	16,100,000
Fire-Transfers from Fire Impact Fees (Growth)	4,583,188	584,413	-	-	-	-	-	-
Fire-Transfers from Operating (Non-Growth)	-	780,576	160,000	-	-	-	-	160,000
Police-Bond Proceeds - Future - Public Saty Complex & Other	-	-	108,000,000	-	-	-	-	108,000,000
Police-Transfers from Public Safety Impact Fees (Growth)	1,194,420	136,118	-	-	-	-	-	-
<b>Parks &amp; Trails</b>								
Bond Proceeds	138,243,750	-	-	-	-	-	-	-
Bond Proceeds - Future - Southeast Park Site	-	-	-	-	-	-	38,540,000	38,540,000
Parks & Trails - Transfers from Parks Impact Fees (Growth)	1,709,181	22,614,188	-	2,302,150	3,400,000	5,600,000	19,000,000	30,302,150
Cost Share - Outside Agency/3rd Party/Grant	24,127	4,025,075	1,875,676	-	-	-	-	1,875,676.00
<b>Other Project - Transfers</b>								
Transfers from Operating Funds	7,562,209	8,040,069	-	7,000,000	4,517,328	-	-	11,517,328
Interest Income	6,991	1,489,890	1,710,000	690,470	507,860	48,790	49,280	3,006,400
<b>TOTAL REVENUES/SOURCES</b>	<b>\$153,323,866</b>	<b>\$ 37,670,329</b>	<b>\$ 133,745,676</b>	<b>\$ 9,992,620</b>	<b>\$ 8,425,188</b>	<b>\$ 5,648,790</b>	<b>\$ 73,689,280</b>	<b>\$ 231,501,554</b>
<b>EXPENDITURES/USES</b>								
<b>PROJECTS</b>								
Fire	\$ 13,145,761	\$ 5,458,292	\$ 17,640,000	\$ -	\$ -	\$ -	\$ 16,048,943	\$ 33,688,943
Police	-	7,033,445	35,220,000	18,951,440	46,414,945	-	-	100,586,385
Parks	454,522	171,760,969	-	-	-	5,600,000	57,540,000	63,140,000
Trails	1,520,668	3,489,863	1,300,000	2,302,150	3,400,000	-	-	7,002,150
Other	28,361	9,455,266	700,000	6,300,000	4,517,328	-	-	11,517,328
<b>OTHER</b>								
Miscellaneous and Debt Issuance	(191,381)	-	-	-	-	-	-	-
Carry Forward	-	(156,649,133)	156,649,133	-	-	-	-	156,649,133
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 14,957,931</b>	<b>\$ 40,548,702</b>	<b>\$ 211,509,133</b>	<b>\$ 27,553,590</b>	<b>\$ 54,332,273</b>	<b>\$ 5,600,000</b>	<b>\$ 73,588,943</b>	<b>\$ 372,583,939</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>138,365,936</b>	<b>(2,878,373)</b>	<b>(77,763,457)</b>	<b>(17,560,970)</b>	<b>(45,907,085)</b>	<b>48,790</b>	<b>100,337</b>	
Beginning Balance	\$ 10,622,740	\$ 148,988,675	\$ 146,110,303	\$ 68,346,845	\$ 50,785,875	\$ 4,878,790	\$ 4,927,580	
Projected Ending Fund Balance	\$148,988,675	\$ 146,110,303	\$ 68,346,845	\$ 50,785,875	\$ 4,878,790	\$ 4,927,580	\$ 5,027,917	

### 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 the operating fund 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

Queen Creek General Capital Improvement Plan FY 2023/24												
Project Title	Project #	Project Total	Prior Year	FY23 Actual	FY2023	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Beyond 5
			Actual	Carryforward	Revised	Recommended						
<b>Fire Projects</b>												
Fire Resource Center	MF011	256,858	116,928	139,930	-	139,930	-	-	-	-	-	-
Fire - Public Safety Complex	MF019	21,715,281	-	-	-	4,235,281	17,480,000	-	-	-	-	-
Fire Station #2	MF010	8,561,064	8,538,786	22,278	-	22,278	-	-	-	-	-	-
Fire Station #4	MF007	7,732,010	7,732,010	-	-	-	-	-	-	-	-	-
Fire Station #5	MF009	10,358,932	10,352,667	6,265	-	6,265	-	-	-	-	-	-
Fire Pumper Replacement	MF016	2,183,995	969,457	958,919	95,619	1,054,538	160,000	-	-	-	-	-
Fire Station #6 Land & Construction	TBD	14,065,372	-	-	-	-	-	-	-	-	14,065,372	-
Fire Station #6 Fire Truck	TBD	1,250,000	-	-	-	-	-	-	-	-	1,250,000	-
Fire Station #6 Equipment	TBD	308,571	-	-	-	-	-	-	-	-	308,571	-
Ambulances	TBD	425,000	-	-	-	-	-	-	-	-	425,000	-
<b>Subtotal</b>		<b>66,857,083</b>	<b>27,709,848</b>	<b>1,127,392</b>	<b>95,619</b>	<b>5,458,292</b>	<b>17,640,000</b>	-	-	-	<b>16,048,943</b>	-
<b>Police Projects</b>												
Police - Public Safety Complex	MF019	35,553,445	-	11,155,475	113,251	7,033,445	28,520,000	-	-	-	-	-
Police - Radio Towers & Infrastructure	MF022	4,000,000	-	-	-	-	400,000	3,600,000	-	-	-	-
Police - Complex 2	MF020	36,514,401	-	-	-	-	-	3,651,440	32,862,961	-	-	-
Police - Complex 3 - Land Acquisition	MF023	5,000,000	-	-	-	-	5,000,000	-	-	-	-	-
FOF Fleet Expansion	MF026	13,000,000	-	-	-	-	-	1,300,000	11,700,000	-	-	-
Parking	MF021	13,551,984	-	-	-	-	-	-	13,551,984	-	-	-
<b>Subtotal</b>		<b>107,619,830</b>	-	<b>11,155,475</b>	<b>113,251</b>	<b>7,033,445</b>	<b>35,220,000</b>	<b>18,951,440</b>	<b>46,414,945</b>	-	-	-
<b>Parks Projects</b>												
Frontier Family Park - Drainage Construction	P0620	8,856,814	806,664	817,601	7,232,548	8,050,150	-	-	-	-	-	-
Mansel Carter Phase 2	P0615	13,799,438	-	336,050	13,463,388	13,799,438	-	-	-	-	-	-
Frontier Family Park	P0625	62,000,000	-	3,168,459	58,831,541	62,000,000	-	-	-	-	-	-
Aquatic Center & Multi-Gen Center	RQ030	65,000,000	55,956	574,728	64,369,316	64,944,044	-	-	-	-	-	-
Southeast Park Site - Land Purchase	P0635	22,967,337	-	22,967,337	-	22,967,337	-	-	-	-	-	-
Southeast Park Site - Design	TBD	5,600,000	-	-	-	-	-	-	5,600,000	-	-	-
Southeast Park Site - Construction	TBD	57,540,000	-	-	-	-	-	-	-	-	57,540,000	-
<b>Subtotal</b>		<b>235,763,589</b>	<b>862,621</b>	<b>27,864,175</b>	<b>143,896,793</b>	<b>171,760,969</b>	-	-	-	<b>5,600,000</b>	<b>57,540,000</b>	-
<b>Trail Projects</b>												
QC Wash Trail Improvements - Crismon to Rittenhouse	TE100	2,473,483	163,236	147,695	2,162,551	2,310,247	-	-	-	-	-	-
QC Wash Trail Improvements - Rittenhouse to Meridian	TE101	4,783,711	16,223	8,292	59,196	67,488	1,300,000	-	3,400,000	-	-	-
Signal Butte Road Trail Alignment	TE102	14,286	14,286	-	-	-	-	-	-	-	-	-
Sonoqui Wash - Hawes: Crismon Construction	TE201	2,526,359	1,414,230	208,908	903,221	1,112,129	-	-	-	-	-	-
Sonoqui Wash Power to Recker	TBD	1,346,000	-	-	-	-	-	1,346,000	-	-	-	-
SRP Utility Easement Trail - Ellsworth to Signal Butte	TBD	956,150	-	-	-	-	-	956,150	-	-	-	-
<b>Subtotal</b>		<b>12,099,989</b>	<b>1,607,976</b>	<b>364,895</b>	<b>3,124,968</b>	<b>3,489,863</b>	<b>1,300,000</b>	<b>2,302,150</b>	<b>3,400,000</b>	-	-	-
<b>Other Projects</b>												
HPEC Barn & Stall Replacement	HP300	690,000	-	2,303	687,697	690,000	-	-	-	-	-	-
HPEC RV Stalls Expension	HP301	233,450	-	3,063	230,387	233,450	-	-	-	-	-	-
HPEC RV Dump Stations New	HP302	86,250	-	2,594	83,656	86,250	-	-	-	-	-	-
Flag Poles Project	FP004	44,702	-	4,177	40,525	44,702	-	-	-	-	-	-
Grounds Maintenance Facility	XX054	450,000	-	-	450,000	450,000	-	-	-	-	-	-
Street Sweeper Washout	MF012	1,005,828	49,774	3,635	952,420	956,054	-	-	-	-	-	-
Parking	MF021	4,517,328	-	-	-	-	-	-	4,517,328	-	-	-
FOF Fuel Yard	MF017	500,000	-	9,370	490,630	500,000	-	-	-	-	-	-
FOF Fleet Expansion	MF026	7,000,000	-	-	-	-	700,000	6,300,000	-	-	-	-
FOF Expansion for Public Works / CIP	MF018	6,500,000	5,190	11,622	6,483,188	6,494,810	-	-	-	-	-	-
<b>Subtotal</b>		<b>21,027,558</b>	<b>54,964</b>	<b>36,764</b>	<b>9,418,502</b>	<b>9,455,266</b>	<b>700,000</b>	<b>6,300,000</b>	<b>4,517,328</b>	-	-	-
<b>Grand Total</b>		<b>443,368,050</b>	<b>30,235,408</b>	<b>40,548,702</b>	<b>156,649,133</b>	<b>197,197,835</b>	<b>54,860,000</b>	<b>27,553,590</b>	<b>54,332,273</b>	<b>5,600,000</b>	<b>73,588,943</b>	-



# 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 FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Water Capacity Fee	\$ 5,229,176	\$ 5,066,510	\$ 2,541,590	\$ 3,306,216	\$ 4,049,400	\$ 4,821,168	\$ 4,816,404	\$ 19,534,778
Interest Income	13,546	6,690	40,040	42,750	51,450	62,040	77,860	274,140
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 5,242,722</b>	<b>\$ 5,073,200</b>	<b>\$ 2,581,630</b>	<b>\$ 3,348,966</b>	<b>\$ 4,100,850</b>	<b>\$ 4,883,208</b>	<b>\$ 4,894,264</b>	<b>\$ 19,808,918</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2021 Debt Issue	\$ -	\$ 1,710,653	\$ 2,260,683	\$ 2,478,918	\$ 3,041,607	\$ 3,301,006	\$ 3,299,937	\$ 14,382,151
<b>PROJECTS - TRANSFERS OUT</b>								
Water Projects	(2,861,254)	-	-	-	-	-	-	-
<b>OTHER</b>								
Capacity Fee Update	14,367	27,133	50,000	-	-	-	-	77,133
<b>TOTAL EXPENDITURES/USES</b>	<b>\$(2,846,888)</b>	<b>\$ 1,737,786</b>	<b>\$ 2,310,683</b>	<b>\$ 2,478,918</b>	<b>\$ 3,041,607</b>	<b>\$ 3,301,006</b>	<b>\$ 3,299,937</b>	<b>\$ 14,459,284</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>8,089,610</b>	<b>3,335,414</b>	<b>270,947</b>	<b>870,048</b>	<b>1,059,243</b>	<b>1,582,202</b>	<b>1,594,327</b>	
Beginning Balance	<u>\$(7,420,975)</u>	<u>\$ 668,635</u>	<u>\$ 4,004,049</u>	<u>\$ 4,274,997</u>	<u>\$ 5,145,044</u>	<u>\$ 6,204,287</u>	<u>\$ 7,786,489</u>	
Projected Ending Fund Balance	<u>\$ 668,635</u>	<u>\$ 4,004,049</u>	<u>\$ 4,274,997</u>	<u>\$ 5,145,044</u>	<u>\$ 6,204,287</u>	<u>\$ 7,786,489</u>	<u>\$ 9,380,816</u>	

WATER CAPITAL FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Interest Income	\$ -	\$ -	\$ 299,250	\$ -	\$ 531,450	\$ 286,760	\$ 179,540	\$ 1,297,000
3rd Party Reimbursement	-	-	7,971,162	18,617,038	-	-	-	26,588,200
Bond Proceeds - Drawdown of Existing Loan	-	31,474,703	1,796,154	-	-	-	-	1,796,154
Bond Proceeds - Future	-	-	-	75,000,000	-	-	-	75,000,000
Bond Proceeds - Future - Water Supply Acquisition	-	-	168,100,000	-	-	-	-	168,100,000
WIFA Loan	322,978	4,856,743	13,524,167	6,421,197	-	-	-	19,945,364
Transfer in from Water Operating Budget	10,238,025	710,233	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$10,561,003</b>	<b>\$ 37,041,679</b>	<b>\$ 191,690,733</b>	<b>\$ 100,038,235</b>	<b>\$ 531,450</b>	<b>\$ 286,760</b>	<b>\$ 179,540</b>	<b>\$ 292,726,718</b>
<b>EXPENDITURES/USES</b>			14,546,547					
<b>PROJECTS - TRANSFERS OUT</b>								
Water Projects	\$11,512,346	\$ 63,175,920	\$ 208,349,832	\$ 2,934,126	\$ 25,000,000	\$ 11,009,530	\$ 11,294,060	\$ 258,587,548
<b>OTHER</b>								
Capacity Fee Update	101,874	-	-	-	-	-	-	-
Carryover	-	(57,225,518)	57,225,518	-	-	-	-	57,225,518
<b>TOTAL EXPENDITURES/USES</b>	<b>\$11,614,220</b>	<b>\$ 5,950,402</b>	<b>\$ 265,575,349</b>	<b>\$ 2,934,126</b>	<b>\$ 25,000,000</b>	<b>\$ 11,009,530</b>	<b>\$ 11,294,060</b>	<b>\$ 315,813,065</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(1,053,216)</b>	<b>31,091,277</b>	<b>(73,884,616)</b>	<b>97,104,109</b>	<b>(24,468,550)</b>	<b>(10,722,770)</b>	<b>(11,114,520)</b>	
Beginning Balance	<u>\$( 112,683)</u>	<u>\$ (1,165,899)</u>	<u>\$ 29,925,377</u>	<u>\$(43,959,239)</u>	<u>\$ 53,144,870</u>	<u>\$ 28,676,320</u>	<u>\$ 17,953,550</u>	
Projected Ending Fund Balance (1)	<u>\$ (1,165,899)</u>	<u>\$ 29,925,377</u>	<u>\$ (43,959,239)</u>	<u>\$ 53,144,870</u>	<u>\$ 28,676,320</u>	<u>\$ 17,953,550</u>	<u>\$ 6,839,030</u>	

(1) The Town of Queen Creek anticipates issuing bonds in FY 2024/25 to finance the capital projects.



# Capital Funds Five-Year Projections

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## *Fund Description and Relation to Corporate Strategic Plan*

One of these funds 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 2023/24										
Project Title	Project #	Project Total	Prior Year	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Beyond 5
			Actual	Revised	Recommended					
Identified Needs										
Water Supply Acquisition	WA299	168,100,000	-	-	168,100,000	-	-	-	-	-
Water Supply Infrastructure	TBD	25,000,000	-	-	-	-	25,000,000	-	-	-
Ocotillo Rd: Sossaman to Hawes	A0116	3,019,500	-	3,019,500	-	-	-	-	-	-
Town Center: Aldecoa-Munoz-Summers	AR050	1,059,060	-	1,059,060	-	-	-	-	-	-
ASLD Infrastructure Improvements	AR100	14,656,807	50,049	14,606,758	-	-	-	-	-	-
Rolling Ridge Rd: Schnepf to Sierra Vista (Transfer)	WA024	1,726,063	-	-	1,726,063	-	-	-	-	-
Sun Dance Dr: Crismon Rd to Sossaman Rd	C16	5,185,356	-	-	-	-	-	5,185,356	-	-
Hash Knife Draw: Kenworthy to Ironwood	C29	3,256,500	-	-	-	-	-	-	-	3,256,500
Frontier Family Park	P0625	4,850,000	-	4,850,000	-	-	-	-	-	-
Hashknife: Schnepf to Granada Ln	T20	5,514,440	-	-	-	-	-	-	5,514,440	-
Signal Butte FCV Station	WA023	75,000	-	-	75,000	-	-	-	-	-
Combs Rd: Sierra Vista to Schnepf (Transfer)	TBD	1,726,063	-	-	-	-	-	1,726,063	-	-
Brooks Farm Zone PRV's: R4 & R5	WA019	327,600	-	-	327,600	-	-	-	-	-
Surface Water Treatment Plant	TBD	120,000,000	-	-	-	-	-	-	-	120,000,000
Germann Rd: Schnepf to WTP	TBD	2,760,000	-	-	-	-	-	-	-	2,760,000
Stagecoach Pass Ave: Schnepf Rd to Kenworthy Rd (Transmission/Transfer)	WA006	590,823	-	590,823	-	-	-	-	-	-
Cortina Zone PRV's: R1, R2 & R3	WA015	908,000	-	-	908,000	-	-	-	-	-
Pima Rd: Meridian to Ironwood with 12" Domestic and 12" Transmission Line	WA022	664,087	3,640	154,093	506,354	-	-	-	-	-
Sossaman Rd: Via Del Jardine to Empire Transmission	WA065	3,359,600	-	-	3,359,600	-	-	-	-	-
Chandler Heights Rd: Sossaman to Hawes (PWP)	WA167	902,325	-	-	902,325	-	-	-	-	-
Harvest Tank, Boosters, & Site Phase 1	WA202	6,442,711	1,167,272	2,628,682	2,646,757	-	-	-	-	-
SR-24 Crossing	WA205	175,000	-	-	175,000	-	-	-	-	-
Harvest Tank, Boosters, & Site Phase 2	WA208	2,000,000	-	2,000,000	-	-	-	-	-	-
Harvest Tank, Boosters, & Site Phase 3	WA209	2,000,000	-	2,000,000	-	-	-	-	-	-
Harvest Tank, Boosters, & Site Phase 4	WA211	997,122	-	-	997,122	-	-	-	-	-
Schnepf: QC Wash to Combs	WA250	1,423,051	130,647	1,292,404	-	-	-	-	-	-
Kenworthy Rd: Redfern to Germann	WA262	9,377,974	103,688	-	9,274,286	-	-	-	-	-
Schnepf: Combs to Rolling Ridge (Transfer)	WA270	2,960,799	322,234	1,856,165	782,400	-	-	-	-	-
Schnepf: Hashknife to Skyline	WA271	607,505	16,682	432,127	158,696	-	-	-	-	-
Laredo 750' East of Schnepf (WIFA Diversified)	WA273	168,058	-	168,058	-	-	-	-	-	-
Diversified: Upfit Well #1 (WIFA Diversified)	WA276	3,054,030	51,559	3,002,471	-	-	-	-	-	-
Diversified: Upfit Combs Ranch Well (WIFA Diversified)	WA277	2,185,569	549,332	1,636,237	-	-	-	-	-	-
Home Place (Wales Ranch) East Well & Transmission Line	WA290	1,450,167	455,498	994,669	-	-	-	-	-	-
Home Place (Wales Ranch) North Well & Transmission Line	WA291	1,765,166	247,994	1,517,171	-	-	-	-	-	-
Home Place (Wales Ranch) South Well & Transmission Line	WA292	2,317,919	295,512	1,679,655	342,752	-	-	-	-	-
Thompson: Empire to Hunt Hwy	WA293	847,600	-	-	-	-	-	847,600	-	-
Home Place: Kenworthy to Schnepf (Transmission)	WA294	2,656,957	-	2,656,957	-	-	-	-	-	-
Quail Run: Skyline to Rolling Ridge Road (Quail Ranch)	WA295	590,823	-	590,823	-	-	-	-	-	-
Rolling Ridge: Quail Run to Sierra Vista (Quail Ranch)	WA296	1,204,370	-	1,204,370	-	-	-	-	-	-
Sierra Vista: Combs to Rolling Ridge (Transfer)	WA298	1,795,193	-	428,753	1,366,440	-	-	-	-	-
1/3 mile north of Germann Rd: Meridian Rd to Ironwood	WA600	1,204,370	-	-	-	-	-	1,204,370	-	-
<b>Subtotal</b>		<b>408,905,607</b>	<b>3,394,108</b>	<b>49,365,897</b>	<b>190,651,273</b>	-	<b>25,000,000</b>	<b>8,963,389</b>	<b>5,514,440</b>	<b>126,016,500</b>
Miscellaneous/Recurring Projects										
Utilities Billing System	WA107	3,356,728	2,364,168	992,561	-	-	-	-	-	-
Utilities Admin Building (FOF)	WA288	6,179,390	3,542,808	2,636,582	-	-	-	-	-	-
<b>Subtotal</b>		<b>9,536,118</b>	<b>5,906,976</b>	<b>3,629,143</b>	-	-	-	-	-	-
Reconstruction Projects										
Sossaman Well, Boosters, Site, & Tank	WA007	2,316,272	2,256,209	-	60,063	-	-	-	-	-
Barney Farm Well, Boosters, Site, & Tank	WA020	12,752,879	7,779,878	4,973,001	-	-	-	-	-	-
Bell Road Pump Station	WA037	600,000	18,715	581,285	-	-	-	-	-	-
Rancho Jardines Water Reconstruction (PWP)	WA133	7,706,160	-	-	-	-	-	1,926,540	5,779,620	-
Barney Farm Lake Well, Site, & Waterlines	WA193	1,617,695	1,617,603	92	-	-	-	-	-	-
Ocotillo: Meridian to Ironwood	WA195	828,632	586,830	241,803	-	-	-	-	-	-
Silver Creek to Via del Jardine & west to Sossaman Tank	WA026	1,204,370	-	-	1,204,370	-	-	-	-	-
Sossaman Site, Tank & Booster	WA028	5,868,252	-	-	2,934,126	2,934,126	-	-	-	-
Ware Farms 2 Well	WA025	1,500,000	-	-	1,500,000	-	-	-	-	-
Ware Farms 1 Well	WA014	1,500,000	-	-	1,500,000	-	-	-	-	-
Diversified Well 4 (Well 0)	WA029	1,500,000	-	-	1,500,000	-	-	-	-	-
Diversified Well #1 Tank & Pump Station	WA012	3,000,000	-	3,000,000	-	-	-	-	-	-
Wales Ranch Ridge Tank, Boosters, & Site	WA030	9,000,000	-	-	9,000,000	-	-	-	-	-
Homeplace Lake Fill	WA011	476,700	-	476,700	-	-	-	-	-	-
Ware Farms Lake Fill	WA013	908,000	-	908,000	-	-	-	-	-	-
<b>Subtotal</b>		<b>50,778,961</b>	<b>12,259,235</b>	<b>10,180,881</b>	<b>17,698,559</b>	<b>2,934,126</b>	-	<b>1,926,540</b>	<b>5,779,620</b>	-
Master Planning Projects										
Repair & Replacement Master Plan (WA134)	WA134	156,320	36,719	-	-	-	-	119,601	-	-
<b>Subtotal</b>		<b>156,320</b>	<b>36,719</b>	-	-	-	-	<b>119,601</b>	-	-
<b>Grand total</b>		<b>469,377,005</b>	<b>21,597,038</b>	<b>63,175,920</b>	<b>208,349,832</b>	<b>2,934,126</b>	<b>25,000,000</b>	<b>11,009,530</b>	<b>11,294,060</b>	<b>126,016,500</b>



# Capital Funds Five-Year Projections

## Wastewater CIP

WASTEWATER CAPACITY FEE FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Wastewater Capacity Fee	\$ 4,924,813	\$ 4,647,268	\$ 2,195,990	\$ 3,025,656	\$ 3,965,552	\$ 4,380,383	\$ 4,244,040	\$ 17,811,622
Interest Income	-	2,640	46,140	61,920	85,560	120,100	157,840	471,560
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 4,924,813</b>	<b>\$ 4,649,908</b>	<b>\$ 2,242,130</b>	<b>\$ 3,087,576</b>	<b>\$ 4,051,112</b>	<b>\$ 4,500,483</b>	<b>\$ 4,401,880</b>	<b>\$ 18,283,182</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2021 Debt Issue	\$ -	\$ 273,010	\$ 614,408	\$ 723,041	\$ 597,168	\$ 726,961	\$ 726,444	\$ 3,388,021
<b>PROJECTS - TRANSFERS OUT</b>								
Transfer out	(10,038,969)	-	-	-	-	-	-	-
<b>OTHER</b>								
Capacity Fee Update	14,367	27,133	50,000	-	-	-	-	50,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$(10,024,602)</b>	<b>\$ 300,143</b>	<b>\$ 664,408</b>	<b>\$ 723,041</b>	<b>\$ 597,168</b>	<b>\$ 726,961</b>	<b>\$ 726,444</b>	<b>\$ 3,438,021</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>14,949,415</b>	<b>4,349,765</b>	<b>1,577,722</b>	<b>2,364,535</b>	<b>3,453,945</b>	<b>3,773,522</b>	<b>3,675,436</b>	
Beginning Balance	<u>\$(14,684,984)</u>	<u>\$ 264,431</u>	<u>\$ 4,614,196</u>	<u>\$ 6,191,918</u>	<u>\$ 8,556,453</u>	<u>\$ 12,010,398</u>	<u>\$ 15,783,920</u>	
Projected Ending Fund Balance	<u>\$ 264,431</u>	<u>\$ 4,614,196</u>	<u>\$ 6,191,918</u>	<u>\$ 8,556,453</u>	<u>\$ 12,010,398</u>	<u>\$ 15,783,920</u>	<u>\$ 19,459,356</u>	

WASTEWATER CAPITAL FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Interest Income	\$ -	\$ -	\$ 107,570	\$ -	\$ 218,660	\$ 158,620	\$ 194,820	\$ 679,670
3rd Party Reimbursement	19,865	-	8,500,000	-	-	-	-	8,500,000
Bond Proceeds - Drawdown of Existing Loan	-	14,008,439	4,303,863	589,000	-	-	-	4,892,863
Bond Proceeds - Future	-	-	-	45,000,000	-	44,000,000	-	89,000,000
WIFA Loan	-	-	1,836,072	-	-	-	-	1,836,072
Transfers in from Sewer Operating Budget	6,505,614	821,651	-	-	-	-	-	-
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 6,525,479</b>	<b>\$ 14,830,090</b>	<b>\$ 14,747,505</b>	<b>\$ 45,589,000</b>	<b>\$ 218,660</b>	<b>\$ 44,158,620</b>	<b>\$ 194,820</b>	<b>\$ 104,908,605</b>
<b>EXPENDITURES/USES</b>								
<b>PROJECTS</b>								
Wastewater Projects	\$ 7,486,894	\$ 21,497,372	\$ 29,047,739	\$ 2,119,601	\$ 6,222,699	\$ 40,537,770	\$ 12,129,137	\$ 90,056,946
<b>OTHER</b>								
Carryover	-	(18,060,742)	18,060,742	-	-	-	-	18,060,742
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 7,486,894</b>	<b>\$ 3,436,630</b>	<b>\$ 47,108,481</b>	<b>\$ 2,119,601</b>	<b>\$ 6,222,699</b>	<b>\$ 40,537,770</b>	<b>\$ 12,129,137</b>	<b>\$ 108,117,688</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(961,415)</b>	<b>11,393,460</b>	<b>(32,360,976)</b>	<b>43,469,399</b>	<b>(6,004,039)</b>	<b>3,620,850</b>	<b>(11,934,317)</b>	
Beginning Balance	<u>\$ 325,092</u>	<u>\$ (636,323)</u>	<u>\$ 10,757,137</u>	<u>\$(21,603,839)</u>	<u>\$ 21,865,560</u>	<u>\$ 15,861,521</u>	<u>\$ 19,482,371</u>	
Projected Ending Fund Balance (1)	<u>\$ (636,323)</u>	<u>\$ 10,757,137</u>	<u>\$(21,603,839)</u>	<u>\$ 21,865,560</u>	<u>\$ 15,861,521</u>	<u>\$ 19,482,371</u>	<u>\$ 7,548,054</u>	

(1) The Town of Queen Creek anticipates issuing bonds in FY 2024/25 to finance the capital projects.

### Fund Description and Relation to Corporate Strategic Plan

One of these funds 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 2023/24										
Project Title	Project #	Project Total	Prior Year	FY2023	FY2024	FY2025	FY2026	FY2027	FY2028	Beyond 5
			Actual	Revised	Recommended					
<b>Identified Needs</b>										
Future Reconstruction Projects	WW080	905,143	-	-	-	119,601	122,699	125,877	129,137	407,829
Sundance Rd: San Tan Flats to Borgata (Crismon)	WW006	326,717	-	-	326,717	-	-	-	-	-
Barney 80: Ryan to Germann	WW099	482,034	-	282,260	199,774	-	-	-	-	-
Ocotillo Rd: Sonoqui to 190th	WW025	1,358,815	524,525	-	-	-	-	834,290	-	-
Town Center: Aldecoa-Munoz-Summers	AR050	1,284,586	-	1,284,586	-	-	-	-	-	-
Kenworthy: Combs to Hashknife	WW256	1,576,049	1,306,053	-	-	269,996	-	-	-	-
<b>Subtotal</b>		<b>5,933,344</b>	<b>1,830,578</b>	<b>1,566,846</b>	<b>796,487</b>	<b>119,601</b>	<b>122,699</b>	<b>960,167</b>	<b>129,137</b>	<b>407,829</b>
<b>Water Resource Projects</b>										
RWCD Basin	WW274	2,800,000	-	1,000,000	1,800,000	-	-	-	-	-
Frisbee Park Transmission Line	WW503	1,000,000	-	-	1,000,000	-	-	-	-	-
Encanterra Construction	WW501	900,000	-	900,000	-	-	-	-	-	-
Frisbee Park Recharge Facility	WW502	1,350,000	-	-	1,350,000	-	-	-	-	-
<b>Subtotal</b>		<b>6,050,000</b>	-	<b>1,900,000</b>	<b>4,150,000</b>	-	-	-	-	-
<b>Miscellaneous Projects</b>										
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
GWRP Capital Construction	WW058	3,108,129	2,235,006	873,123	-	-	-	-	-	-
Sewer Dosing Sites	WW059	392,650	88,561	-	104,089	-	100,000	-	-	100,000
Utilities Corp Yard Building and Improvements	WW075	2,154,390	1,422,627	731,762	-	-	-	-	-	-
Combs: Schnepf to Sierra Vista Reimbursement	WW258	217,749	28,862	38,887	150,000	-	-	-	-	-
Frontier Family Park	P0625	600,000	-	600,000	-	-	-	-	-	-
1/3 mile north of Germann Rd: Meridian Rd to Ironwood	WW600	1,166,000	-	-	-	-	-	1,166,000	-	-
ASLD Infrastructure Improvements	AR100	14,647,640	50,049	9,130,311	5,467,280	-	-	-	-	-
E Hash Knife Draw Rd: From N Schnepf Rd to Canal	WW046	2,118,505	-	-	2,118,505	-	-	-	-	-
N Kenworthy Rd: Combs to QC Wash	WW102	733,600	-	733,600	-	-	-	-	-	-
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
Pump station at RWCD delivery point	WW047	1,829,000	-	-	1,829,000	-	-	-	-	-
Rittenhouse & Railroad Rehabilitation (Phs1 and Phs2)	WW100	5,200,000	8,575	2,691,425	-	-	-	-	-	2,500,000
Wales Gravel Pit	WW103	12,800,000	-	2,800,000	10,000,000	-	-	-	-	-
Gravel Pit Recharge (Encanterra Effluent/Lake Recharge Agreement)	WW640	12,415,208	2,415,208	-	4,000,000	2,000,000	2,000,000	2,000,000	-	-
<b>Subtotal</b>		<b>151,851,625</b>	<b>6,248,890</b>	<b>17,599,108</b>	<b>23,668,874</b>	<b>2,000,000</b>	<b>6,100,000</b>	<b>39,166,000</b>	<b>12,000,000</b>	<b>45,068,753</b>
<b>Reconstruction Projects</b>										
Ocotillo Rd: Signal Butte to Meridian (PWP)	WW073	215,272	63,468	151,804	-	-	-	-	-	-
Chandler Heights: Hawes to Ellsworth (PWP)	WW074	82,378	-	-	82,378	-	-	-	-	-
<b>Subtotal</b>		<b>297,650</b>	<b>63,468</b>	<b>151,804</b>	<b>82,378</b>	-	-	-	-	-
<b>Master Planning Projects</b>										
Water Resources Master Plan 2018	WW071	1,756,014	426,401	279,613	350,000	-	-	350,000	-	350,000
Study Costs	TBD	61,603	-	-	-	-	-	61,603	-	-
<b>Subtotal</b>		<b>1,817,617</b>	<b>426,401</b>	<b>279,613</b>	<b>350,000</b>	-	-	<b>411,603</b>	-	<b>350,000</b>
<b>Grand Total</b>		<b>165,950,237</b>	<b>8,569,337</b>	<b>21,497,372</b>	<b>29,047,739</b>	<b>2,119,601</b>	<b>6,222,699</b>	<b>40,537,770</b>	<b>12,129,137</b>	<b>45,826,582</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, parks, transportation, police and fire. The Town Buildings fee will no longer be collected in FY 2023/24, because the Town has collected sufficient funds to pay off the remaining debt obligation. 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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Transportation Development Fee	\$ 6,077,914	\$ 4,600,000	\$ 3,300,000	\$ 3,285,405	\$ 3,732,468	\$ 4,797,720	\$ 4,702,065	\$ 19,817,658
Interest Income	48,436	152,500	29,330	-	-	-	-	29,330
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 6,126,350</b>	<b>\$ 4,752,500</b>	<b>\$ 3,329,330</b>	<b>\$ 3,285,405</b>	<b>\$ 3,732,468</b>	<b>\$ 4,797,720</b>	<b>\$ 4,702,065</b>	<b>\$ 19,846,988</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2018 Bond Debt Service	\$ 583,688	\$ 581,388	\$ 583,788	\$ 584,763	\$ 584,263	\$ 583,263	\$ 581,763	\$ 2,917,840
2020 Bond Debt Service	326,236	336,756	337,618	338,192	338,480	335,679	338,336	1,688,305
<b>PROJECTS - TRANSFERS OUT</b>								
Transportation Projects IIP	4,021,999	16,026,096	11,112,834	2,540,291	2,355,116	7,177,005	-	23,185,246
<b>OTHER</b>								
Professional Services & Studies	10,775	125,000	125,000	-	-	-	125,000	250,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 4,942,697</b>	<b>\$ 17,069,240</b>	<b>\$ 12,159,240</b>	<b>\$ 3,463,246</b>	<b>\$ 3,277,859</b>	<b>\$ 8,095,947</b>	<b>\$ 1,045,099</b>	<b>\$ 28,041,391</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>1,183,652</b>	<b>(12,316,740)</b>	<b>(8,829,910)</b>	<b>(177,841)</b>	<b>454,609</b>	<b>(3,298,227)</b>	<b>3,656,966</b>	
Beginning Balance	\$14,066,493	\$ 15,250,145	\$ 2,933,405	\$ (5,896,505)	\$ (6,074,347)	\$ (5,619,737)	\$ (8,917,965)	
Projected Ending Fund Balance (1)	\$15,250,145	\$ 2,933,405	\$ (5,896,505)	\$ (6,074,347)	\$ (5,619,737)	\$ (8,917,965)	\$ (5,260,999)	

(1) A development impact fee study update is currently in progress. Upon completion of the update, the revenue projections will be revised, and the negative ending fund balance reflected on this schedule will be balanced.

### 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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Parks Development Fee	\$ 8,159,227	\$ 5,300,000	\$ 4,700,000	\$ 4,190,574	\$ 4,864,561	\$ 6,358,565	\$ 6,336,550	\$ 26,450,250
Interest Income	83,653	258,440	81,940	123,860	139,710	151,460	156,280	653,250
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 8,242,880</b>	<b>\$ 5,558,440</b>	<b>\$ 4,781,940</b>	<b>\$ 4,314,434</b>	<b>\$ 5,004,271</b>	<b>\$ 6,510,025</b>	<b>\$ 6,492,830</b>	<b>\$ 27,103,500</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of the 2007 Excise Tax Bond	\$ 426,929	\$ 428,713	\$ 428,534	\$ 427,874	\$ 429,418	\$ 427,821	\$ 425,485	\$ 2,139,132
2016 Refinancing of the 2008A GADA Loan - HPEC	80,614	84,915	81,344	-	-	-	-	81,344
<b>PROJECTS - TRANSFERS OUT</b>								
<b>Parks</b>								
Frontier Family Park - Drainage Design	188,512	-	-	-	-	-	-	-
Frontier Family Park	-	21,000,000	-	-	-	-	-	-
Jorde Park - Design	-	-	-	-	-	5,600,000	-	5,600,000
Jorde Park - Construction	-	-	-	-	-	-	19,000,000	19,000,000
<b>Trails</b>								
QC Wash Trail Improvements - Crismon to Rittenhouse	81,453	434,571	-	-	-	-	-	-
QC Wash Trail Improvements - Rittenhouse to Meridian	11,385	67,488	-	-	3,400,000	-	-	3,400,000
Signal Butte Road Trail Alignment	13,600	-	-	-	-	-	-	-
Sonoqui Wash - Riggs Road Channel - Hawes to Ellsworth	1,414,230	1,112,129	-	-	-	-	-	-
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	10,775	80,000	80,000	-	-	-	80,000	160,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 2,227,499</b>	<b>\$ 23,207,816</b>	<b>\$ 589,878</b>	<b>\$ 2,730,024</b>	<b>\$ 3,829,418</b>	<b>\$ 6,027,821</b>	<b>\$ 19,505,485</b>	<b>\$ 32,682,626</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>6,015,380</b>	<b>(17,649,376)</b>	<b>4,192,062</b>	<b>1,584,410</b>	<b>1,174,853</b>	<b>482,204</b>	<b>(13,012,655)</b>	
Beginning Balance	\$ 19,828,380	\$ 25,843,761	\$ 8,194,385	\$ 12,386,447	\$ 13,970,857	\$ 15,145,710	\$ 15,627,914	
Projected Ending Fund Balance	\$ 25,843,761	\$ 8,194,385	\$ 12,386,447	\$ 13,970,857	\$ 15,145,710	\$ 15,627,914	\$ 2,615,259	

### 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. This revenue is used to pay for the growth share of Parks and Trail projects and debt service 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

## Police

POLICE DEVELOPMENT FUND	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Police Development Fee	\$ 1,756,920	\$ 1,300,000	\$ 1,000,000	\$ 952,232	\$ 1,087,492	\$ 1,387,272	\$ 1,382,872	\$ 5,809,868
Interest Income	3,114	10,570	20,490	28,910	8,810	-	-	58,210
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 1,760,033</b>	<b>\$ 1,310,570</b>	<b>\$ 1,020,490</b>	<b>\$ 981,142</b>	<b>\$ 1,096,302</b>	<b>\$ 1,387,272</b>	<b>\$ 1,382,872</b>	<b>\$ 5,868,078</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2018 Bond Issue - PS Admin Building	\$ 140,075	\$ 142,175	\$ 139,175	\$ 140,675	\$ 141,550	\$ 142,175	\$ 142,550	\$ 706,125
Bond Issuance - Future - Public Safety Complex	-	-	-	2,850,000	2,850,000	2,850,000	2,850,000	11,400,000
<b>PROJECTS - TRANSFERS OUT</b>								
Police Space at Fire Station #2	567,350	27,441	-	-	-	-	-	-
Police Space at Fire Station #4	1,310	-	-	-	-	-	-	-
Police Space at Fire Station #5	625,760	108,677	-	-	-	-	-	-
<b>OTHER</b>								
Professional Services and Studies	7,183	40,000	40,000	-	-	-	40,000	80,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 1,341,678</b>	<b>\$ 318,293</b>	<b>\$ 179,175</b>	<b>\$ 2,990,675</b>	<b>\$ 2,991,550</b>	<b>\$ 2,992,175</b>	<b>\$ 3,032,550</b>	<b>\$ 12,186,125</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>418,355</b>	<b>992,277</b>	<b>841,315</b>	<b>(2,009,533)</b>	<b>(1,895,248)</b>	<b>(1,604,903)</b>	<b>(1,649,678)</b>	
Beginning Balance	\$ 638,593	\$ 1,056,948	\$ 2,049,225	\$ 2,890,540	\$ 881,007	\$ (1,014,241)	\$ (2,619,144)	
Projected Ending Fund Balance (1)	\$ 1,056,948	\$ 2,049,225	\$ 2,890,540	\$ 881,007	\$ (1,014,241)	\$ (2,619,144)	\$ (4,268,822)	

(1) A development impact fee study update is currently in progress. Upon completion of the update, the revenue projections will be revised, and the negative ending fund balance reflected on this schedule will be balanced.

### Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Police Development Impact Fee assessed on new building activity within Queen Creek. This revenue is used to pay for the growth share of Police capital projects and debt service related to Police projects.

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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Fire Development Fee	\$ 3,238,923	\$ 2,400,000	\$ 1,800,000	\$ 1,748,062	\$ 1,996,397	\$ 2,546,907	\$ 2,538,782	\$ 10,630,148
Interest Income	23,228	95,090	102,880	110,630	112,350	116,560	126,320	568,740
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 3,262,152</b>	<b>\$ 2,495,090</b>	<b>\$ 1,902,880</b>	<b>\$ 1,858,692</b>	<b>\$ 2,108,747</b>	<b>\$ 2,663,467</b>	<b>\$ 2,665,102</b>	<b>\$ 11,198,888</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2018 Bond - Fire Station 1 & Fire Station 3	\$ 494,738	\$ 494,538	\$ 493,938	\$ 491,538	\$ 492,163	\$ 492,038	\$ 491,163	\$ 2,460,840
2020 Bond - Fire Station 2, 4, 5, & RC	576,349	597,550	593,925	594,925	595,425	595,425	594,925	2,974,625
Bond Issuance - Future - Public Safety Comple	-	-	-	600,000	600,000	600,000	600,000	2,400,000
<b>PROJECT TRANSFERS</b>								
Fire Resource Center	41,100	67,166	-	-	-	-	-	-
Fire Station #2	2,155,930	104,274	-	-	-	-	-	-
Fire Station #4	4,977	-	-	-	-	-	-	-
Fire Station #5	2,381,181	412,973	-	-	-	-	-	-
<b>OTHER</b>								
Professional Services and Studies	7,183	40,000	40,000	-	-	-	40,000	80,000
Carry Forward	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 5,661,458</b>	<b>\$ 1,716,501</b>	<b>\$ 1,127,863</b>	<b>\$ 1,686,463</b>	<b>\$ 1,687,588</b>	<b>\$ 1,687,463</b>	<b>\$ 1,726,088</b>	<b>\$ 7,915,465</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(2,399,306)</b>	<b>778,589</b>	<b>775,017</b>	<b>172,229</b>	<b>421,159</b>	<b>976,004</b>	<b>939,014</b>	
Beginning Balance	\$ 11,908,800	\$ 9,509,494	\$ 10,288,083	\$ 11,063,100	\$ 11,235,329	\$ 11,656,488	\$ 12,632,492	
Projected Ending Fund Balance	\$ 9,509,494	\$ 10,288,083	\$ 11,063,100	\$ 11,235,329	\$ 11,656,488	\$ 12,632,492	\$ 13,571,506	

### 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. This revenue is used to pay for the growth share of Fire capital projects and debt service related to Fire projects.

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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Town Buildings & Vehicles Development Fee	\$ 186,583	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	10,223	27,980	25,370	22,530	19,870	17,170	14,470	99,410
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 196,806</b>	<b>\$ 47,980</b>	<b>\$ 25,370</b>	<b>\$ 22,530</b>	<b>\$ 19,870</b>	<b>\$ 17,170</b>	<b>\$ 14,470</b>	<b>\$ 99,410</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of 2004 GADA Loan- Municipal Services	\$ 222,042	\$ 222,771	\$ 223,117	\$ 223,155	\$ 223,718	\$ 221,466	\$ 223,040	\$ 1,114,496
2016 Refinancing of the 2007 Excise Tax Bond - Buildings	65,681	65,956	65,928	65,827	66,064	65,819	65,459	329,097
<b>OTHER</b>								
Professional Services & Studies	3,592	20,000	20,000	-	-	-	20,000	40,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 291,315</b>	<b>\$ 308,727</b>	<b>\$ 309,045</b>	<b>\$ 288,982</b>	<b>\$ 289,782</b>	<b>\$ 287,285</b>	<b>\$ 308,499</b>	<b>\$ 1,483,593</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>(94,509)</b>	<b>(260,747)</b>	<b>(283,675)</b>	<b>(266,452)</b>	<b>(269,912)</b>	<b>(270,115)</b>	<b>(294,029)</b>	
Beginning Balance	\$ 2,892,107	\$ 2,797,598	\$ 2,536,851	\$ 2,253,176	\$ 1,986,724	\$ 1,716,812	\$ 1,446,697	
Projected Ending Fund Balance	\$ 2,797,598	\$ 2,536,851	\$ 2,253,176	\$ 1,986,724	\$ 1,716,812	\$ 1,446,697	\$ 1,152,668	

### 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. This fee will no longer be collected in FY 2023/24, because the Town has collected sufficient funds to pay off the remaining debt obligation. 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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Library Development Fee	\$ 427,443	\$ 225,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 120,000
Interest Income	7,698	22,630	22,680	21,590	19,520	17,420	15,280	96,490
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 435,141</b>	<b>\$ 247,630</b>	<b>\$ 142,680</b>	<b>\$ 21,590</b>	<b>\$ 19,520</b>	<b>\$ 17,420</b>	<b>\$ 15,280</b>	<b>\$ 216,490</b>
<b>EXPENDITURES/USES</b>								
<b>DEBT SERVICE TRANSFERS</b>								
2016 Refinancing of the 2005B GADA Loan	\$ 40,069	\$ 40,242	\$ 40,346	\$ 37,684	\$ 37,933	\$ 39,481	\$ 38,051	\$ 193,495
2016 Refinancing of the 2006A GADA Loan	165,446	165,777	164,554	164,575	164,879	165,017	164,457	823,482
2016 Refinancing of the 2007 Excise Tax Bond	26,601	26,712	26,701	26,660	26,756	26,657	26,511	133,285
<b>OTHER</b>								
Infrastructure Improvement Plan Studies/Other	3,592	10,375	20,000	-	-	-	20,000	40,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 235,707</b>	<b>\$ 243,106</b>	<b>\$ 251,601</b>	<b>\$ 228,919</b>	<b>\$ 229,568</b>	<b>\$ 231,155</b>	<b>\$ 249,019</b>	<b>\$ 1,190,262</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>199,434</b>	<b>4,524</b>	<b>(108,921)</b>	<b>(207,329)</b>	<b>(210,048)</b>	<b>(213,735)</b>	<b>(233,739)</b>	
Beginning Balance	\$ 2,063,906	\$ 2,263,340	\$ 2,267,864	\$ 2,158,943	\$ 1,951,614	\$ 1,741,566	\$ 1,527,831	
Projected Ending Fund Balance	\$ 2,263,340	\$ 2,267,864	\$ 2,158,943	\$ 1,951,614	\$ 1,741,566	\$ 1,527,831	\$ 1,294,092	

### Fund Description and Relation to Corporate Strategic Plan

This fund accounts for the Library Development Impact Fee assessed on new building activity within Queen Creek. The debt service transfers represent the growth share of debt service for the Library. The funds collected from this fee are estimated to be sufficient to pay off debt associated with the main library in FY 2023/24. Once adequate funds have been collected, the Library Facilities fee will be reduced to \$0 and will be discontinued in future years.

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 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Requested	FY 25/26 Requested	FY 26/27 Requested	FY 27/28 Requested	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Construction Sales Tax	\$15,607,714	\$15,000,000	\$16,991,250	\$15,363,885	\$11,780,479	\$11,704,729	\$11,971,360	\$67,811,703
Interest Income	17	117,690	113,300	167,840	209,100	294,300	329,800	1,114,340
<b>TOTAL REVENUES/SOURCES</b>	<b>\$15,607,732</b>	<b>\$15,117,690</b>	<b>\$17,104,550</b>	<b>\$15,531,725</b>	<b>\$11,989,579</b>	<b>\$11,999,029</b>	<b>\$12,301,160</b>	<b>\$68,926,043</b>
<b>EXPENDITURES/USES</b>								
<b>DEVELOPMENT AGREEMENTS</b>								
Cloud and Ellsworth Roads	-	440,000	-	-	-	-	-	-
Traffic Signal: Cloud & Ellsworth	-	450,000	-	-	-	-	-	-
<b>DEBT SERVICE TRANSFERS</b>								
2006 ID Bonds - Ellsworth Loop Rd	994,425	997,500	995,419	995,963	994,838	992,663	985,688	4,964,571
2016 Refinancing of 2007 Excise Tax Bond	282,417	283,597	283,479	283,042	284,064	283,007	281,462	1,415,054
2020 Bond	241,724	249,519	250,157	250,583	250,795	248,721	250,689	1,250,945
<b>PROJECTS - TRANSFERS OUT</b>								
Transportation Projects (Growth Projects)	6,593,227	13,135,999	10,121,627.00	2,076,519.00	1,939,514.00	6,924,489.00	-	21,062,149
Vestar Vineyard Towne Center Prepayment	-	-	-	7,800,000.00	-	-	-	7,800,000
<b>TOTAL EXPENDITURES/USES</b>	<b>\$8,111,793</b>	<b>\$15,556,615</b>	<b>\$11,650,682</b>	<b>\$11,406,107</b>	<b>\$3,469,211</b>	<b>\$8,448,880</b>	<b>\$1,517,839</b>	<b>\$36,492,719</b>
<b>SOURCES OVER/(UNDER) USES</b>	<b>7,495,939</b>	<b>(438,925)</b>	<b>5,453,868</b>	<b>4,125,618</b>	<b>8,520,367</b>	<b>3,550,150</b>	<b>10,783,320</b>	
Beginning Balance	\$4,273,389	\$11,769,328	\$11,330,403	\$16,784,272	\$20,909,890	\$29,430,257	\$32,980,407	
Projected Ending Fund Balance	<u>\$11,769,328</u>	<u>\$11,330,403</u>	<u>\$16,784,272</u>	<u>\$20,909,890</u>	<u>\$29,430,257</u>	<u>\$32,980,407</u>	<u>\$43,763,727</u>	

### 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

## Healthcare Self-Insurance Fund

Healthcare Self-Insurance Fund	FY 21/22 Actual	FY 22/23 Revised	FY 23/24 Recommended	FY 24/25 Projection	FY 25/26 Projection	FY 26/27 Projection	FY 27/28 Projection	Total 5 year Projection
<b>REVENUES/SOURCES</b>								
Employer Premiums - Medical	\$ 4,984,004	\$ 5,054,878	6,708,227	\$ 7,043,600	\$ 7,395,800	\$ 7,395,800	\$ 7,765,600	\$ 36,309,027
Employee Premiums - Medical	857,791	1,197,642	1,453,756	1,497,400	1,542,300	1,542,300	1,588,600	7,624,356
Employer Premiums - Dental	305,526	304,110	323,546	333,300	343,300	343,300	353,600	1,697,046
Employee Premiums - Dental	83,518	107,356	127,299	131,100	135,000	135,000	139,100	667,499
Employer Premiums - Vision	29,248	32,273	44,285	45,600	47,000	47,000	48,400	232,285
Employee Premiums - Vision	6,497	8,567	10,681	11,000	11,300	11,300	11,600	55,881
HSA Funding	802,733	714,295	774,543	797,800	821,700	821,700	846,400	4,062,143
Insurance Premiums	127,625	82,394	88,882	91,500	94,200	94,200	97,000	465,782
Interest	11,993	-	-	-	-	-	-	-
Stop Loss Reimbursement	461,749	100,000	100,000	100,000	100,000	100,000	100,000	500,000
<b>TOTAL REVENUES/SOURCES</b>	<b>\$ 7,670,683</b>	<b>\$ 7,601,515</b>	<b>9,631,219</b>	<b>\$ 10,051,300</b>	<b>\$ 10,490,600</b>	<b>\$ 10,490,600</b>	<b>\$ 10,950,300</b>	<b>\$ 51,614,019</b>
<b>EXPENDITURES/USES</b>								
<b>Claims &amp; Ins Payments</b>								
Medical Claims	\$ 4,405,032	\$ 5,899,847	\$ 7,619,003	\$ 7,847,570	\$ 8,083,000	\$ 8,325,490	\$ 8,575,250	\$ 40,450,313
Fixed Expense	512,077	418,473	515,000	530,450	546,360	562,750	579,630	2,734,190
HSA Contributions	929,533	714,295	774,543	797,800	821,730	846,380	871,770	4,112,223
Short Term Disability Premiums	30,871	26,319	24,972	25,720	26,490	27,280	28,100	132,562
Dental Premiums	272,595	411,466	450,845	464,400	478,330	492,680	507,460	2,393,715
Vision Premiums	29,938	40,840	54,966	56,600	58,300	60,050	61,850	291,766
Flexible Spending premiums	12,187	4,200	50,000	51,500	53,050	54,640	56,280	265,470
Life Insurance Premiums	100,823	56,075	103,910	107,030	110,240	113,550	116,960	551,690
Wellness Initiatives	2,811	6,000	6,480	6,670	6,870	7,080	7,290	34,390
ACA Fees	1,782	24,000	2,500	2,580	2,660	2,740	2,820	13,300
Other	60,844	-	29,000	29,870	30,770	31,690	32,640	153,970
<b>TOTAL EXPENDITURES/USES</b>	<b>\$ 6,358,491</b>	<b>\$ 7,601,515</b>	<b>\$ 9,631,219</b>	<b>\$ 9,920,190</b>	<b>\$ 10,217,800</b>	<b>\$ 10,524,330</b>	<b>\$ 10,840,050</b>	<b>\$ 51,133,589</b>
<b>Annual Result</b>	<b>1,312,192</b>	<b>-</b>	<b>-</b>	<b>131,110</b>	<b>272,800</b>	<b>(33,730)</b>	<b>110,250</b>	
Beginning Balance	\$ 738,452	\$ 2,050,644	\$ 2,050,644	\$ 2,050,644	\$ 2,181,754	\$ 2,181,754	\$ 2,454,554	
Projected Ending Fund Balance	\$ 2,050,644	\$ 2,050,644	\$ 2,050,644	\$ 2,181,754	\$ 2,454,554	\$ 2,148,024	\$ 2,564,804	

### 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 2023/24 is due to the anticipated hiring of 61.25 new FTEs, 22.00 of which are for Public Safety, and another 16.75 in Community Services to support the expansion of the parks program.

*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 has used 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. In October 2022, Town Council instituted a new policy that will set all SLID levies to \$0 starting on July 1, 2023. Expenses for the town's SLIDs will be covered by the Town's operating budget as well as existing balances for certain SLIDs. At the time of budget development, the estimated SLID expenditure budget is set at \$232,059.

## 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. The Contingency amount also includes an allowance for FY 2023/24 long lead vehicle and equipment purchases which have been authorized by Council to be ordered in FY 2022/23 for use in FY 2023/24. For FY 2023/24, the budget includes a \$10 million allowance for possible long lead and carry-forward items, and an additional \$8 million allowance for start-up costs related to the new Recreation and Aquatics Center.

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 2023/24, this fund includes \$5 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 2023/24 is \$23 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’s net valuation for FY 2023/24 is \$767,029,598. This includes both Maricopa County and Pinal County assessed values.

20% Debt Margin Limit:	\$ 153,405,920
Bonded Debt Outstanding:	<u>0</u>
Unused 20% Limitation Borrowing Capacity:	\$ 153,405,920
6% Debt Margin Limit:	\$ 46,021,776
Bonded Debt Outstanding:	<u>0</u>
Unused 6% Limitation Borrowing Capacity:	\$ 46,021,776

The Town of Queen Creek has no outstanding general obligation debt at this time.

## 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.



# Debt

## Outstanding Debt and FY 2023/24 Debt Service

The following schedule presents the Town's FY 2023/24 debt service requirements and outstanding debt obligations as of June 30, 2024, including proposed new debt issues for public safety facilities and water resources.

Description	Original Issue	Maturity	Interest Rate (%)	Outstanding at June 30, 2024	FY 2023/24 Debt Service
<b>General Government Debt</b>					
<i>Excise Tax and State-Shared Revenue Bonds:</i>					
Project Bonds, Series 2022 (Parks Master Plan)	\$ 106,980,000	8/1/2047	3.88-5.00%	\$ 104,715,000	\$ 7,196,481
Project Bonds, Second Series 2022 (Parks Master Plan)	24,223,000	8/1/2037	3.30%	24,223,000	799,359
Project Bonds, Series 2020 (Roads and Public Safety)	78,605,000	8/1/2050	4.00-5.00%	75,195,000	4,445,925
Project Bonds, Series 2018A (Roads)	47,945,000	8/1/2047	2.00-5.00%	43,295,000	3,112,875
Project Bonds, Series 2018B (Roads and Public Safety)	18,015,000	8/1/2047	2.00-5.00%	15,290,000	1,216,900
Refunding Bonds, Series 2016 (Various Purposes)	47,990,000	8/1/2036	2.00-5.00%	30,215,000	4,272,550
Total Excise Tax and State-Shared Revenue Bonds				292,933,000	21,044,090
Proposed New Debt - Police Master Plan and Fire Facilities				130,000,000	6,800,000
<b>Total General Government Debt</b>				<b>\$ 422,933,000</b>	<b>\$ 27,844,090</b>
Special Assessment Refunding Bonds, Series 2016	18,445,000	1/1/2030	2.45%	8,423,185	1,689,858
Total General Government + Improvement District Debt				\$ 431,356,185	\$ 29,533,948
<b>Water and Sewer Debt:</b>					
<i>WIFA Loans:</i>					
WIFA Loan, 2022 - DW (Cibola Water Rights)	\$ 27,000,000	7/1/2053	3.132%	\$ 27,000,000	\$ 845,640
WIFA Loan, 2022 - DW (Water CIP Projects)	44,506,194	7/1/2052	2.889%	44,506,194	1,285,784
WIFA Loan, 2022 - CW (Sewer CIP Projects)	10,098,396	7/1/2052	2.889%	10,098,396	291,743
WIFA Loan, 2022 - DW (NIA Water Rights)	8,238,763	7/1/2051	1.683%	8,238,763	138,642
WIFA Loan, 2021 - DW (Diversified Water Co.)	12,807,500	7/1/2050	1.874%	12,455,458	585,425
WIFA Loan, 2020 - DW (GWEC Water Rights)	57,981,000	7/1/2050	1.984%	53,561,413	2,551,906
WIFA Loan, 2020 - CW (Encanterra Water Rights)	8,600,000	7/1/2050	1.984%	7,949,704	378,760
WIFA Loan, 2014 - DW (H2O Water Co.)	16,000,000	7/1/2043	3.154%	10,917,174	732,064
Total WIFA Loans				174,727,102	6,809,964
<i>Other Loans:</i>					
GADA Infrastructure Loan, Series 2014A (GWRP Sewer)	3,845,000	8/1/2028	2.00-5.00%	1,745,000	384,100
Water System Refunding Obligation, Series 2022 (QC Water Water Co.)	21,478,000	7/1/2038	2.850%	19,360,000	1,571,760
Subordinate Lien Excise Tax & State Shared Revenue Obligation, Series 2021 (Water & Sewer CIF)	85,000,000	6/1/2025	variable	85,000,000	4,748,320
Subordinate Lien Water System Revenue Obligation, Series 2013 (H2O Water Co.)	19,425,093	5/1/2043	8.00%	17,866,264	1,800,259
Total Outstanding Water and Sewer Debt				298,698,366	15,314,403
Proposed New Debt - Water Resources				168,100,000	-
<b>Total Water and Sewer Debt</b>				<b>\$ 466,798,366</b>	<b>\$ 15,314,403</b>



# Debt

## Debt Service Requirements to Maturity

The following schedules present the Town's debt service requirements to maturity for all currently outstanding debt obligations.

### General Government Debt Service to Maturity

Fiscal Year	Excise Tax and State-Shared Revenue Bonds								
	Series 2022 #1 (Parks Master Plan)			Series 2022 #2 (Parks Master Plan)			Series 2020 (Roads and Public Safety)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ -	\$ 3,228,413	\$ 3,228,413	\$ -	\$ 484,056	\$ 484,056	\$ 1,135,000	\$ 3,309,175	\$ 4,444,175
2024	2,265,000	4,931,481	7,196,481	-	799,359	799,359	1,195,000	3,250,925	4,445,925
2025	2,380,000	4,815,356	7,195,356	466,000	791,670	1,257,670	1,255,000	3,189,675	4,444,675
2026	2,505,000	4,693,231	7,198,231	482,000	776,028	1,258,028	1,320,000	3,125,300	4,445,300
2027	2,630,000	4,564,856	7,194,856	497,000	759,875	1,256,875	1,385,000	3,057,675	4,442,675
2028 - 2032	15,325,000	20,656,656	35,981,656	7,020,000	3,243,537	10,263,537	8,860,000	14,126,500	22,986,500
2033 - 2037	19,675,000	16,303,406	35,978,406	12,561,000	1,690,606	14,251,606	14,865,000	11,174,125	26,039,125
2038 - 2042	24,770,000	11,211,884	35,981,884	3,197,000	52,751	3,249,751	17,115,000	7,751,900	24,866,900
2043 - 2047	30,410,000	5,567,938	35,977,938	-	-	-	15,530,000	4,575,400	20,105,400
2048 - 2052	7,020,000	175,500	7,195,500	-	-	-	14,865,000	1,218,900	16,083,900
	<u>\$ 106,980,000</u>	<u>\$ 76,148,723</u>	<u>\$ 183,128,723</u>	<u>\$ 24,223,000</u>	<u>\$ 8,597,882</u>	<u>\$ 32,820,882</u>	<u>\$ 77,525,000</u>	<u>\$ 54,779,575</u>	<u>\$ 132,304,575</u>

Fiscal Year	Excise Tax and State-Shared Revenue Bonds								
	Series 2018A (Roads)			Series 2018B (Roads and Public Safety)			Series 2016 Refunding (Various Purposes)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 890,000	\$ 2,228,800	\$ 3,118,800	\$ 520,000	\$ 698,100	\$ 1,218,100	\$ 2,690,000	\$ 1,596,350	\$ 4,286,350
2024	925,000	2,187,875	3,112,875	540,000	676,900	1,216,900	2,800,000	1,472,550	4,272,550
2025	975,000	2,140,375	3,115,375	565,000	651,975	1,216,975	2,755,000	1,347,450	4,102,450
2026	1,020,000	2,090,500	3,110,500	595,000	622,975	1,217,975	2,875,000	1,234,850	4,109,850
2027	1,075,000	2,038,125	3,113,125	625,000	592,475	1,217,475	2,985,000	1,117,650	4,102,650
2028 - 2032	6,225,000	9,308,625	15,533,625	3,610,000	2,456,956	6,066,956	16,080,000	3,279,500	19,359,500
2033 - 2037	7,940,000	7,546,250	15,486,250	4,380,000	1,694,831	6,074,831	5,520,000	351,775	5,871,775
2038 - 2042	10,135,000	5,297,625	15,432,625	2,530,000	1,001,188	3,531,188	-	-	-
2043 - 2047	12,935,000	2,427,375	15,362,375	2,425,000	454,875	2,879,875	-	-	-
2048 - 2052	2,990,000	74,750	3,064,750	560,000	14,000	574,000	-	-	-
	<u>\$ 45,110,000</u>	<u>\$ 35,340,300</u>	<u>\$ 80,450,300</u>	<u>\$ 16,350,000</u>	<u>\$ 8,864,275</u>	<u>\$ 25,214,275</u>	<u>\$ 35,705,000</u>	<u>\$ 10,400,125</u>	<u>\$ 46,105,125</u>

Fiscal Year	Excise Tax and State-Shared Revenue Bonds			Direct-Placement Special Assessment Bonds		
	Total Debt Service to Maturity			Series 2016 Refunding		
	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 5,235,000	\$ 11,544,894	\$ 16,779,894	\$ 1,431,455	\$ 259,809	\$ 1,691,264
2024	7,725,000	13,319,090	21,044,090	1,465,537	224,321	1,689,858
2025	8,396,000	12,936,501	21,332,501	1,509,357	187,878	1,697,235
2026	8,797,000	12,542,884	21,339,884	1,543,439	150,482	1,693,921
2027	9,197,000	12,130,656	21,327,656	1,582,390	112,190	1,694,580
2028 - 2032	57,120,000	53,071,775	110,191,775	3,787,999	111,892	3,899,891
2033 - 2037	64,941,000	38,760,994	103,701,994	-	-	-
2038 - 2042	57,747,000	25,315,348	83,062,348	-	-	-
2043 - 2047	61,300,000	13,025,588	74,325,588	-	-	-
2048 - 2052	25,435,000	1,483,150	26,918,150	-	-	-
	<u>\$ 305,893,000</u>	<u>\$ 194,130,880</u>	<u>\$ 500,023,880</u>	<u>\$ 11,320,177</u>	<u>\$ 1,046,572</u>	<u>\$ 12,366,749</u>



# Debt

## Debt Service Requirements to Maturity

### Water and Wastewater Debt Service to Maturity

#### Water Infrastructure Finance Authority (WIFA) Loans

Fiscal Year	Third Series 2022 DW (Cibola Water Rights)			Second Series 2022 DW (Water CIP Projects)			Series 2022 CW (Sewer CIP Projects)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ -	\$ 474,498	\$ 474,498	\$ -	\$ 1,457,222	\$ 1,457,222	\$ -	\$ 330,642	\$ 330,642
2024	-	845,640	845,640	-	1,285,784	1,285,784	-	291,743	291,743
2025	-	845,640	845,640	-	1,285,784	1,285,784	-	291,743	291,743
2026	616,597	826,328	1,442,925	1,054,021	1,255,333	2,309,354	239,156	284,833	523,989
2027	635,909	806,412	1,442,321	1,084,471	1,224,003	2,308,474	246,065	277,725	523,790
2028 - 2032	3,491,067	3,710,778	7,201,845	5,910,811	5,617,448	11,528,259	1,341,155	1,274,591	2,615,746
2033 - 2037	4,073,103	3,110,513	7,183,616	6,815,407	4,686,718	11,502,125	1,546,407	1,063,410	2,609,817
2038 - 2042	4,752,177	2,410,170	7,162,347	7,858,443	3,613,548	11,471,991	1,783,070	819,909	2,602,979
2043 - 2047	5,544,467	1,593,066	7,137,533	9,061,107	2,376,140	11,437,247	2,055,953	539,143	2,595,096
2048 - 2052	6,468,849	639,732	7,108,581	10,447,828	949,357	11,397,185	2,370,598	215,408	2,586,006
2053 - 2057	1,417,831	-	1,417,831	2,274,106	-	2,274,106	515,992	-	515,992
	<b>\$ 27,000,000</b>	<b>\$ 15,262,777</b>	<b>\$ 42,262,777</b>	<b>\$ 44,506,194</b>	<b>\$ 23,751,337</b>	<b>\$ 68,257,531</b>	<b>\$ 10,098,396</b>	<b>\$ 5,389,147</b>	<b>\$ 15,487,543</b>

#### Water Infrastructure Finance Authority (WIFA) Loans

Fiscal Year	Series 2022 DW (NIA Water Rights)			Series 2021 DW (Diversified Water Co.)			Series 2020 DW (GWEC Water Rights)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ -	\$ 138,642	\$ 138,642	\$ -	\$ 239,979	\$ 239,979	\$ 1,460,276	\$ 1,092,205	\$ 2,552,481
2024	-	138,642	138,642	352,042	233,383	585,425	1,489,248	1,062,658	2,551,906
2025	232,768	134,725	367,493	358,638	226,663	585,301	1,518,795	1,032,526	2,551,321
2026	236,686	130,742	367,428	365,358	219,817	585,175	1,548,928	1,001,795	2,550,723
2027	240,668	126,692	367,360	372,204	212,843	585,047	1,579,659	970,454	2,550,113
2028 - 2032	1,265,472	570,284	1,835,756	1,968,281	954,942	2,923,223	8,381,022	4,359,966	12,740,988
2033 - 2037	1,375,593	458,310	1,833,903	2,159,725	759,912	2,919,637	9,246,071	3,477,755	12,723,826
2038 - 2042	1,495,297	336,592	1,831,889	2,369,789	545,912	2,915,701	10,200,405	2,504,486	12,704,891
2043 - 2047	1,625,418	204,281	1,829,699	2,600,285	311,097	2,911,382	11,253,241	1,430,762	12,684,003
2048 - 2052	1,766,861	60,458	1,827,319	2,261,178	64,536	2,325,714	9,833,292	297,429	10,130,721
2053 - 2057	-	-	-	-	-	-	-	-	-
	<b>\$ 8,238,763</b>	<b>\$ 2,299,368</b>	<b>\$ 10,538,131</b>	<b>\$ 12,807,500</b>	<b>\$ 3,769,084</b>	<b>\$ 16,576,584</b>	<b>\$ 56,510,937</b>	<b>\$ 17,230,036</b>	<b>\$ 73,740,973</b>

#### Water Infrastructure Finance Authority (WIFA) Loans

#### GADA Infrastructure Loan (GWRP Sewer)

Fiscal Year	Series 2020 CW (Encanterra Water Rights)			Series 2014 (H2O Water Co.)			Series 2014A		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 216,737	\$ 162,108	\$ 378,845	\$ 375,880	\$ 356,557	\$ 732,437	\$ 285,000	\$ 99,100	\$ 384,100
2024	221,038	157,722	378,760	387,736	344,328	732,064	300,000	84,100	384,100
2025	225,423	153,250	378,673	399,966	331,713	731,679	315,000	71,500	386,500
2026	229,895	148,689	378,584	412,580	318,700	731,280	330,000	55,000	385,000
2027	234,456	144,037	378,493	425,593	305,277	730,870	350,000	37,500	387,500
2028 - 2032	1,243,930	647,115	1,891,045	2,337,985	1,309,741	3,647,726	750,000	19,250	769,250
2033 - 2037	1,372,323	516,176	1,888,499	2,730,688	904,652	3,635,340	-	-	-
2038 - 2042	1,513,967	371,721	1,885,688	3,189,352	431,522	3,620,874	-	-	-
2043 - 2047	1,670,231	212,357	1,882,588	1,421,010	22,757	1,443,767	-	-	-
2048 - 2052	1,459,479	44,145	1,503,624	-	-	-	-	-	-
2053 - 2057	-	-	-	-	-	-	-	-	-
	<b>\$ 8,387,479</b>	<b>\$ 2,557,320</b>	<b>\$ 10,944,799</b>	<b>\$ 11,680,790</b>	<b>\$ 4,325,247</b>	<b>\$ 16,006,037</b>	<b>\$ 2,330,000</b>	<b>\$ 366,450</b>	<b>\$ 2,696,450</b>





# Debt

## Debt Service Requirements to Maturity

### Water and Wastewater Debt Service to Maturity (concluded)

Fiscal Year	Direct-Placement Debt								
	Senior Lien Utility System Refunding Obligations, Series 2022 (QC Water Co.)			Subordinate Lien Excise Tax Revenue Obligations, Series 2021 (Water + Sewer CIP)			Subordinate Lien Water Revenue Obligation, Series 2013 (H2O Water Co.)		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2023	\$ 1,098,000	\$ 580,830	\$ 1,678,830	\$ -	\$ 780,213	\$ 780,213	\$ 334,720	\$ 1,466,759	\$ 1,801,479
2024	1,020,000	551,760	1,571,760	-	747,717	747,717	361,498	1,438,761	1,800,259
2025	1,049,000	521,864	1,570,864	85,000,000	747,717	85,747,717	390,417	1,408,530	1,798,947
2026	1,079,000	491,112	1,570,112	-	-	-	421,651	1,375,888	1,797,539
2027	1,110,000	459,477	1,569,477	-	-	-	455,383	1,340,644	1,796,027
2028 - 2032	6,055,000	1,789,515	7,844,515	-	-	-	2,885,273	6,067,910	8,953,183
2033 - 2037	6,981,000	848,986	7,829,986	-	-	-	4,239,412	4,654,762	8,894,174
2038 - 2042	3,086,000	44,546	3,130,546	-	-	-	6,229,088	2,579,958	8,809,046
2043 - 2047	-	-	-	-	-	-	3,245,040	246,718	3,491,758
2048 - 2052	-	-	-	-	-	-	-	-	-
2053 - 2057	-	-	-	-	-	-	-	-	-
	<b>\$ 21,478,000</b>	<b>\$ 5,288,090</b>	<b>\$ 26,766,090</b>	<b>\$85,000,000</b>	<b>\$ 2,275,647</b>	<b>\$87,275,647</b>	<b>\$ 18,562,482</b>	<b>\$ 20,579,930</b>	<b>\$ 39,142,412</b>

Total Water and Sewer Debt Service to Maturity			
Fiscal Year	Principal	Interest	Total
2023	\$ 3,770,613	\$ 7,178,755	\$ 10,949,368
2024	4,131,562	7,182,238	11,313,800
2025	89,490,007	7,051,655	96,541,662
2026	6,533,872	6,108,237	12,642,109
2027	6,734,408	5,905,064	12,639,472
2028 - 2032	35,629,996	26,321,540	61,951,536
2033 - 2037	40,539,729	20,481,194	61,020,923
2038 - 2042	42,477,588	13,658,364	56,135,952
2043 - 2047	38,476,752	6,936,321	45,413,073
2048 - 2052	34,608,085	2,271,065	36,879,150
2053 - 2057	4,207,929	-	4,207,929
	<b>\$ 306,600,541</b>	<b>\$ 103,094,433</b>	<b>\$ 409,694,974</b>



# Appendix

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Position Listing Acronyms

Glossary

Position Request Summaries

Non-Profit Funding Memo





# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
<b>General Fund</b>		
<b><i>Town Manger</i></b>		
TOWN MANAGER	1.00	1.00
ASSISTANT TOWN MANAGER	1.00	1.00
MANAGEMENT SUPPORT SPECIALIST	1.00	1.00
INTERGOVERN. RELATIONS DIRECTOR	1.00	1.00
MANAGEMENT ANALYST	-	1.00
<b>Total Town Manger</b>	<b>4.00</b>	<b>5.00</b>
<b><i>Town Clerk</i></b>		
TOWN CLERK	1.00	1.00
DEPUTY TOWN CLERK	1.00	1.00
<b>Total Town Clerk</b>	<b>2.00</b>	<b>2.00</b>
<b>Total Town Manager/Legal Services/Clerk</b>	<b>6.00</b>	<b>7.00</b>
<b><i>Finance</i></b>		
<b><u>GENERAL FUND</u></b>		
DIRECTOR, FINANCE	1.00	1.00
DEPUTY DIRECTOR, FINANCE*	1.00	1.00
FINANCIAL SERVICES ADMINISTRATOR	1.00	1.00
ACCOUNTANT, SENIOR	1.00	1.00
ACCOUNTANT	2.00	2.00
FINANCIAL SERVICES TECHNICIAN	2.00	2.00
PAYROLL ANALYST	1.00	1.00
PAYROLL TECHNICIAN, SENIOR	1.00	1.00
PROCUREMENT ADMINISTRATOR	1.00	1.00
PROCUREMENT OFFICER, SENIOR	2.00	2.00
PROCUREMENT OFFICER	1.00	1.00
PROCUREMENT SPECIALIST	1.00	1.00
FINANCIAL SERVICES ANALYST, PRINCIPAL	-	1.00
FINANCIAL SERVICES ANALYST	1.00	1.00
<b><u>OTHER FUNDS</u></b>		
FINANCIAL SERVICES MANAGER*	1.00	1.00
<b><u>ENTERPRISE FUNDS - CUSTOMER SERVICE</u></b>		
CUST. SERVICE & BILLING ADMINISTRATOR*	1.00	1.00
FINANCIAL SERVICES ANALYST, PRINCIPAL*	1.00	1.00
TECHNICAL APPLICATIONS ANALYST, PRINCIPAL*	1.00	1.00
FINANCIAL SERVICES ANALYST, SENIOR*	1.00	1.00
FINANCIAL SERVICES ANALYST*	2.00	3.00
MANAGEMENT SUPPORT ASSISTANT	0.48	0.48
CUSTOMER SERVICE SUPERVISOR*	1.00	1.00
CUSTOMER SERVICE REPRESENTATIVE, LEAD*	1.00	1.00
CUSTOMER SERVICE REPRESENTATIVE, SENIOR*	2.00	2.00
CUSTOMER SERVICE REPRESENTATIVE*	3.00	3.00
CUSTOMER SERVICE REPRESENTATIVE, TEMP*	3.00	3.00



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
BUSINESS ANALYST, SENIOR*	1.00	1.00
CUSTOMER SERVICE SPECIALIST*	1.00	1.00
<b>Total Finance</b>	<b>35.48</b>	<b>37.48</b>
<b>Budget</b>		
REVENUE MANAGER	-	1.00
REVENUE ANALYST	0.50	0.50
FINANCIAL SERVICES ANALYST	-	1.00
FINANCIAL SERVICES ANALYST, SENIOR	4.00	4.00
<b>Total Budget</b>	<b>4.50</b>	<b>6.50</b>
<b>Total Finance</b>	<b>39.98</b>	<b>43.98</b>
<b>Human Resources</b>		
<b>Human Resources</b>		
DIRECTOR, HR	1.00	1.00
HUMAN RESOURCES ANALYST	1.00	2.00
HUMAN RESOURCES ANALYST, SENIOR	3.00	3.00
HUMAN RESOURCES SPECIALIST	1.00	1.00
<b>Total Human Resources</b>	<b>6.00</b>	<b>7.00</b>
<b>Total Human Resources</b>	<b>6.00</b>	<b>7.00</b>
<b>Information Technology</b>		
<b>Information Technology</b>		
DIRECTOR, IT	1.00	1.00
IT SYSTEMS MANAGER	1.00	1.00
SYSTEMS ADMINISTRATOR	1.00	1.00
IT ANALYST	3.00	3.00
IT BUSINESS ANALYST	-	1.00
IT SECURITY ANALYST	-	1.00
NETWORK ADMINISTRATOR	-	1.00
IT PROJECT MANAGER, SENIOR	1.00	1.00
IT PROJECT MANAGER	2.00	2.00
BUSINESS ANALYST, PRINCIPAL	1.00	1.00
BUSINESS ANALYST, SENIOR	1.00	1.00
IT APPLIED TECHNOLOGY MANAGER	1.00	1.00
IT GIS MANAGER	1.00	1.00
SYSTEMS ADMINISTRATOR, SENIOR	1.00	1.00
GIS ANALYST*	1.00	1.00
GIS TECHNICIAN	1.00	1.00
MANAGEMENT ANALYST, SENIOR	1.00	1.00
<b>Total Information Technology</b>	<b>17.00</b>	<b>20.00</b>
<b>Total Information Technology</b>	<b>17.00</b>	<b>20.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
<b>Community Services</b>		
<b>Communications &amp; Marketing</b>		
DIRECTOR, COMMUNITY SERVICES	1.00	1.00
PUBLIC INFORMATION OFFICER	1.00	1.00
PUBLIC INFORMATION SPECIALIST	1.00	1.00
MARKETING & COMMUNICATIONS MANAGER	1.00	1.00
COMMUNITY OUTREACH SPECIALIST	1.00	1.00
DIGITAL MEDIA SPECIALIST	1.00	1.00
VOLUNTEER COORDINATOR	1.00	1.00
MARKETING & COMMUNICATIONS TECHNICIAN (1.0 FTE; 100% Enterprise Fund)	1.00	1.00
<b>Total Communications &amp; Marketing</b>	<b>8.00</b>	<b>8.00</b>
<b>Recreation Programs</b>		
DEPUTY DIRECTOR	1.00	1.00
RECREATION MANAGER	1.00	1.00
MANAGEMENT ANALYST	-	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00	1.00
RECREATION SUPERVISOR	1.00	1.00
RECREATION COORDINATOR, SENIOR	1.00	1.00
RECREATION COORDINATOR	2.00	3.00
RECREATION TECHNICIAN, SENIOR	1.50	2.00
RECREATION TECHNICIAN	0.75	1.00
<b>Total Recreation Programs*</b>	<b>10.25</b>	<b>13.00</b>
<i>*FTE count does not include pooled positions for seasonal employees, which currently calculates to 11.00 FTEs.</i>		
<b>Aquatics</b>		
AQUATICS SUPERVISOR	1.00	1.00
<b>Total Aquatics</b>	<b>1.00</b>	<b>1.00</b>
<b>Parks Rangers</b>		
PARK RANGER, SENIOR	1.00	1.00
PARK RANGER	3.00	4.00
PARK RANGER (PT)	1.00	1.00
<b>Total Parks &amp; Grounds Maintenance</b>	<b>5.00</b>	<b>6.00</b>
<b>Parks and Grounds Maintenance</b>		
SUPERINTENDENT - PARKS	1.00	1.00
MAINTENANCE SUPERVISOR - PARKS & GROUNDS	2.00	2.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
MAINTENANCE LEAD - PARKS & GROUNDS	4.00	5.00
MAINTENANCE TECHNICIAN, SENIOR - PARKS & GROUNDS	1.00	2.00
MAINTENANCE TECHNICIAN - PARKS & GROUNDS	6.00	16.00
MAINTENANCE SPECIALIST - PARKS & GROUNDS	5.00	6.00
MAINTENANCE ASSISTANT	6.00	6.00



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
MAINTENANCE ASSISTANT (PT)	0.43	0.43
<b>Total Parks &amp; Grounds Maintenance</b>	<b>26.43</b>	<b>39.43</b>
<b>Total Community Services</b>	<b>50.68</b>	<b>67.43</b>
<b>Economic Development</b>		
<b>Economic Development</b>		
DIRECTOR, ECONOMIC DEVELOPMENT	1.00	1.00
ECONOMIC DEVELOPMENT PROGRAM MANAGER	1.00	1.00
ECONOMIC DEVELOPMENT PROJECT MANAGER	1.00	1.00
ECONOMIC DEVELOPMENT SPECIALIST	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
<b>Total Economic Development</b>	<b>5.00</b>	<b>5.00</b>
<b>Total Economic Development</b>	<b>5.00</b>	<b>5.00</b>
<b>Development Services</b>		
<b>Development Services Administration</b>		
DIRECTOR, DEVELOPMENT SERVICES	1.00	1.00
PLANNER, SENIOR	1.00	1.00
MANAGEMENT ANALYST	1.00	1.00
<b>Total Development Services Administration</b>	<b>3.00</b>	<b>3.00</b>
<b>Planning</b>		
PLANNING MANAGER	1.00	1.00
PLANNER I	1.00	1.00
PLANNER II	2.00	2.00
<b>Total Planning</b>	<b>4.00</b>	<b>4.00</b>
<b>Engineering</b>		
TOWN ENGINEER	1.00	1.00
ENGINEER, PRINCIPAL	1.00	1.00
ENGINEER	1.00	1.00
ENGINEERING TECHNICIAN, SENIOR	1.00	1.00
ENGINEERING INSPECTOR SUPERVISOR	1.00	1.00
ENGINEERING INSPECTOR, SENIOR	1.00	1.00
ENGINEERING INSPECTOR	2.00	2.00
ENGINEER, SENIOR	1.00	1.00
<b>Total Engineering</b>	<b>9.00</b>	<b>9.00</b>
<b>Building Safety</b>		
BUILDING OFFICIAL	1.00	1.00
ASSISTANT BUILDING OFFICIAL	1.00	1.00
BUILDING INSPECTOR	2.00	2.00
BUILDING INSPECTOR, SENIOR	3.00	3.00



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
PERMIT ASSISTANT	1.00	1.00
PERMIT TECHNICIAN, SENIOR	1.00	1.00
PERMIT TECHNICIAN	1.00	1.00
BUILDING PLANS EXAMINER	1.00	1.00
BUILDING PLANS EXAMINER, SENIOR	1.00	1.00
<b>Total Building Safety</b>	<b>12.00</b>	<b>12.00</b>
<b>Neighborhood Preservation</b>		
CODE COMPLIANCE SUPERVISOR	1.00	1.00
CODE COMPLIANCE OFFICER, SENIOR	1.00	1.00
CODE COMPLIANCE OFFICER	1.00	1.00
<b>Total Neighborhood Preservation</b>	<b>3.00</b>	<b>3.00</b>
<b>Total Development Services</b>	<b>31.00</b>	<b>31.00</b>
<b>Public Works</b>		
<b>Public Works Administration</b>		
DIRECTOR, PUBLIC WORKS	1.00	1.00
MANAGEMENT ANALYST	1.00	1.00
PUBLIC WORKS COORDINATOR	1.00	1.00
OPERATIONS MANAGER	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	2.00	2.00
<b>Total Public Works Administration</b>	<b>6.00</b>	<b>6.00</b>
<b>Facilities Maintenance</b>		
SUPERINTENDENT - FACILITIES	1.00	1.00
FACILITY SERVICES SPECIALIST, SENIOR	1.00	2.00
FACILITY SERVICES SPECIALIST, LEAD	1.00	1.00
FACILITY SERVICES TECHNICIAN	1.00	1.00
FACILITY SERVICES SPECIALIST	2.00	2.00
CUSTODIAN	2.00	2.00
<b>Total Facilities Maintenance</b>	<b>8.00</b>	<b>9.00</b>
<b>Fleet Maintenance</b>		
SUPERINTENDENT - FLEET	1.00	1.00
MECHANIC LEAD	2.00	3.00
MECHANIC	3.00	5.00
FLEET PARTS SPECIALIST	1.00	2.00
FLEET ANALYST	1.00	1.00
MAINTENANCE TECHNICIAN - FLEET	1.00	1.00
<b>Total Fleet Maintenance</b>	<b>9.00</b>	<b>13.00</b>
<b>Traffic</b>		
TRAFFIC SIGNAL & LIGHTING SUPERVISOR	1.00	1.00
TRAFFIC SIGNAL & LIGHTING SPECIALIST	2.00	2.00



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
TRAFFIC ENGINEER	1.00	1.00
TRAFFIC ENGINEERING ANALYST	1.00	1.00
PAVEMENT PRESERVATION INSPECTOR	1.00	1.00
<b>Total Traffic</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Public Works</b>	<b>29.00</b>	<b>34.00</b>
<b>Total General Fund</b>	<b>184.66</b>	<b>215.41</b>
<b>Other Operating Funds</b>		
<b><i>CIP Administration</i></b>		
DIRECTOR, CIP	1.00	1.00
OPERATIONS MANAGER	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
CAPITAL IMPROVEMENT MANAGER	1.00	1.00
PROJECT MANAGER, SENIOR	2.00	2.00
PROJECT MANAGER	4.00	4.00
ASSISTANT PROJECT MANAGER	1.00	1.00
CIP INSPECTOR	1.00	1.00
CIP INSPECTOR, SENIOR	1.00	1.00
CIP INSPECTOR SUPERVISOR	1.00	1.00
FINANCIAL SERVICES ADMINISTRATOR	1.00	1.00
CAPITAL PROJECT CONTRACT ANALYST	1.00	1.00
PROCUREMENT ANALYST, SENIOR	1.00	1.00
PROGRAM MANAGER - REAL ESTATE	1.00	1.00
<b>Total CIP Administration</b>	<b>18.00</b>	<b>18.00</b>
<b><i>HURF/Streets Fund - Public Works</i></b>		
OPERATIONS MANAGER	1.00	1.00
PROJECT MANAGER	1.00	1.00
SUPERINTENDENT - STREETS	1.00	1.00
STREET SUPERVISOR - STREETS	-	1.00
MAINTENANCE LEAD - STREETS	3.00	3.00
MAINTENANCE SPECIALIST - STREETS	5.00	6.00
MAINTENANCE TECHNICIAN - STREETS	8.00	8.00
<b>Total HURF/Streets Fund - Public Works</b>	<b>19.00</b>	<b>21.00</b>
<b><i>Solid Waste Fund - Public Works</i></b>		
OPERATIONS MANAGER	1.00	1.00
ENVIRONMENTAL SERVICES COORDINATOR	1.00	1.00
ENVIRONMENTAL TECHNICIAN, SENIOR	-	1.00
ENVIRONMENTAL TECHNICIAN	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
<b>Total Solid Waste Fund - Public Works</b>	<b>4.00</b>	<b>5.00</b>





# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
<b>Horseshoe Park Equestrian Centre (HPEC) Fund - Economic Development</b>		
HPEC GENERAL MANAGER	1.00	1.00
MAINTENANCE SUPERVISOR - HPEC	1.00	1.00
MAINTENANCE SPECIALIST - HPEC	5.00	6.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00	1.00
<b>Total HPEC Fund</b>	<b>8.00</b>	<b>9.00</b>
<b>Utilities</b>		
<b>Water Fund</b>		
<b>Water - Administration</b>		
DIRECTOR, UTILITIES	1.00	1.00
DEPUTY DIRECTOR, UTILITIES	1.00	1.00
MANAGEMENT ANALYST, PRINCIPAL	1.00	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00	1.00
BUSINESS ANALYST, SENIOR	1.00	1.00
<b>Total Water - Administration</b>	<b>5.00</b>	<b>5.00</b>
<b>Water - Engineering</b>		
ENGINEER, PRINCIPAL - UTILITIES	1.00	1.00
UTILITY SERVICES MANAGER - INFRASTRUCTURE	1.00	1.00
PROJECT MANAGER, PRINCIPAL	-	1.00
UTILITY INSPECTOR SUPERVISOR	1.00	1.00
UTILITY INSPECTOR, SENIOR	1.00	1.00
<b>Total Water - Engineering</b>	<b>4.00</b>	<b>5.00</b>
<b>Water - Field Ops Meters</b>		
SUPERINTENDENT - UTILITIES SUPPORT SERVICES	1.00	1.00
FIELD SUPERVISOR - METERS	2.00	2.00
ASSISTANT PROJECT MANAGER	1.00	1.00
INVENTORY SPECIALIST	-	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
BUSINESS ANALYST, ASSOCIATE	1.00	1.00
UTILITY SERVICES TECHNICIAN, SENIOR - METERS	3.00	3.00
UTILITY SERVICES TECHNICIAN - METERS	2.00	2.00
UTILITY SERVICES TECHNICIAN - METERS (TEMP)	2.00	2.00
<b>Total Water - Field Ops Meters</b>	<b>13.00</b>	<b>14.00</b>
<b>Water - GIS</b>		
OPERATIONS MANAGER - UTILITIES	1.00	1.00
FIELD SUPERVISOR - LOCATES	1.00	1.00
GIS ANALYST	1.00	1.00
UTILITY LOCATOR	5.00	5.00
<b>Total Water - GIS</b>	<b>8.00</b>	<b>8.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
<b>Water - Irrigation</b>		
FIELD SUPERVISOR - IRRIGATION	1.00	1.00
UTILITY ASSISTANT - IRRIGATION	1.00	1.00
UTILITY SERVICES TECHNICIAN - IRRIGATION	2.00	2.00
<b>Total Water - Irrigation</b>	<b>4.00</b>	<b>4.00</b>
<b>Water - Conservation</b>		
WATER CONSERVATION SPECIALIST	1.00	1.00
WATER CONSERVATION SPECIALIST (PT)	-	0.50
<b>Total Water - Conservation</b>	<b>1.00</b>	<b>1.50</b>
<b>Water - Distribution</b>		
UTILITY SERVICES SUPERVISOR - REPAIR	1.00	1.00
FIELD SUPERVISOR - REPAIR	1.00	1.00
UTILITY SERVICES MANAGER - WELLS	1.00	1.00
FIELD SUPERVISOR - WELLS	1.00	1.00
UTILITY SPECIALIST, SENIOR - WELLS	5.00	6.00
UTILITY SUPERVISOR - METERS	1.00	1.00
UTILITY SPECIALIST, SENIOR - REPAIR	1.00	1.00
UTILITY SPECIALIST - REPAIR	7.00	7.00
ELECTRICIAN/I&C SPECIALIST	1.00	1.00
UTILITY INSPECTOR	1.00	1.00
<b>Total Water - Distribution</b>	<b>20.00</b>	<b>21.00</b>
<b>Water - Resources</b>		
MANAGEMENT ANALYST	1.00	2.00
WATER RESOURCES PROGRAM MANAGER	1.00	1.00
<b>Total Water - Resources</b>	<b>2.00</b>	<b>3.00</b>
<b>Total Water Fund</b>	<b>57.00</b>	<b>61.50</b>
<b>Sewer Fund</b>		
UTILITY SUPERVISOR - SEWERS	1.00	1.00
FIELD SUPERVISOR - SEWERS	1.00	1.00
UTILITY SERVICES COORDINATOR	1.00	1.00
UTILITY SPECIALIST - SEWERS	3.00	3.00
<b>Total Sewer Fund</b>	<b>6.00</b>	<b>6.00</b>
<b>Total Utilities - Water &amp; Sewer Funds</b>	<b>63.00</b>	<b>67.50</b>
<b>Emergency Services Fund</b>		
<b>Fire Administration</b>		
FIRE CHIEF	1.00	1.00
DEPUTY FIRE CHIEF	1.00	1.00
PROGRAM MANAGER - EMERGENCY MANAGEMENT	1.00	1.00



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
ADMINISTRATIVE ASSISTANT, SENIOR	1.00	1.00
MANAGEMENT ANALYST, PRINCIPAL	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
<b>Total Fire Administration</b>	<b>6.00</b>	<b>6.00</b>
<b>Fire Operations</b>		
DEPUTY FIRE CHIEF	1.00	1.00
FIRE BATTALION CHIEF	3.00	3.00
FIRE CAPTAIN	18.00	18.00
FIRE ENGINEER	15.00	15.00
FIREFIGHTER	36.00	36.00
<b>Total Fire Operations</b>	<b>73.00</b>	<b>73.00</b>
<b>Fire Prevention Bureau</b>		
FIRE MARSHALL	1.00	1.00
FIRE INSPECTOR	1.00	2.00
<b>Total Fire Prevention Bureau</b>	<b>2.00</b>	<b>3.00</b>
<b>Fire Training</b>		
DEPUTY FIRE CHIEF	1.00	1.00
<b>Total Fire Training</b>	<b>1.00</b>	<b>1.00</b>
<b>Emergency Transportation Service</b>		
CIVILIAN PARAMEDIC	12.00	12.00
CIVILIAN EMT	12.00	12.00
MANAGEMENT SUPPORT TECHNICIAN, SENIOR	1.00	1.00
COMPLIANCE OFFICER	1.00	1.00
<b>Total Emergency Transportation Service</b>	<b>26.00</b>	<b>26.00</b>
<b>Fire - Medical</b>		
PROGRAM MANAGER - EMS	1.00	1.00
<b>Total Fire - Medical</b>	<b>1.00</b>	<b>1.00</b>
<b>Total Fire &amp; Medical</b>	<b>109.00</b>	<b>110.00</b>
<b>Police Administration</b>		
POLICE CHIEF	1.00	1.00
POLICE COMMANDER	-	2.00
POLICE LIEUTENANT	3.00	3.00
MANAGEMENT ANALYST	1.00	1.00
MANAGEMENT SUPPORT TECHNICIAN	1.00	1.00
MANAGEMENT ANALYST, ASSOCIATE	1.00	1.00
<b>Total Police Administration</b>	<b>7.00</b>	<b>9.00</b>



# Position Listing

Queen Creek Authorized Positions	FY 2022/23 Adopted	FY 2023/24 Recommended
<b>Police Patrol</b>		
POLICE LIEUTENANT	-	2.00
POLICE SERGEANT	6.00	7.00
POLICE OFFICER	51.00	57.00
<b>Total Police Patrol</b>	<b>57.00</b>	<b>66.00</b>
<b>Police Records Management</b>		
POLICE RECORDS SUPERVISOR	1.00	1.00
POLICE RECORDS SPECIALIST, LEAD	2.00	2.00
POLICE RECORDS SPECIALIST	2.00	4.00
<b>Total Police Records Management</b>	<b>5.00</b>	<b>7.00</b>
<b>Police Support Services</b>		
POLICE SERGEANT	5.00	5.00
POLICE OFFICER	8.00	12.00
POLICE PROGRAM MANAGER	-	1.00
POLICE PROGRAM SUPPORT SPECIALIST	-	1.00
POLICE SUPPORT SERVICES SUPERVISOR	-	1.00
CRIME SCENE/EVIDENCE TECHNICIAN	2.00	2.00
CRIME ANALYST	1.00	1.00
POLICE SUPPORT SPECIALIST	3.00	4.00
<b>Total Police Support Services</b>	<b>19.00</b>	<b>27.00</b>
<b>Total Police</b>	<b>88.00</b>	<b>109.00</b>
<b>Total Emergency Services Fund</b>	<b>197.00</b>	<b>219.00</b>
<b>Summary</b>		
<b>Total Town Employees (less elected officials)</b>	<b>493.66</b>	<b>554.91</b>
Elected Officials	7.00	7.00
Total All	500.66	561.91
# - Change from Prior FY		61.25
% - Change from Prior FY		12%



# Acronyms

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



# Glossary

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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 2023/24 Position Request Summary**

						<u>Supplies, Services, &amp; Capital</u>						
						<u>One-Time</u>	<u>Ongoing</u>	<u>Total</u>				
<b>Operating - Non Public Safety</b>						<b>FTE</b>	<b>Salary</b>	<b>Other Pays</b>	<b>Benefits</b>			
Town Manager												
1	Management Analyst	1.00	86,660	-	39,435	3,150	2,250	131,495				
Information Technology												
2	Business Analyst	1.00	80,371	-	38,267	9,925	14,815	143,378				
3	IT Network Administrator	1.00	92,017	910	40,622	4,175	6,425	144,149				
4	IT Security Analyst	1.00	92,017	-	40,622	4,175	6,225	143,039				
Human Resources												
5	Human Resources Analyst	1.00	86,660	780	39,539	1,925	1,275	130,179				
Finance												
6	Financial Services Analyst, Principal - Finance	1.00	105,000	780	43,250	4,725	6,075	159,830				
7	Revenue Manager - Budget	1.00	105,350	780	43,320	1,925	3,775	155,150				
8	Financial Services Analyst - Budget	1.00	80,000	780	38,096	1,925	2,275	123,076				
9	Senior Business Analyst - Reclass - Utilities	-	3,883	-	1,016	-	-	4,899				
10	Financial Services Analyst - Utilities	1.00	75,000	-	37,181	2,675	4,265	119,121				
Community Services												
11	Maintenance Lead - Grounds	1.00	70,199	1,266	36,125	1,995	3,680	113,265				
12	Maintenance Specialist - Grounds	1.00	59,915	864	34,128	1,995	3,680	100,582				
13	Maintenance Technician- Grounds	10.00	499,694	9,010	321,168	19,950	36,800	886,622				
14	Maintenance Technician, Sr. - Grounds	1.00	54,911	792	33,117	1,995	3,680	94,495				
15	Park Ranger - Ranger	1.00	54,911	-	33,117	68,780	9,955	166,763				
16	Recreation Technician - Reclass 1 Postion - P/R	0.25	11,478	-	24,329	975	2,785	39,567				
17	Recreation Technician, Sr. - Reclass 2 Postions - P/R	0.50	30,725	-	50,232	4,000	5,770	90,727				
18	Management Analyst - P/R	1.00	86,660	-	39,539	3,025	3,735	132,959				
19	Recreation Coordinator - P/R	1.00	77,241	-	37,633	3,025	6,135	124,034				
Economic Development												
20	Maintenance Specialist - HPEC	1.00	59,915	-	34,056	400	1,200	95,571				
Public Works												
21	Facility Services Specialist Sr.	1.00	70,199	3,881	36,125	68,280	10,555	189,040				
22	Mechanic Lead	1.00	70,200	6,384	36,125	23,050	3,650	139,409				
23	Mechanic	2.00	132,600	6,211	70,682	56,000	6,400	271,893				
24	Fleet Parts Specialist	1.00	55,000	2,100	33,069	7,600	3,200	100,969				
25	Environmental Technician, Sr.	1.00	66,329	1,507	35,347	73,305	13,628	190,116				
26	Street Specialist	1.00	59,915	7,120	34,056	78,080	9,975	189,146				
27	Street Supervisor	1.00	80,371	-	38,170	76,780	10,225	205,546				
<b>Non-Public Safety Total</b>						<b>34.75</b>	<b>2,347,221</b>	<b>43,165</b>	<b>1,288,368</b>	<b>523,835</b>	<b>182,433</b>	<b>4,385,022</b>
<b>Operating - Public Safety</b>						<b>FTE</b>	<b>Salary</b>	<b>Other Pays</b>	<b>Benefits</b>	<u>Supplies, Services, &amp; Capital</u>		
						<u>One-Time</u>	<u>Ongoing</u>	<u>Total</u>				
Police												
28	Commanders	2.00	322,799	24,222	96,083	287,005	71,455	801,564				
29	Patrol Lieutenants	2.00	255,598	24,222	85,244	287,005	71,455	723,524				
30	Patrol Officers	5.00	373,606	173,934	170,303	705,575	184,325	1,607,743				
31	Police Program Manager	1.00	112,724	5,756	44,812	21,200	3,210	187,702				
32	Police Program Support Specialist	1.00	59,915	10,077	34,128	21,200	3,210	128,530				
33	Police Support Specialist	1.00	54,911	17,023	33,116	124,175	31,120	260,345				
34	Police Support Services Supervisor	1.00	80,371	21,267	38,267	124,175	31,120	295,200				
35	Records Specialists	2.00	109,822	13,826	66,233	29,245	17,575	236,701				
36	Patrol Sergeant	1.00	100,134	51,905	38,159	147,614	31,116	368,928				
37	School Resource Officer (QCUSD/Crimson)	1.00	74,721	22,887	34,061	147,364	30,616	309,649				
38	Special Victims Detectives (Officer Rank)	3.00	224,164	149,913	102,181	453,233	104,182	1,033,673				
39	Traffic Officer	1.00	74,721	48,951	34,061	126,114	27,416	311,263				
Fire												
40	Fire Inspector	1.00	83,200	-	38,839	120,924	9,574	252,537				
<b>Public Safety Total</b>						<b>22.00</b>	<b>1,926,686</b>	<b>563,983</b>	<b>815,487</b>	<b>2,594,829</b>	<b>616,374</b>	<b>6,517,359</b>
<b>Operating Budget Total</b>						<b>56.75</b>	<b>4,273,907</b>	<b>607,148</b>	<b>2,103,855</b>	<b>3,118,664</b>	<b>798,807</b>	<b>10,902,381</b>

**FY 2023/24 Position Request Summary**

		FTE	Salary	Other Pays	Benefits	Supplies, Services, & Capital		Total
						One-Time	Ongoing	
<b>Enterprise</b>								
Utilities								
41	<i>Inventory Specialist - Field Operations</i>	1.00	80,370	780	38,267	1,925	2,975	124,317
42	<i>Management Analyst - Water Resources</i>	1.00	86,660	780	39,539	3,525	2,325	132,829
43	<i>Project Manager Principal - Engineering</i>	1.00	105,350	780	43,320	6,325	8,025	163,800
44	<i>Senior Utility Specialist - Wells</i>	1.00	70,200	780	36,209	71,925	9,895	189,009
45	<i>Water Conservation Specialist PT - Water Resources</i>	0.50	38,620	780	2,954	1,925	3,925	48,204
<b>Enterprise Total</b>		<b>4.50</b>	<b>381,200</b>	<b>3,900</b>	<b>160,290</b>	<b>85,625</b>	<b>27,145</b>	<b>658,160</b>
<b>Grand Total</b>		<b>61.25</b>	<b>4,655,107</b>	<b>611,048</b>	<b>2,264,145</b>	<b>3,204,289</b>	<b>825,952</b>	<b>11,560,541</b>

# Position Analysis by Department

1

Department: Town Manager  
Position: Management Analyst  
Personnel Cost: 126,095 Salaries & Benefits  
Total FY24 Cost: 131,495 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,150	128,345	128,345

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

This position will assist the Town Manager's Office in supporting the Town organization. Duties will include coordinating with department heads and advising the Town Manager and Assistant Town Manager in determining program needs across assigned departments, the preparation and presentation of programs for approval by the Town Manager and Town Council, and coordinating the implementation of high-level approved programs and specialized projects.

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

Town operations continues to evolve in complexity in structure and in diversity of projects. The Management Analyst will assist the Town Manager's Office in supporting the work of departments assigned to projects that meet the goals and objectives of the community. As several high-level projects continue on the horizon, an additional position is necessary to provide support to the Town Manager's Office to ensure success. The former Assistant to the Town Manager transferred out of the department in 2021 and this new position will assist in picking up some of the workload lost from losing that position. Some of the responsibilities include:

- Assist the Town Manager in lower level risk management duties as it relates to liability, certificates of insurance requests, damage reports, etc.
- Assist the Town Manager by serving as a liaison to technology providers for enhanced services to the residents, including cellular, broadband, video, internet, etc; serve as technology committee lead that includes related staff from planning, real estate, public safety, information technology, in order to accomplish the technological superior infrastructure expected by the Town Council.
- Collect information on operational and administrative problems and perform comprehensive analysis; synthesize information and make recommendations on policy issues; prepare comprehensive administrative, operational, and statistical reports.
- Tracks and works with Town personnel in the evaluation of recommended grant opportunities offered at the federal, state and regional levels.
- Performs special projects as assigned by the Town Manager, Assistant Town Manager or Intergovernmental Relations Director.
- Assist the Town Manager and Intergovernment Relations Director in committee support including staffing and preparing briefing documents for members of the Town Council and Town leadership related to regional assignments: Maricopa Association of Governments, Central Arizona Governments, Pinal Regional Transportation Authority, Valley Metro, Phoenix-Mesa Gateway Airport Authority, East Valley Partnership and the League of Arizona Cities & Towns policy committees.
- Assists in a number of legislative support duties; coordinates and prepares materials for meetings with members of our county, state and federal delegations.

## 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

Effective Government 1.6 - Maintain staffing levels that are consistent with the community's goals. As we continue to add new services, such as the Police Department, Ambulance Services, Capital Improvement Projects, State Land development, etc, additional leadership is needed to support the workload.

## 4. Who is Performing These Functions Now?

Town Manager and Assistant Town Manager.

**Position Analysis by Department**

**1**

Department: Town Manager  
Position: Management Analyst  
Personnel Cost: 126,095 Salaries & Benefits  
Total FY24 Cost: 131,495 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,150	128,345	128,345

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

Reduction in leadership, project, program and succession planning opportunities.

Option/Alternative: Delay Hiring of Position

Implication: None

Option/Alternative: Contracting Out

Implication: NA

6. 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  
 Personnel Cost: 118,638 Salaries & Benefits  
 Total FY24 Cost: 143,378 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
9,925	133,453	133,453

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

The Business Analyst position will help with administration, project management, on-going support, business process review, report writing, and training for MUNIS, Cartegraph and integrated related programs. MUNIS and Cartegraph is used by majority of Town departments and the supports needs have grown. Each year the Town departments continue to add more staff, programs and/or integrations that are administered by the Business Analyst Team. In addition, the Business Analyst provides oversight of PCI compliance, security, and risk assessment.

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

The Business Analyst team is spread extremely thin and there is not enough time to provide the support that staff expect, causing the lengthening of projects, inability to provide adequate support for enhancement requests, business process reviews, and balance workloads. In Fiscal Year 23 the BA team had 7 planned implementation projects totalling over a \$1 million, not including mid-year unplanned projects. These projects are in addition to the current software support, training and administration. FY 24 is projecting 6 new projects at a minimum. The current workload does not allow for sufficient redundancy within the BA team. In addition, the IT Applied Technology Manager does not have time to properly support and develop staff or complete administrative duties.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

The Business Analyst team works closely with every department to help find and improve effectiveness and efficiency for internal and external services to attain the strategic goal of Effective Government. An additional team member will allow the BA team to continue to increase our understanding of departmental needs, streamline business processes, while pushing for innovative and integrated programs which supports the strategic goal of Superior Technology.

**4. Who is Performing These Functions Now?**

The IT applied Technology Manager currently performs these responsibilities in addition to other software projects, provide back up support for other team members, supervising staff, and providing administration and managerial support for the Information Technology Department.

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

As new projects continue to come in, change requests, process improvements, and software support will continue to take longer to resolve. Not filling this positions further poses the potential for falling out of PCI (Payment Card Industry Data Security) compliance and risk assessments. There is an existing lack of business continuity in this area already if a single member of the team becomes unavailable for an extended period of time.

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

Implication: The delaying of this position will impact the Business Analyst team and Town staff. Fiscal year 24 has estimated 6 more planned projects to implement and manage in addition to the current workload and any unplanned projects or change requests that arise during the year. Without an additional staff person, the BA team's effectiveness and ability to support town departments will continue to decrease.

**Option/Alternative: Contracting Out**

Implication: Consultants are currently utilized where practical, but not for day to day operations and support, which should be managed by Town staff.

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

There will not be any expense reductions recognized by this additional staffing at this time.

Enter reduction amount here as a negative number:



**Position Analysis by Department**

Department: Information Technology  
 Position: IT Network Administrator  
 Personnel Cost: 132,639 Salaries & Benefits  
 Total FY24 Cost: 144,149 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,175	139,974	139,974

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

The IT Network Administrator's primary responsibilities would be to configure, maintain, and monitor the Town of Queen Creek's multiple network segments (Municipal, Traffic, SCADA, and Police). The candidate will be responsible for ensuring reliable and secure network connectivity for Town business related activities.

2. What is Driving the Need for This Position?

The Town's IT department doesn't not currently employ anyone with specific network expertise, so we must rely heavily on vendors and integrators when upgrades, changes, and deployments are needed. This, then, leads to delays in not only day-to-day activities, but in project lead times as well since we are at the mercy of the vendor/integrators availability. As the Town continues to expand and add network reliant locations, these delays are becoming much more frequent and impactful to business.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

With the heavy reliance on technology by all Town departments, the IT Systems Team is relied upon heavily to not only maintain current systems, but also to deploy new systems and technologies to keep up with the constantly evolving technical environment we as a Town operate in. By bringing on an IT Network Administrator we hope to help with the support of this heavily technical need and support our Superior Technology corporate strategic goal.

4. Who is Performing These Functions Now?

Currently, the IT Director, the IT Systems Manager, and the IT Systems Administrator have the ability to make minor network configuration changes. Large scale changes and/or projects are currently managed by 3rd party vendor partners.

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

As the Town continues to add staff, physical locations, and technologies that rely heavily on network connectivity we will begin to experience either severe delays or increased vendor costs by not filling this position. This could then, in turn, lead to increased security risks to Town infrastructure and compliance with various governing bodies (PCI, CJIS, etc.).

Option/Alternative: Delay Hiring of Position

Implication: The delaying of this position will impact the IT Systems team and Town staff. Plans are currently underway to build a new park, a new CIP building, and expanding facilities for Public Safety, all of which will require network expansion and configuration. Without an additional staff person, the IT Systems' effectiveness and ability to support town departments will continue to decrease.

Option/Alternative: Contracting Out

Implication: The biggest challenge with contracting out would be lack of infrastructure knowledge (which would lead to delays), reliance on the availability of technicians to assist with requests, and cost (especially for projects involving extended engagements).

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

By adding this position to the IT Systems team we should be able to move away from such heavy reliance on vendor partners, which in turn should equate to reduced professional services costs.

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Information Technology  
 Position: IT Security Analyst  
 Personnel Cost: 132,639 Salaries & Benefits  
 Total FY24 Cost: 143,039 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,175	138,864	138,864

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

Primary responsibilities would include tier one security response, facilitate security training for staff, act as Local Agency Security Officer (LASO) as required by FBI Criminal Justice Information Services (CJIS) for PD, facilitate centralized access management and site monitoring. Work with virtual Chief Information Security Officer (vCISO) and IT Director to create and implement security policies. Investigate technical security events, make recommendations and use security related tools and technology. Help to ensure compliance with all applicable security standards and mandates.

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

The rapid growth and complexity of business of the town creates opportunities for bad actors to target and take advantage of town systems and employees. We improved our security posture in FY23 by bringing on a vCISO as a service and by going through a security assessment. As our security program becomes more mature, it has become evident that an in-house position with IT security expertise is still required in order to provide an adequate security posture.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position helps to support goal 4.9 of the Corporate Strategic Plan under "Superior Infrastructure". Goal 4.9 is "Implement recommendations and strategies of the Information Technology Strategic Plan (ITSP)." This is further supported by Goal 1 of the ITSP "...enhance(es) Application Data, Data Management, Utilities, Cyber, and PII Security".

**4. Who is Performing These Functions Now?**

These functions are currently being performed by a number of people in several different ways. Training and first level security support are being handled by the IT Systems Manager. Door access and camera systems are being managed by the Facility Services Superintendent, but a major upgrade planned for FY24 will likely require a shift to a more technical resource as the current system is no longer fully supported. Basic administration and reporting is either not done or is outsourced at a much higher rate of pay to the vCISO.

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

Not filling this position could have negative affects in many ways. First, having multiple people performing security related functions without proper training and understanding limits the effectiveness of the security functions. Second, having staff with other primary duties performing security functions almost guarantees that security takes a back seat to other functions. But more importantly, if there is a security event that negatively affects the public or public perception, the reputational impact could be catastrophic.

Option/Alternative: Delay Hiring of Position

Implication: Delaying this position will result in the work getting done the same way as it has in the past. It will be done in a piecemeal way the best way possible by staff with hopes that nothing major falls through the cracks.

Option/Alternative: Contracting Out

Implication: The Town has had staff in this position in the past, but through time we learned that the position was filled incorrectly. The town first needed a well defined security program as outlined by a security officer. But each time we hired, we brought in a security technician that was able to deal with the day-to-day, but lacked the foresight and knowledge needed

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

There will be no direct reduction in expenses associated with this position. However, a good security program can reduce costs by reducing risks and ensuring compliance.

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Human Resources  
 Position: Human Resources Analyst  
 Personnel Cost: 126,199 Salaries & Benefits  
 Total FY24 Cost: 130,179 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,925	128,254	128,254

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 benefits, performance management, training, etc. Incumbents also serve as an HR business partner for assigned departments which includes recruitment, selection, employee relations, disciplinary measures/investigations, and classification/compensation.

2. What is Driving the Need for This Position?

In general, adding a total of 84 FTE and approximately 200-250 part-time, seasonal employees for FY24 will greatly impact our workload. With the addition of several new positions, primarily for the new parks and recreation facilities, there will be an increased need for classification and compensation analysis with the creation of new job classifications as well as recruitment and selection. There will also be an overall increase in HR business partner related matters such as employee relations, policy and procedure interpretation, training and development, and benefits administration.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

An additional HR staff member will ensure that the department is maintaining staffing levels and attracting and retaining high performing staff. Staffing will be a key component to the successful operation of the new recreation and aquatics centers as well as all departments in the Town.

4. Who is Performing These Functions Now?

Currently, there is one (1) Department Director, one (1) HR Specialist, three (3) Senior HR Analysts and one (1) HR Analyst in the HR Department. The maintenance and processing of personnel, payroll and benefit changes into HRIS, background checks, onboarding paperwork, and recruitment of entry-level positions are primarily handled by the HR Specialist. All other positions in the department have recruitment, classification and compensation, compliance, and employee relations responsibilities. One of the Senior HR Analysts is primarily responsible for employee benefit and worker's compensation administration.

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

Slower time to create and fill positions resulting in lower staffing levels and a decrease in the level of internal and external services that are currently being provided. Existing staff will have to absorb the increase in workload which could lead to burnout and/or a decrease in support and responses to departments that require immediate attention.

Option/Alternative: Delay Hiring of Position

Implication: A delay in hiring a position would delay overall internal HR services that are provided to all departments.

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. Also, an HR Analyst deals with sensitive information.

6. 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

6

Department: Finance  
Position: Financial Services Analyst, Principal (Accounting)  
Personnel Cost: 148,250 Salaries & Benefits  
Total FY24 Cost: 159,830 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,725	155,105	155,105

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

This position will oversee the work of the Senior Account and 2 Accountants. They will also assist with the effort to prepare the year end ACFR and audit workpapers and deal with audit requests.

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

Current inability to keep up with monthly accounting tasks during the year end close/audit period from July through November. Increasing demands on accounting staff as new processes are added. On the horizon there are additional accounting needs for the Aquatic Center, Ambulance Services and increased Accounting needs from upcoming Standards changes including Subscription Based Information Technology Arrangements (FY 23), Compensated Absences (FY 24), Conceptual Framework Update (FY 26?). Some of these accounting changes are large projects that will require a significant amount of time investment to complete. (1) One goal of this new position is to free up time for the Financial Services Administrator position. There are currently 70 to 80 journal entries completed each month by the accounting group and an additional 80 journal entries for closing out the fiscal year, all of which are reviewed by the Financial Services Administrator. The plan is to move review of many of the standard recurring journal entries to this new position. This position will assist with the year end audit coordinating with departments and individuals to gather all audit requests, we received over 160 requests for information/workpapers this past fiscal year. (2) Another goal is to allow for preparation of the year end financials/audit without falling behind on the monthly accounting tasks. We have reached a plateau on how efficient we can get with year end and it has not been possible to close out the prior year without putting the new year on hold. This has led to the need to catch up in November/December for all the activity that has taken place since July. This position will take on some of the duties currently being handled by the Senior Accountant including debt, leases and capital project funding related entries and schedules. This will free up the Senior Accountant position enough to ensure they can handle the year end closing worksheets/processes without falling behind on the monthly tasks. (3) And lastly it will achieve a goal of establishing a defined career path for the accounting group. There would be a path from Accountant to Senior Accountant to Financial Services Analyst to Financial Services Administrator.

### 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This additional position will allow for more timely closing of periods and reduce the catchup that is currently required after the ACFR and Audit is completed. It will also allow the Finance Department to meet the growing needs of departments. This position will free up the Financial Services Administrator's time to better manage projects and employees as well as allowing the bandwidth to tackle upcoming needs as more payment systems and outside ledgers are created that need to integrate and reconcile to Munis. It will also provide a defined career path for the accounting group.

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

Many of these functions are being performed by the Financial Services Administrator and the Senior Accountant position.

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

There are not enough resources to stay timely with the current workload and there is a risk that we will not be able to help effectively help setup new services for the Aquatic Center and Ambulance Services or that the implementation of future accounting standards may not receive the attention needed.

**Position Analysis by Department**

Department: Finance  
Position: Financial Services Analyst, Principal (Accounting)  
Personnel Cost: 148,250 Salaries & Benefits  
Total FY24 Cost: 159,830 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,725	155,105	155,105

Option/Alternative: Delay Hiring of Position

Implication: Continued delay in monthly entries and closing from July through November each year. Inability to meet the growing department needs for collecting payments and recording revenues.

Option/Alternative: Contracting Out

Implication: This position would be handling ongoing work that is integral to the Town and supervising several employees working for the Town. A contracted position would not be a good fit with this need.

**6. 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: Finance - Budget  
 Position: Financial Services Analyst, Principal (Working Ti  
 Personnel Cost: 148,670 Salaries & Benefits  
 Total FY24 Cost: 155,150 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,925	153,225	153,225

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

This position will oversee all of the Town's revenue projections. This position will analyze the Town's revenue structure and forecasting models; analyze local, regional, and national economic data including employment, housing, and commercial development data; develop models to analyze the direct and indirect financial impact of proposed development on State Land and other areas within the Town; develop strategies to enhance our forecasting models for the Town's revenues including sales taxes, state-shared revenue, and impact fees.

2. What is Driving the Need for This Position?

Growth of the Town continues to demand involvement of Finance personnel on multiple issues such as development agreements, master planning (roads, parks, public safety, utilities), State Lands development proposals, revenue forecasts, budget analysis, impact fee studies, and debt issuances. The Finance Director and Deputy Finance Director spend a significant amount of time in these areas which does not leave much time to develop strategies surrounding the Town's revenue models and forecasting methods. Staff who currently handle the revenue projections spend a significant amount of time downloading and formatting data and do not have time to focus on strategies related to our revenue base or forecasting models.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

Goal #1 Financial Stability - Finance prepares a five-year financial forecast for the Operating Budget each year during the annual budget prep process. This model depends heavily on accurate revenue forecasts.

Goal #4 Superior Infrastructure - Our ability to finance needed infrastructure depends heavily on understanding our revenue structure to ensure we have adequate resources to service CIP-related debt.

4. Who is Performing These Functions Now?

Finance Director, Deputy Finance Director, Revenue Analysts (one full-time, one part-time)

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

Existing processes for revenue projections and analysis of proposed developments would continue, which does not have much focus on strategies or long-term implications of development proposals, fee studies, master plans, etc. except as time allows for existing staff.

Option/Alternative: Delay Hiring of Position

Implication: Similar to not filling the position

Option/Alternative: Contracting Out

Implication: This position requires detailed understanding of the Town's revenue structure and projection models, which is a full-time job. A contractor would not be able to give full-time attention to our needs.

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

No expense reductions

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Finance  
 Position: Financial Services Analyst - Budget  
 Personnel Cost: 118,096 Salaries & Benefits  
 Total FY24 Cost: 123,076 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,925	121,151	121,151

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

This person will manage the quarterly progress reports related to, and the annual updating of the Corporate Strategic Plan and related performance measures. This person will also serve as a budget analyst for certain departments such as Town Clerk, Town Manager, HR and Finance, ensuring the assigned departments have adequate resources and their budgets align with the Town Council's priorities.

2. What is Driving the Need for This Position?

A new mayor and council will require more time of the current staff person assigned to the Town Council. Responsibility for the Corporate Strategic Plan is moving to Finance but we do not have adequate resources to absorb this workload. In addition, growth of town staffing in Recreation (new parks, Aquatic Center) and Police is creating the need to spread out the existing budget analysts' workload to keep up with departments' needs. We are spending a lot of time on day-to-day details with departments which leaves less time for effective analytical work.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

Effective Government - Maintaining balanced budgets and ensuring that we are effectively allocating resources according to the Town Council's priorities; provides important feedback to the Town Manager on the progress being made, or not made, on the Town's strategic goals.

4. Who is Performing These Functions Now?

Staff person in Town Manager's Office (Sam Womer); existing budget analysts for PD and Recreation

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

Either the Corporate Strategic Plan and related performance indicators will receive very little attention, or analysis of budget performance will not be as thorough as it could be; or, a combination of both impacts. Existing staff already spend too much time on day-to-day details and not enough on analysis and strategic financial planning.

Option/Alternative: Delay Hiring of Position

Implication: Same as not filling the position; also, staff person assigned to Council will have a significant workload to manage.

Option/Alternative: Contracting Out

Implication: Maintaining CSP and budget analysis work require intimate involvement in the many goals and projects of the organization. This experience is difficult to obtain by a contract position, and a contractor at this level would likely cost more than a staff person.

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

No expense reductions are expected.

Enter reduction amount here as a negative number:

Department: Finance  
 Position: Senior Business Analyst  
 Personnel Cost: 4,899 Salaries & Benefits  
 Total FY24 Cost: 4,899 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
-	4,899	4,899

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

This position will perform and lead complex duties to identify, understand and evaluate business needs and process and analyze the impact of system changes, providing business and systems analysis, business processes, and systems changes and improvements, technology recommendations, general maintenance, support and administration of business applications. The position will lead, develop and perform training of business systems, software and technologies to improve employee efficiency in daily business operations; produces training material to document business and system rules, processes, and procedures. The position maintains responsibility for department specific application and system administration, including creating and managing new user account information, password resets and role-based access control for assigned software. This position is a subject matter expert providing expert/senior level application support for all applications assigned. They understand data schema, database tables, logic and coding configured in the systems and can provide expert analysis on process improvements across multiple departments for multiple programs and interfaces. They configure the system to meet departmental requirements including transactions that impact the customer's bill. The position creates complex reports, queries, and business processes to aid in efficiency and improve overall system usage by multiple departments. This position reports to the Principal Technical Applications Supervisor.

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

This reclassification will better align with the current job duties being performed, skill set and level of support being provided by this position. The position of Business Analyst, Associate is an entry level position intended to support systems at a basic/general level. The staff member in this position was reclassified to this position following the Class and Compensation Study. At that time, staff had concerns the duties being performed were more complex than the duties identified in the Business Analyst, Associate job description. The duties currently being performed better align with the duties of a Senior Business Analyst and include identifying, understanding and evaluating business needs and processes and analyzing the impact of system changes. The Town is implementing a new utility billing system, service order management system, and customer portal. In addition, there are 12 interfaces that are configured with the core system. The Business Analyst plays a key role in assisting with implementation of the new systems. They will also assist with future phases including solid waste route manager integration, Mobile Enterprise integration with GIS, customer access to daily water usage data (Watersmart), mailing address certification, and Accela integration with CIS.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

The reclassification of this position meets the Town's Corporate Strategic Plan Goals as they relate to retaining high-performing staff.

**4. Who is Performing These Functions Now?**

The Business Analyst Associate Paul Sparkman is currently performing these duties.

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

The reclassification request is necessary to retain high-performing staff and align with the current job duties being performed, skill set and level of support.



**Position Analysis by Department**

Department: Finance  
Position: Senior Business Analyst  
Personnel Cost: 4,899 Salaries & Benefits  
Total FY24 Cost: 4,899 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Enterprise Budget  
Option/Alternative: Delay Hiring of Position  
Implication: N/A  
Option/Alternative: Contracting Out  
Implication: N/A

FY 2024		FY 2025
One-Time	Recurring	Recurring
-	4,899	4,899

6. 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: Finance - Utilities  
 Position: Financial Services Analyst  
 Personnel Cost: 112,181 Salaries & Benefits  
 Total FY24 Cost: 119,121 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
2,675	116,446	116,446

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

This position will perform routine budget, financial and accounting duties concerning the Town's utilities including water, wastewater, and solid waste. They will perform monthly reconciliations, as well as prepare journal entries and monthly invoices. The position will assist with gathering data for financial reports and forecasts, including variance analysis and short and long-term projections. The position will assist with gathering large and complex data sets extracted from financial systems, customer billing data and water consumption data for analysis. This position will report to the Financial Services Manager.

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

Growth of the Town's utility services continues to put more demand on Finance staff. To accommodate this growth, existing staff has taken on additional responsibilities including CAGR reporting requirements, utility debt issuances, EPCOR Interconnect reconciliation and billing, Reclaimed Effluent Program reconciliation and billing, assisting with water resource financial planning and special projects. Beginning in 2023, finance staff will also be responsible for the monthly revenue accounting associated with the EPCOR Exchange Agreement. Given the growth in workload, additional assistance is needed to keep up with monthly financial reconciliations, reporting, data gathering and analysis, and accounting tasks.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position will allow the division to continue to provide an exceptional level of service to our internal and external customers and assist with the Town's Corporate Strategic Plan goals. Corporate Strategic Goals include performing financial duties that provide a stable long-term cost and revenue structure and ensuring customer rate structures are appropriately set to pay for adopted service levels.

**4. Who is Performing These Functions Now?**

Growth of the Town's utility services has increased demands on staff. The functions for this position are currently being performed by Jon Vandervoort and Spencer Sarager who have had to take on additional workload. The additional work has made it difficult to keep up with monthly financial and accounting tasks. Furthermore, there is additional future work that will need to be performed related to the EPCOR Exchange Agreement.

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

If this position is not filled, some of the routine accounting, analysis, and reporting functions will be delayed or not performed.

Option/Alternative: Delay Hiring of Position

Implication: The impact of a delayed hire will be similar to not hiring, i.e., some functions will be delayed or not performed. Moreover, staff will have to continue to prioritize assignments at the expense of the routine reporting and analysis needs.

Option/Alternative: Contracting Out

Implication: This position requires an intimate knowledge of the Town's utility billing system, governmental accounting and reconciliation principles, and applicable laws, codes, regulations, and standards. Contracting out services or temporary staffing would not be a viable option.

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

No, the functions are currently being performed by exempt staff who work additional hours beyond a 40 hour a week work schedule to keep up with the workload.

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Community Services - Grounds Maintenance  
 Position: Maintenance Lead  
 Personnel Cost: 106,324 Salaries & Benefits  
 Total FY24 Cost: 113,264 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,995	111,269	111,269

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

Positions assigned to this class are responsible for performing, leading and overseeing semi-skilled and skilled level field operations staff responsible for operating and maintaining specialized and/or heavy equipment and/or performing the more difficult or complex tasks in parks and grounds maintenance. Leads staff; schedules staff and approves time off, provides communication from upper-level supervisor and management to work unit; directs, delegates and monitors workflow, equipment and materials; inspects work and develops staff for efficient operation; provides input into key personnel actions including performance evaluations, hiring, discipline, promotion, demotion. Coordinate volunteer and contracted services program; determines gaps in maintenance and make appropriate assignments of volunteers and contractors according to skills; creates scopes of work; obtains quotes; inspects and monitors work. Performs complex vegetation management, channel maintenance and horticultural practices. Interprets and implement Federal, county and local policies in relation to projects. Calculates adjustments according to engineering plans for developing maintenance plans. Operates and maintains specialized and/or moderate to heavy construction and maintenance equipment including doing pre-and post-trip inspections; participates in installation, repair and maintenance of parks and grounds; performs the more difficult and/or complex parks and grounds maintenance tasks. Responds to emergency situations during regular work hours and when on call; determines what equipment and personnel are needed to handle emergency situation. Provides oral and/or written reports regarding work activity, work completed, accidents and safety issues.

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

Frontier Family Park will be open on November 2023.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This relates to the Town of Queen Creek Corporate Strategic Goals which are providing superior infrastructure, quality lifestyle, safe community, and secure future.

**4. Who is Performing These Functions Now?**

NA

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

The impact of not filling this position will affect the ability to provide maintenance grounds program at a new park.

Option/Alternative: Delay Hiring of Position

Implication: If we delay hiring, then we will be unable to provide maintenance services to the new park.

Option/Alternative: Contracting Out

Implication: The cost of contracting out the service will be costly.

**6. 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: Community Services - Grounds Maintenance  
 Position: Maintenance Specialist- Mechanic  
 Personnel Cost: 94,043 Salaries & Benefits  
 Total FY24 Cost: 100,583 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,995	98,588	98,588

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

This is a fully qualified parks and grounds classification in the maintenance and operations job family where tasks and assignments are performed using a variety of procedures and techniques. This is the experienced/journey level that is fully competent in the technical/functional aspects of assigned role. Work usually involves the application of sound technical principles and best practices associated with planning, diagnosis, troubleshooting and problem solving. Incumbents perform varied assignments requiring journey level knowledge in parks and grounds maintenance.

2. What is Driving the Need for This Position?

The Town of Queen Creek growth and new park expansion which require additional services.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This relates to the Town of Queen Creek Corporate Strategic Goals which are providing superior infrastructure, quality lifestyle, safe community, and secure future.

4. Who is Performing These Functions Now?

Currently Maintenance Specialist is performing the duties.

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

With the Frontier Family Park opening November 2023, additional equipment will be in the inventory which will increase work load for current staff.

Option/Alternative: Delay Hiring of Position

Implication: Delaying the position will delay completion of special project and preventative maintenance on equipments.

Option/Alternative: Contracting Out

Implication: The cost of contracting our the service will be costly.

6. 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: Community Services - Grounds Maintenance  
 Position: Maintenance Technician (10 POSITIONS)  
 Personnel Cost: 820,862 Salaries & Benefits  
 Total FY24 Cost: 886,622 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
19,950	866,672	866,672

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

Positions assigned to this class are responsible for performing semi-skilled parks and grounds preventative maintenance, repair or general maintenance activities. Maintains, repairs, replaces, and installs various types of irrigation systems or hardware, which includes heads, valves, solenoids, pipes, controllers, backflows, quick couplers, and/or other related items; modifies existing irrigation systems. Installs, repairs, replaces, and maintains a variety of fixtures, systems, surfaces, and/or small structures which may include lights, furniture and plumbing; ensures playground equipment meets safety guidelines and other related items. Installs street, caution, and regulatory signs; applies road markings. Operates a variety of light equipment and/or large trucks, which may include dump trucks, mowers, trucks, tractors, and other related equipment. Performs maintenance activities, which may include cleaning equipment, systems, and/or facilities; loading and unloading trucks; cleaning up debris; removing weeds; cutting brush; setting up and removing traffic cones and barricades; and performing other related activities. Performs a variety of grounds maintenance duties in park areas, landscapes, and/or other related areas, including mowing and edging lawns, watering, weeding, and pruning trees, shrubs, and hedges; prepares and maintains athletic fields and courts; assists in maintaining the equestrian center. Applies pesticides and herbicides for the control of pests and plant diseases; performs chemical application, including the handling, mixing, and application of regulated chemicals for weed control programs. Investigates and resolves public complaints related to odor, back-ups, insects, signage, traffic signal malfunction, road obstructions and the like; responds to emergency after-hours situations, road closures, storm damage or other incidents. Performs related work as assigned.

2. What is Driving the Need for This Position?

New position for the new park (Frontier Family Park)

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This relates to the Town of Queen Creek Corporate Strategic Goals which are providing superior infrastructure, quality lifestyle, safe community, and secure future.

4. Who is Performing These Functions Now?

Frontier Family Park will be open on November 2023.

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

The impact of not filling this position will affect the ability to provide maintenance grounds program at a new park.

Option/Alternative: Delay Hiring of Position

Implication: If we delay hiring, then we will be unable to provide maintenance services to the new park.

Option/Alternative: Contracting Out

Implication: The cost of contracting out the service will be costly.

6. 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

14

Department: Community Services - Grounds Maintenance  
Position: Maintenance Technician, Senior  
Personnel Cost: 88,028 Salaries & Benefits  
Total FY24 Cost: 94,495 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,995	92,500	92,500

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

This is the lead level within the semi-skilled classes. May provide daily work assignment and review of assigned work crew. Performs semi-skilled crew work and acts as a technical resource to other workers. Incumbents may track inventory and equipment levels; may perform repair and maintenance on small engines and tools. Incumbents may serve as a lead to other full-time workers.

Maintains, repairs, replaces, and installs various types of irrigation systems or hardware, which includes heads, valves, solenoids, pipes, controllers, backflows, quick couplers, and/or other related items; modifies existing irrigation systems.

Installs, repairs, replaces, and maintains a variety of fixtures, systems, surfaces, and/or small structures which may include: lights, furniture and plumbing; ensures playground equipment meets safety guidelines and other related items. Installs street, caution, and regulatory signs; applies road markings.

Operates a variety of light equipment and/or large trucks, which may include: dump trucks; mowers; trucks; tractors and, other related equipment.

Performs maintenance activities, which may include: cleaning equipment, systems, and/or facilities; loading and unloading trucks; cleaning up debris; removing weeds; cutting brush; setting up and removing traffic cones and barricades; and, performing other related activities.

Performs a variety of grounds maintenance duties in park areas, landscapes, and/or other related areas, including: mowing and edging lawns; watering; weeding; pruning trees, shrubs, and hedges; and/or, performing other related activities; prepares and maintains athletic fields and courts; assists in maintaining the equestrian center.

Applies pesticides and herbicides for the control of pests and plant diseases; performs chemical application, including the handling, mixing, and application of regulated chemicals for weed control programs

Investigates and resolves public complaints related to odor, back-ups, insects, signage, traffic signal malfunction, road obstructions and the like. Responds to emergency after-hours situations, road closures, storm damage or other incidents.

Performs other duties of a similar nature or level.

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

Frontier Family Park will be open on November 2023.

### 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This relates to the Town of Queen Creek Corporate Strategic Goals which are providing superior infrastructure, quality lifestyle, safe community, and secure future.

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

NA, Park is not up and running as of today.

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

The impact of not filling this position will affect the ability to provide maintenance grounds program at a new park.

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

Implication: If we delay hiring, then we will be unable to provide maintenance services to the new park.

#### Option/Alternative: Contracting Out

**Position Analysis by Department**

Department: Community Services - Grounds Maintenance  
Position: Maintenance Technician, Senior  
Personnel Cost: 88,028 Salaries & Benefits  
Total FY24 Cost: 94,495 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget  
Implication: The cost of contracting out the service will be costly.

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,995	92,500	92,500

6. 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

15

Department: Community Services - Park Rangers  
Position: Park Ranger  
Personnel Cost: 88,028 Salaries & Benefits  
Total FY24 Cost: 166,763 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
68,780	97,983	97,983

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

Patrol of Town buildings, facilities, parks and property. The position performs security duties to ensure compliance with rules, regulations, policies; reports damage, vandalism, misuse and graffiti. Verifies park user permits ensuring reserved facilities are available as scheduled in a safe and clean condition. Open and close park facilities ensuring facilities are secure and appropriate. The Park Rangers are the Town's most visible staff in the parks, on the trails, and securing our buildings.

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

The Town will be opening a new park with multiple sports fields, courts, a lake and other amenities. The Town will also be opening a new Recreation and Aquatic Center. This position is needed to help maintain our current level of service to the community.

### **3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

Safe Community. The Town strives to provide a presence in our Town parks and trails to help deter criminal activity and help patrons feel safe while visiting with their families.

### **4. Who is Performing These Functions Now?**

No one. This position request is based on the upcoming active park developments and the new trail miles. We have park rangers in place patrolling and securing our current Town facilities, park and trail properties. This position is to help continue adequate staffing for a new large community park and recreation and aquatic center.

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

There will be a drop in the current safety and security level of service in QC parks and trails system and for staff at Town facilities as each new park, trail, or facility opens. Current Park Rangers will have to stretch their service areas and coverage patrols out within available hours. This may also create the need for additional OT budget resources to cover unavoidable overages.

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

Implication: If there is a delay in hiring this position, current program levels will be stretched to cover the patrol of new park spaces, trail miles, and Town facilities. This reduces the current level of service in terms of safety, security, and customer service in the Town's parks and trail system and for staff at Town facilities.

#### Option/Alternative: Contracting Out

Implication: Contracting out would reduce the flexibility of the position, provide minimal HR related control, non-direct supervision for security staff in charge of residents' safety and customer service.

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

NA

Enter reduction amount here as a negative number:



Department: Community Services - Parks & Recreation  
 Position: Recreation Technician (RECLASS 1 positions: PT  
 Personnel Cost: 35,807 Salaries & Benefits  
 Total FY24 Cost: 39,567 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
975	38,592	38,592

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

This position serves as recreation programming support for the Recreation Division, including special events, marketing, special interest classes and senior programs. New program areas that will need to be supported as part of the opening of the Recreation Center include, youth/adult sports, fitness classes, teen programming, recreation center operations (child watch, rentals, specialty programs). This position is responsible for performing the full range of programming and activities support for the areas they are assigned to including coordination of programs, classes, reservations, administrative tasks, general office duties and working programs/events.

Special Interest Classes/Fitness Classes/Seniors: Coordination of the recreation programs, recruitment of instructors, organizing of instructor paperwork, materials, support in marketing of the recreation programs, and assists with the development of procedures for the Special Interest Class programs. This position will include developing and supervising the fitness area, integrating and expanding the fitness/recreation programs into the Recreation facility, and producing sports and fitness challenges for the community to participate in.

Marketing: Oversees the marketing for the Recreation Division. Responsibilities of the position include maintaining the division webpages and social media accounts, content and graphic development for all program areas, coordination with the communications and marketing division, communication with the public and residents, developing media plans for programs/events, and oversight on all division marketing needs. The position will include expanding social media accounts to include new recreation facilities and programs, collaborating with internal and external customers, drafting increased content and media for the Division, and managing the digital media software which streams media to the community from the Recreation facilities.

Special Events/Outreach: Coordination of Town sponsored events and management of the special event permit process. Responsibilities of the position include coordinating and facilitating special events for the Town, including themes, concepts, and objectives in relation to organizational goals and Council initiatives, developing community sponsorships and partnerships, contract management, budget development, coordination with internal/external partners and managing and overseeing the special event software. This position will include management of the Special events software, ensure Town guidelines and policies are communicated to external customers, maintains budget, assists in preparing manuals, rules and regulations, announcements, bulletins, and promotional material for special events, and supports in the recruitment of volunteers.

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

Growth and expansion of the Community Services Department, including 100 acres of active park space and the recreation/aquatic center.

Special Interest Classes/Fitness Classes/Seniors: The opening of the recreation/aquatic center greatly increases the SIC program, especially in the area of fitness. The growth and aging of the population creates the need for a growing senior program.

Marketing: In addition to the current responsibilities of this position, there will be an increase in recreation facilities and programs, which will increase the marketing avenues and communication of delivering campaigns and materials to multiple outlets and medias. This position will also manage the materials, content and communications throughout the various display screens within the new facility.

Special Events/Outreach: Population growth leads to growing events; needing more time for safe and effective planning. The new park sites and recreation/aquatic center also provides special event programming needs. Additionally, there has been a steady increase of Special Event Permit Applications over the years that will only continue; leading to more time spent managing the events/applications.

Department: Community Services - Parks & Recreation  
 Position: Recreation Technician (RECLASS 1 positions: PT  
 Personnel Cost: 35,807 Salaries & Benefits  
 Total FY24 Cost: 39,567 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
975	38,592	38,592

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position drives effective government by providing recreational opportunities to maintain the current level of service the community needs. The programs that these positions manage and oversee will have a direct and positive impact on the residents quality of life by providing a wide range of recreational opportunities and experiences. The new Recreation Facility and positions will encourage more residents to participate in the recreation programs, which will enhance the quality of life of the community.

**4. Who is Performing These Functions Now?**

**Special Interest Classes/Fitness Classes/Seniors:** PT Recreation Technician, Senior (0.75 FTE)  
**Marketing:** PT Recreation Technician (0.75 FTE)  
**Special Events/Outreach:** PT Recreation Technician, Senior (0.75 FTE)

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

If these positions are not filled, the level of service to residents will not be met.

**Special Interest Classes/Fitness Classes/Seniors:** This will negatively impact the membership and revenues of the new facility, as minimal new recreation programs will be created, specifically Fitness Classes. There will be a fitness area with minimal programmed activities, and a gym space with no activities or leagues. As more available space for the public to recreate within the parks and facilities becomes available, the level of service will not be met as programming will not match the available space.

**Marketing:** There will be a decrease in quantity and quality of content produced for the new Recreation and Aquatic Facility, and there will be no management of the software for digital content on the screens at the facilities. This will impact the recreation division overall with decreased potential revenue, as the community will be unaware of the programs, activities and projects happening in the Division.

**Special Events/Outreach:** It will be hard to maintain the current levels of service as there is already an increase in requests for Special Events on Town Property and there will be no management of the special events software. The level of service will decrease as the number of events requested to be facilitated in the Parks and facilities are increased. No events/event programming will occur in the new recreation/aquatic center.

Option/Alternative: Delay Hiring of Position

Implication: The delay in hiring this position will inhibit the training of staff properly for the tasks and duties prior to the new Recreation facility opening. If the hiring of the position is delayed, it will delay the planning and preparing for the programs that will happen in the new recreation facility, which in turn can decrease the level of service provided at the grand opening of the facility.

Option/Alternative: Contracting Out

Implication: This is not an option due to the nature of this position. The position requires an internal staff who is on-site and is familiar with the day to day operations of the facility, and long term planning of the division/department.

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

NA.

Enter reduction amount here as a negative number:

Department: Community Services - Parks & Recreation  
 Position: Recreation Technician, Sr. (RECLASS 2 positions)  
 Personnel Cost: 80,957 Salaries & Benefits  
 Total FY24 Cost: 90,727 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,000	86,727	86,727

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

This position serves as recreation programming support for the Recreation Division, including special events, marketing, special interest classes and senior programs. New program areas that will need to be supported as part of the opening of the Recreation Center include, youth/adult sports, fitness classes, teen programming, recreation center operations (child watch, rentals, specialty programs). This position is responsible for performing the full range of programming and activities support for the areas they are assigned to including coordination of programs, classes, reservations, administrative tasks, general office duties and working programs/events.

Special Interest Classes/Fitness Classes/Seniors: Coordination of the recreation programs, recruitment of instructors, organizing of instructor paperwork, materials, support in marketing of the recreation programs, and assists with the development of procedures for the Special Interest Class programs. This position will include developing and supervising the fitness area, integrating and expanding the fitness/recreation programs into the Recreation facility, and producing sports and fitness challenges for the community to participate in.

Marketing: Oversees the marketing for the Recreation Division. Responsibilities of the position include maintaining the division webpages and social media accounts, content and graphic development for all program areas, coordination with the communications and marketing division, communication with the public and residents, developing media plans for programs/events, and oversight on all division marketing needs. The position will include expanding social media accounts to include new recreation facilities and programs, collaborating with internal and external customers, drafting increased content and media for the Division, and managing the digital media software which streams media to the community from the Recreation facilities.

Special Events/Outreach: Coordination of Town sponsored events and management of the special event permit process. Responsibilities of the position include coordinating and facilitating special events for the Town, including themes, concepts, and objectives in relation to organizational goals and Council initiatives, developing community sponsorships and partnerships, contract management, budget development, coordination with internal/external partners and managing and overseeing the special event software. This position will include management of the Special events software, ensure Town guidelines and policies are communicated to external customers, maintains budget, assists in preparing manuals, rules and regulations, announcements, bulletins, and promotional material for special events, and supports in the recruitment of volunteers.

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

Growth and expansion of the Community Services Department, including 100 acres of active park space and the recreation/aquatic center.

Special Interest Classes/Fitness Classes/Seniors: The opening of the recreation/aquatic center greatly increases the SIC program, especially in the area of fitness. The growth and aging of the population creates the need for a growing senior program.

Marketing: In addition to the current responsibilities of this position, there will be an increase in recreation facilities and programs, which will increase the marketing avenues and communication of delivering campaigns and materials to multiple outlets and medias. This position will also manage the materials, content and communications throughout the various display screens within the new facility.

Special Events/Outreach: Population growth leads to growing events; needing more time for safe and effective planning. The new park sites and recreation/aquatic center also provides special event programming needs. Additionally, there has been a steady increase of Special Event Permit Applications over the years that will only continue; leading to more time spent managing the events/applications.

**Position Analysis by Department**

Department: Community Services - Parks & Recreation  
 Position: Recreation Technician, Sr. (RECLASS 2 positions)  
 Personnel Cost: 80,957 Salaries & Benefits  
 Total FY24 Cost: 90,727 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
4,000	86,727	86,727

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position drives effective government by providing recreational opportunities to maintain the current level of service the community needs. The programs that these positions manage and oversee will have a direct and positive impact on the residents quality of life by providing a wide range of recreational opportunities and experiences. The new Recreation Facility and positions will encourage more residents to participate in the recreation programs, which will enhance the quality of life of the community.

**4. Who is Performing These Functions Now?**

**Special Interest Classes/Fitness Classes/Seniors:** PT Recreation Technician, Senior (0.75 FTE)  
**Marketing:** PT Recreation Technician (0.75 FTE)  
**Special Events/Outreach:** PT Recreation Technician, Senior (0.75 FTE)

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

If these positions are not filled, the level of service to residents will not be met.

**Special Interest Classes/Fitness Classes/Seniors:** This will negatively impact the membership and revenues of the new facility, as minimal new recreation programs will be created, specifically Fitness Classes. There will be a fitness area with minimal programmed activities, and a gym space with no activities or leagues. As more available space for the public to recreate within the parks and facilities becomes available, the level of service will not be met as programming will not match the available space.

**Marketing:** There will be a decrease in quantity and quality of content produced for the new Recreation and Aquatic Facility, and there will be no management of the software for digital content on the screens at the facilities. This will impact the recreation division overall with decreased potential revenue, as the community will be unaware of the programs, activities and projects happening in the Division.

**Special Events/Outreach:** It will be hard to maintain the current levels of service as there is already in increase in requests for Special Events on Town Property and there will be no management of the special events software. The level of service will decrease as the number of events requested to be facilitated in the Parks and facilities are increased. No events/event programming will occur in the new recreation/aquatic center.

Option/Alternative: Delay Hiring of Position

**Implication:** The delay in hiring this position will inhibit the training of staff properly for the tasks and duties prior to the new Recreation facility opening. If the hiring of the position is delayed, it will delay the planning and preparing for the programs that will happen in the new recreation facility, which in turn can decrease the level of service provided at the grand opening of the facility.

Option/Alternative: Contracting Out

**Implication:** This is not an option due to the nature of this position. The position requires an internal staff who is on-site and is familiar with the day to day operations of the facility, and long term planning of the division/department.

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

NA.

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Community Services - Parks & Recreation  
 Position: Management Analyst  
 Personnel Cost: 126,199 Salaries & Benefits  
 Total FY24 Cost: 132,959 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,025	129,934	129,934

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

This position provides research, technical assistance, and analysis in support of the Department’s financial planning and reporting. Responsibilities of this position include acting as liaison between Community Services Department and Finance Department, preparing long range plans and assisting with developing master plans and other strategic documents, researching and preparing long-range revenue forecasts, conducting fiscal/economic impact studies and cost/benefit analyses to prepare budget projections, assisting in developing and monitoring division/department performance measures, oversee/manage all accounting, purchasing, payroll and asset tracking functions for the department. This position will work closely with various staff across the department in relation to their operating and capital budgets.

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

The overall driving need for this position is the growth and expansion of the Community Services Department due to the addition of new divisions which have led to an increase in staffing levels, program areas and new Town facilities. In FY23, the Communications, Marketing & Recreation Department was transitioned to 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 FY24, the Town will complete Mansel Park (phase two), Frontier Family Park, and Recreation/Aquatics Center complex projects. The growth of the department has required the need for financial administrative support to maintain a stable long-term cost and revenue structure that ensures financial stability and accountability.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position is crucial in researching, tracking, forecasting and analyzing financial data. The growth of the department has required the need for financial administrative support to maintain a stable long-term cost and revenue structure that ensures financial stability and accountability.

**4. Who is Performing These Functions Now?**

Management staff who oversee the various divisions are currently performing these functions. Management staff work closely with their assigned representative within the finance department.

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

Management staff will continue to handle all financial administrative functions. With the increased growth of the divisions, facilities and programs, management staff will be limited in their time and ability to focus on long-term strategic financial planning. With management staff continuing to fulfill these responsibilities, this will lead to reduced management support to division program/administrative/field staff.

Option/Alternative: Delay Hiring of Position

Implication: As the department continues to grow, delaying this hire results in reduced management support to division program/administrative/field staff in order to complete the responsibilities associated with this position; especially this early in the process where the work done in the beginning will have positive implications for years to come.

Option/Alternative: Contracting Out

Implication: This is not an option due to the nature of this position. The position requires an internal staff who is familiar with the day to day operations and long term planning of the division/department. This position also requires access to internal Town software systems that support the financial planning and budgeting for the Town.

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

No

Enter reduction amount here as a negative number:

Department: Community Services - Parks & Recreation  
 Position: Recreation Coordinator  
 Personnel Cost: 114,874 Salaries & Benefits  
 Total FY24 Cost: 124,034 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,025	121,009	121,009

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

This position serves as the primary lead for the recreation activities and programs which include youth/adults sports, league partnerships and sports tournaments. Program areas that will need to be supported include obtaining new partnerships and sponsors that align with the mission and values of the Town, manage existing partnerships by providing additional resources and amenities, develop and implement youth/adult volleyball and basketball leagues, and coordinate and oversee the permit process for future partnerships, tournaments and leagues.

Partnerships, Tournaments & Leagues: This request is to add a NEW Recreation Coordinator position that will include developing community relationships and partnerships that integrate the community. This position will serve as the primary contact and support for new and existing partner organizations. The position will focus on partner recruitment and retention, create an outreach strategy for obtaining new partners, coordinate and manage all permits/contracts pertaining to each partnership, help identify areas for department growth and improvement, and work to advance community partnerships, and maintain accurate records of each partnerships activities.

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

The overall driving need for this position is the growth and expansion of the Community Services Department due to an increase in staffing levels and addition of the new facilities. This position is needed in order to maintain the current service levels.

Partnerships, Tournaments & Leagues: The driving need for this position is to build and create partnerships to utilize the new courts and fields that will be built in the new Recreation Center and park facilities. This position is needed to advance current community partnerships, keep up with the growth that will be demanded by the new facilities, collaborate effectively with local organizations, coordinate and manage all permits/contracts pertaining to each partnership, and deliver customer service to the new internal and external customers partnering with the Town at the level of service that is being provided as part of current operations.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

In addition to current recreation operations, the new facilities and the programs offered as part of their opening, will have a direct, positive impact on our community members quality life by building upon the family friendly community and encouraging more residents to participate in events, attract new businesses for partnerships and further establish our reputation as one of the best destinations in Arizona. This position will help create a safe place to recreate and make memories with family and friends by developing programs that are impacting the quality of life for our residents.

**4. Who is Performing These Functions Now?**

**Partnerships, Tournaments & Leagues:** Recreation Coordinator, Senior (1 FTE) - Currently overseeing Partnerships, Tournaments and Leagues in addition to supervising the Park Ranger Program. Due to limited staff, this position is also required to patrol when short staff or as needed.

**Position Analysis by Department**

Department: Community Services - Parks & Recreation  
 Position: Recreation Coordinator  
 Personnel Cost: 114,874 Salaries & Benefits  
 Total FY24 Cost: 124,034 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,025	121,009	121,009

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

If these positions are not filled, the level of service to residents will not be maintained.

**Partnerships, Tournaments & Leagues:** Not filling this position will directly impact the Park Ranger program as the Senior Recreation Coordinator is splitting their primary duties in the recruiting of partnerships, tournaments and leagues as well as overseeing the full range of the Park Ranger Program. The Recreation Division will be unable to develop new partnerships and expand new program offerings at the new Recreation and Aquatic Center. Not filling this position will put a strain on the Park Ranger Program, which will have more parks and sites to monitor. Staff will not be able to maintain current levels of service or provide exceptional customer service if this position is not filled.

Option/Alternative: Delay Hiring of Position

Implication: If the hiring of the position is delayed, it will delay the planning, preparing for new youth/adult sports and recruitment of partnerships. The delay will decrease the level of service in those areas due to limited programming opportunities. The Park Rangers will also be impacted as supervisory staff will be more limited in their time due to additional responsibilities.

Option/Alternative: Contracting Out

Implication: Not applicable, as these position already exists.

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

NA.

Enter reduction amount here as a negative number:

**Position Analysis by Department**

Department: Economic Development - HPEC  
 Position: Maintenance Specialist - HPEC  
 Personnel Cost: 93,971 Salaries & Benefits  
 Total FY24 Cost: 95,571 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Horseshoe Park

FY 2024		FY 2025
One-Time	Recurring	Recurring
400	95,171	95,171

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

HPEC Facilities Specialist: Installs, inspects, troubleshoots, repairs and/or regulates equipment, fixtures, systems, facilities, and/or grounds by making journey level trades repairs or installations depending on area of assignment/expertise. This position will maintain all the buildings and grounds at HPEC. Position will include painting, cleaning, tree trimming, grounds preparation, and other repairs through out the facility.

2. What is Driving the Need for This Position?

HPEC is entering its 14 year and there is a need for a staff person on-site during the week and during our larger events to assist with facility repairs, and to stay on top of the daily upkeep of the park. As the Town continues to grow, both the Grounds and Facilities staff are being pulled in different directions and sometimes it is hard to get the assistance needed for last minute repairs or issues that impact an event that is scheduled at the park.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

Quality Lifestyle in the CSP outlines the goal to further establish our reputation as one of the best destinations in Arizona. HPEC has demonstrated that it is a key destination in the community and embraces the unique lifestyle that QC was built upon. The investment in a staff person dedicated to facility/grounds at HPEC will enhance the level of services we can deliver to HPEC customers/visitors. A dedicated staff person in this area will provide needed maintenance and address the "emergency" items that are necessary within the tight event schedule.

4. Who is Performing These Functions Now?

Facilities has been coming out to HPEC as needed to address ongoing maintenance of the buildings and to assist with needed repairs. The facility's grounds have been maintained by the Grounds Division This new position will not cover 100% of the time needed from Facilities and Grounds, but this position will eliminate travel time, wait time and will be on-site on the weekends as needed.

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

We will continue to overload the Facilities & Grounds with maintaining HPEC.

Option/Alternative: Delay Hiring of Position

Implication:

Option/Alternative: Contracting Out

Implication:

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

There will be significant savings with staff OT pay in both the Grounds/Facilities division as well as savings in the amount of time spent in traveling to HPEC as needed. Sometimes staff spends more time traveling to and from HPEC,as they do completing the projects.

Enter reduction amount here as a negative number:



# Position Analysis by Department

Department: Public Works Department  
Position: Facility Services Specialist Sr.  
Personnel Cost: 106,324 Salaries & Benefits  
Total FY24 Cost: 189,040 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
68,280	120,760	120,760

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

Positions assigned to this class are responsible for performing, leading, and overseeing skilled activities related to the work of various trades to include electrical, plumbing, HVAC, and carpentry. This is a senior level facilities maintenance classification where tasks and assignments are performed using a variety of procedures and techniques. Work usually involves the application of sound technical principles and best practices associated with planning, diagnosis, troubleshooting and problem solving. This incumbent will perform varied assignments, such as installations, inspections, troubleshoots, and repairs of equipment, fixtures, systems, facilities, and/or grounds. This position will also oversee and inspect work of contractors to ensure quality and compliance with terms of contracts. They will participate in construction and repairs; assist in preparing bids and calculating costs for various projects; and complete assigned work orders involving emergency, routine, basic or complex preventive maintenance.

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

The addition of facility square footage, departmental program growth, program additions, maturing parks underground infrastructure, and the express needs from Police and Fire drives the need for one additional Facility Services Specialist Sr. Along with these additions and needs, the following amenities and programming will also be added to the Town's facility maintenance program:

- 3,000 square feet for phase 2 of the Mansel Carter Oasis Park.
- 5,000 square feet for the maintenance of the Ellsworth Loop pump station and HVAC maintenance and repairs at Utility well sites.
- 20% increase in shows at HPEC.
- Up to 20% increase in Community Services participation and special events.
- Other Town program expansion being responsible for increased facility usage.

Industry standards generated through the International Facilities Management Association (IFMA) and the Association of Physical Plant Administrators (APPA) provide benchmarks for Facility maintenance at an average of 55,000 square feet of facilities to be managed by one FTE. Currently, the Facility Services Division is maintaining 255,500 square feet of facility per FTE. Last year, the Town of Gilbert reported operating at 83,000 square feet per FTE, the City of Scottsdale reported 76,000 square feet per FTE, and the City of Chandler reported 73,000 square feet per FTE. The current square footage maintained by our Facilities team are inclusive of structures, such as ramadas and parking facilities, which require less frequent attention than other public structures normally require. The addition of one FTE would bring the Facility Services Division closer to 174,400 square feet per FTE and to the above mentioned recommendations.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

The Superior Infrastructure Strategic Priority includes satisfying public demand with the growth of new development and the construction and maintenance of high-quality public infrastructure. This FTE request will support the public facilities throughout the Town, including the oversight, inspection and maintenance of fixtures, systems, facilities and/or grounds.

**4. Who is Performing These Functions Now?**

One Facility Services Specialist Senior is currently addressing some of these functions. Subsequently, deferrals are becoming more frequent.

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

Service levels will not be sustainable. The public will begin to recognize minor facility wear and tear and staff may notice an increase in equipment failure with extended repair time.

**Position Analysis by Department**

Department: Public Works Department  
 Position: Facility Services Specialist Sr.  
 Personnel Cost: 106,324 Salaries & Benefits  
 Total FY24 Cost: 189,040 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget  
 Option/Alternative: Delay Hiring of Position

FY 2024		FY 2025
One-Time	Recurring	Recurring
68,280	120,760	120,760

Implication:

Option/Alternative: Contracting Out

Implication: The job description of the Facility Services Specialist Senior does require a high-level background check greater than standard Town employees receive, allowing unescorted access to secure Police facilities. Contracted maintenance services are offered the opportunity to have their staff background checked at the QCPD acceptable level threshold; however, frequent contracted staff turnover, brief longevity, and staffing inconsistency does not provide for a sustainable solution to uninterrupted facility maintenance services in Police facilities. Therefore, the outsourcing of this position is not recommended.

6. 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

22

Department: Public Works- Fleet  
Position: Lead Mechanic  
Personnel Cost: 106,325 Salaries & Benefits  
Total FY24 Cost: 139,409 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
23,050	116,359	116,359

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

This position will provide staff with leadership, training and guidance and will also communication from upper-level supervisor and management to teh mechanics. The lead mechanic will direct, delegate and monitors workflow, equipment and materials along with inspect work and develops staff for efficient operations.

This position will be a working lead providing approximately 80% of their time actually working on equipment with the mechanics. They will also perform routine and preventive maintenance on vehicles and equipment to maximize their life cycle, reduce downtime and improve productivity of Town employees. In addition they will perform specialized repair and maintenance work to bring vehicles and equipment into compliance with safety and regulatory requirements.

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

As the Town grows and we add mechanics to the fleet department it is critical to our daily function that we expand our work hours so that we can provide preventive maintenance service to field staff when they are off duty. This position would lead a team from 9:30am - 8pm Tuesday - Friday. This would open up an important window for repairs in the afternoon and on Fridays when most field staff are off duty.

### 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

It is the goal of fleet to provide safe and dependable vehicles and equipment for Town employees to use in their day to day jobs. Fleet supports public safety, utilities, parks and recreation, development services, and many other departments. Adding an additional lead position would allow fleet to expand our service hours so that we can provide more preventive maintenance and repairs during non-peak times to minimize the downtime experienced by Town staff.

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

Currently we have a lead mechanic who manages the mechanics. If we are unable to add this position we would not be able to expand out service hours and we would require field staff to bring their vehicles and equipment to us during normal business hours. This would cause them to have down time from their normal job duties.

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

If we are unable to add this position we could have some of our mechanics work the afternoon shift, but they would not have a leader to help them with quality control and workflow. In addition, if a staff member is out with only 4 mechanics it is likely that a mechanic may have to work alone in the shop which is dangerous.

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

Implication: Fleet would continue to have a single lead mechanic with only one shift. This will limit the work we can do during normal business hours.

#### Option/Alternative: Contracting Out

Implication: Fleet would not be able to contract out this position. We would just continue to rely on the people in place to take on more to meet the needs of a growing fleet department.

### 6. 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:

Department: Public Works- Fleet  
 Position: Mechanic  
 Personnel Cost: 203,282 Salaries & Benefits  
 Total FY24 Cost: 271,893 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
56,000	215,893	215,893

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

This position will perform routine and preventive maintenance on vehicles and equipment to maximize their life cycle, reduce downtime and improve productivity of Town employees. They will also perform specialized repair and maintenance work to bring vehicles and equipment into compliance with safety and regulatory requirements.

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

The Town of Queen Creek has grown over the past five years. In 2019, our fleet consisted of 251 units. By the end of FY24, we project our fleet will reach 561 units. We currently have four mechanics maintaining the Town vehicles and we are struggling to provide the highest level of service that is required to ensure all vehicles are safe and reliable to use for Town business.

To determine an estimated mechanic to vehicle ratio we used the fleet industry standard known as Vehicle Equivalent Unit (VEU). The VEU number is used among the fleet industry to determine an organization's anticipated labor demand according to its fleet makeup. This technique establishes a relative measure that allows the evaluation and comparison of staffing needs for fleets of dissimilar composition (i.e. Fleets comprised of many vehicle types). This methodology equates the level of effort required to maintain dissimilar types of vehicles to a passenger car, with a baseline of 1.

Attachment A is a sample of some of the VEUs that comprise the Town's fleet. The standard used to measure is 1 VEU = approximately 15 annual maintenance hours per vehicle/equipment. For example, 1 PD vehicle equals 7.8 VEUs, which is equal to 117 annual maintenance hours per vehicle. Using this industry standard, the Town should have more than 18 mechanics by the end of FY24.

Fleet will also be working with Grounds and HPEC to provide more consistent onsite mechanics to repair the equipment at HPEC. This will reduce the time needed to transport vehicles to the FOF and allow us the ability to provide better preventive maintenance and repairs to their equipment. This will also reduce the down time for equipment waiting for repairs.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

It is the goal of fleet to provide safe and dependable vehicles and equipment for Town employees to use in their day to day jobs. Fleet supports public safety, utilities, parks and recreation, development services, and many other departments. Without the efforts of our fleet mechanics, the Town would have to outsource all vehicle maintenance at an increased cost and significant delay in repair times.

**4. Who is Performing These Functions Now?**

Currently, we have four mechanics providing this work. However, we are struggling to complete the minimum work required to maintain our equipment in the best manner possible. We currently have over 150 preventative maintenance work orders that are past due because we do not have the manpower to complete the work. Our mechanics are forced to focus on repair work instead of preventive maintenance on a daily basis. We would like to change how we work to provide better service in a timely manner.

**Position Analysis by Department**

Department: Public Works- Fleet  
Position: Mechanic  
Personnel Cost: 203,282 Salaries & Benefits  
Total FY24 Cost: 271,893 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
56,000	215,893	215,893

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

If we are unable to add these additional positions, we will continue to have more and more preventative maintenance work that is past due. We will be a reactive shop, only fixing the units that are broken and never having adequate time to inspect and repair equipment before it fails.

Option/Alternative: Delay Hiring of Position

Implication: A delay of hiring for these positions would create more past due preventative maintenance work and significant delays in the repair time for Town equipment.

Option/Alternative: Contracting Out

Implication: Fleet could take more repair work to dealerships or general maintenance shops. This would require employees to transport vehicles and then either wait for the repair to be completed or return another time to pick up the vehicle. The Town would also risk the ability to manage the quality of work done on each vehicle.

**6. 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**

Department: Public Works- Fleet  
 Position: Parts Specialist  
 Personnel Cost: 88,069 Salaries & Benefits  
 Total FY24 Cost: 100,969 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
7,600	93,369	93,369

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

This position would order parts from vendors and receive them into the fleet inventory. They would also charge parts to work orders as needed to provide a full audit trail of parts from order to installation. Additionally, this position would assist with the physical inventories of all fleet parts and tools to reconcile physical count with inventory records.

2. What is Driving the Need for This Position?

As the Town grows and we add mechanics to the Fleet Division, it is critical to our daily function that we expand our work hours so we can provide preventive maintenance service to field staff when they are off duty. This position would manage the parts room and fleet inventory from 9:30am - 8pm Tuesday - Friday. This would open up an important window for repairs in the afternoon and on Fridays when most field staff are off duty.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

It is the goal of the Fleet Division to provide safe and dependable vehicles and equipment for Town employees to use in their day to day jobs. Fleet supports public safety, utilities, parks and recreation, development services, and many other departments. Adding an additional parts specialist would allow fleet to expand service hours so we can provide more preventive maintenance and repairs during non-peak times and minimize the downtime experienced by Town staff.

4. Who is Performing These Functions Now?

Currently, we have a parts specialist who manages the parts room and inventory. If we are unable to add this position we would not be able to expand our service hours. We would also have to rely on the lead mechanic to fill in when the parts specialist is on vacation or out sick.

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

If we are unable to add this position, we would not be able to expand the hours of the parts room to support our mechanics. This would reduce the number of mechanics who can work on equipment during those hours without the function of the parts room in ordering parts and charging out parts to work orders.

Option/Alternative: Delay Hiring of Position

Implication: Fleet would continue to have one parts specialist. We would not be able to increase our hours and we would not be able to have mechanics work a later shift to provide better service to the Town.

Option/Alternative: Contracting Out

Implication: Contracting out this position is not recommended.

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

This position will not create a reduction in cost, but this position is critical to continue to manage the inventory flow to make sure that all inventory is properly ordered, received, and charged out to invoices.

Enter reduction amount here as a negative number:

Department: Public Works Department-Environmental  
 Position: Environmental Technician, Sr  
 Personnel Cost: 101,676 Salaries & Benefits  
 Total FY24 Cost: 190,115 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Solid Waste

FY 2024		FY 2025
One-Time	Recurring	Recurring
73,305	116,810	116,810

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

Along with the current Environmental Technician, conduct field inspections of the over 50,000 residential trash & recycling carts to reduce contamination, inspect carts for damage, Bag&Tie and lids shut (per Maricopa/Pinal County Variance Requirements), Town Recycling Drop off Center (for contamination and cleanliness), Cooking Oil Drop Off sites, and Library Recycling container

Assists with UNFUNDED Environmental Mandate Permit Programs:

Inspect Town Fueling Station(s) weekly (and/or per fuel delivery to site), required for Maricopa County Air Quality

Required for ADEQ Stormwater Permit:

Performing stormwater sampling

Responding to illicit discharges

Responds to internal and external inquiries relating to environmental issues

Issues Notice of Violations of the Town's environmental codes

Serves as liaison to community partners and internal departments

Resolves problems and responds to inquiries related to stormwater drainage system maintenance

Assist Town Departments with Good Housekeeping and Hazardous Waste Management and Disposal

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

Growth of Trash and Recycling program from only 6,000 accounts in FY10 to over 25,000 by FY24

Only have one inspector for all Environmental Services, no way to backfill for vacation, sick, training and cannot meet variance goals of inspecting each carts at least twice per year (See graph)

New and additional Stormwater and Hazardous Waste requirements from new ADEQ Stormwater Permit, including Characterization Stormwater Monitoring

New Fuel Facility which prompted Maricopa County Non-Title Five Air Quality Permit requirements, which means inspection and recordkeeping for the fuel station at MSB and the Generators at the MSB, Public Safety Building and Fire Station One.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

The Secure Future Strategic Priority includes securing and managing the environment for the benefit of current and future residents. This FTE request will not only support the environmental inspection processes, but will also aid in keeping our natural environment clean, safe, and increase economic development through energy resilience, as well as meeting the state and county environmental permit requirements.

**4. Who is Performing These Functions Now?**

The one current Environmental Technician is performing some of these duties, mainly for trash and recycling services, with an increasing level of stromwater management as training and time will permit.

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

The UNFUNDED MANDATES of permit requirements will not be met, decreased level of trash and recycling inspections, increased recycling contamination, and possible violation fines of up to \$30,000 per day per event for failing to meet ADEQ and County permitting.

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

Implication: The UNFUNDED MANDATES of permit requirements will not be met, decreased level of trash and recycling inspections, increased recycling contamination, and possible violation fines of up to \$30,000 per day per event for failing to meet ADEQ and County permitting.

## Position Analysis by Department

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Department: Public Works Department-Environmental  
Position: Environmental Technician, Sr  
Personnel Cost: 101,676 Salaries & Benefits  
Total FY24 Cost: 190,115 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Solid Waste

FY 2024		FY 2025
One-Time	Recurring	Recurring
73,305	116,810	116,810

Option/Alternative: Contracting Out

Implication: It is not recommended to contract out these services as they are highly sensitive areas for residential services and Town facilities

6. 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: Public Works- Streets  
 Position: Streets Specialist  
 Personnel Cost: 93,971 Salaries & Benefits  
 Total FY24 Cost: 189,146 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Streets HURF Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
78,080	111,066	111,066

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

This position requires a class A CDL and typically operates the heavier equipment, such as the street sweeper, water truck, dump truck and more skilled assignments. This position will be the experienced journey level that is fully competent in the technical/functional aspects of assigned work. Work will involve the application of sound technical principles and best practices associated with the planning, diagnosis, troubleshooting and problem solving of streets maintenance. The incumbent will perform varied assignments requiring journey level knowledge in streets maintenance.

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

The Town has experienced significant growth. The increase in maintenance program workload is due to the completion of various CIP projects and private development neighborhoods, which will come out of warranty in FY24. Additionally, there will be an increase of lane miles due to various roadway annexations. Although some roadways are new and some are existing, improvements to aged infrastructure requires additional maintenance. The maintenance programs have grown primarily in the sign management and the stormwater drainage programs, due to added signs, supports, inlets, culverts, basins, outlets, storm pipes, sidewalks, ADA ramps, and undeveloped right-of-ways.

### 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This request will relate to our Corporate Strategic Plan goals by allowing for an acceptable level of service.

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

These duties are currently being distributed to the rest of the streets specialist crew members.

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

An acceptable level of service may not be reached in some maintenance management programs, which could result in an increase in resident complaints due to not having appropriate CDL staff to operate equipment.

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

Implication: Delay of hiring this position could affect the level of service in some maintenance programs, special projects and heavy equipment operations.

#### Option/Alternative: Contracting Out

Implication: Contracting out should not be considered for this position due to various skill sets and qualifications needed to fulfill the requirements of the job.

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

There will not be any expense reductions for this position.

Enter reduction amount here as a negative number:

## Position Analysis by Department

Department: Public Works Streets  
 Position: Street Supervisor  
 Personnel Cost: 118,541 Salaries & Benefits  
 Total FY24 Cost: 205,546 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Streets HURF Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
76,780	128,766	128,766

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

This position will be responsible for managing the contracts of the median and right of way Town landscaping that streets will be managing beginning FY 23/24. They would also manage the street sweeping contract and vegetation management contract for undeveloped right of ways and medians. This position would also oversee employee training and training logs, gather cost estimates, and oversee special projects, such as special events, storm-response, and Cartegraph reporting for the asset management program. This position would also oversee seven direct reports. With the new CDL training that was implemented beginning Feb. 2022, this position would attend training to become a inhouse CDL Instructor that would decrease the future costs of CDL requirements for the Town.

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

Driving the need for this position is the addition of the Town landscape median services, the increase in street sweeping contracted services and additional contracted services (such as undeveloped vegetation management of medians and right-of-ways), growth in various maintenance programs, and the need to reduce the number of direct reports currently managed by the Streets Superintendent.

### 3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This request relates to our Corporate Strategic Plan goals by allowing for the proper contract management of Town landscaped areas. Adding this position will aid with Superior Infrastructure and Effective Government by improving the management of Town maintained right-of-ways and landscaping.

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

Currently, the contracted landscaping services is managed by the Municipal Grounds Division but will be managed by the Streets Division beginning July 1, 2024. The undeveloped right-of-way and median services is currently done by Town staff but we will be having a hybrid approach similar to the street sweeping contract. The street sweeping contract is managed by the Streets Superintendent and all 15 staff members currently directly report to the Streets Superintendent.

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

The landscaping contracts will not be managed at an acceptable level of service which could result in an increase of complaints. The staff members needing a CDL or an upgrade to their existing CDL would be done as time allows, potentially causing gaps in service levels due to not having qualified staff to operate equipment requiring CDLs. Staff would also have to attend training off site for a number of weeks which could also impact the service levels in some maintenance programs. Performance evaluations for staff could be delayed due to the amount of direct reports currently managed by the Streets Superintendent.

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

Implication: This would likely decrease the Town's level of service for the overall management of contracted services and other maintenance management programs due to inefficient safety and performance inspections, and maintenance and operations planning. This could cause an increase in complaints.

#### Option/Alternative: Contracting Out

Implication: Contracting out should not be considered for this position.

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

No.

Enter reduction amount here as a negative number:

Department: Police  
 Position: Commanders (2)  
 Personnel Cost: 418,882 Salaries & Benefits  
 Total FY24 Cost: 801,564 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
267,272	534,292	534,292

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

Commanders are responsible for leadership, direction, and coordination of essential law enforcement services and management of division-level operations. More specifically, they manage all aspects of the operation and administration of one or more major, integrated operating units within the Police Department. They oversee and coordinate the supervision of subordinate management and operating staff within the division. They also participate in the strategic planning and policy development for the department and represent the department to the Town, other agencies, and the general public.

2. What is Driving the Need for This Position?

From our inception, the police department has sought to meet the needs and expectations of the community. However, the massive growth, rising workload, and increasing complexity have accelerated the need for certain positions or assignments. 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 have become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort and careful coordination. These positions are specifically designed to provide direct oversight and management of a division-level group. Significant factors or tasks that are driving the need for these FTE requests are primarily tied to span of control problems, oversight needs, executive support, and proper succession planning.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

4. Who is Performing These Functions Now?

These functions are being performed by existing command staff. However, these duties are beginning to overwhelm command personnel and impair basic service-level delivery.

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

This would impact our ability to provide adequate oversight, mentoring, training, and other essential management operations.

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 a further impact on service delivery and workload management.

Option/Alternative: Contracting Out

Implication: Contracting is not a viable option.

6. 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: Patrol Lieutenants (2)  
 Personnel Cost: 340,842 Salaries & Benefits  
 Total FY24 Cost: 723,524 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
267,272	456,252	456,252

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

Lieutenants are responsible for leadership, direction, and coordination of essential law enforcement services and supervision of designated personnel. These assignments may include but are not limited to, all patrol-related functions, crisis management, incident command, criminal investigations, community outreach, internal oversight, finance/budget administration, inventory control, threat mitigation, and special event planning. Lieutenants also provide support and assistance to the Division Commander with planning, organizing, and directing administrative functions, projects, and compliance activities. This position would serve as a watch commander for patrol 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. Current staffing with has only allowed partial coverage for the established beats with the current 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. At the same time, we continue to see calls for service (CFS) rise. Based on MCSO data we are currently 30% higher in volume than the previous 5-year average. According to a recent report from the International Chiefs of Police (IACP) and the U.S. Department of Justice (DOJ), oversight and supervision have become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort. These positions are needed to help manage and oversee day-to-day patrol activities and incidents. Full-time command oversight in the field is essential for success.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

4. Who is Performing These Functions Now?

These functions are being performed by existing command staff. However, these duties are beginning to overwhelm command personnel and impair basic service-level delivery.

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

This would impact our ability to provide adequate oversight, mentoring, training, and other essential management operations.

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 a further impact on service delivery and workload management.

Option/Alternative: Contracting Out

Implication: Contracting is not a viable option.

6. 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:

Department: Police  
 Position: Police Officers / Patrol Officers - 5  
 Personnel Cost: 543,909 Salaries & Benefits  
 Total FY24 Cost: 1,607,743 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
664,464	943,279	943,279

**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. Current staffing with has only allowed partial coverage for the established beats with the current 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. At the same time, we continue to see calls for service (CFS) rise. Based on MCSO data we are currently 30% higher in volume than the previous 5-year average. 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 per 1000 residents. The average ratio for other municipalities with populations between 70,000-90,000 (in Arizona) is 1.37 officers per 1000 residents. The average number of officers per 1000 residents in Queen Creek is currently 0.94 (with all authorized positions including recruits, vacancies, and those in training). Over the past 11 months, we have also seen certain trends arise that require a different approach to deployment. During specific days of the week and hours of the day, there is a significant spike in CFS, arrests, and general criminal activity. This specific request is designed to create a small “Power Squad” that will be scheduled during these critical time periods.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing patrol staff, detectives, and traffic officers. However, we continue to see extensive overtime needed to maintain basic service levels. Proactive policing and ancillary services have been impacted by the lack of staffing during specific hours.

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

This may result in decreased 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.

**Position Analysis by Department**

Department: Police  
Position: Police Officers / Patrol Officers - 5  
Personnel Cost: 543,909 Salaries & Benefits  
Total FY24 Cost: 1,607,743 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
664,464	943,279	943,279

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.

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 extremely delayed.

6. 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 some overtime that results from holdover or additional shift coverage.

Enter reduction amount here as a negative number:

Department: Police  
 Position: Police Program Manager  
 Personnel Cost: 157,536 Salaries & Benefits  
 Total FY24 Cost: 187,702 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
13,801	173,901	173,901

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

A Police Program Manager is responsible for leadership, direction, and coordination of essential law enforcement services and management of section-level operations. More specifically, they manage all aspects of the operation and administration of one or more integrated operating units within the Police Department. They oversee and coordinate the supervision of subordinate supervisors and operating staff within the section. They also participate in the strategic planning and policy development for the department and represent the department to the Town, other agencies, and the general public.

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

From our inception, the police department has sought to meet the needs and expectations of the community. However, the massive growth, rising workload, and increasing complexity have accelerated the need for certain positions, management, and judicious oversight. Based on MCSO data we are currently 30% higher in call-for-service volume than the previous 5-year average. 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 have become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort and careful coordination. This position is specifically designed to provide direct oversight and management of a section-level group for both patrol-based and support staff. Significant factors or tasks that are driving the need for these FTE requests are primarily tied to span of control problems, oversight needs, executive support, and proper succession planning.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing command staff. However, these duties are beginning to overwhelm command personnel and impair basic service-level delivery.

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

This would impact our ability to provide adequate oversight, mentoring, training, and other essential management operations.

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 a further impact on service delivery and workload management.

Option/Alternative: Contracting Out

Implication: This is not a viable option.

**6. 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:

Department: Police  
 Position: Police Program Support Specialist  
 Personnel Cost: 94,043 Salaries & Benefits  
 Total FY24 Cost: 128,530 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
13,801	114,729	114,729

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

A Police Program Support Specialist performs a wide variety of support functions for various public safety and law enforcement programs. This position works closely with supervisors that manage training, BWC, TASER, crime prevention, community engagement, fleet, and volunteer programs. This position is responsible for providing specialized professional support for programs while assisting with a wide variety of police-related duties.

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

Recent studies have highlighted that as our communities become more pluralistic and the scope of law enforcement’s responsibilities expands, there are several key elements that must accompany law enforcement operations. First, police interventions must be implemented with strong policies, training, trust, engagement, and cooperation. However, it is difficult to accomplish these goals without a strong support system. Over the past 11 months, QCPD has facilitated hundreds of training hours, scores of community engagement activities, and numerous crime prevention campaigns/actions. We have also implemented many programs, launched numerous platforms, deployed complicated technology, and issued critical equipment. All of which require countless hours of support and management. However, there is a significant need for additional support in a variety of disciplines or areas of responsibility related to our training programs, crime prevention, false alarm management, and recruitment efforts.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are currently performed by officers, sergeants, and command staff. However, the current coverage is lacking, and there are widening service gaps. The projected workload and coverage needs necessitate additional full-time positions.

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

This may result in decreased service levels, slower response to existing program needs, and the department will find itself undersized to meet the increasing and changing workload.

Option/Alternative: Delay Hiring of Position

Implication: These positions require 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.

**6. 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:



Department: Police  
 Position: Police Support Specialist  
 Personnel Cost: 88,028 Salaries & Benefits  
 Total FY24 Cost: 260,345 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
116,776	143,569	143,569

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

Police 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 the nearest freeway access on the north side of 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 the main focus for the police department. In the past 11 months, we have had over 1,100 crashes about 18% of which involved some form of injury. Overall, the trend shows an increase of approximately 53%. We also receive ongoing complaints for parking issues, abandoned vehicles, and other minor traffic-related offenses. During the building phase and initial launch of the Queen Creek Police Department, there was a very clear message sent from the Town’s residents that their highest concern for the Town was traffic congestion and safety. Current complaints are primarily related to issues in neighborhoods and major roadways. The Department wants to have the capacity to respond to these complaints and find the most efficient staffing model necessary to ensure traffic safety issues are properly addressed. This position will continue to support these efforts.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are currently performed by existing Police Support Specialists or Patrol Officers. However, the current coverage is lacking, and there are widening service gaps. With the current number of positions, this is accomplished via overtime. The projected workload and coverage needs necessitate additional full-time positions.

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

This may result in decreased service levels, slower resolution/traffic complaint management, decreased patrol officer coverage, 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 positions require 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.

## Position Analysis by Department

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Department: Police  
Position: Police Support Specialist  
Personnel Cost: 88,028 Salaries & Benefits  
Total FY24 Cost: 260,345 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
116,776	143,569	143,569

6. 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:

Department: Police  
 Position: PSS Supervisor  
 Personnel Cost: 118,638 Salaries & Benefits  
 Total FY24 Cost: 295,200 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
116,776	178,424	178,424

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

A PSS Supervisor is responsible for first-line supervision of designated personnel responsible for specific law enforcement services. Assignments may include but are not limited to patrol support, traffic, parking, crash investigations, detention transport, and other field operations. This specific assignment is responsible for supervising the Police Support Specialist staff. Overall, PSS staff members are 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 supervisory 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 the nearest freeway access on the north side of 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 the main focus for the police department. In the past 11 months, we have had over 1,100 crashes about 18% of which involved some form of injury. Overall, the trend shows an increase of approximately 53%. During the building phase and initial launch of the Queen Creek Police Department, there was a very clear message sent from the Town’s residents that their highest concern for the Town was traffic congestion and safety. Current complaints are primarily related to issues in neighborhoods and major roadways. The Department wants to have the capacity to respond to these complaints and find the most efficient staffing model necessary to ensure traffic safety issues are properly addressed. Our PSS staffing is at a level that requires specific supervision. The current first-line sworn supervisory staff no longer have the capacity to manage this group due to rapid growth and existing span of control issues. This position is specifically designed to provide direct oversight and management of the PSS staff at the squad level.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are currently performed by existing sworn supervisors. However, the current coverage is lacking, and there are widening service gaps. To meet the proper span of control, manage the projected workload, and provide the appropriate coverage, a supervisory position must be added.

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

This may result in decreased service levels, slower resolution/traffic complaint management, decreased patrol officer coverage, increased overtime costs, and the department will find itself undersized to meet the increasing and changing workload.

Option/Alternative: Delay Hiring of Position

**Position Analysis by Department**

Department: Police  
Position: PSS Supervisor  
Personnel Cost: 118,638 Salaries & Benefits  
Total FY24 Cost: 295,200 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
116,776	178,424	178,424

Implication: These positions require 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.

6. 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:

Department: Police  
 Position: Records Specialists (2)  
 Personnel Cost: 176,056 Salaries & Benefits  
 Total FY24 Cost: 236,701 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
25,956	210,745	210,745

**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 the primary point of contact via phone/fax/mail/email/in-person for law enforcement, other governmental agencies, the public, media, insurance companies, and attorneys requesting police records. They provide direction, details, and answers to questions related to police reports, cases, and various police-related information. Records Specialists are 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.

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

The records section is the central location for the processing and final completion of all police reports generated within the Town. Over the past 11 months, QCPD has generated nearly 7,000 reports (GO/NO), over 5,000 citations/written warnings, and almost 600 arrests. Each of these had to be reviewed, processed, validated, transcribed, and disseminated appropriately by call type and court jurisdiction. In addition, this position is responsible for completing crime reporting through the National Incident-Based Reporting System (NIBRS). Records personnel also maintain and facilitate all public requests for the police department. In the past 11 months, they have processed over 3,000 requests, nearly a third of which included some sort of media. In many cases, especially requests with body-worn cameras (BWC) video, the procedure 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. Significant factors or tasks that are driving the need for these FTE requests include:

- Considerable increase in request frequency and scope.
- Increased task complexity and broadened workflows due to regulatory and statutory requirements.
- Oversight and review processes that involve large cases files
- Complicated coordination involved in managing redaction reviews.
- Multi-agency workflows due to contracts with the city of Mesa and the Town of Gilbert
- Increased workload and calls-for-service (CFS) associated with field operations
- New systems implemented by the Arizona Office of Court Administration
- Multiple Courts associated with criminal and civil proceedings

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**Position Analysis by Department**

Department: Police  
 Position: Records Specialists (2)  
 Personnel Cost: 176,056 Salaries & Benefits  
 Total FY24 Cost: 236,701 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
25,956	210,745	210,745

**4. Who is Performing These Functions Now?**

These functions are currently performed by existing Records Specialists. However, the current coverage is lacking, and there are widening service gaps. With the current number of positions, this is accomplished via overtime. The projected workload and coverage needs necessitate additional full-time positions.

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

This may result in decreased service levels, slower response to records requests, slower detective case assignments, 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 positions require 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.

**6. 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:

Department: Police  
 Position: Patrol Sergeant  
 Personnel Cost: 138,293 Salaries & Benefits  
 Total FY24 Cost: 368,928 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
133,636	235,292	235,292

**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, task force operations, community services, crime prevention, administration, school resource, training, internal oversight, and other support assignments. This specific assignment is responsible for supervising staff responsible for emergency and routine calls for service, patrol operations, traffic enforcement, initial tactical response, initial criminal investigations, community services, crime prevention, administration, 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. Current staffing with has only allowed partial coverage for the established beats with the current 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. At the same time, we continue to see calls for service (CFS) rise. 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 have become one of the cornerstones of building and maintaining community trust. However, building and maintaining trust takes a great deal of continuous effort. These positions are needed to help manage and oversee day-to-day patrol activities and incidents. Over the past 11 months, we have seen certain trends arise that require a different approach to deployment. During specific days of the week and hours of the day, there is a significant spike in CFS, arrests, and general criminal activity. This specific request is designed to aid in the creation of a small “Power Squad” that will be scheduled during these critical time periods.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing patrol staff, detectives, and traffic officers. However, we continue to see extensive overtime needed to maintain basic service levels. The scope and amount of CFS in the field require consistent supervision rather than a pool of supervisors.

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

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.

**Position Analysis by Department**

Department: Police  
Position: Patrol Sergeant  
Personnel Cost: 138,293 Salaries & Benefits  
Total FY24 Cost: 368,928 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
133,636	235,292	235,292

Option/Alternative: Delay Hiring of Position

Implication: This position requires additional training due to the complexity and expertise required for supervising field operations. As such, any additional delay will result in further impact on service delivery and workload management.

Option/Alternative: Contracting Out

Implication: Contracting is not a viable option.

6. 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:



Department: Police  
 Position: School Resource Officer (QCUSD/Crismon High !  
 Personnel Cost: 108,782 Salaries & Benefits  
 Total FY24 Cost: 309,649 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
133,386	176,263	176,263

**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. The School Resource Officer (SRO) position is a sworn law enforcement officer assigned to a school on a long-term basis. The SRO is specially trained and performs four main roles: law enforcer, mentor, educator, and liaison.

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

The Queen Creek Unified School District has indicated they want an SRO on the Crismon High School campus beginning July 2023. This is the newest high school for the QCUSD. A review of existing data, and the QCPD metrics related to school deployment, indicate that this site would significantly benefit from a single-site SRO position. Significant data points included overall calls for service, offense reports, violence/threat risk factors, campus size, and student population. This school was in the top three for these particular factors. A School Resource Officer (SRO) has many responsibilities but is primarily focused on mentoring, teaching, creating partnerships, building relationships, and ensuring school safety. Several critical roles and responsibilities include (1) Educator; (2) Mentor; (3) Community Liaison; (4) Problem Solver; (5) Protector; (6) Law Enforcer. In addition to having an on-site resource, there are many benefits of having this resource on campus. Researchers at Carleton University conducted a two-year study of an SRO program in the Regional Municipality of A report, published by Routledge in 2019, concluded that for every dollar invested in the program, a minimum of \$11.13 of social and economic value was created. There is also a significant benefit to patrol-based staffing with an SRO on this site.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing patrol staff, detectives, and traffic officers. However, we continue to see extensive overtime needed to maintain basic service levels. Proactive policing and ancillary services have been impacted by the lack of staffing during specific hours.

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

Based on data from the Crismon High School, and the expected student body growth, we anticipate between 15-20 calls for service per month from this location. These calls would have to be managed by existing/available patrol/field personnel. We would also lose the opportunity to provide the critical services/responsibilities described previously. We would also be unable to provide as much proactive support at the campus (based on patrol availability).

**Position Analysis by Department**

Department: Police  
 Position: School Resource Officer (QCUSD/Crismon High :  
 Personnel Cost: 108,782 Salaries & Benefits  
 Total FY24 Cost: 309,649 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
133,386	176,263	176,263

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.

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 extremely delayed.

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

We anticipate that the School District will provide 50% of the ongoing personnel costs and 75% of the one-time capital costs. However, an IGA must be completed before this funding/reimbursement is provided/available.

Enter reduction amount here as a negative number:

Department: Police  
 Position: Police Officers / Special Victims Detectives (3)  
 Personnel Cost: 326,345 Salaries & Benefits  
 Total FY24 Cost: 1,033,673 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
423,633	610,040	610,040

**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?**

Over the past 11 months, QCPD has handled more than 600 criminal cases involving crimes or situations that had to be assigned to the Special Victims Unit (SVU). This is an increase of almost 80% based on previous MCSO data. Cases assigned to this unit (which consists of only 1 full-time detective) include but are not limited to any crime involving domestic violence, all sexually based crimes, child/vulnerable adult crimes, kidnapping/unlawful imprisonment, cybercrimes involving child pornography, human trafficking, etc. Currently, more than 40% of the caseloads managed by the entire investigative section are comprised of these SVU cases. As such, detectives assigned to other areas of responsibility have been temporarily allocated to this unit. Although this helps to manage this critical caseload, it has also resulted in longer case management periods for other crimes/areas. Many of the cases handled by this unit/area are extremely complex, time-consuming, and require extensive expertise/training. This is especially true for the sexually based crimes that may include but is 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. 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. These positions are directly related to the increasing workload.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing detectives. However, we continue to see extensive overtime needed to maintain basic service levels. Also, the expertise required and projected workload necessitate more full-time positions.

## Position Analysis by Department

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Department: Police  
Position: Police Officers / Special Victims Detectives (3)  
Personnel Cost: 326,345 Salaries & Benefits  
Total FY24 Cost: 1,033,673 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
423,633	610,040	610,040

### 5. 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 extremely delayed.

### 6. 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 costs that would have been necessary without the additional position.

Enter reduction amount here as a negative number:

Department: Police  
 Position: Police Officer / Traffic Officer  
 Personnel Cost: 108,782 Salaries & Benefits  
 Total FY24 Cost: 311,263 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
112,136	199,127	199,127

**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 the nearest freeway access on the north side of 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 the main focus for the police department. In the past 11 months, we have had over 1,100 crashes about 18% of which involved some form of injury. Overall, the trend shows an increase of approximately 53%. During the building phase and initial launch of the Queen Creek Police Department, there was a very clear message sent from the Town’s residents that their highest concern for the Town was traffic congestion and safety. Current complaints are primarily related to issues in neighborhoods and major roadways. The Department wants to have the capacity to respond to these complaints and find the most efficient staffing model necessary to ensure traffic safety issues are properly 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. Describe How This Relates to Your Corporate Strategic Plan Goals.**

These positions will fill the staffing needs identified by current data trends (Goal 2.6) and allow QCPD to better maintain low victimization rates, improve traffic safety, and minimize the fear of crime (Goal 2.6). These positions will also support our efforts to create meaningful collaboration, engagement, and partnerships within the community (Goal 2.7) by providing the opportunity to connect on a daily basis and be proactive in our efforts.

**4. Who is Performing These Functions Now?**

These functions are being performed by existing patrol staff, detectives, and traffic officers. However, we continue to see extensive overtime needed to maintain basic service levels. Proactive policing and ancillary services have been impacted by the lack of staffing during specific hours. Also, the expertise required and the projected workload necessitate another full-time position.

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

This may result in decreased 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**

Implication: These positions already require extensive training to be fully implemented (11-12 months for recruits; 5-6 months for laterals). The training for a motor officer will also require 1-2 months additional months. As such, any additional delay will result in a further impact on service delivery and workload management.

**Position Analysis by Department**

Department: Police  
Position: Police Officer / Traffic Officer  
Personnel Cost: 108,782 Salaries & Benefits  
Total FY24 Cost: 311,263 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
112,136	199,127	199,127

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 extremely delayed.

6. 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:

Department: Fire & Medical  
 Position: Fire Inspector  
 Personnel Cost: 122,039 Salaries & Benefits  
 Total FY24 Cost: 252,537 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
120,924	131,613	131,613

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

The primary purpose is to deal with life safety issues in the form of International Fire Code, commercial inspection program, new construction plan review, and new construction fire protection systems inspections. In addition to overseeing the commercial inspection program this position would be responsible for completing the high risk inspections (bases on code definition), special inspections (all schools). This position would also assist in the public education program for the department. The Fire Inspector/Arson Investigator would be involved regionally with the Arizona International Association of Fire Investigators. This group works on regional issues such as fire investigation trends, fire investigator classes and techniques.

2. What is Driving the Need for This Position?

The addition of an additional Fire Inspector will improve the Prevention Division’s ability to keep pace with all of the needed inspections and reviews in four key areas.

The first area is to assist with managing the commercial inspection program. We are currently using one staff member to conduct these inspections. Today there are 211 high-risk, 126 medium-risk, and 317 low-risk-based occupancy types. The Fire Inspector/Arson Investigator will assist with all high-risk inspections. The high-risk occupancies include 24 schools (public and private) within our town limits that require annual inspections. These include the Queen Creek High School, Casteel High School, and the new Sossaman Middle School, which are large campuses with multiple buildings. Due to their size and hazard potential, the Performing Arts Center, auditoriums, and kitchen areas require additional time and attention. Also, a second four-story hotel planned for the downtown area is a 90,843 square feet building that requires special attention for the public’s safety.

The second area is to assist with new construction projects. The Fire Inspector/Aron Investigator will be involved with special inspections relating to new construction and fire protection systems. For example, the new Homewood by Hilton will have an occupant load of approximately 129 guests. This occupancy will require special attention to fire sprinkler systems, fire alarms, exits, and occupant loads. The new Fire Inspector will assist with new challenges and higher-risk developments with this and other new occupancies.

The third area will be to coordinate and participate in public education programs and special events. With the 24 schools mentioned above, the additional Fire Inspector/Arson Investigator position will provide additional public education support, i.e., fire and drowning prevention.

The Fire Inspector/Arson Investigator will be involved regionally with the Arizona International Association of Arson Investigators. This group works together on target areas, including firework inspections and providing arson classes and trends across the region, to mention a few.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

4. Who is Performing These Functions Now?

This position aims to work with the Fire Marshall and other prevention staff to complete the required plan review inspections and school safety programs. Currently, these programs are being completed by the Fire Marshall and Fire Inspector/Investigator. With the rapid growth of the town, the workload continues to increase.

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

With the current workload that the fire prevention bureau is experiencing it may result in slow plan review times and increased waiting times for inspections.

## Position Analysis by Department

40

Department: Fire & Medical  
Position: Fire Inspector  
Personnel Cost: 122,039 Salaries & Benefits  
Total FY24 Cost: 252,537 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Operating Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
120,924	131,613	131,613

Option/Alternative: Delay Hiring of Position

Implication: With the current workload that the fire prevention bureau is experiencing it may result in slow plan review times and increased waiting times for inspections.

Option/Alternative: Contracting Out

Implication: Bringing this position in-house better suits the needs of the department.

6. 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: Utilities - Water  
 Position: Inventory Specialist  
 Personnel Cost: 118,637 Salaries & Benefits  
 Total FY24 Cost: 124,317 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
1,925	122,392	122,392

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

This position will design, develop, and implement a centralized Parts Inventory Management System within the Utilities Department. The inventory specialist would be responsible for monitoring and maintaining physical inventory, and coordinating payments of invoices for parts, equipment repairs and other expenditures as they relate to the entire Utility Services Department inventory.

2. What is Driving the Need for This Position?

The Town and the Utility Department has seen record growth both internally and externally over the last several years, this equates to a continuously and growing number of inventory purchases reaching up to 5 million dollars annually. With this growth comes the need for an assigned position to track and monitor the Utilities Department parts inventory.

3. Describe How This Relates to Your Corporate Strategic Plan Goals.

This position is directly tied to Corporate Strategic Plan Goal 3.2 - Ensure a continued safe a sustainable water supply. As the system grows and services expand, additional staff will be needed in order to maintain our current level of service.

4. Who is Performing These Functions Now?

Currently each Division within the Utility Department has an assigned individual who tracks and monitors their parts inventory.

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

If not fulfilled, existing staff will continued to be pulled from their duties to monitor and maintain the inventory.

Option/Alternative: Delay Hiring of Position

Implication: If delayed, existing staff will continued to be pulled from their duties to monitor and maintain the inventory.

Option/Alternative: Contracting Out

Implication: There are third parties that would bring someone into to evaluate the process, and give recommendations on how and what might work for our area. Contracting out is a possibility but doing so lessens the amount of in-house knowledge and abilities to operate the programs and systems upon completion.

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

We do not foresee an upfront reduction, but it will keep us from not knowing how and where items were used. Thus saving on repurchasing of lost or stolen materials. And there will be an additional software cost associated with a purchase or upgrade to existing inventory tracking system.

Enter reduction amount here as a negative number:

Department: Utilities (Water Resources)  
 Position: Management Analyst - Water Resources Special  
 Personnel Cost: 126,199 Salaries & Benefits  
 Total FY24 Cost: 132,829 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,525	129,304	129,304

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

This position's duties/ responsibilities would include assisting the water resources group with administrative and research responsibilities for water conservation, water quality, water sampling, and water resources management. Some of the duties include contacting customers for high water use, research and update HOA informatoin for the waterfluence program, run reports, and assist with watersmart workshops and/or events. Duties for water quality include act as a liaison between department operations, maintenance and administration, implement record keeping efficiencies, review and compile state monthly and quarterbly compliance reporting, and input operational data for state quality compliance tracking. This position would also assist with research and compilation of both the consumer confidence report and the ADWR annual report. This position would also take an active role in the departments backflow program including conducting research, entering data, and monitoring the program to ensure the department is compliant in their backflow operations. This position would also assist the Water Resources Manager with forecasting water production, attending various meetings to build relationships with water resources stakeholders, and compile research for the application of the departments designated assured water supply (DAWS).

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

The need for this position is required because of exponential growth in the Town of Queen Creek. The Town of Queen Creek has nearly doubled over the past 5 years and the water resources staff has taken on many additional responsibilities. A Management Analyst (Water Resources Specialist) woud assist the water resources staff with data entry, research, customer interaction, compilation of documents, and the forecasting of current and future water demand. This position would alleviate many of the additional responsibilities staff has taken on and free up staff to focus on their core job requirements. This will help the department focus on long term and impactful programs and projects to help the department progress as we work through expediated growth. This position will ensure our department is progressing through our growing pains without letting important work slip through the cracks.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position will assist in supporting Goal 3.1 of the Corporate Strategic Plan by assisting with continued development of sustainable long-range plans for water, reclaimed water and wastewater that support the General Plan. This position would support the functions of water acquisition strategy, acquiring new effluent, water credits and water rights.

**4. Who is Performing These Functions Now?**

These functions are currently being fulfilled by our Water Conservation Specialist, Management Analyst (Water Resources Specialist), and the Water Resources Manager.

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

The impact on service levels for not filling this position will lead to further delays, longer backlog of customer issues being resolved, water resources program not being fully implemented or attended to, and a decrease in employee morale for current staff. The service levels will fall short as the department and the Town continue to grow and lead to a languishing by staff and customers alike.

**Position Analysis by Department**

Department: Utilities (Water Resources)  
 Position: Management Analyst - Water Resources Special  
 Personnel Cost: 126,199 Salaries & Benefits  
 Total FY24 Cost: 132,829 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,525	129,304	129,304

Option/Alternative: Delay Hiring of Position

Implication: The further this position is delayed the more staff will fall behind on customer complaints, issues, and service delays. Delaying this position will also increase employee burn out and prioritizing programs while leaving other work unattended.

Option/Alternative: Contracting Out

Implication: Contracting out would not suffice because this position will continue to grow and the work does not have an expiration date. If we were to contract out, this position would not get the full benefits of growing with the organization and being a key team member to help as the department grows.

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

There will not be expense reductions with additional staffing

Enter reduction amount here as a negative number:

Department: Utilities - Engineering  
 Position: Project Manager Principal  
 Personnel Cost: 148,670 Salaries & Benefits  
 Total FY24 Cost: 163,800 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
6,325	157,475	157,475

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

Responsible for performing work and activities related to the approval of engineering plans, plan design, review of large-scale projects, coordination of reviews involving multiple departments or agencies. Provides high-level professional project management services, direction and guidance for the City's construction of water and wastewater facilities. Take an active role in the GWRP and be able to act as the City's Liaison for coordination and for any agreements as assigned. An employee of this class is expected to resolve problems of a high professional and technical nature when necessary. This position will also be involved with helping administer the Pretreatment Program and oversight with activities within the wastewater quality section. Involvement will also provide technical guidance to both internal and external customers.

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

The Town Utility Service Department (USD) requests approval to augment the Town's utility departments project management staff, to be able maintain our current level of service, increase efficiencies, and allow room for growth. Currently the USD has one (1) Principal Engineer/Sr. Project Manager that processes work for the department and one (1) contract employee who participate heavily in project management activities. This position will significantly improve the Town's ability to provide service to the development community as he/she will be able to provide plan review services in house rather than relying on outside consultants to perform the work. The position will handle all the Utility department plan review which will allow the Town to more quickly review plans as it will know in real-time that proposed improvements are sufficient to meet the Town's short term and long term goals. The position will also aid in ensuring the pretreatment program is accurate and that our sewer system is functioning properly with constituent monitoring along with accurate flow analysis. Also, the position will improve CIP implementation as it will perform possible engineering drafting and design review of small in house type projects and technical exhibits for projects and will provide technical assistance to improve plan review quality. Adding an additional project manager will increasing overall efficiency of the division and will free up time from the Principal Engineer (supervisor) who is currently doing all the duties.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position is directly tied to Corporate Strategic Plan Goal 3.1 (Continue development of sustainable long range plans for water, reclaimed water and wastewater) and 3.2 (Ensuring a safe and sustainable water supply) . As the water and wastewater service areas continue to grow and expand, the need for additional staff to reach these Goals will be vital as well as maintaining our current service levels.

**4. Who is Performing These Functions Now?**

Michael Huber, Principal Engineer

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

This position will significantly improve the Town's ability to provide quicker and more prompt service to the development community. As this position helps implement pretreatment standards the over all sewer system benefit in longevity and increased safety with wastewater. The position with also aid in GWRP responsibilities and management as it relates to interconnection and demands, which has a fiscall impact. If position is not filled, the work load has an affect on productivity and supervision of staff.

**Position Analysis by Department**

Department: Utilities - Engineering  
Position: Project Manager Principal  
Personnel Cost: 148,670 Salaries & Benefits  
Total FY24 Cost: 163,800 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
6,325	157,475	157,475

Option/Alternative: Delay Hiring of Position

Implication: A delay in hiring causes delay in production output, backlog of workload, and with staff supervision.

Option/Alternative: Contracting Out

Implication: More money is spent due to consultant rates. Possible management of different departments within the consulting company and multiple employees. Also, added administration strain due to invoice tracking and inputing.

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

No reduction, work load is handled by salary employee.

Enter reduction amount here as a negative number:

Department: Utilities (Water/Wells)  
 Position: Senior Utility Specialist - Wells  
 Personnel Cost: 106,409 Salaries & Benefits  
 Total FY24 Cost: 189,009 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
71,925	117,084	117,084

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

The Town currently has the following active water production facilities: 37 potable water well, 6 irrigation well, and 26 storage tanks located at 37 sites. Additionally the Town is building 2 more tanks and working on the acquisition and development of at least 6 additional sites for a total of 45 sites by 2024. 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 6 Senior Utility Specialist positions to service 37 sites. The Town will By adding a Senior Utility Specialist, the per site breakdown would be 6.4 sites per technician. 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. Beginning in 2024, the Town of Queen Creek will be unenrolling in the ADEQ Monitoring Assistance Program (MAP) which assists the Town in the collection, transportation, analysis and reporting of regulated contaminants within the Town's drinking water system. Town staff will oversee all components of complying with the Safe Water Drinking Act. Senior Utility Specialists within wells will complete or assist in the completion of all the requirements associated with the compliance.

2. What is Driving the Need for This Position?

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. Describe How This Relates to Your Corporate Strategic Plan Goals.

This position is directly tied to Corporate Strategic Plan Goal 3.2 - Ensure a continued safe a sustainable water supply. As the water service area continues to expand and the number of customers increase, the Town will continue to acquire or drill new well sites for water production. An increase in the number of staff will be needed to run, monitor and maintain these water production sites.

4. Who is Performing These Functions Now?

The Water Production Division is currently undertaffed 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 Senior Utility Specialist 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.

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

If not approved, service levles 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

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: Senior Utility Specialist - Wells  
 Personnel Cost: 106,409 Salaries & Benefits  
 Total FY24 Cost: 189,009 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
71,925	117,084	117,084

Option/Alternative: Contracting Out

Implication: The Town could attempt to hire contracte 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.

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

The Town will be unenrolling in ADEQ's Monitoring Assistance Program (MAP). Senior Utility Specialists within the Well Division will assistance in the completion of tasks associated with maintaining compliance with the Safe Drinking Water Act. Unenrolling from the assistance program will result in a costs savings of \$250 base fee and \$2.57 per service connection annually (currently \$85,000 a year).

Enter reduction amount here as a negative number:

Department: Utilities - Water Resources  
 Position: Water Conservation Specialist - Part Time  
 Personnel Cost: 41,574 Salaries & Benefits  
 Total FY24 Cost: 48,204 Includes Salaries, Benefits, Supplies, and related Capital  
 Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,525	44,679	44,679

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

This position will assist in all of Queen Creek’s conservation programs. This person will help run reports, analyze data, and contact stakeholders using our waterfluence software. This position will contact customers who have high water use and or leaks in the home or business and walk through or offer assistance with leak detection. This position will review reports of water meters that reflect zero use and determine the reason for the zero use. This position will assist with water conservation best management practices that are increasing due to new compliance regulations set forth by the State of Arizona 5th management plan. This position will assist with possible water audits for both residents and HOA’s. This position will assist with putting together materials for trainings, webinars, and conferences on best water conservation practices. This position will assist with a drought management plan and implementation and will be a vital member of the water resources team for meeting water conservation goals of the department.

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

The need for this position is driven by growth both in the present and the foreseeable future. The Town of Queen Creek has grown exponentially the last five years and the number of accounts has grown from 20,000 accounts to over 30,000 accounts in the last six years. With the addition of more accounts, there are more HOA’s and more resident demands needing attention. The Town of Queen Creek is part of a region that is experiencing historic drought and in order for the TOQC to continue to meet the needs of our residents, additional part time help will bridge the gap between what is being done currently and what needs to be done to meet aggressive conservation goals. This position will help the water resources team stay on task, meet conservation goals, and become a high functioning utility that provides world class services to our residents.

**3. Describe How This Relates to Your Corporate Strategic Plan Goals.**

This position will assist in supporting Goal 3.1 of the Corporate Strategic Plan by assisting with continued development of sustainable long-range plans for water, reclaimed water and wastewater that support the General Plan. This position would support the functions of water conservation which will reduce water production and reduce the amount of sustainable water supplies needed to be attained to meet demands.

**4. Who is Performing These Functions Now?**

These functions are currently being fulfilled by our current full time Water Conservation Specialist.

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

The impact on service levels for not filling this position will lead to further delays, longer backlog of customer issues being resolved, water resources program not being fully implemented or attended to, and a decrease in employee morale for current staff. The service levels will fall short as the department and the Town continue to grow and lead to a languishing by staff and customers alike.



**Position Analysis by Department**

Department: Utilities - Water Resources  
Position: Water Conservation Specialist - Part Time  
Personnel Cost: 41,574 Salaries & Benefits  
Total FY24 Cost: 48,204 Includes Salaries, Benefits, Supplies, and related Capital  
Funding Source: Enterprise Budget

FY 2024		FY 2025
One-Time	Recurring	Recurring
3,525	44,679	44,679

Option/Alternative: Delay Hiring of Position

Implication: The further this position is delayed the more staff will fall behind on customer complaints, issues, and service delays. Delaying this position will also increase employee burn out and prioritizing programs while leaving other work unattended.

Option/Alternative: Contracting Out

Implication: Contracting out would not suffice because this position will continue to grow and the work does not have an expiration date. If we were to contract out, this position would not get the full benefits of growing with the organization and being a key team member to help as the department grows.

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

There will not be expense reductions with additional staffing

Enter reduction amount here as a negative number:



**TO: BUDGET COMMITTEE**  
**THROUGH: BRUCE GARDNER, TOWN MANAGER**  
**FROM: KIM NISHIHARA, VOLUNTEER COORDINATOR**  
**RE: NON-PROFIT FUNDING APPLICATION RECOMMENDATIONS**  
**FOR FY 2023/24**  
**DATE: MARCH 23, 2023**

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The FY 2023/24 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 2023/24 is approximately \$60,000. The Town received requests from seven (7) agencies totaling \$59,142 (\$40,592 in monetary requests, and \$18,550 for in-kind services).

The recommended awards total is \$37,270 (\$18,000 in monetary; \$19,270 for in-kind services). A summary sheet follows this memo showing the breakout by organization.

The remaining amount of \$22,730 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 FY 2019/20 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 FY 2019/20, and have been updated each subsequent year to align with current Town policies. The FY 2023/24 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. Identify the name of the Town Council member who invited you to apply for funding from the Town (if applicable).
3. 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.
4. 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.
5. Monetary requests for applicant's personnel costs are not recommended for approval.
6. Monetary requests for the purchase of land and/or buildings by applicant are not recommended for approval.
7. For event support requests, Monetary or In-Kind-Service sponsorship requests should be specific to equipment and materials.
8. Late and/or incomplete submissions are not recommended for approval.
9. Awarded not-for-profit agencies are asked to submit a brief final report of closeout attendance, financial records and copies of any publicity.

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.

The Queen Creek SXS Christmas Parade/Outlaw Desert Racing application was removed from the not-for-profit process and will continue to be negotiated by Town Council and Town staff.

The following is an overview of the recommended monetary and in-kind services funding for each FY 2023/24 non-profit applicant:

### **Kiwanis of Queen Creek**

#### Recommendation #1:

- Offer \$2,100 as in-kind service to cover the park rental fee and custodial services to support the Kid's Christmas Car Show and Toy Drive.

### **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).

#### Recommendation #2:

- Offer \$12,550 (actual cost) as in-kind services for the rental of arenas 2 and 4 to

accommodate a single 3-day County Final event, and three 1-day Gymkhana events. Requested dates of the arenas cannot be guaranteed; all scheduling will need to take place in coordination with Horseshoe Park and Equestrian Centre staff and existing scheduled shows. Cleanup by Queen Creek 4-H after each event is required.

### **American Legion Queen Creek Post #129**

#### Recommendation #1:

- Offer \$3,000 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 \$3,000 in monetary funding for the continued support of American Legion Post #129 programming.

### **About Care**

#### Recommendation:

- Offer \$7,500 in monetary funding for About Care to provide services for the homebound in Queen Creek. The committee has requested About Care partner with the Town's Parks & Recreation senior program at least twice during the year.

### **Life Force Community Services**

#### Recommendation:

- Offer partial amount of \$7,500 in monetary funding to support an event that will provide school supplies for Queen Creek Pre-K to 12<sup>th</sup> grade students.

### **Stephanie's Angels**

#### Recommendation:

- No funding recommended at this time; event support requested (05/06/2023) occurs prior to the grant funding period.

### **Story Church**

#### Recommendation:

- No funding recommended at this time. The committee has recommended working the local school districts and local businesses to provide free movie nights to the community.

# Not-for-Profit Funding FY 2023/24

Organization	Program Name	Request Summary: Recommendation Summary	Approved FY23 Funding		Requested FY24 Funding		Recommended FY24 Funding	
			Monetary	In Kind	Monetary	In Kind	Monetary	In Kind
Life Force Community Services, Queen Creek FY24 Total In-Kind Requested: \$0 FY24 Total Monetary Requested: \$10,000 FY24 Total In-Kind Recommendation: \$0 FY24 Total Monetary Recommendation: \$7,500	FY24 Request: 3rd Annual Backpack Giveaway	FY24 Request: Purchase school supplies for 1,500 pre-K to 12th grade students; provide free haircuts and eye exams, transportation to the event as well as live entertainment to increase family engagement while at the event. FY24 Recommendation: Award partial amount with goals to be met throughout the year that include close-out reporting, evaluation metrics, event budget outlining how funds are used, and copies of publicity.	\$ -	-	\$ 10,000	-	\$ 7,500	-
Queen Creek 4 H FY24 Total In-Kind Requested: \$6,500 FY24 Total In-Kind Requested: \$5,000 FY24 Total In-Kind Recommendation: \$1,620 FY24 Total In-Kind Recommendation: \$12,550	FY24 Request 1: Tuesday Night Community Horse Practices & Zane Grey Room  FY24 Request 2: County Finals & Gymkhana events.	FY24 In-Kind Request: 2 arenas for Tuesday night practices and 10 Zane Grey Rms FY24 Recommendation: Award partial for the 10 Zane Grey Rooms (HPEC cannot commit 2 arenas for Tuesday night practices due to staffing and loss of revenue). FY24 In-Kind Request 2: (1) three day County Finals event in two arenas and (3) one day events in two arenas for gymkhana FY24 Recommendation: Award the full request at actual cost: Rental of Arenas 2 & 4 for both requests; a single 3-day County Final and three 1-day Gymkhana events.	\$ -	1,620	\$ -	6,500	\$ -	1,620
Kiwanis of Queen Creek FY24 Total In-Kind Requested: \$4,050 FY24 Total Monetary Requested: \$0 FY24 Total In-Kind Recommendation: \$2,100 FY24 Total Monetary Recommendation: \$0	FY24 Request: Kid's Christmas Car Show and Toy Drive	FY24 Request: Cover all costs incurred from charges to put on the program at the park including park rental, custodial, security, QCFM and QCFM. FY24 Recommendation: Award partial amount equal to what has been given in previous years: in-kind funding to cover the full cost of the park rental fee and custodial services (cannot commit QCFM nor QCFM to staff the event).	\$ -	-	\$ -	4,050	\$ -	2,100
American Legion (Queen Creek Post #129) FY24 Total In-Kind Requested: \$3,000 FY24 Total Monetary Requested: \$3,000 FY24 Total In-Kind Recommendation: \$3,000 FY24 Total Monetary Recommendation: \$3,000	FY24 Request: Office Space Occupancy and Programs	FY24 In-Kind Request: Requesting in-kind support to continue utilizing office space in the QC Chamber building where the organization currently operates. (Same as FY23) FY24 Recommendation: Award full amount. FY24 Monetary Request: Request for veteran assistance when needed, sponsor Boys State and ALLECA candidates over summer, to initiate and provide patriotic programs for the community. FY24 Recommendation: Award full amount.	\$ 3,850	2,500	\$ 3,000	3,000	\$ 3,000	3,000
Stephanie's Angels, Gilbert FY24 Total In-Kind Requested: \$0 FY24 Total Monetary Requested: \$2,500 FY24 Total In-Kind Recommendation: \$0 FY24 Total Monetary Recommendation: \$0	FY24 Request: 2nd Annual Golf Tournament at Los Colinas Golf Club (Queen Creek)	FY24 Request: To cover a portion of the costs of Golf Tournament FY24 Recommendation: Not to fund at this time as the event is held on May 6, 2023 and occurs prior to grant funding period.	\$ -	-	\$ 2,500	-	\$ -	-

# Not-for-Profit Funding FY 2023/24

Organization	Program Name	Request Summary: Recommendation Summary	Approved FY23 Funding		Requested FY24 Funding		Recommended FY24 Funding	
			Monetary	In Kind	Monetary	In Kind	Monetary	In Kind
About Care FY23 Total In-Kind Requested: \$0 FY23 Total Monetary Requested: \$15,000 FY23 Total In-Kind Recommendation: \$0 FY23 Total Monetary Recommendation: \$7,500	FY23: Empowering Independent Living	FY23 Request: 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.  FY23 Recommendation: Award partial amount with goals to be met throughout the year that include close-out reporting, evaluation metrics, event budget outlining how funds are used, and copies of publicity. Partner with Town's senior program twice during the grant period.	\$ 10,000	-	\$ 15,000	-	\$ 7,500	-
Story Church FY24 Total In-Kind Requested: \$0 FY24 Total Monetary Requested: \$10,092 FY24 Total In-Kind Recommendation: \$0 FY24 Total Monetary Recommendation: \$0	FY24: Free Movie Nights	FY24 Request: \$726 for movie license, \$406 for school rental, \$100 for free popcorn (and paper products), \$200 for door prizes during opening and closing, \$250 for advertising (for each of the 6 movie night events).  FY24 Recommendation: Not to fund at this time. Budget is high (\$1682 per event); recommend working with QCUSD and local businesses.	-	-	\$ 10,092	-	-	-
<b>Total All</b>			\$ 13,850	\$ 9,120	\$ 40,592	\$ 18,550	\$ 18,000	\$ 19,270
			\$22,970		\$59,142		\$37,270	

**Method for Determining Amounts Recommended:**

NOTE: Council approved funding of \$60,000 from the General Fund expenditure budget in FY23. Not-for-profit funding for FY24 is tentatively set at \$60,000.

In Kind: FY24 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

Monetary: FY24 Recommended is a reflection of funding requested for organization programming, IKS Menu requests, and/or rental fees:  
 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:

	\$ 60,000
	\$ 19,270
	\$ 40,730
	\$ 18,000
	<b>\$ 22,730</b>