



TOWN OF PARADISE VALLEY

TOWN MANAGER'S
FISCAL YEAR 2018/19
RECOMMENDED BUDGET
(July 1, 2018—June 30, 2019)

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**TOWN MANAGER'S
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TOWN COUNCIL

Mayor:

Michael Collins

Vice Mayor:

Jerry Bien-Willner

Council:

Paul Dembow

Scott Moore

Julie Pace

David A. Sherf

Mark Stanton

MANAGEMENT

Town Manager:

Kevin Burke

Town Attorney:

Andrew M. Miller

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Paradise Valley, AZ | Recommended Budget 2018/19

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INTRODUCTORY SECTION

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April 5, 2018

Mayor and Members of the Town Council:

How we spend the public’s money is our most important business. With this letter I transmit the **Town Manager’s Recommended Budget for Fiscal Year 2018/2019 (FY19)**.

The theme of this year’s budget is workload, workload, workload. Between a thriving economy, policy changes and administrative mandates to improve service levels, the workload has reached a tipping point requiring thoughtful examination of how we provide the services the Town has committed to. This examination runs parallel to our long-term goals of paying down the unfunded police pension, building a sustainable capital improvement program, and maintaining a healthy fund balance. The Manager’s Recommended Budget for FY19 attempts to balance these competing needs within the one-time and on-going revenue sources of the Town.

Total expenditures for FY19 are budgeted at \$47 million. This presents a 10% decrease compared to FY18’s \$52 million. That being said, the Town will maximize its expenditure limitation as we try to accomplish the large financial goals of paying down the unfunded pension liability, retire some debt, and maintaining a sustainable CIP.

Revenue Changes

The fortunate thing about a thriving economy is there is a corresponding increase in revenue. The caution is that the Town revenue sources are somewhat tenuous. There has been a great boom in revenue associated with construction sales tax and building permits. Revenue from Building Permits is up 187% over last year. While we are expecting the construction industry to continue at this elevated level for FY19, we need to assume it will not last forever. Therefore, this focuses those dollars more towards one-time expenditures such as capital and debt/pension. Further, revenue from state shared sources is always tenuous due to the nature of the legislature; however, State shared income tax is leading a bump in this category of 12%. I lump in this group of tenuous revenue the money associated with photo enforcement fines. It is expected to be recurring, but we are very conservative in spending it. Conversely, sales and bed tax from hospitality is probably our most steady, recurring revenue source. With the addition of so many hotel rooms in the past two years, we are finally seeing those revenues hit the coffers. Again, we are cautious as hospitality is very sensitive to shifts in the economy.

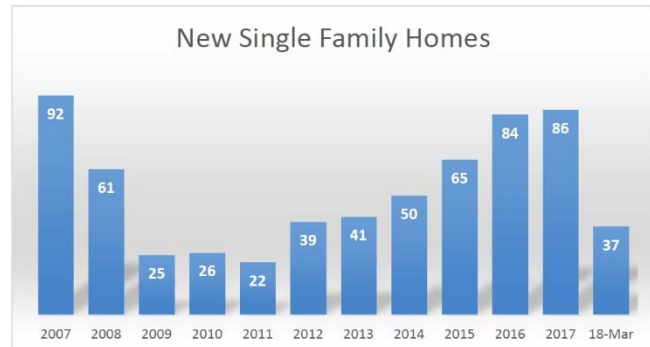
Overall, operating revenue is expected to come in 11.9% higher than FY18.

Executive Table 5 - OPERATING REVENUE				
Operating Revenue by Source	Budget 2018/19*	Budget 2017/18	Change #	Change %
Sales tax	\$ 15,513,312	\$ 14,295,000	\$ 1,218,312	8.5%
Bed tax	4,274,600	3,984,000	290,600	7.3%
Court fines - count	1,921,120	1,762,000	159,120	9.0%
State sharred revenues (3)	4,088,820	3,640,000	448,820	12.3%
Building permits	2,399,100	835,000	1,564,100	187.3%
Total Major revenue	28,196,952	24,516,000	3,680,952	15.0%
All other non-major revenue sources	4,631,330	4,811,000	(179,670)	-3.7%
Total operating revenue	32,828,282	29,327,000	3,501,282	11.9%

* Recommended funding levels for the 2018/19 budget year

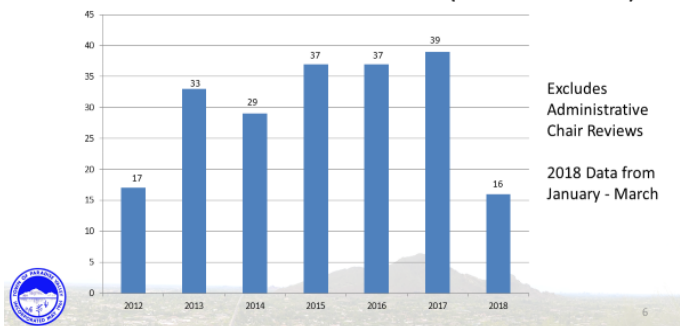
The Changing Workload

As noted above, there are three main factors driving the increase in workload—economy, policy changes, and administrative mandates for improved service levels. First the economy. The Arizona, Phoenix Metro and Paradise Valley economy are all at a very strong mark as of March 2018. Our building permits are comparable to peak levels of 2007 in terms of number and value with a third less staff to manage them. The redevelopment of Mountain Shadows both from a resort stand-point and from the resulting platting of new residential lots is leading the way. There is also strong demand for infill lots and scrape-off lots around town. Remodels and additions continue to thrive as well. On the horizon are the building permits and overall development activity of the Ritz Carlton campus. Shea homes in Area B has already started and has two models and four private homes under construction. Permits in this development are expected to jump once the models are completed and the full sales activities are activated. Likewise, Five Star has three simultaneous developments it controls and are expected to be in full construction mode in FY19. While the Ritz Development Agreement calls for a full-time on-site inspector that Five Star will pay for, the Town is retaining control over all plans examinations. This again will increase workload in Community Development.



Likewise, we are seeing an increase in Hillside Building permit activity, particularly for 2018. This is a combination of a strong economy and a pending policy change. The proposed changes to the Hillside Code that are recommended by the Planning Commission have corresponded with a spike in applications

Hillside Committee Reviews (2012 – 2018)



this spring. Each Hillside application first requires a review by the Engineering Department. This has increased workload to the point that the Town Engineer is spending approximately 75% of his time on Hillside building applications. Further, within those proposed Hillside code changes, there is a change in what the Chair of the Hillside Building Committee can review and approve. With this change, using previous years data, a 36% increase in the number of applications that will need to go to the full HBC for review

is anticipated. This is neither good nor bad, but it is a policy change that is increasing workload. As such, the Town Manager’s Recommended Budget proposes a second Engineering Technician to help with Hillside work. The proposed Hillside Safety Improvement code and process changes would also result in additional workload. Staff is uncertain to what degree but has budgeted some additional dollar for general professional services.

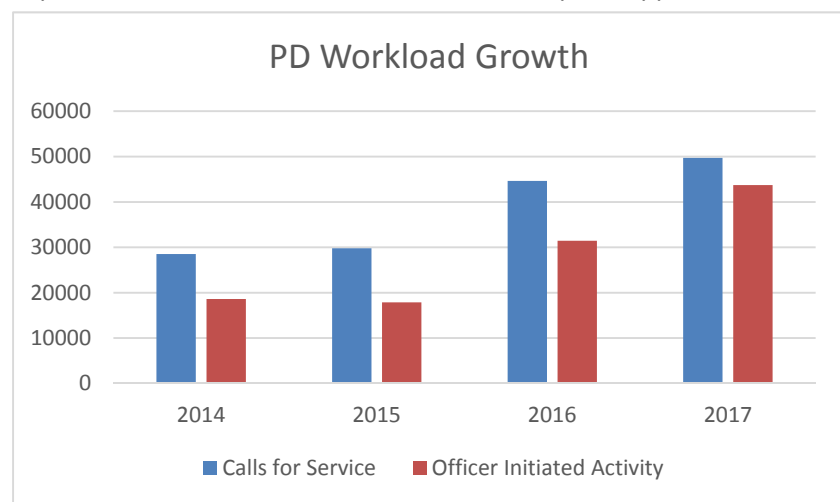
Another policy change that is increasing workload comes from the State Legislature. Senate Bill 1110 which was signed by the Governor April 3, requires the law enforcement agency sign-off on every photo enforcement citation. Up until this point, the law allowed a duly authorized agent to sign-off. This service was then included in our contract with Redflex. With the prohibition of that method, this represents a significant workload increase for the Police Department. In an effort to avoid additional pension and health insurance expenses, the Chief is proposing hiring 6 part-time officers to review and authorize these

citations. The Town Manager’s Recommended Budget reduces this to four officers for FY19 until we can see the exact workload impact of this change and the availability of such part-time officers.

Staying with work load changes due to policy changes, this time in the Municipal Court, there has been a steady increase in workload due to the increase in the number of photo enforcement cameras. This was a recommendation of the 2013 Public Safety Task Force. It was implemented in October of 2015 when seven new cameras came online. In FY16/17 five part-time employees were authorized to deal with the workload spike. Part-time temporary employees were used due to the uncertainty of just how large and sustained the increase would be. In FY17/18 we transitioned two of the part-time court employees into one full time employee and kept the three remaining part time workers. After two full years, the full impact of the new cameras is known. Driving patterns have stabilized as people become more aware of the cameras. As such, the Recommended Budget proposes eliminating the three part-time positions and replacing them with a single full-time court position. Additionally, the Recommended Budget proposes using the Court Improvement Fund to purchase new cubicles to house the higher number of regular employees.

Also related to a Public Safety Task Force recommendation, but also a factor of new leadership, has been an increase in workload in the Town’s Police Department. The Task Force set the service level expectation that is right for this community and the Chief and Police Department have been delivering that level and more. At the time of the Task Force recommendation, the resources envisioned included four new patrol officers, a community resource officer, millions in technology and taking advantage of existing capacity. These all helped deliver today’s exceptional service level, but the back-office help to support those more

visible front-line services has become overwhelmed. Dispatch runs on a minimum staffing of four full time dispatchers and a manager to cover a 24/7/365 operation. Previous budget years authorized some part-time labor to help fill-in holes. Over the past four years, calls for service have increased 75% [see chart].



This can be attributed to several factors. First, self-initiated activity by the patrol officers has increased dramatically as we moved to a beat system and set expectations for citizen engagement. Second, the installation of the License Plate Reading (LPR) technology has added approximately 37,000 hits per year that the dispatchers must review and verify for accuracy before any action is taken. Lastly, false alarms have remained elevated due to a policy decision not to enforce the false alarm financial penalties during the recession. The Town Manager is recommending that we move to five full-time dispatchers, plus the manager plus part-time labor to fill holes and provide back-up during peak shifts. I am also recommending two administrative positions for the office. First is a position to manage the alarm monitoring program and false alarms. I also am recommending codifying an emergency position I created last year called a Public Safety Analyst position. I funded this with temporary labor dollars but need to formalize this in the budget if Council approves. This position helps with the information technology (IT) operational elements of the Police Department. But further IT support is needed.

Council was supportive of a mid-year reorganization that added a full-time manager to IT. This new staffing level has yet to be realized due to turnover, but a full-time supervisor with industry knowledge is making a notable difference. This is important as back in the Police Department, over 53 new technologies were implemented as a result of the Task Force recommendations. Most of these have been extremely helpful and are leading to lower crime rates, better detective work, and a stronger feeling of safety in this community as evidenced in the last citizen survey. Unfortunately, we do not have the staff to support this level of technology. Currently, there are over 100 outstanding IT work orders for police technology. We have one IT person who spends nearly ¾ of his time just keeping the technology in the patrol cars operational. Council approved a very important upgrade to the Computer Automated Dispatch (CAD) system in the FY17/18 budget. We have been slow to implement that upgrade due to an incomplete GIS system upon which the CAD system operates. Further, Community Development and Engineering have growing GIS demands as we move records and historical data from paper and employees' heads into convenient accessible systems. As such, the Recommended Budget asks for a full-time GIS analyst to manage the data, develop layers, and assist with GIS software management.

Further, the increase in police calls for service have a ripple effect on the courts and the prosecutor. The budget already addresses a new Court Clerk, but it also recommends more dollars for contracted public defender. The Budget further recommends the conversion of the Deputy Town Attorney from temporary contract status to a regular part-time position (0.5 FTE to 0.7 FTE).

All told, the Town Manager's Budget is recommending converting 3 positions from temporary to regular (Court Clerk, Deputy Town Attorney, and Dispatcher), adding four part-time police officers to address photo radar citations (equivalent to 2 FTE), and then four regular fulltime positions (Engineering Technician, Public Safety Analyst, GIS Analyst, and Alarm Monitoring Coordinator). It is a big request but affordable within the Town's revenue increases noted above. Any time personnel are added, we always hear the cries of growing government. This is not growing government. We are not offering new services. We have increased the level of service in those services we provide, but primarily this is a function increased workload due to the economy, policy changes and higher expectations.

Capital Improvement Program (CIP)

The Town Manager's Recommended CIP Budget for FY19 is primarily focused upon streets and drainage. As we take a more strategic approach to our budgeting and infrastructure, it only makes sense that if the Town is going to improve a street, it makes sure everything that goes underneath that street is considered at the same time. The construction of the Ritz Carlton means they will be improving streets all around that campus. Consequently, the Town looked at any storm drainage programs in the area that would also be projects for the Flood Control District of Maricopa County (FCDMC). Both Lincoln and Mockingbird qualify and the FCDMC has expressed a willingness to build and share in the cost of important storm drainage infrastructure. The newly adopted Town policy notes that before participating in such projects, a Return on Investment (ROI) study must be conducted. Such a study has been conducted and is positive for both projects. However, the two storm drainage control projects cost \$9.6 million in Town dollars over the next four years (total projects cost \$19.2 million when FCDMC funds are included). Therefore, I have placed them in the CIP, however, I am asking for dialog with Council before locking these in. These discussions will occur in April.

Outside of the Ritz related projects, the four main CIP projects in FY19 are the Doubletree Road improvements, Lincoln Drive sidewalks, sewer maintenance, and the undergrounding of power lines in the SRP Keim district.

Total General Fund dollars committed for FY19 are approximately \$8.7 million. Of that, \$2.4 million is carryover from the previous year and \$6.3 million is new money. That \$6.3 million is consistent with our long-term financial planning model of approximately \$6-7 million a year dedicated for CIP projects.

Police Pension

The Manager's Recommended FY19 Budget takes another large step toward reducing our unfunded liability. The goal was to eliminate this unfunded liability in three years. It will take us part of a fourth year due to the reduction in the assumed rate of return on investments, the change of the mortality tables to show people living longer, and the repayment of obligations associated with lost reform litigation. All of these new costs are the result of actions at the State level. The Town has no control over these decision; yet, bears the full burden. Despite this, each large payment made by the Town is saving the Town millions of dollars in future payments. In FY19, the Town will make its obligatory \$1.8 million payment, plus a \$5 million advance payment, plus, if funds allow, another \$1 million payment at year end. This should bring the unfunded liability down to less than 30% from its peak of over 72%.

Enterprise Funds

Sewer Fund – FY19 marks the third year of a five-year program to video all of the Town-owned sewer lines. The lines have not been inspected in at least 15 years. Periodic inspections are critical to stay ahead of infrastructure failure which can cause significant customer disruptions and large unanticipated expenses. FY19 is the first year where money (\$200,000) is programmed for possible maintenance projects. Nothing specific has been identified at this point, but the appropriation is made such that work can be done over the fiscal year if there are problems identified with any of the sewer lines. Consistent with Town procurement code, any expenditure over \$100,000 must go to Town Council for approval first. Therefore, if and when a project is scoped, it will come to Town Council for approval first.

Fire Service Fund – An early (January) estimate of this cost showed a reduction of 3%. This was a little surprising and so I have been cautious about programming such a reduction into the budget. The likely reason for this reduction is the Phoenix decision to spread their public safety pension liability out over 30 years, versus the 25 year schedule that was in their previous budget. For the Manager's Recommended Budget, we have assumed the same cost as last year until we get a final number. The difference is approximately \$100,000. As you will recall, the Council adopted a policy position to hold the fire rate constant and offset increases in costs with General Fund dollars. The General Fund transfer to the Fire Service Fund last year was \$50,000. If the contract drops the estimated 3%, this transfer will not be necessary.

Other Notable Expenditures

Outside of labor, capital, and pensions, there are several notable expenditures recommended in the FY 19 Budget. These include:

- **LPR Maintenance** – The License Plate Readers, which have been a huge success in catching criminals and creating a digital fence around Paradise Valley, come with a large price tag. In FY19 that cost is \$258,879 in new expenses. That cost includes three different pieces. First, an expansion of the program to include Lincoln and Tatum has been requested at a cost of \$132,879. Currently, offenders are "lost" by patrol officers, if they cannot be intercepted prior to the Lincoln and Tatum intersection. Several stolen vehicles and wanted persons that hit on LPRs east, west and south of the intersection have not been located by officers after going through Lincoln and Tatum. The LPR maintenance contract for FY19, the last year in which the vendor will support the equipment, is \$60,000. Finally, the LPR in the roundabout at Stanford and 40th Street has been hit by a large vehicle on three occasions. After the first time, which cost approximately \$50k to repair, the Public Works department placed a large rock near the LPR to offer protection. A large truck dragged the rock into the LPR, damaging it. Public Works then anchored the rock more firmly with concrete and rebar, however, a truck drove over the rock and struck the LPR again. A request for \$27,500, if approved, will move the camera within the traffic circle.

- **Increase in Photo Processing fees** – The Town pays a fee to the photo enforcement provider for each citation. With more cameras, there are more citations and thus a higher fee. The increase is anticipated to be approximately \$60,000 in FY19. This more accurately reflects actuals costs from the current year.
- **Replacement of Vehicles** – The recommended budget replaces 4 vehicles in the Police Department that have reached end of life. The total budget is \$212,000
- **Replacement of Body Cameras** – Body cameras is a fairly new technology, but one that has risen to become an essential tool in law enforcement. The Budget appropriates \$120,000 for replacement of cameras.
- **Video Surveillance in the Jail** – This was a request that was deferred from the FY18 budget. The Police Department maintains several holding cells. Operating such cells comes with significant liability. Increasing the surveillance such that prisoners can be continuously monitored while police staff complete other work is crucial to an efficient and responsible operation. This request is for \$55,000.
- **Audio/Video and New Conference Table for Boardroom** – The central business mechanism for the Town Council is its semi-monthly meetings. Unfortunately, as volunteers, work and life sometimes take them away from Town Hall. Participating remotely has been a key tool for balancing these competing demands. This extends to all our other board, commissions and committees who conduct their meetings in the boardroom. The current audio and visual media has limited remote participation functionality. \$27,500 is budgeted to upgrade this equipment as well as replace the conference table.
- **Street Data Collection** – Maintenance of Town streets (a.k.a. the Pavement Preservation Program) follows best engineering practices. Each section of street is monitored and rated using a pavement condition index (PCI). To determine that PCI, every five years, the Town hires a third party to use a variety of equipment to survey and provide us with that data. FY19 marks the next iteration of that cycle. This one-time cost is \$65,000.
- **GIS Mapping** – Police, Community Development and Engineering have specific GIS mapping needs. As a temporary alternative to hiring a GIS analyst, it could be offset with contract work with a GIS firm. An appropriate budget would be between \$75,000-\$100,000 for FY19.
- **Hillside Experts** – Provided the pending operational change of having third party engineers review technical reports submitted on Hillside applications, the General Professional Service Line item in Engineering was increased by \$30,000. It will be re-evaluated in next fiscal year to determine how close that hit the mark compared to actual expenditures.
- **HR Expenses** – With a thriving economy comes a hotter labor market. After several years of relatively mild wage inflation, we are seeing more upward pressure. The FY19 market movement for the merit pool is equal to 4% which translates to a cost of \$440,000. Health insurance, due to the strength of the new trust PV joined last year, saw a flat numbers for FY19.

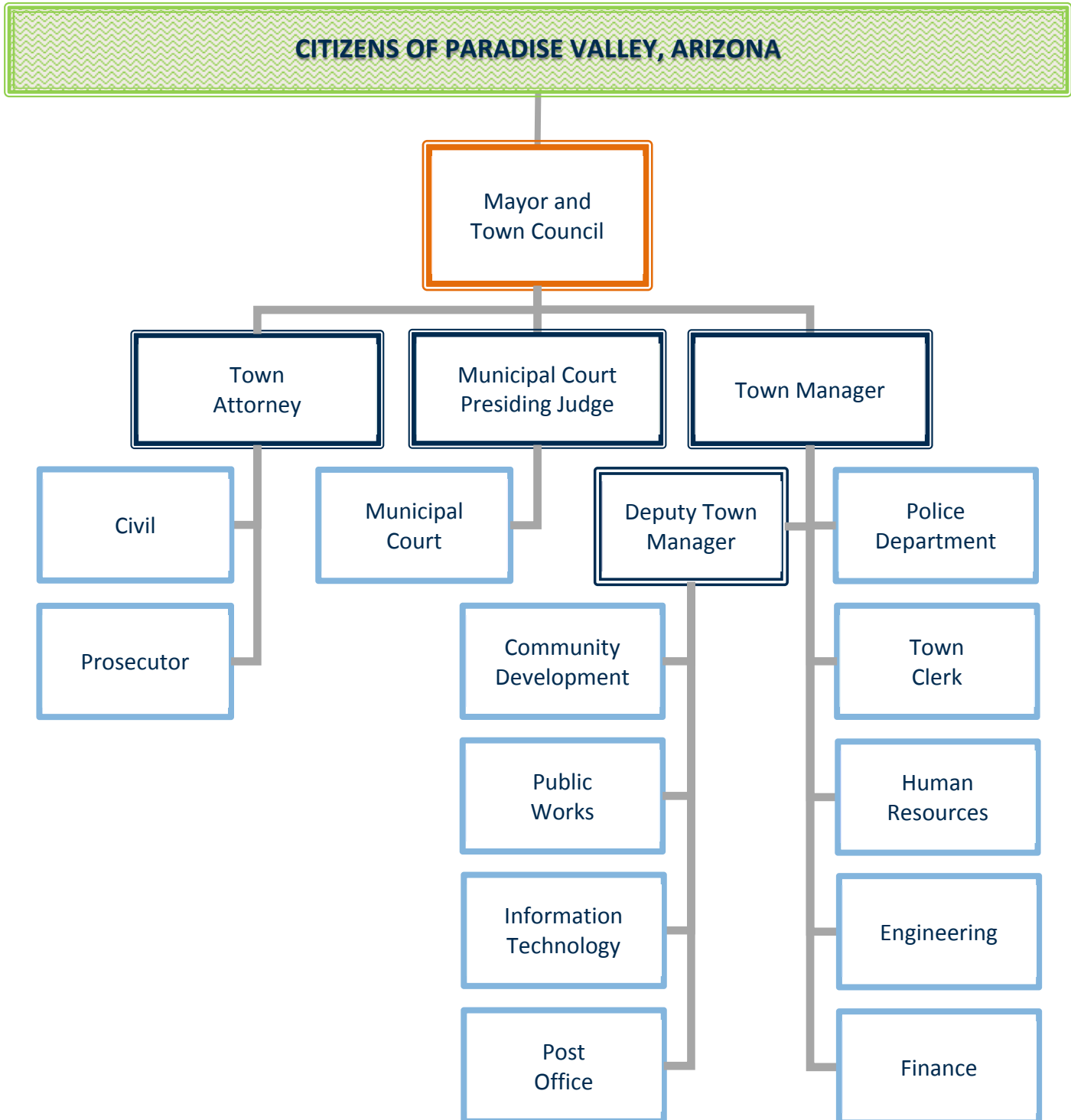
Conclusion

The Town Manager's Recommended Budget attempts to balance many competing but important resource requests. As noted at the beginning, how we spend the public's money is our most important business. Therefore, we will dedicate substantial time at the April 12, April 26, and May 10 meetings to review and decide upon a final allocation. I look forward to working through this proposal with you.

Respectfully submitted,

Kevin Burke
Town Manager

ORGANIZATION CHART



Effective: September 14, 2017

BOARDS & COMMISSIONS

LAND USE / REGULATORY

Board of Adjustment

Planning Commission

Hillside Building Review Committee

ADMINISTRATIVE

Mummy Mountain Preserve Trust

Municipal Property Corporation Board

Personnel Appeals Board

Public Safety Personnel Retirement Board

ADVISORY COMMITTEES

Arts

Historical

Advisory Committee on Public Safety

AD HOC COMMITTEES

HOA Forum

Sustainability Task Force

Vintage Car Show Co-chairs (2)

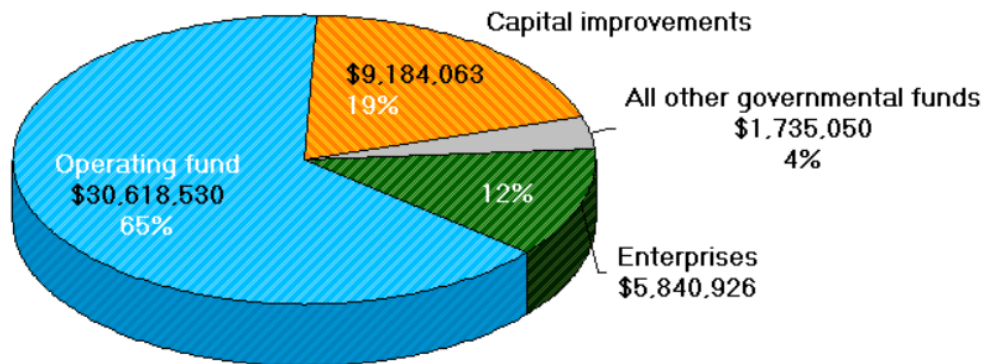
OVERVIEW

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EXECUTIVE SUMMARY

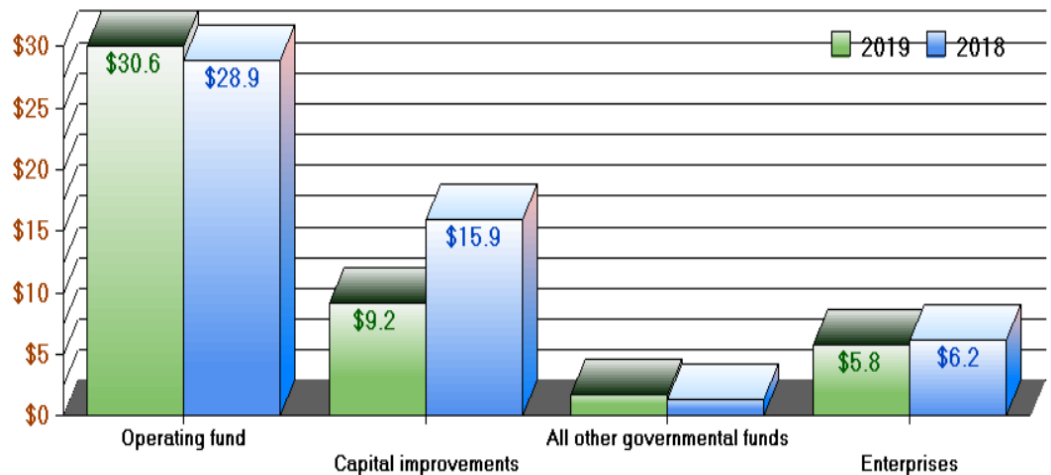
TOTAL BUDGET

The 2018/19 recommended budget is balanced and totals **\$47,378,569** and includes an authorized workforce of **102.7 full-time equivalents**. This is a **\$5,021,731 (-10%) decrease** from last fiscal year's budget. The "**operating fund**", accounts for **\$30,618,530**, which is **65%** of the total recommended budget. These amounts include direct expenditures & contingencies; they do not include transfers out.



The graph (in millions) to the right and chart below illustrate a two-year budget comparison by fund type (in millions).

The **operating fund uses** increased from \$28.9M to **\$30.6M**, and CIP decreased from \$15.9M to \$9.2M



Executive Table 1 - TOTAL RECOMMENDED BUDGET

All Town Funds by Fund Type	Budget 2018/19*	Budget 2017/18	Change \$	Change %
Operating fund	\$ 30,618,530	\$28,868,400	\$ 1,750,130	6%
Capital projects	9,184,063	15,946,400	(6,762,337)	-42%
All other governmental funds	1,735,050	1,366,100	368,950	27%
Enterprise funds	5,840,926	6,219,400	(378,474)	-6%
Total Recommended Budget	\$ 47,378,569	\$52,400,300	\$(5,021,731)	-10%

* Recommended funding levels for the 2018/19 budget year

EXECUTIVE SUMMARY

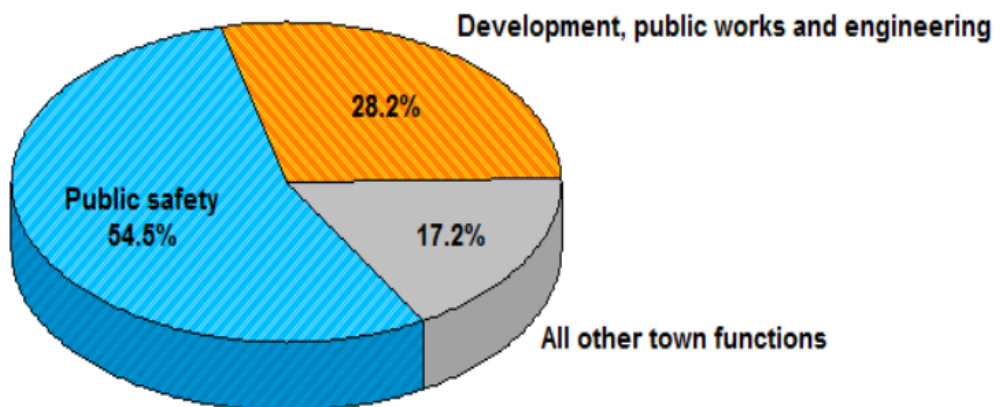
STAFFING

Staffing levels are measured in *full-time equivalents* (“FTEs”). The total workforce in the recommended budget is **102.7 FTEs**, which is an increase of **8.7 FTEs (9%)**. The chart below displays the Town’s FTEs by operating function.

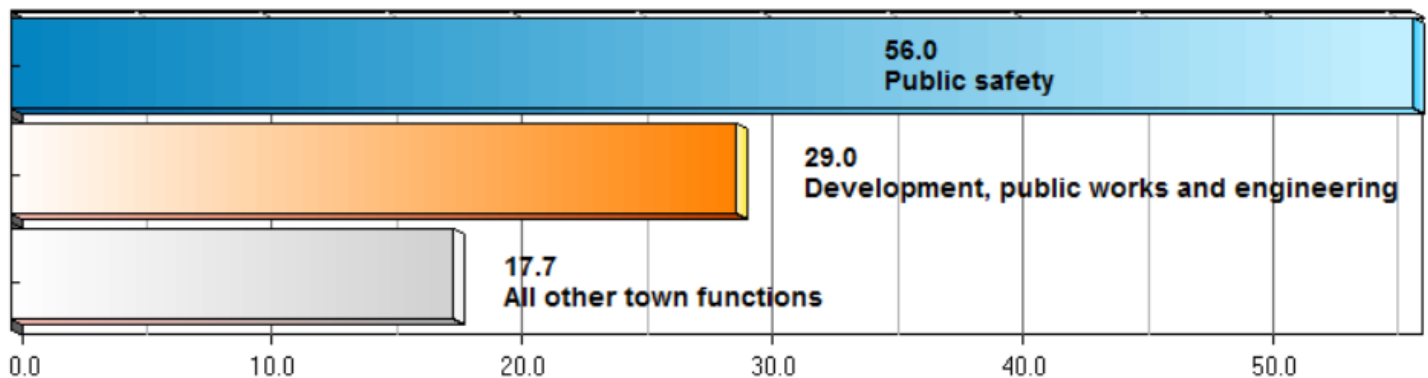
Executive Table 2 - TOTAL STAFFING (in full time equivalents)				
All Town FTEs by Function	Budget 2018/19*	Budget 2017/18	Change #	Change %
Public safety	56.0	50.0	6.0	12%
Development, public works and engineering	29.0	28.0	1.0	4%
All other town functions	17.7	16.0	1.7	11%
Total Staffing levels	102.7	94.0	8.7	9%

* Recommended funding levels for the 2018/19 budget year

Public safety’s workforce of 56.0 FTEs is **54.5%** of the total FTEs for the Town. Development, public works and engineering has 29.0 FTEs, which is **28.2%**; and all other town functions account for the remaining **17.2%**, which is 17.7 FTEs.



The graphs to the right and below illustrate the percentage (%) of and total FTEs by function.



EXECUTIVE SUMMARY

EXPENDITURE LIMITATION

The Town's statutory Expenditure Limitation for fiscal year 2018/19 is **\$40,907,550**. The recommended budget is **under** the Expenditure Limitation by **\$42,769**. The table below shows the calculation based on the recommended budget.

The State of Arizona imposes a constitutional and statutory limitation on the annual expenditures on all municipalities. This limit is annually set by the Economic Estimates Commission ("EEC") based on population growth and inflation.

The limit can be adjusted by the local municipality through a note of its electors. In 2016, the Town of Paradise valley approved a base adjustment.

To ensure the Town remains in compliance with this limitation, the Town monitors it's spending before, during and at the close of each fiscal year.

Executive Table 3 - EXPENDITURE LIMITATION	
All Town Funs by Classification	Budget 2018/19*
Total budgeted expenditures	\$ 47,378,569
Net reconcilable items (+/-)	(467,697)
Estimated exclusions	(2,031,137)
Budget as adjusted	44,879,735
Assigned to future years	(1,559,878)
Carry forward available	(2,455,076)
Budget subject to Exp. Limit	40,864,781
EEC limit for Paradise Valley	40,907,550
Amount under Exp. Limit	\$ 42,769

* Calculation bases on all factors within the Recommended budget

EXECUTIVE SUMMARY

OPERATING SOURCES AND USES OVERVIEW

This section focuses on the **operating fund** which is a combination of the general fund and HURF. The operating fund is commonly the most important to residents as it provides basic services such as Public Safety, Development and the Municipal Court.

The 2018/19 recommended budget for the **operating fund** is balanced and totals **\$37,753,293**. This is a **\$196,600 (1%) increase** from last fiscal year's budget. When looking at the single fund level, **total uses** includes expenditures, contingencies and **transfers out to other funds**. This differs from the "TOTAL BUDGET" page where "transfers out" are not presented, because that is looking from Town-wide perspective.

Comparing budget-to-budget, **major revenues** are anticipated to increase by \$3,680,952 (15%) and non-major revenues are expected to decrease by \$179,670 (-4%).

It is recommended to use operating fund balance to pay for the difference of Total uses and revenues in the amount of \$4,925,011; which is a significant decrease of compared to last year budget-to-budget.

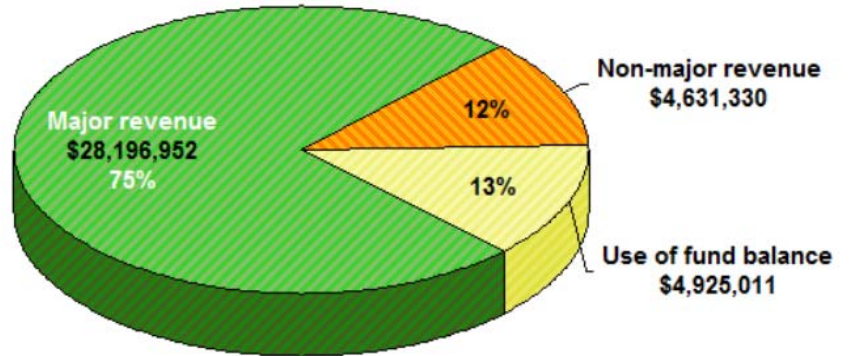
The table below shows the Town's **total sources** and **total uses**.

Executive Table 4 - OPERATING SOURCES AND USES				
Operating fund Total Sources & Uses	Budget 2018/19*	Budget 2017/18	Change \$	Change %
Sources:				
Major revenue sources	\$28,196,952	\$24,516,000	\$3,680,952	15%
Non-major revenue sources	4,631,330	4,811,000	(179,670)	-4%
Planned use of fund balance	4,925,011	8,229,693	(3,304,682)	-40%
Total sources	\$37,753,293	\$37,556,693	\$ 196,600	1%
Uses:				
Personnel	\$12,424,452	\$11,528,351	\$ 896,101	8%
Supplies and services	9,012,778	10,299,100	(1,286,322)	-12%
Capital improvement plan	6,294,787	8,350,121	(2,055,334)	-25%
PSPRS additional payments	6,000,000	6,000,000	-	0%
All other uses	4,021,276	1,379,121	2,642,155	192%
Total uses	\$37,753,293	\$37,556,693	\$ 196,600	1%
* Recommended funding levels for the 2018/19 budget year				

EXECUTIVE SUMMARY

OPERATING SOURCES AND USES OVERVIEW

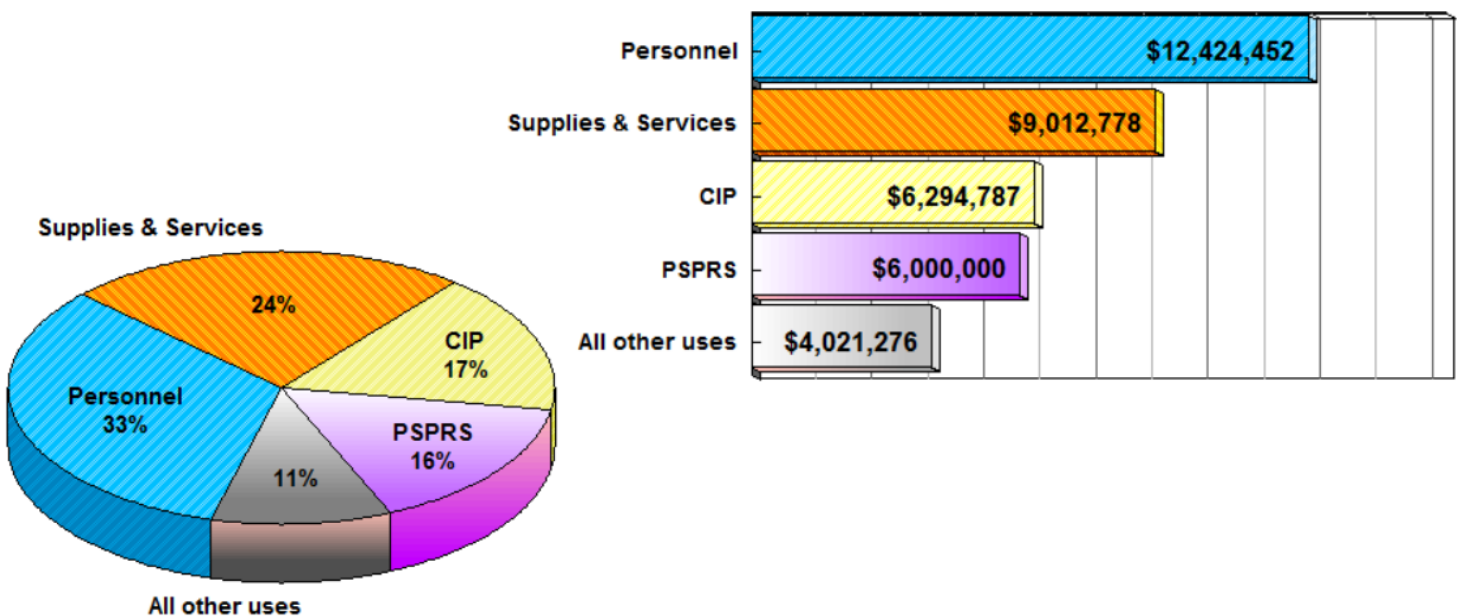
Major revenues are the individual revenue sources that account for the approximately 75% of “total sources”. **Planned use of fund balance** is the Town’s conscious use of its “savings account” for one-time uses that are in the best interest in the Town. The graph to the right illustrates total sources, as estimated for this recommended budget.



Categories for **operating uses** for the recommended budget includes Personnel, Supplies & services, Capital Improvement Program and reducing the Town’s liability in the Public Safety Public Retirement System (“PSPRS”). More detail breakdowns of expenditures are available progressively through this budget document.

Recommended **personnel expenditures** are \$12,424,452, which is 33% of total **operating uses**. Reducing the liability to **PSPRS** is recommended at \$6,000,000; which is 16% of total **operating uses** and is larger than the recommendation for the **planned use of fund balance** of \$4.9 million.

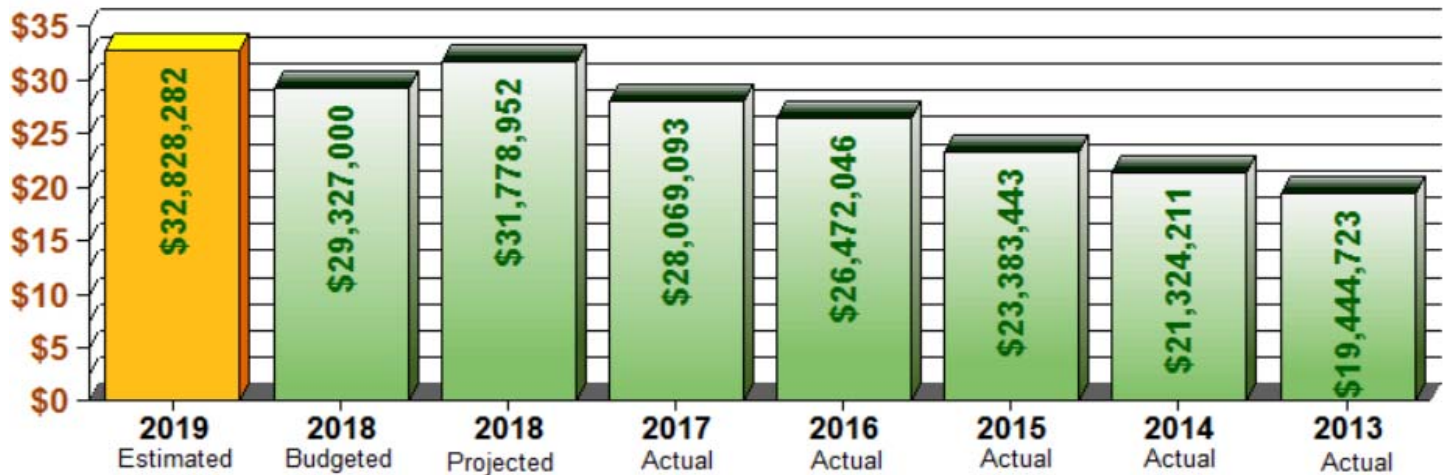
The two graphs below illustrate the Town’s uses, by type in amounts and as a % of the total.



EXECUTIVE SUMMARY

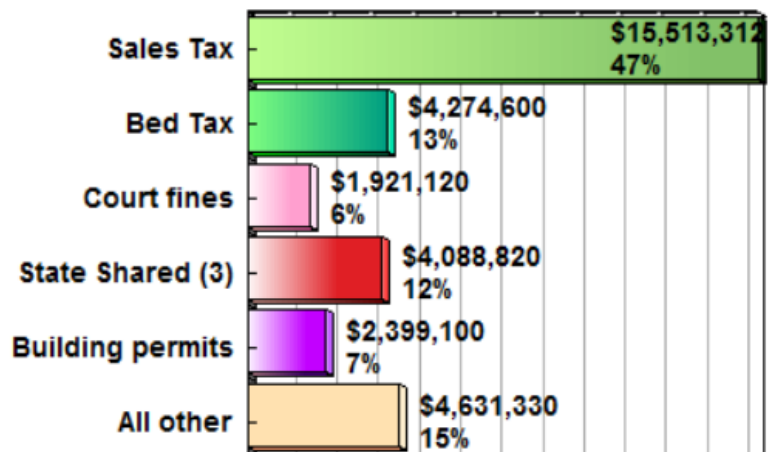
OPERATING REVENUE

OPERATING REVENUES (in millions)



Total **operating revenues** are estimated to be \$32,828,282 in the 2018/19 recommended budget. Local sales tax is by far the leading revenue as it is estimated to account for \$15,513,312, which is 47% of total revenue. Revenues do not include the planned use of fund balance.

The graph to the right shows the share of each revenue source. Further information, including historical trends for each revenue source can be found in the Revenue section of this document.



Executive Table 5 - OPERATING REVENUE

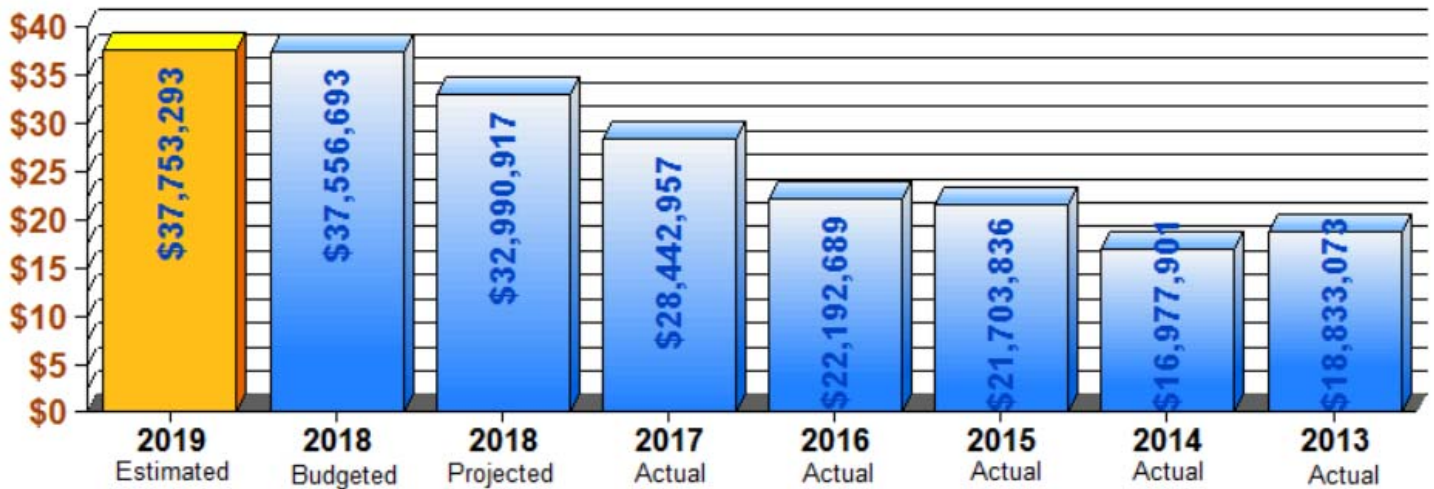
Operating Revenue by Source	Budget 2018/19*	Budget 2017/18	Change #	Change %
Sales tax	\$ 15,513,312	\$ 14,295,000	\$ 1,218,312	8.5%
Bed tax	4,274,600	3,984,000	290,600	7.3%
Court fines - count	1,921,120	1,762,000	159,120	9.0%
State shared revenues (3)	4,088,820	3,640,000	448,820	12.3%
Building permits	2,399,100	835,000	1,564,100	187.3%
Total Major revenue	28,196,952	24,516,000	3,680,952	15.0%
All other non-major revenue sources	4,631,330	4,811,000	(179,670)	-3.7%
Total operating revenue	32,828,282	29,327,000	3,501,282	11.9%

* Recommended funding levels for the 2018/19 budget year

EXECUTIVE SUMMARY

OPERATING USES

OPERATING USES (in millions)



For this section, categories of uses include direct expenditures that are further detailed in the “Departments, Divisions, and Enterprise” section; and Transfer out to other funds and Contingencies & assignments (set-asides) that are further detailed in the “Summary” Section.

Direct expenditures and transfers out decreased by \$413,521 (-1.9%) and \$1,553,530 (-17.9%), respectively. The increase of \$2,163,651 in Contingencies & assignments is directly tied in support of the Town’s strategic financial planning as outlined in the Financial Forecast (Exhibit A1)

Executive Table 6 - OPERATING USES

Operating Uses by Category	Budget 2018/19*	Budget 2017/18	Change #	Change %
Personnel	\$ 12,424,452	\$ 11,528,351	\$ 896,101	7.8%
Supplies and services	9,012,778	10,299,100	(1,286,322)	-12.5%
Capital outlay	382,000	405,300	(23,300)	-5.7%
Total direct expenditures	21,819,230	22,232,751	(413,521)	-1.9%
Debt service	789,976	288,172	501,804	174.1%
Capital improvement plan	6,294,787	8,350,121	(2,055,334)	-24.6%
Other funds	50,000	50,000	-	0.0%
Total transfer out to other funds for	7,134,763	8,688,293	(1,553,530)	-17.9%
Specific use contingency	6,455,000	5,291,549	1,163,451	22.0%
General use contingency	915,000	1,344,100	(429,100)	-31.9%
Assigned for future years	1,429,300	-	1,429,300	n/a
Total contingencies & assignments	8,799,300	6,635,649	2,163,651	32.6%
Total Operating Uses	\$ 37,753,293	\$ 37,556,693	\$ 196,600	0.5%

* Recommended funding levels for the 2018/19 budget year

EXECUTIVE SUMMARY

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EXECUTIVE SUMMARY

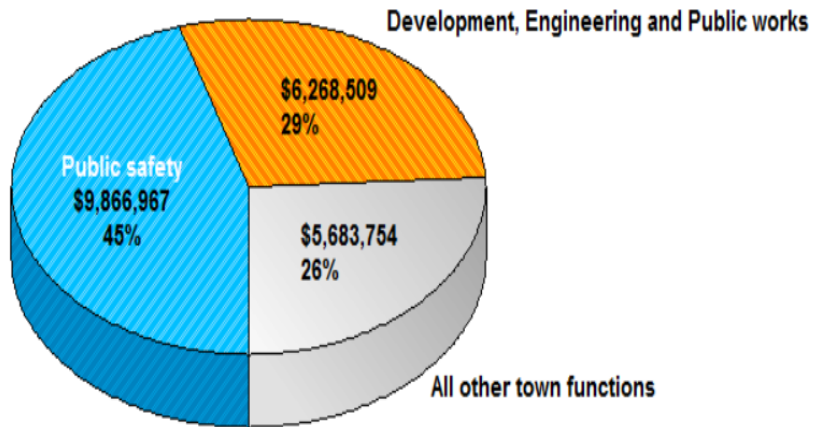
OPERATING DIRECT EXPENDITURES

Operating expenditures are also presented department or functional unit. Operating direct expenditures do not include contingencies or transfer out to other funds. To keep this discussion at a high level, direct expenditures have been segregated into three units: (1) Public Safety, (2) Development, Public Works and engineering, and (3) all other town functions. The table below and graph to the right show the recommended budget by these functions.

Public Safety accounts for the largest portion of the *operating direct expenditures* with \$9,866,967. This is an increase of \$735,201 (8%) from last fiscal year and is 45% of total operating expenditures.

Development, Public Works and Engineering decreased by \$1,461,559 (-19%) and is 29% of the total operating expenditures.

All other town functions increased by \$312,837 (6%) and is 26% of the total.



Executive Table 7 - OPERATING DIRECT EXPENDITURES

Operating direct expenditures by Function	Budget 2018/19*	Budget 2017/18	Change \$	Change %
Public safety	\$ 9,866,967	\$ 9,131,766	\$ 735,201	8%
Development, public works and engineering	6,268,509	7,730,068	(1,461,559)	-19%
All other town functions	5,683,754	5,370,917	312,837	6%
Total operating direct expenditures	\$21,819,230	\$22,232,751	\$ (413,521)	-2%

* Recommended funding levels for the 2018/19 budget year

A full listing of all Town departments can be found in the “*Summary Section*” of this document.

All Town departments have an individual section in the “*Departments, Divisions, and Enterprises*” Section of this document.

EXECUTIVE SUMMARY

FINANCIAL FORECAST

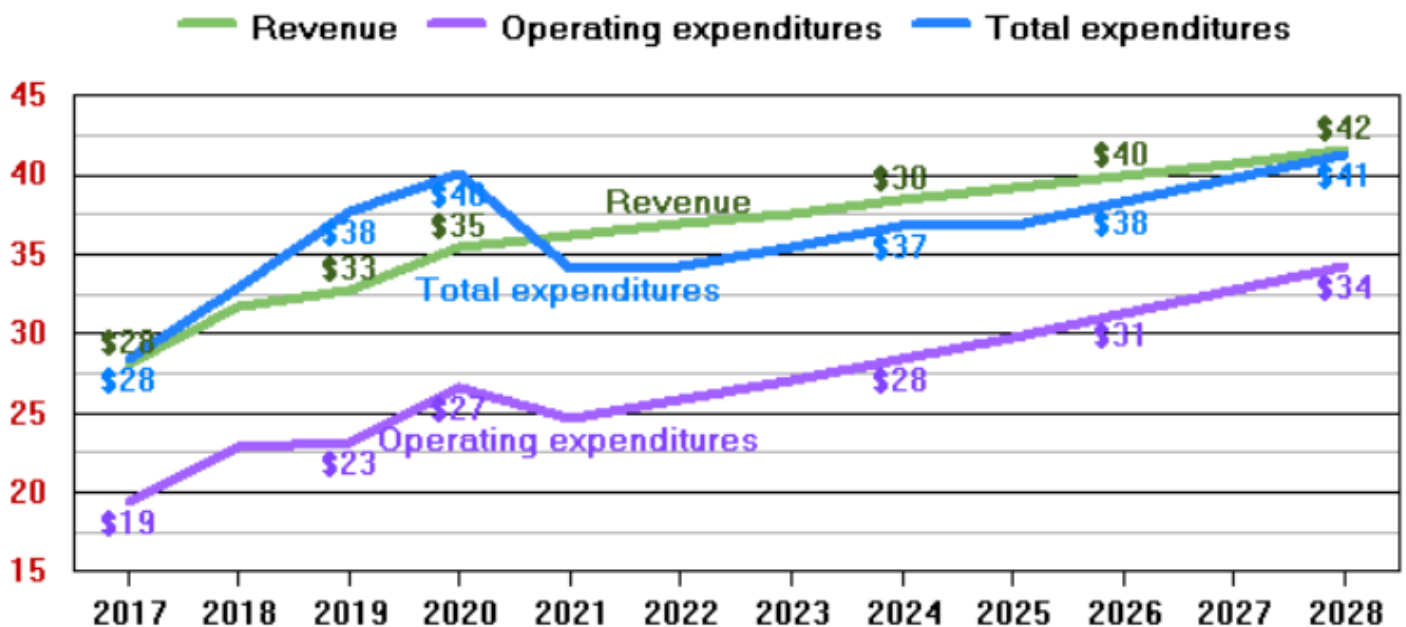
The Financial Forecast is instrumental in navigating the road map to maintain financial stability. The forecast is fluid and intended as a guide to keep on track to meet the Town's strategic goals. It is based on current and anticipated trends and reasonable assertions based on current data. Like a weather forecast (excluding desert summers), a financial forecast is adjusted over time as data materializes.

The **Revenue line** below includes all major and non-major revenue. The trend uses a flat growth rate of 2% annual increase from 2020-2028 (net one-time revenues); with an additional \$1.9 million from new and remodeled resort sales tax is anticipated in 2020 based on a revenue per square foot model.

The **Operating expenditures line** represents the base expenditures that are expected to recur each year for the general fund, HURF and spendable contingency; and is under the estimated Expenditure Limitation. The trend uses a growth rate of 3% from 2020-2021 and higher at 5% from 2022-2028; with an additional \$3,000,000 in 2020 for planned street improvements on Lincoln.

Total expenditures are all foreseeable expenditures at the date of the Forecast. This includes CIP, Debt Service, assignments to Facilities and Fleet life cycles, Tourism and other liabilities such as PSPRS. CIP is forecast as \$5,000,000 in 2020-2021 and \$6,000,000 annual from 2022-2028; Debt service is using the current debt repayment schedule with no early pay off. PSPRS is an additional \$6,000,000 through 2020 and final pay out in 2021. Fleet repair and replacement is \$494,500 annually; facilities repair and replacement varies from \$96,000 to \$270,500 through 2028, and tourism 40.9% of the net of current years less 2-years prior bed tax collected.

If the **total expenditures line** is over the **revenue line**, then the Town is using fund balance; like in FY2017-2020. If the **revenue line** is over the **total expenditures line**, then the town is accruing fund balance that is carried for future years like FY2021-2028. If the **operating expenditure line** is over the **revenue line**, then the Town would be facing a structural deficit.



EXECUTIVE SUMMARY

FINANCIAL FORECAST

Fund balance is the cumulative difference of revenue and expenditures carried forward to the next fiscal year. The line graph below shows the **fund balance amount** with a number indicating the percentage (%) of **fund balance** compared to the next year's forecasted operating expenditures.

Remaining liability is the amount the Town still owes on liabilities that are significant to cash flow. This includes debt issued in 2016; and payments to PSPRS.

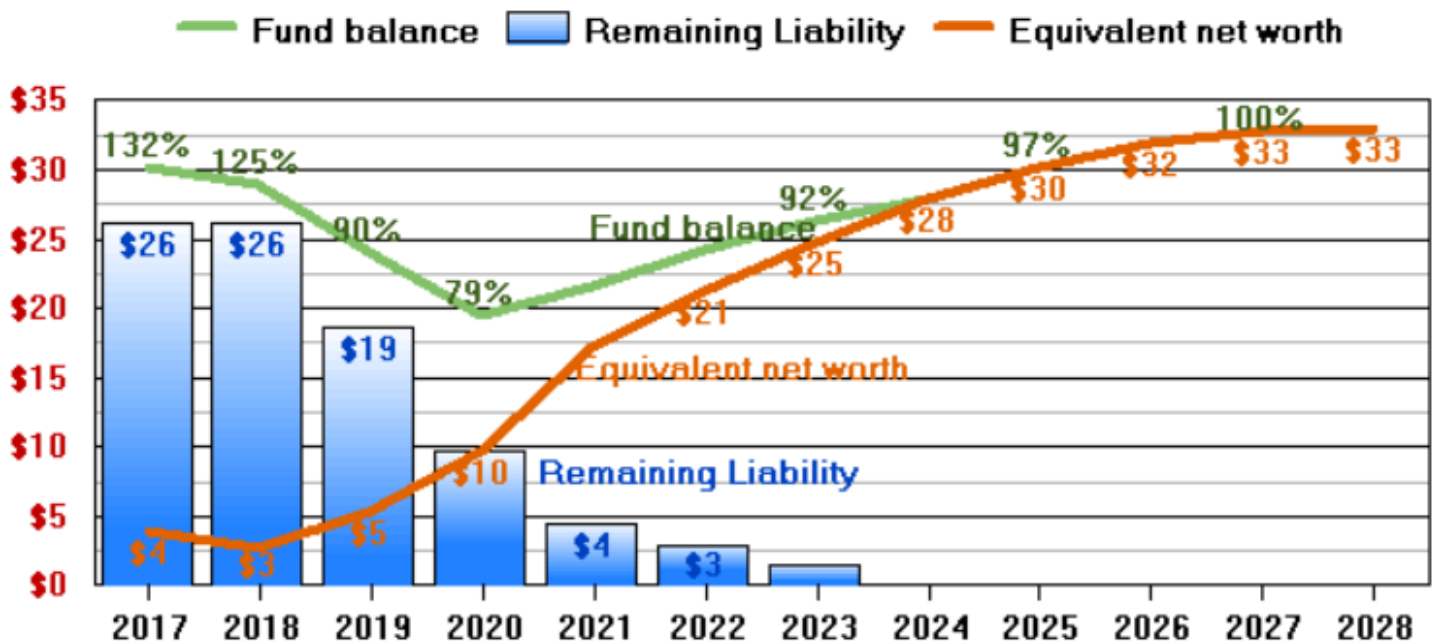
Equivalent net worth is **Fund balance** minus **remaining liability**.

Looking at the graph on this page alone, may seem alarming with the dip in **fund balance** through 2020. But when viewing the graph on this page with the one on the previous page, it can be seen that the dip in **fund balance** is not from **operating expenditures** or lagging **revenues** but spending in other areas. Those areas are in an effort to reduce the Town's **remaining liability** in PSPRS.

With the Town using **fund balance** to accelerate the reduction of the town's **remaining liability**, the Town's **equivalent net worth** increases. In 2017, the Town's **fund balance** was \$30M, but its **equivalent net worth** was \$4M. On this plan, the Town will reduce **fund balance** to \$20M (79%) in 2020, but its **equivalent net worth** increases to \$10M and having only \$10M **remaining liability**.

Per policy, *if the Council approves the use of **fund balance** below 90% of the next year's **operating expenditures**, they will identify the time period over which it is replenished.* Its in 2024 that the town's **remaining liability** can be eliminated which results in **fund balance** and **equivalent net worth** being the same at \$28M and 97-100% of the next years' **operating expenditures** costs by 2025.

Paying this now will save more money on interest than the Town would earn. Paying more than shown below would need to be offset by other Town departments, programs or CIP to remain under the Expenditure Limitation. But, this is a fluid plan and can be adjusted over time as more data materializes.



FINANCIAL FORECAST

OPERATING FUNDS (General & HURF)

SOURCES	Actual 2017	Budget 2018	Projected 2018	Recommended 2019
Major revenue	\$ 23,593,356	\$ 24,516,000	\$ 27,244,839	\$ 28,196,952
Non-major revenue (in total now)	4,471,289	4,811,000	4,534,113	4,631,330
Transfer in				
TOTAL SOURCES	\$ 28,064,645	\$ 29,327,000	\$ 31,778,952	\$ 32,828,282

USES	Actual 2017	Budget 2018	Projected 2018	Recommended 2019
Operating expenditures				
General fund	\$ 16,676,511	\$ 17,493,557	\$ 17,512,191	\$ 18,836,062
HURF	2,787,262	4,739,194	4,668,100	2,983,168
Use of general contingency	-	635,649	672,333	1,370,000
PSPRS unfunded liability				
Baseline planned	-	1,000,000	1,000,000	1,000,000
Additional (pending capacity)	5,000,000	5,000,000	450,000	5,000,000
Repair and replacements:				
Assigned to fleet	-	-	-	282,500
Assigned to facilities	-	-	-	912,500
Other Uses				
Debt service	99,323	288,172	288,172	789,976
Capital improvement plan	3,177,639	8,350,121	8,350,121	6,294,787
Transfers to other funds	700,000	50,000	50,000	50,000
Assigned to next year's tourism	-	-	-	234,300
TOTAL USES	\$ 28,440,735	\$ 37,556,693	\$ 32,990,917	\$ 37,753,293
Change in fund balance	(376,090)	(8,229,693)	(1,211,965)	(4,925,011)
Beginning fund balance	30,553,438	30,177,348	30,177,348	28,965,383
Ending fund balance	\$ 30,177,348	\$ 21,947,655	\$ 28,965,383	\$ 24,040,372

Fund balance as percentage of Operating expenditures for:

Current fiscal year	155%	96%	127%	104%
Next fiscal year	132%	96%	125%	90%

Remaining liability:

Outstanding debt	\$ 8,758,788	\$ 8,182,444	\$ 8,182,444	\$ 7,392,468
Outstanding unfunded liability	17,487,095	18,038,063	18,038,063	11,233,108
Equivalent net worth	\$ 3,931,465	\$ (4,272,852)	\$ 2,744,876	\$ 5,414,796

FINANCIAL FORECAST

Overview
Exhibit A-1

OPERATING FUNDS (General & HURF)

Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
\$ 30,754,321	\$ 31,369,407	\$ 31,996,796	\$ 32,636,732	\$ 33,289,466	\$ 33,955,255
4,723,957	4,818,436	4,914,804	5,013,101	5,113,363	5,215,630
\$ 35,478,278	\$ 36,187,843	\$ 36,911,600	\$ 37,649,832	\$ 38,402,829	\$ 39,170,885

Forecast 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024	Forecast 2025
\$ 19,401,144	\$ 20,371,201	\$ 21,389,761	\$ 22,459,249	\$ 23,582,212	\$ 24,761,322
6,072,663	3,164,843	3,323,085	3,489,239	3,663,701	3,846,886
1,200,000	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
1,000,000	1,000,000	-	-	-	-
5,000,000	780,000	-	-	-	-
494,500	494,500	494,500	494,500	494,500	494,500
115,800	270,500	135,800	96,000	104,800	200,000
1,477,864	1,479,585	1,480,882	1,476,800	1,477,337	-
5,000,000	5,000,000	6,000,000	6,000,000	6,000,000	6,000,000
53,000	56,000	59,000	62,000	65,000	68,000
238,986	243,766	248,641	253,614	258,686	263,860
\$ 40,053,957	\$ 34,060,395	\$ 34,331,669	\$ 35,531,402	\$ 36,846,236	\$ 36,834,568
(4,575,679)	2,127,448	2,579,931	2,118,430	1,556,593	2,336,317
24,040,372	19,464,693	21,592,141	24,172,072	26,290,502	27,847,094
\$ 19,464,693	\$ 21,592,141	\$ 24,172,072	\$ 26,290,502	\$ 27,847,094	\$ 30,183,411

73%	87%	93%	97%	98%	101%
79%	83%	89%	92%	93%	97%

\$ 5,914,604	\$ 4,435,019	\$ 2,954,137	\$ 1,477,337	\$ -	\$ -
3,883,756	-	-	-	-	-
\$ 9,666,332	\$ 17,157,122	\$ 21,217,935	\$ 24,813,165	\$ 27,847,094	\$ 30,183,411

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BUDGET CALENDER

This schedule of budget hearing days and listing of topics is **NOT** an official public notice. Times contained in these schedules are for illustrative and time-management purposes only. This schedule is flexible and subject to change.

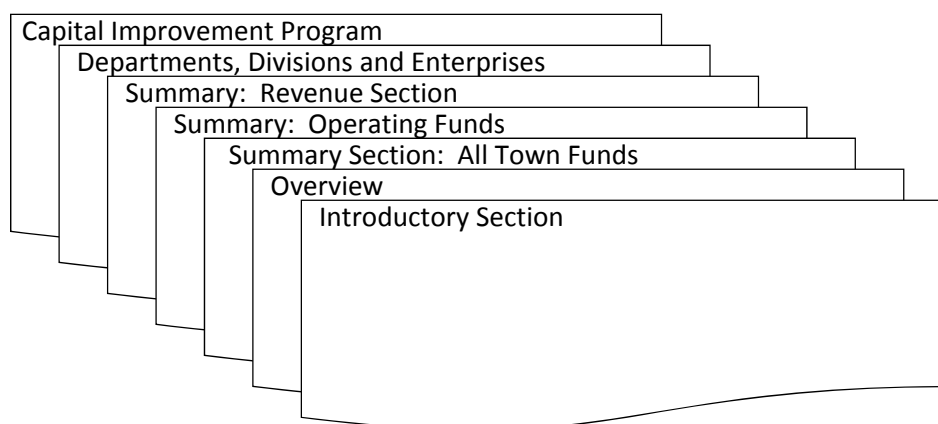
Discussion / Presentation Agenda item	Date Time	Council Meeting type
DAY 1	April 12	
Introduction	0:20	Work session
Overview / summary	0:20	
Departments	1:40	
Discussion	0:15	
DAY 2	April 26	
Follow up from Day 1	0:15	Work session
Departments	0:40	
CIP	0:30	
Discussion	0:20	
DAY 3	May 10	
Follow up from Days 1 & 2	0:45	Work session
Add / Deletes	0:45	
State forms	0:05	
Discussion	0:10	
DAY 4	May 24	
Tentative Budget discussion and	-	Regular session
Approval on AZ State forms	-	
DAY 5	June 14	
Public hearing	-	Public hearing
Final Budget discussion & Adoption	-	Special session
Adjustments for 2017/18	-	Regular session
Budget Document	Aug 15	Information

Discussion / Presentation Topics	Est. Time	Document Page #
Introduction	0:20	-
Overview section	0:10	13-31
Revenue section	0:10	36-53
Public safety		
Fire	0:05	121
Municipal court	0:40	133
Police	0:05	123
Alarm	0:10	125
Development & Maintenance		
Community development	0:10	71
Engineering	0:10	79
Public works	0:10	95
Wastewater	0:05	155
Wastewater impact fees	0:05	157
Central services		
Finance	0:05	83
Information technology	0:10	87
Leadership		
Town attorney	0:05	107
Mayor and Council	0:05	91
Town manager	0:10	111
Other sections		
Tourism	0:10	105
Human resources	0:10	-
Debt service	0:05	151
Summary section	0:10	36-53
CIP		161

BUDGET DOCUMENT

DESIGN OF THIS DOCUMENT

This budget document is designed to introduce the reader to a broad overview of the Town’s finances and then gradually become more familiar as varied levels of further detail are progressively added with each section of the document. Reading the entire document is not intended for everyone. Whether it’s the high level “*executive summary*” in the **overview**, various informative and easy to read “*exhibits and schedules*” in the **Summary section** or into the weeds with line items at the end of each “*department budgets*” in the **Departments, Divisions and Enterprise section**; finding that comfortable layer of information, is up to the individual.



The **Introduction** section contains a welcome from the Town Manager and an overall snap-shot of the organization structure.

The **Overview** section is comprised of tables and graphs to give a broad view of important financial information about the overall budget of the Town, information on it is designed to assist the reader when looking through all other aspects of this document and a quick calendar reference guide of when budget hearings are tentatively being scheduled with the Town Council.

The **Summary** section contains many summary schedules at a varied level of detail. Such items include, revenues, expenditures, changes in fund balances and changes in authorized full-time equivalents. The first part focuses on all Town funds, as a whole. The second part looks at the “operating fund” and the final part examines Public Safety.

The **Department, Division and Enterprises** section breaks down the Town’s various programs and functions into operating budgets. It focuses on each department’s operations and does not include major capital projects, contingencies and assignments, or revenues. Those are found in other sections of this document.

The **Capital Improvement Program (CIP)** is the final section of this budget document. This section contains a summary of projects by funding sources.

BUDGET DOCUMENT

▶ ROLE OF THE BUDGET

One of the most important duties of the Town Council is to adopt an annual budget for the Town. The budget process provides the Council with the opportunity to match the needs of its customers (the community) and available resources with the intent of gaining the maximum return on each tax dollar. Sound financial planning is integral with the delivery of effective and efficient.

But the budget is **not** merely *sketchy calculations, thousands of line items, and a painful academic exercise*; budget appropriations ought **not** be viewed as Use it or Lose it... and next year's too; and very importantly: A budget is **NOT** a mandate to spend, but only the **authority** to do so.

A well-constructed budget is more than just a financial plan. It is intended to fulfill four major functions through its role as:

- ▶ A **Policy** Document
- ▶ A **Financial** Plan
- ▶ An **Operations** Guide, and
- ▶ A **Communications** Medium

CLASSIFICATIONS

POSITION CLASSIFICATION SCHEDULE

#	Job Class Title	Range	Minimum	Midpoint	Maximum
1	Court Clerk	A13	\$ 35,783	\$ 43,130	\$ 50,477
2	Postal Clerk	A13	35,783	43,130	50,477
3	Administrative Support Specialist	B21	38,371	46,631	54,892
4	Senior Planning & Building Clerk	B21	36,380	44,211	52,044
5	Senior Postal Clerk	B21	38,371	46,631	54,892
6	Lead Planning & Building Clerk	B22	40,671	49,546	58,423
7	Public Works Technician	B22	40,671	49,546	58,423
8	Senior Administrative Support Specialist	B22	40,671	49,546	58,423
9	Senior Court Services Specialist	B22	40,671	49,546	58,423
10	Traffic Sign Technician	B22	40,671	49,546	58,423
11	Legal Support Specialist	B23	43,257	52,605	61,955
12	Police Administrative Assistant	B23	43,257	52,605	61,955
13	Police Dispatcher	B23	43,257	52,605	61,955
14	Building Maintenance Technician	B24	45,558	55,522	65,487
15	Code Compliance Officer	B24	45,558	55,522	65,487
16	Public Safety Systems Analyst	B24	45,558	55,522	65,487
17	Lead Building Maintenance Technician	B25	49,294	60,039	70,784
18	Crime Analyst	B25	49,294	60,039	70,784
19	Lead Fleet Technician	B25	49,294	60,039	70,784
20	Paralegal	B25	49,294	60,039	70,784
21	Building and Zoning Inspector	B25	49,294	60,039	70,784
22	Court Services Supervisor	B25	49,294	60,039	70,784
23	Executive Asst to Town Manager/Council	B25	49,294	60,039	70,784
24	Public Works Supervisor	B26	54,181	66,015	77,848
25	Senior Accountant	B26	54,181	66,015	77,848
25	Information Technology Analyst	C41	56,622	70,400	84,176
26	Public Works Superintendent	C41	53,685	66,747	79,809
27	Management Support Analyst	C41	56,622	70,400	84,176

CLASSIFICATIONS

POSITION CLASSIFICATION SCHEDULE

#	Job Class Title	Range	Minimum	Midpoint	Maximum
28	Senior Engineering Technician	C41	\$ 56,622	\$ 70,400	\$ 84,176
29	Public Works Superintendent	C41	56,622	70,400	84,176
30	Planner	C42	58,922	73,316	87,709
31	Engineering Services Analyst	C42	58,922	73,316	87,709
32	Police Officer	C42	58,922	73,316	87,709
33	Community Resource Officer (Police Officer	C42	58,922	73,316	87,709
34	Police Corporal	C43	62,164	77,347	92,533
35	Plans Examiner/Building Inspector	C43	62,164	77,347	92,533
36	Plans Examiner/Deputy Fire Marshal	C43	62,164	77,347	92,533
37	Police Sergeant	C45	67,402	83,810	100,217
38	Senior Finance and Budget Analyst	C45	67,402	83,810	100,217
39	Senior IT Analyst/Management Analyst	C45	67,402	83,810	100,217
40	Procurement Coordination	C45	67,402	83,810	100,217
41	Police Communications Manager	C45	67,402	83,810	100,217
42	Senior Planner	C45	67,402	83,810	100,217
43	Town Clerk/Management Analyst	D61	74,588	94,613	114,640
44	Human Resources Manager	D61	74,588	94,613	114,640
45	Police Lieutenant	D63	80,910	101,173	121,437
46	Building Safety Manager/Fire Marshal	D65	84,848	107,586	130,326
47	Municipal Court Director	D65	84,848	107,586	130,326
48	Chief Information Officer	D65	84,848	107,586	130,326
49	Chief Financial Officer	D65	84,848	107,586	130,326
50	Community Development Director	E82	100,886	127,844	154,802
51	Public Works Director	E82	100,886	127,844	154,802
52	Town Engineer	E82	100,886	127,844	154,802
53	Police Chief	E84	117,673	149,117	180,562
54	Deputy Town Manager	E84	117,673	149,117	180,562
55	Town Attorney	-	Salary Set by Town Council		
56	Town Manager	-	Salary Set by Town Council		

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SUMMARY SECTION

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ALL TOWN FUNDS

ALL TOWN FUNDS: SOURCES AND USES

SOURCES AVAILABLE	General & HURF	Court Enhancement	Capital Projects	MPC & Debt Svs
Major Revenue	\$ 28,196,952	\$ 251,538	-	-
Non-major revenue	4,631,330	11,500	-	-
Enterprise fee	-	-	-	-
Net TRANSFERS (out) and in	(7,134,763)	-	6,728,987	789,976
Use of fund balance	4,925,011	-	2,455,076	467,697
TOTAL SOURCES	\$ 30,618,530	\$ 263,038	\$ 9,184,063	\$ 1,257,673

EXPENDITURES	General & HURF	Court Enhancement	Capital Projects	MPC & Debt Svs
Mayor & Council	\$ 177,200	-	-	-
Tourism	1,541,011	-	-	-
Town manager's office	1,082,322	-	-	-
Town attorney's office	601,048	-	-	-
Municipal court	789,633	\$ 74,400	-	-
Police department	9,077,334	-	-	-
Public works (facilities & fleet)	862,110	-	-	-
Streets & pavement plan	2,983,168	-	-	-
Community development	1,698,626	-	-	-
Engineering	724,605	-	-	-
Information technology	1,711,521	-	-	-
Finance	570,652	-	-	-
Enterprise (non-department)	-	-	-	-
Debt service: Principal	-	115,000	-	\$ 1,123,998
Debt service: Interest and fees	-	14,200	-	133,675
Capital outlay (non-department)	-	-	\$ 9,184,063	-
TOTAL EXPENDITURES	21,819,230	203,600	9,184,063	1,257,673
Contingencies & Set-asides	7,370,000	-	-	-
Assigned for subsequent year	1,429,300	59,438	-	-
TOTAL BUDGET 2018/19	\$ 30,618,530	\$ 263,038	\$ 9,184,063	\$ 1,257,673

PRIOR YEAR'S BUDGETS:

Adopted Budget 2017/18	\$ 28,868,400	\$ 161,700	\$ 15,946,400	\$ 1,101,400
Adopted Budget 2016/17	21,957,851	204,438	8,862,069	1,115,997

SOURCES & USES

ALL TOWN FUNDS Exhibit B-1

ALL TOWN FUNDS: SOURCES AND USES

Grants & Donations	Alarm Services	Fire Services	Wastewater Funds	Wastewater Impact fees	2018/19 Total
-	-	-	-	-	\$ 28,448,490
\$ 156,000	-	\$ 60,000	\$ 10,000	-	4,868,830
-	185,000	3,096,000	2,400,000	220,000	5,901,000
-	-	50,000	(218,042)	(216,158)	-
58,339	232,968	-	-	21,158	8,160,249
\$ 214,339	\$ 417,968	\$ 3,206,000	\$ 2,191,958	\$ 25,000	\$ 47,378,569

Grants & Donations	Alarm Services	Fire Services	Wastewater Funds	Wastewater Impact fees	2018/19 Total
-	-	-	-	-	\$ 177,200
-	-	-	-	-	1,541,011
-	-	-	-	-	1,082,322
-	2,480	25,045	29,075	-	657,648
-	-	-	-	-	864,033
214,339	182,700	-	-	-	9,474,373
-	-	18,200	-	-	880,310
-	-	-	-	-	2,983,168
-	-	-	-	-	1,698,626
-	-	-	34,600	-	759,205
-	52,235	6,402	2,963	-	1,773,121
-	20,053	115,955	67,392	-	774,052
-	52,500	2,956,298	1,761,200	25,000	4,794,998
-	-	-	211,002	-	1,450,000
-	-	-	5,156	-	153,031
-	-	-	-	-	9,184,063
214,339	309,968	3,121,900	2,111,388	25,000	38,247,161
-	108,000	84,100	45,000	-	7,607,100
-	-	-	35,570	-	1,524,308
\$ 214,339	\$ 417,968	\$ 3,206,000	\$ 2,191,958	\$ 25,000	\$ 47,378,569

\$ 103,000	\$ 631,400	\$ 3,226,800	\$ 2,311,200	\$ 50,000	\$ 52,400,300
290,000	413,500	2,900,154	2,416,709	50,000	38,210,718

ALL TOWN FUNDS: FULL TIME EQUIVELENTS

DEPARTMENT	2018/19*	Projected 2017/18**	Change #	Change %	Actual 2016/17	Actual 2015/16
Mayor & Council	-	-	-	n/a	-	-
Tourism	-	-	-	n/a	-	-
Town manager's office	5.0	5.0	-	0.0%	4.0	4.0
Town attorney's office	3.7	3.0	0.7	23.3%	3.0	3.0
Municipal court	7.0	6.0	1.0	16.7%	5.0	5.0
Police department	49.0	44.0	5.0	11.4%	42.0	41.0
Public works (facilities & fleet)	3.0	3.0	-	0.0%	3.0	3.0
Streets & pavement plan	10.0	10.0	-	0.0%	10.0	10.0
Community development	11.0	11.0	-	0.0%	10.0	10.0
Engineering	5.0	4.0	1.0	25.0%	4.0	4.0
Information technology	5.0	4.0	1.0	25.0%	3.0	3.0
Finance	4.0	4.0	-	0.0%	4.0	4.0
Contingencies & Set-asides	-	-	-	n/a	-	-
Full Time Equivalents (FTE)	102.7	94.0	8.7	9.3%	88.0	87.0

FUNCTION	2018/19*	Projected 2017/18**	Change #	Change %	Actual 2016/17	Actual 2015/16
Public safety ***	56	50	6.0	12.0%	47	46
Development and Engineering	16	15	1.0	6.7%	14	14
Public works	13	13	-	0.0%	13	13
All other town functions	18	16	1.7	10.6%	14	14
Full Time Equivalents (FTE)	102.7	94.0	8.7	9.3%	88.0	87.0

* Recommended levels for the 2018/19 Budget

** Current Council approved staffing level

*** Public Safety = Municipal court & Police and the Alarm & Fire services

SCHEDULES

SCHEDULE OF TRANSFERS

Transfer in	Transfers out			Total
	General Fund	Wastewater Impact Fees	Wastewater Utility	
HURF fund (Streets)	\$ 2,081,301	-	-	\$ 2,081,301
Capital projects fund	6,294,787	-	\$ 434,200	6,728,987
Debt service fund	789,976	-	-	789,976
Fire service fund	50,000	-	-	50,000
Wastewater utility	-	\$ 216,158	-	216,158
Total	\$ 9,216,064	\$ 216,158	\$ 434,200	\$ 9,866,422

SCHEDULE OF ADMINISTRATIVE COSTS

Servicing unit	Enterprise			Total
	Alarm	Fire	Wastewater	
Town attorney	\$ 2,480	\$ 25,045	\$ 29,075	\$ 56,600
Police				
Administration	138,700	-	-	138,700
Communications	44,000	-	-	44,000
Facilities	-	18,200	-	18,200
Engineering	-	-	34,600	34,600
Information technology	52,235	6,402	2,963	61,600
Finance	20,053	115,955	67,392	203,400
Total	\$ 257,468	\$ 165,602	\$ 134,030	\$ 557,100

GENERAL FUND SET-ASIDES

Purpose	Amount
PSPRS Part I	\$ 1,000,000
PSPRS Part II	5,000,000
General contingency	915,000
Merit pool	440,000
HR studies	15,000
Assigned to tourism	234,300
Fleet repair & replace	282,500
Facilities repair & replace	912,500
Total	\$ 8,799,300

EXPENDITURE LIMITATIONS

Estimated Limit	Amount
Total budgeted expenditures	\$ 47,378,569
Net reconcilable items (+/-)	(467,697)
Estimated exclusions	(2,031,137)
Budget as adjusted	44,879,735
Assigned to future years	(1,559,878)
Carry forward available	(2,455,076)
Budget subject to Exp. Limit	40,864,781
EEC limit for Paradise Valley	40,907,550
Amount under Exp. Limit	\$ 42,769

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OPERATING FUNDS

SOURCES & USES

OPERATING FUNDS: SOURCES & USES

	Recommended 2018/19	Amended 2017/18	Change \$	Change %
REVENUE				
Major revenue, by source				
Transaction privilege tax (Sales)	\$ 15,513,312	\$ 14,295,000	\$ 1,218,312	8.5%
Occupancy tax (Bed)	4,274,600	3,984,000	290,600	7.3%
Court fines - counter	1,921,120	1,762,000	159,120	9.0%
Income tax	1,762,232	1,758,000	4,232	0.2%
State shared TPT (Sales)	1,424,721	1,071,000	353,721	33.0%
Highway User Revenue (HURF)	901,867	811,000	90,867	11.2%
Building permits	2,399,100	835,000	1,564,100	187%
Total major revenue	28,196,952	24,516,000	3,680,952	15.0%
Non-major revenue, by type				
Taxes	1,029,380	1,044,000	\$ (14,620)	-1.4%
Intergovernmental	647,950	577,000	70,950	12.3%
Fines and forfeitures	804,000	816,000	(12,000)	-1.5%
License and permits	1,340,000	1,064,000	276,000	25.9%
Rentals and royalties	310,000	610,000	(300,000)	-49.2%
Contributions and donations	400,000	680,000	(280,000)	-41.2%
Interest income	100,000	20,000	80,000	400.0%
Total non-major revenue	4,631,330	4,811,000	(179,670)	-3.7%
Total revenue	\$ 32,828,282	\$ 29,327,000	\$ 3,501,282	11.9%
EXPENDITURES				
	Recommended 2018/19	Amended 2017/18	Change \$	Change %
Mayor & Council	\$ 177,200	\$ 139,000	\$ 38,200	27.5%
Tourism	1,541,011	1,338,900	202,111	15.1%
Town manager's office	1,082,322	933,859	148,463	15.9%
Town attorney's office	601,048	582,820	18,228	3.1%
Municipal court	789,633	797,718	(8,085)	-1.0%
Police department	9,077,334	8,334,048	743,286	8.9%
Public works (facilities & fleet)	862,110	820,734	41,376	5.0%
Streets & pavement plan	2,983,168	4,739,194	(1,756,026)	-37.1%
Community development	1,698,626	1,642,795	55,831	3.4%
Engineering	724,605	527,345	197,260	37.4%
Information technology	1,711,521	1,627,651	83,870	5.2%
Finance	570,652	748,687	(178,035)	-23.8%
Total expenditures	\$ 21,819,230	\$ 22,232,751	\$ (413,521)	-2%
Contingencies & Set-asides	8,799,300	6,635,649	2,163,651	n/a
Transfers OUT to other funds	7,134,763	8,688,293	(1,553,530)	-17.9%
Addition to (Use of) fund balance	\$ (4,925,011)	\$ (8,229,693)	\$ 3,304,682	-40%

SOURCES & USES

OPERATING FUNDS Exhibit C-1

OPERATING FUNDS: SOURCES & USES

Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14	Actual 2012/13
\$ 14,848,025	\$ 13,818,317	\$ 11,345,902	\$ 11,447,449	\$ 10,300,810	\$ 9,233,129
4,071,053	3,701,739	3,207,626	3,117,450	2,835,515	2,727,892
1,883,452	1,318,793	1,990,163	1,118,688	931,039	820,355
1,777,811	1,703,256	1,543,526	1,551,940	1,428,952	1,309,535
1,346,296	1,277,675	1,217,296	1,171,604	1,115,888	1,049,341
919,102	897,142	828,858	793,772	723,714	701,728
2,399,100	876,434	969,090	613,269	612,329	516,827
27,244,839	23,593,356	21,102,461	19,814,172	17,948,247	16,358,807
1,028,021	1,056,547	1,146,142	1,037,257	1,059,618	1,059,225
618,289	639,339	581,196	516,778	476,137	444,317
799,061	740,849	1,122,868	580,991	107,721	111,935
1,341,928	1,408,964	1,210,756	921,615	817,724	794,543
309,472	307,779	305,703	304,507	297,466	292,987
281,090	139,576	737,089	118,092	523,562	208,347
156,252	182,683	265,831	90,031	93,736	174,562
4,534,113	4,475,737	5,369,585	3,569,271	3,375,964	3,085,916
\$ 31,778,952	\$ 28,069,093	\$ 26,472,046	\$ 23,383,443	\$ 21,324,211	\$ 19,444,723
Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14	Actual 2012/13
\$ 145,734	\$ 150,435	\$ 153,758	\$ 136,673	\$ 81,193	\$ 92,783
1,338,900	1,325,037	1,205,426	1,165,708	1,057,025	975,000
923,276	786,775	772,239	810,289	658,617	716,917
494,669	567,918	628,711	420,474	478,132	607,782
726,900	687,139	623,587	551,444	497,895	415,520
8,840,658	13,967,149	9,052,755	7,379,748	6,215,922	5,623,187
786,889	834,049	863,623	820,353	849,314	801,055
4,668,100	2,787,263	2,786,005	3,014,861	2,694,052	2,677,492
1,600,717	1,279,531	1,202,981	1,200,514	1,107,841	1,109,976
453,273	461,487	421,078	379,429	380,560	277,570
1,570,746	1,077,280	1,065,591	896,203	795,157	512,138
630,429	641,255	685,450	496,641	706,798	451,366
\$ 22,180,291	\$ 24,565,318	\$ 19,461,204	\$ 17,272,338	\$ 15,522,506	\$ 14,260,785
2,122,333	-	-	-	-	-
8,688,293	3,877,639	2,731,485	4,431,498	1,455,395	4,572,288
\$ (1,211,965)	\$ (373,864)	\$ 4,279,357	\$ 1,679,608	\$ 4,346,310	\$ 611,650

USES by CATEGORY

OPERATING FUNDS: USES, by CATEGORY

EXPENDITURES	Personnel	Supplies & Services	Capital	Debt Service
Mayor & Council	\$ 1,300	\$ 175,900	-	-
Tourism	-	1,541,011	-	-
Town manager's office	804,695	277,627	-	-
Town attorney's office	465,388	135,660	-	-
Municipal court	609,164	180,469	-	-
Police department	6,828,570	1,906,764	\$ 342,000	-
Public works	1,139,440	2,665,838	40,000	-
Community development	1,225,104	473,522	-	-
Engineering	548,378	176,227	-	-
Information technology	539,744	1,171,777	-	-
Finance	262,669	307,983	-	-
TOTAL EXPENDITURES	12,424,452	9,012,778	382,000	-
SET ASIDES				
PSPRS Part I	-	-	-	-
PSPRS Part II	-	-	-	-
General contingency	-	-	-	-
Merit pool	-	-	-	-
HR studies	-	-	-	-
Assigned to tourism	-	-	-	-
Fleet repair & replace	-	-	-	-
Facilities repair & replace	-	-	-	-
TOTAL SET ASIDES	-	-	-	-
TRANSFER OUT				
Capital projects fund	-	-	-	-
Debt service fund	-	-	-	\$ 789,976
Fire service fund	-	-	-	-
TOTAL TRANSFERS OUT	-	-	-	789,976
TOTAL USES	\$ 12,424,452	\$ 9,012,778	\$ 382,000	\$ 789,976
BUDGET 2017/18	\$ 11,528,351	\$ 10,299,100	\$ 405,300	\$ 288,172
Change in \$	896,101	(1,286,322)	(23,300)	501,804
Change in %	7.8%	-12.5%	-5.7%	174.1%

USES by CATEGORY

OPERATING FUNDS Exhibit C-2

OPERATING FUNDS: USES, by CATEGORY

Capital Improvements	Use by other Funds	Specific use Contingency	General use Contingency	Assigned for Future year(s)	Total
-	-	-	-	-	\$ 177,200
-	-	-	-	-	1,541,011
-	-	-	-	-	1,082,322
-	-	-	-	-	601,048
-	-	-	-	-	789,633
-	-	-	-	-	9,077,334
-	-	-	-	-	3,845,278
-	-	-	-	-	1,698,626
-	-	-	-	-	724,605
-	-	-	-	-	1,711,521
-	-	-	-	-	570,652
-	-	-	-	-	21,819,230
-	-	\$ 1,000,000	-	-	1,000,000
-	-	5,000,000	-	-	5,000,000
-	-	-	\$ 915,000	-	915,000
-	-	440,000	-	-	440,000
-	-	15,000	-	-	15,000
-	-	-	-	\$ 234,300	234,300
-	-	-	-	282,500	282,500
-	-	-	-	912,500	912,500
-	-	6,455,000	915,000	1,429,300	8,799,300
\$ 6,294,787	-	-	-	-	6,294,787
-	-	-	-	-	789,976
-	\$ 50,000	-	-	-	50,000
6,294,787	50,000	-	-	-	7,134,763
\$ 6,294,787	\$ 50,000	\$ 6,455,000	\$ 915,000	\$ 1,429,300	\$ 37,753,293
\$ 8,350,121	\$ 50,000	\$ 5,291,549	\$ 1,344,100	\$ -	\$ 37,556,693
(2,055,334)	-	1,163,451	(429,100)	1,429,300	196,600
-24.6%	0.0%	22.0%	-31.9%	N/A	0.5%

OPERATING FUNDS: Matching Recurring and One-time Sources & Uses

SOURCES	Total Sources	Operating Funds		Restricted / Assigned
		Recurring	One-Time	
Revenues				
Transaction privilege tax (Sales)	\$ 15,513,312	\$ 10,808,856	\$ 4,704,456	-
Occupancy tax (Bed)	4,274,600	4,040,300	-	\$ 234,300
Court fines - counter	1,921,120	789,633	1,131,487	-
Urban revenue sharing	1,762,232	1,762,232	-	-
State shared TPT (Sales)	1,424,721	1,424,721	-	-
Highway User Revenue (HURF)	901,867	901,867	-	-
Building permits	2,399,100	750,000	1,649,100	-
Taxes	1,029,380	1,029,380	-	-
Intergovernmental	647,950	647,950	-	-
Fines and forfeitures	804,000	804,000	-	-
License and permits	1,340,000	983,000	357,000	-
Rentals and royalties	310,000	310,000	-	-
Contributions and donations	400,000	400,000	-	-
Interest income	100,000	100,000	-	-
<i>Recurring used for one-time</i>	-	<i>(652,363)</i>	<i>652,363</i>	-
<i>Planned use of Fund Balance</i>	<i>4,925,011</i>	-	-	<i>4,925,011</i>
Total sources	\$ 37,753,293	\$ 24,099,576	\$ 8,494,406	\$ 5,159,311

EXPENDITURES & TRANSFERS	Total Funded	Operating Funds		Use of Restricted
		Recurring	One-Time	
Mayor & Council	\$ 177,200	\$ 144,800	\$ 32,400	-
Tourism (40.9%)	1,541,011	1,541,011	-	-
Town manager's office	1,082,322	1,077,322	5,000	-
Town attorney's office	601,048	601,048	-	-
Municipal court	789,633	789,633	-	-
Police department	9,077,334	8,390,355	686,979	-
Public works (facilities & fleet)	862,110	822,110	40,000	-
Streets & pavement plan	2,983,168	2,900,373	82,795	-
Community development	1,698,626	1,662,626	36,000	-
Engineering	724,605	680,605	44,000	-
Information technology	1,711,521	1,279,765	431,756	-
Finance	570,652	570,652	-	-
Contingencies & Set-asides	8,799,300	2,799,300	840,689	\$ 5,159,311
Transfers Out	7,134,763	839,976	6,294,787	-
Total expenditures & transfers	\$ 37,753,293	\$ 24,099,576	\$ 8,494,406	\$ 5,159,311

Net Sources and Expenditures & transfers	\$ -	\$ -	\$ -	\$ -
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PUBLIC SAFETY

SOURCES & USES

PUBLIC SAFETY: SOURCES AND USES - ALL FUNDS

SOURCES AVAILABLE	General Fund	Court Enhancement	Court Grants	Police Grants
General fund revenues	\$ 13,116,847	-	-	-
Service fee	-	-	-	-
IGA service fee	-	-	-	-
Rents & reimbursements	-	-	-	-
Court enhancement fees	-	\$ 251,538	-	-
Court fines - counter	1,921,120	-	-	-
Court PD technology fee	635,000	-	-	-
False alarm fines	-	-	-	-
Public safety fee	105,000	-	-	-
\$4 citing agency-SB1398	25,000	-	-	-
Jail fee reimbursements	10,000	-	-	-
Indigent legal fee reimbursement	-	-	-	-
Process service fee - court	35,000	-	-	-
Police impound fee	19,000	-	-	-
Grants	-	-	\$ 11,500	\$ 68,000
Donations	-	-	-	-
Use of fund balance	-	-	-	53,000
TOTAL SOURCES	\$ 15,866,967	\$ 251,538	\$ 11,500	\$ 121,000

EXPENDITURES	General Fund	Court Enhancement	Court Grants	Police Grants
Police department	\$ 9,077,334	-	-	\$ 194,000
Alarm supplies & services	-	-	-	-
Fire supplies & services	-	-	-	-
Municipal court	789,633	\$ 71,900	\$ 2,500	-
Debt service: principal	-	115,000	-	-
Debt service: interest	-	14,200	-	-
Billing and technical support	-	-	-	-
TOTAL EXPENDITURES	9,866,967	201,100	2,500	194,000
Contingencies & Set-asides	6,000,000	-	-	-
Assigned for subsequent year	-	50,438	9,000	-
TOTAL BUDGET	\$ 15,866,967	\$ 251,538	\$ 11,500	\$ 194,000

SOURCES & USES

PUBLIC SAFETY: SOURCES AND USES - ALL FUNDS

Police Donations	Total Governmental	Alarm Fund	Fire Fund	Total Enterprise	Total Public Safety
-	\$ 13,116,847	-	\$ 50,000	\$ 50,000	\$ 13,166,847
-	-	\$ 185,000	2,851,000	3,036,000	3,036,000
-	-	-	245,000	245,000	245,000
-	-	-	60,000	60,000	60,000
-	251,538	-	-	-	251,538
-	1,921,120	-	-	-	1,921,120
-	635,000	-	-	-	635,000
-	-	-	-	-	-
-	105,000	-	-	-	105,000
-	25,000	-	-	-	25,000
-	10,000	-	-	-	10,000
-	-	-	-	-	-
-	35,000	-	-	-	35,000
-	19,000	-	-	-	19,000
-	79,500	-	-	-	79,500
\$ 15,000	15,000	-	-	-	15,000
5,339	58,339	232,968	-	232,968	291,307
\$ 20,339	\$ 16,271,344	\$ 417,968	\$ 3,206,000	\$ 3,623,968	\$ 19,895,312

Police Donations	Total Governmental	Alarm Fund	Fire Fund	Total Enterprise	Total Public Safety
\$ 20,339	\$ 9,291,673	\$ 182,700	-	\$ 182,700	\$ 9,474,373
-	-	52,500	-	52,500	52,500
-	-	-	2,956,298	2,956,298	2,956,298
-	864,033	-	-	-	864,033
-	115,000	-	-	-	115,000
-	14,200	-	-	-	14,200
-	-	74,768	165,602	240,370	240,370
20,339	10,284,906	309,968	3,121,900	3,431,868	13,716,774
-	6,000,000	108,000	84,100	192,100	6,192,100
-	59,438	-	-	-	59,438
\$ 20,339	\$ 16,344,344	\$ 417,968	\$ 3,206,000	\$ 3,623,968	\$ 19,968,312

USES by CATEGORY

PUBLIC SAFETY: USES by CATEGORY - ALL FUNDS

EXPENDITURES	Personnel	Supplies & Services*	Capital	Debt Service
Police department	\$ 7,011,270	\$ 2,121,103	342,000	-
Alarm supplies & services	-	52,500	-	-
Fire supplies & services	-	2,956,298	-	-
Municipal court	609,164	254,869	-	129,200
Billing and technical support	240,370	-	-	-
TOTAL EXPENDITURES	7,860,804	5,384,770	342,000	129,200
SET ASIDES - Governmental				
PSPRS Part I	-	-	-	-
PSPRS Part II	-	-	-	-
Court enhancements	-	-	-	-
Court grants	-	-	-	-
TOTAL SET ASIDES-Govt	-	-	-	-
SET ASIDES - Enterprises				
Alarm services	-	-	-	-
Fire services	-	-	-	-
TOTAL SET ASIDES-Entprs	-	-	-	-
TOTAL USES	\$ 7,860,804	\$ 5,384,770	\$ 342,000	\$ 129,200

USES by CATEGORY

PUBLIC SAFETY: USES by CATEGORY - ALL FUNDS

Capital Improvements	Transfer Out	Specific use Contingency	Spendable Contingency	Assigned for Future year(s)	Total
-	-	-	-	-	9,474,373
-	-	-	-	-	52,500
-	-	-	-	-	2,956,298
-	-	-	-	-	993,233
-	-	-	-	-	240,370
-	-	-	-	-	13,716,774
-	-	\$ 1,000,000	-	-	1,000,000
-	-	5,000,000	-	-	5,000,000
-	-	-	-	50,438	50,438
-	-	-	-	9,000	9,000
-	-	6,000,000	-	59,438	6,059,438
-	-	-	108,000	-	108,000
-	-	-	84,100	-	84,100
-	-	-	192,100	-	192,100
\$ -	\$ -	\$ 6,000,000	\$ 192,100	\$ 59,438	\$ 19,968,312

PUBLIC SAFETY: SOURCES & USES - GENERAL FUND

REVENUE	Recommended 2018/19	Amended 2017/18	Change \$	Change %
General fund revenues	\$ 13,116,847	\$ 12,528,766	\$ 588,081	4.7%
Court fines - counter	1,921,120	1,762,000	159,120	9.0%
Court PD technology fee	635,000	588,000	47,000	8.0%
False alarm fines	-	-	-	n/a
Public safety fee	105,000	170,000	(65,000)	-38.2%
\$4 citing agency-SB1398	25,000	25,000	-	0.0%
Jail fee reimbursements	10,000	13,000	(3,000)	-23.1%
Indigent legal fee reimbursement	-	-	-	n/a
Process service fee - court	35,000	45,000	(10,000)	-22.2%
Police impound fee	19,000	-	19,000	n/a
TOTAL SOURCES	\$ 15,866,967	\$ 15,131,766	\$ 735,201	5%
EXPENDITURES	Recommended 2018/19	Amended 2017/18	Change \$	Change %
Municipal court	789,633	797,718	(8,085)	-1.0%
Police department	9,077,334	8,334,048	743,286	8.9%
Total expenditures	\$ 9,866,967	\$ 9,131,766	\$ 735,201	8%
PSPRS Part I *	1,000,000	1,000,000	-	n/a
PSPRS Part II *	5,000,000	5,000,000	-	0.0%
TOTAL USES	\$ 15,866,967	\$ 15,131,766	\$ -	5%

* PSPRS is budgeted for as a set-aside until it is actually paid.

When PSPRS is paid, it is recorded as a Police Department expenditures

GENERAL FUND

PUBLIC SAFETY: SOURCES & USES - GENERAL FUND

Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14	Actual 2012/13
\$ 8,310,045	\$ 12,562,582	\$ 6,506,628	\$ 6,209,142	\$ 5,656,797	\$ 5,091,175
1,883,452	1,318,793	1,990,163	1,118,688	931,039	820,355
632,277	598,132	874,787	405,027	-	-
150	460	15	3,802	-	585
103,582	90,711	184,781	114,246	85,204	72,075
25,000	32,064	50,783	26,572	18,259	15,242
8,706	10,984	10,068	9,257	-	-
-	220	1,353	2,382	-	-
32,776	7,642	45,764	42,077	22,517	39,275
21,570	32,700	12,000	-	-	-
\$ 11,017,558	\$ 14,654,288	\$ 9,676,342	\$ 7,931,193	\$ 6,713,816	\$ 6,038,707
Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14	Actual 2012/13
726,900	687,139	623,587	551,444	497,895	415,520
8,840,658	13,967,149	9,052,755	7,379,748	6,215,922	5,623,187
\$ 9,567,558	\$ 14,654,288	\$ 9,676,342	\$ 7,931,193	\$ 6,713,816	\$ 6,038,707
1,000,000	-	-	-	-	-
450,000	-	-	-	-	-
\$ 11,017,558	\$ 14,654,288	\$ 9,676,342	\$ 7,931,193	\$ 6,713,816	\$ 6,038,707

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REVENUE SECTION

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SUMMARY OF SOURCES

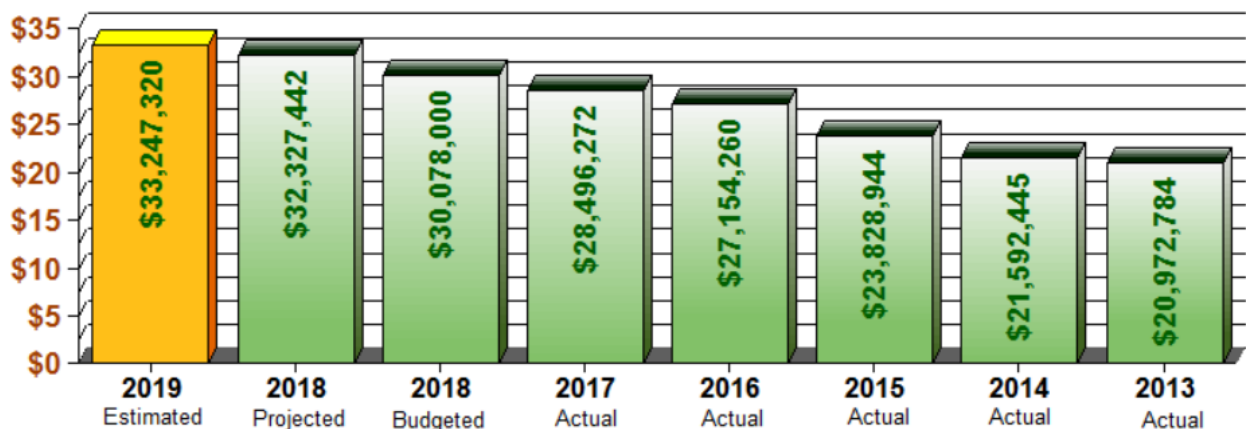
GOVERNMENTAL REVENUE

The *Summary of Sources* (the “SOS”) section focuses on revenues that support the Town’s governmental operations. Governmental revenue includes: the operating fund, grants, donations and other restrictive funds. Enterprise revenues are not included in this section. The Summary of Sources Section peels back layers into the revenue composition, trends and what forces drive them.

Total *estimated* governmental revenue for 2018/19 are \$33,247,320; which is \$919,878 (3%) more than **projected** for **2017/18** and \$3,169,320 (11%) more than **budgeted** for **2017/18**.

The graph below illustrates total governmental revenue from 2012/13.

TOTAL GOVERNMENTAL REVENUE All Sources (in millions)



SUMMARY OF SOURCES

TOTAL REVENUE

Major revenues are a combination of seven (7) individually reported revenue sources. Trends show that historically, these seven revenues have combined to generally meet the benchmark of 80% of total governmental revenues (78%-84% from 2013 to 2018). Estimating these seven sources with reasonable accuracy is vital to adequately managing and supporting the Towns financial strategies.

Non-major revenues are all the other 30 distinctive operating revenues that the Town receives.

Restricted revenues are sources that have specific restrictions in their use. Certain grants and fees are in this category.

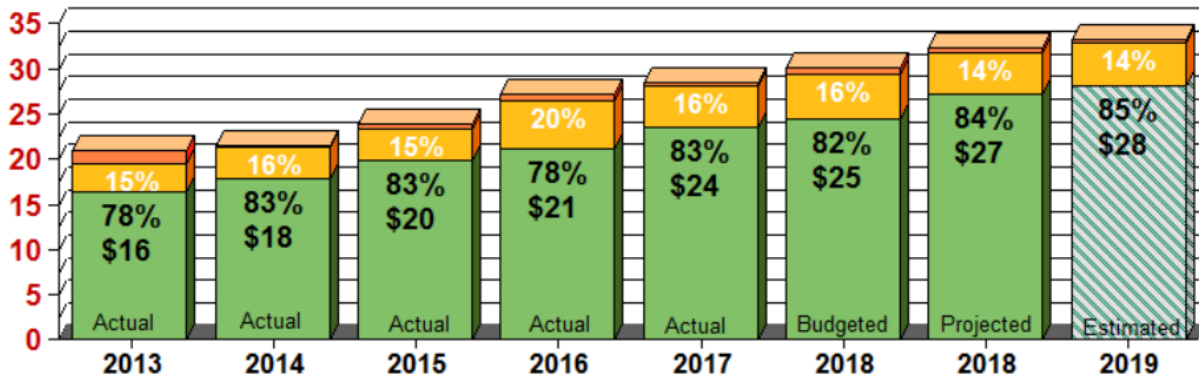
The chart and graph below illustrate major, non-major and restricted revenues that support the Town's governmental operations.

REV Table 1 - GOVERNMENTAL REVENUE						
Revenue by Type	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Major operating revenue	\$28,196,952	\$24,516,000	\$ 3,680,952	15%	\$27,244,839	\$ 23,593,356
Non-major operating revenue	4,631,330	4,811,000	(179,670)	-4%	4,534,113	4,475,737
Restricted revenues	419,038	751,000	(331,962)	-44%	548,490	427,179
Total revenue	\$33,247,320	\$30,078,000	\$ 3,169,320	11%	\$32,327,442	\$ 28,496,272

* Recommended funding levels for the 2018/19 budget year

TOTAL GOVERNMENTAL REVENUE By Category (in Millions)

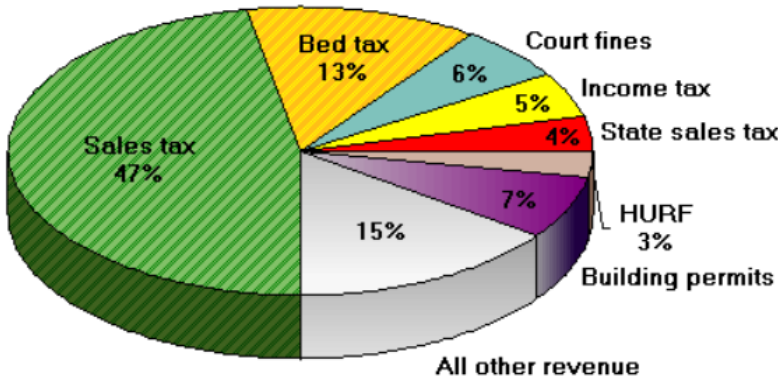
- Restricted revenues
- Non-major operating revenue
- Major operating revenue



SUMMARY OF SOURCES

MAJOR REVENUES

Major revenues are estimated at \$28,196,952 for 2018/19. This is an increase of \$2,008,688 (15%) compared to last year's budget and \$952,113 more than is being projected for last year's actual collections. The graph to the left shows the proportionate amount for each revenue, by major source. The chart and graph below illustrate each of the seven major revenues.



Of the seven major revenues, the local sales tax (TPT) is the most predominant; accounting for approximately 47% of total estimated governmental revenue.

The occupancy (bed) tax is the next largest major revenue accounting for 13% of total revenue. Building permits have spiked in 2018 and they are 7% of total revenues.

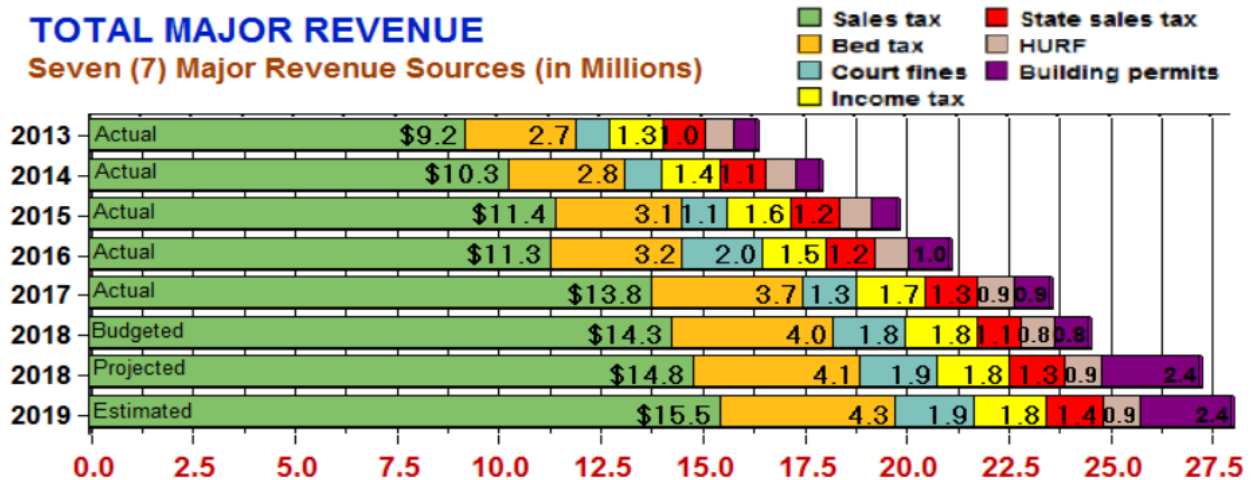
REV Table 2 - Total Revenue: OPERATING REVENUE

Operating Revenue by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Major operating revenue						
Transaction privilege tax (Sales)	\$15,513,312	\$14,295,000	1,218,312	9%	\$14,848,025	\$ 13,818,317
Occupancy tax (Bed)	4,274,600	3,984,000	290,600	7%	4,071,053	3,701,739
Court fines - counter	1,921,120	1,762,000	159,120	9%	1,883,452	1,318,793
Income tax	1,762,232	1,758,000	4,232	0%	1,777,811	1,703,256
State shared TPT (Sales)	1,424,721	1,071,000	353,721	33%	1,346,296	1,277,675
Highway User Revenue (HURF)	901,867	811,000	90,867	11%	919,102	897,142
Building permits	2,399,100	835,000	1,564,100	187%	2,399,100	876,434
Total Major Revenue	\$28,196,952	\$24,516,000	\$ 2,008,688	15%	\$27,244,839	\$ 23,593,356
Non-major operating revenue	4,631,330	4,811,000	(179,670)	-4%	4,534,113	4,475,737
Total Operating Revenue	\$32,828,282	\$29,327,000	\$ 5,509,970	12%	\$31,778,952	\$ 28,069,093

* Recommended funding levels for the 2018/19 budget year

TOTAL MAJOR REVENUE

Seven (7) Major Revenue Sources (in Millions)



SUMMARY OF SOURCES

LOCAL SALES TAX (TPT)

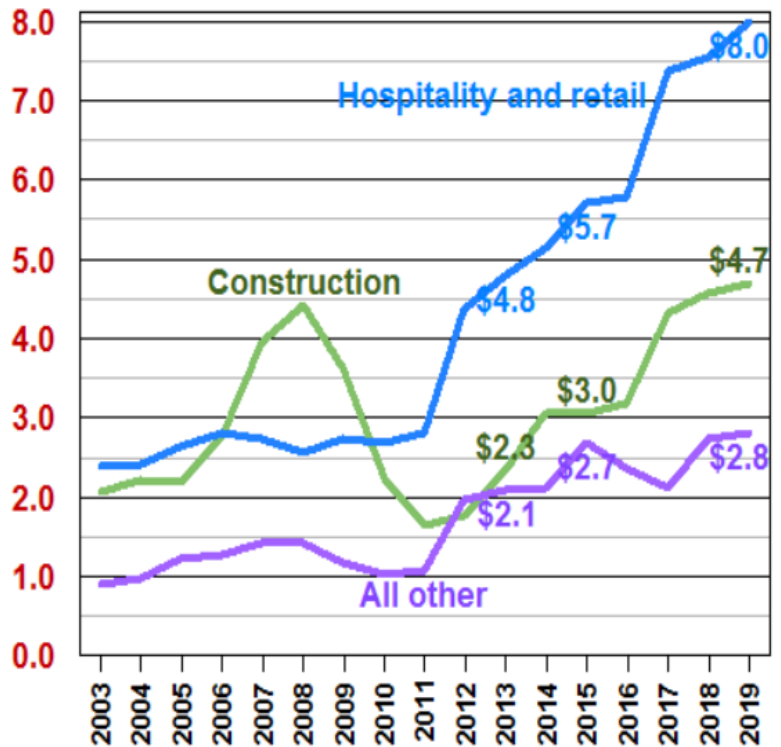
There are numerous components and taxable activities within the local sales tax (TPT), but can be simplified into three (3) main categories: Construction, Hospitality and Retail, and All Other.

Construction is general considered a one-time revenue, because once the construction is completed and the tax is collected the activity is done.

Per Town policy, all construction sales tax received in excess of \$500,000 is transferred to the Capital Improvement Program.

Hospitality and Retail is a significant category for the Town because of its potential to be recurring year-to-year and recent growth.

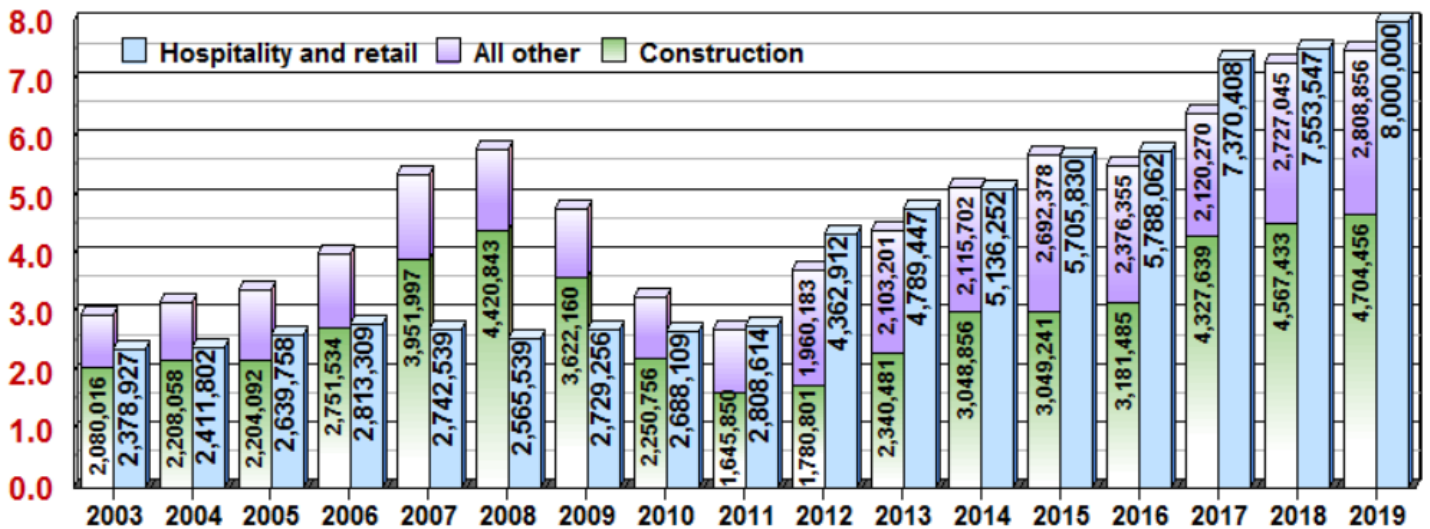
The line graph to the right shows the 3-main categories for local sales tax from 2003-2019 (in millions).



REV Table 3 - Major Revenue: TRANSACTION PRIVILEGE TAX (SALES)

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
Hospitality and retail	\$ 8,000,000	\$ 7,553,547	\$ 7,370,408	\$ 5,788,062	\$ 5,705,830	\$ 5,136,252
Construction	4,704,456	4,567,433	4,327,639	3,181,485	3,049,241	3,048,856
All other	2,808,856	2,727,045	2,120,270	2,376,355	2,692,378	2,115,702
Total Sales tax	\$15,513,312	\$14,848,025	\$13,818,317	\$11,345,902	\$11,447,449	\$ 10,300,810

* Recommended funding levels for the 2018/19 budget year



SUMMARY OF SOURCES

BED (OCCUPANCY) TAX

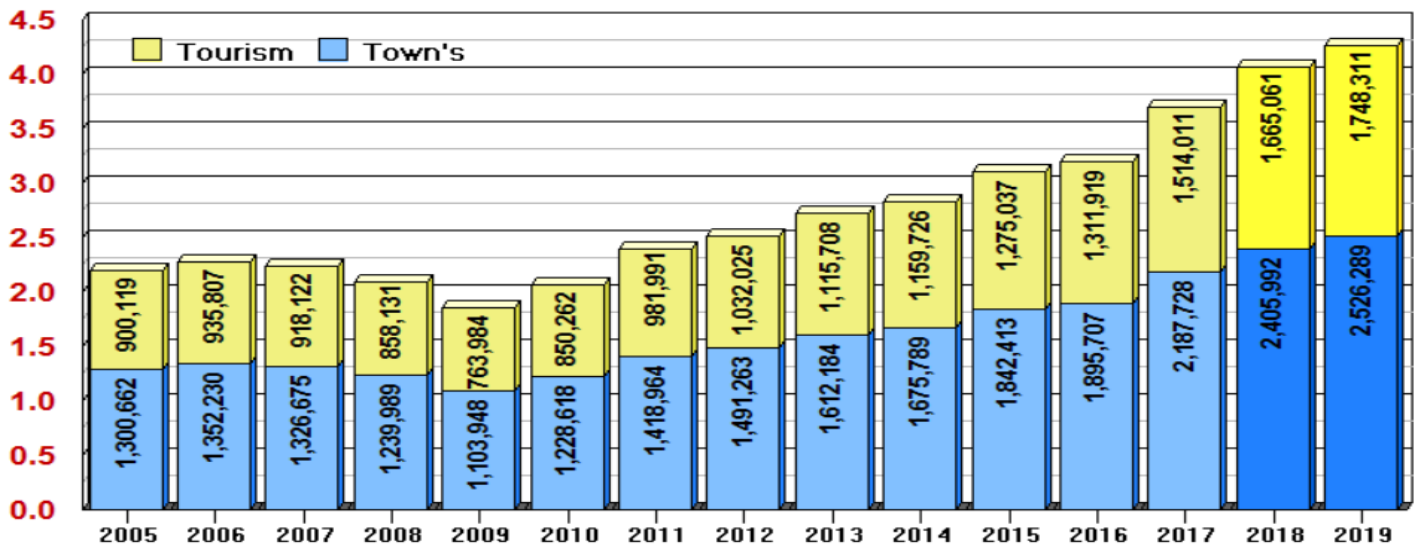
Tourism and the hospitality industry are critical elements and contribute greatly to the Town's character. This industry generates a good portion of the Town's operating revenue. As a result, the Town dedicates significant resources to invest in tourism promotion.

- ▶ The Town invests 40.9% of its audited bed tax from two years prior into the current budget year.
- ▶ For example in audit year 2017, the Town received \$3,701,739 in bed tax revenue; and then 40.9% is investment in budget 2019 (\$1,514,011).
- ▷ To limit the risk of over allocating current resources, this budget recommends beginning to set aside and assign the difference of the 40.9% of the current revenue to what is paid to Tourism. That balance will be segregated on the balance sheet and paid when due.
- ▷ For example: The Estimated Bed Tax revenue for 2019 is \$4,274,600. The investment of 40.9% of \$4,274,600 is \$1,748,311. However, the Town's investment to Tourism based on 2017 is \$1,514,011; which is \$234,300 less than the 40.9%, but will be due in two years. Ergo, the recommendation is to set aside \$234,300 designated to the 2021 tourism investment.

Since 2010, annual occupancy tax (bed tax) revenue has doubled. The graph below displays the bed tax revenue collections since 2005 and the portion set-aside for Tourism and used for the Town's operations.

REV Table 4 - Major Revenue: OCCUPANCY (BED) TAX						
Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
Town's portion	\$ 2,526,289	\$ 2,405,992	\$ 2,187,728	\$ 1,895,707	\$ 1,842,413	\$ 1,675,789
Tourism (Current year) **	1,514,011	1,311,919	1,275,037	1,159,726	1,115,708	1,057,025
Tourism (Subsequent year)***	234,300	353,142	238,974	152,193	159,329	102,701
Total occupancy (bed) tax	\$ 4,274,600	\$ 4,071,053	\$ 3,701,739	\$ 3,207,626	\$ 3,117,450	\$ 2,835,515

* Recommended funding levels for the 2018/19 budget year ** Current year is 40.9% of total revenue two years ago *** Subsequent is 40.9% of today's revenue



SUMMARY OF SOURCES

STATE SHARED REVENUES

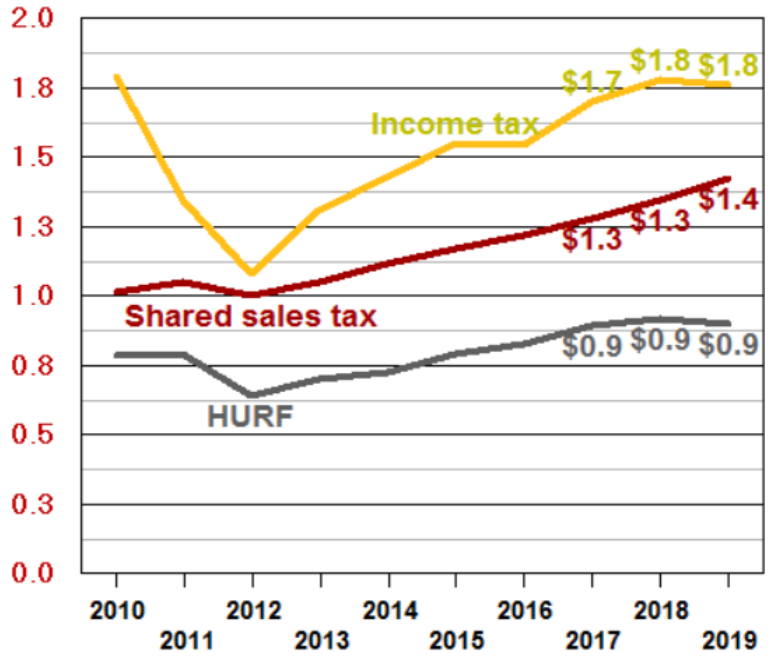
Three (3) revenue sources are part of the “State Shared” revenues: Income tax, Sales tax and HURF. These have been steady and consist since 2012.

The line graph to the right shows each source’s trend over 10-years (in millions).

Income tax and shared sales tax are considered general revenues for the town’s governmental operations.

HURF is specific restrictions on its use. The town meets those restrictions by using 100% of HURF in the streets department.

The chart and graph below show history of these revenue sources.

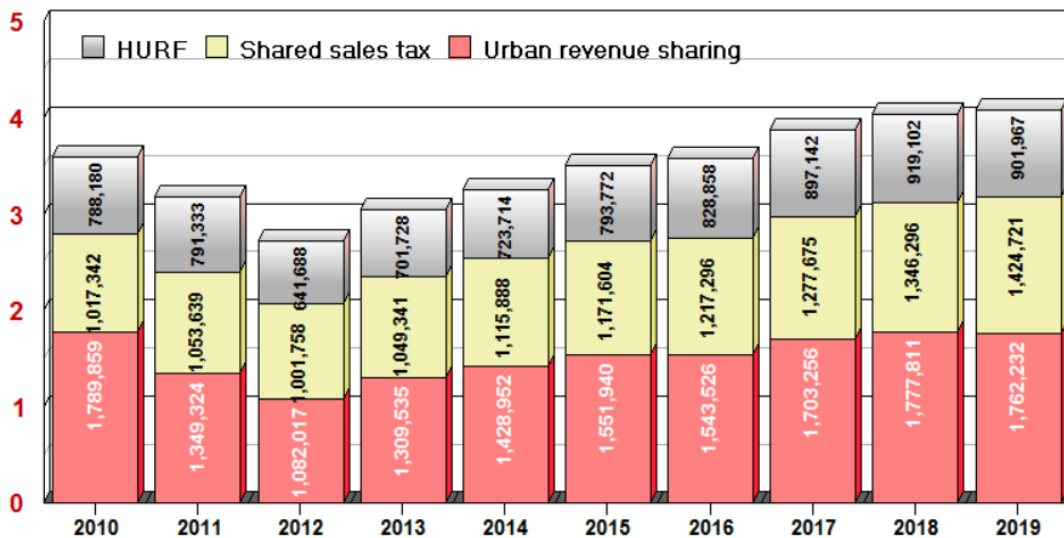


REV Table 5 - Major Revenue: STATE SHARED REVENUE

Revenue	Budget 2018/19*	Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14
All Sources						
Income tax	\$ 1,762,232	\$ 1,777,811	\$ 1,703,256	\$ 1,543,526	\$ 1,551,940	\$ 1,428,952
Sales tax	1,424,721	1,346,296	1,277,675	1,217,296	1,171,604	1,115,888
HURF **	901,867	919,102	897,142	828,858	793,772	723,714
Total state shared revenue	\$ 4,088,820	\$ 4,043,209	\$ 3,878,073	\$ 3,589,680	\$ 3,517,316	\$ 3,268,554

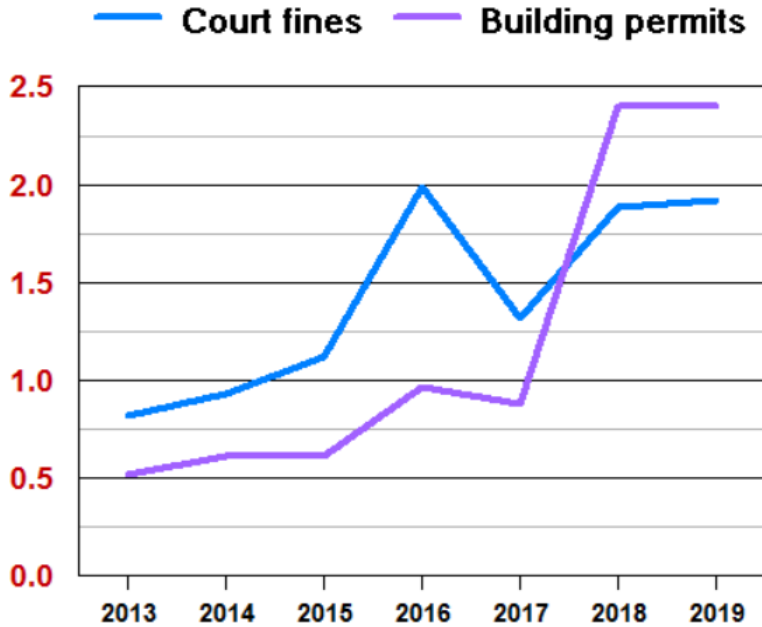
* Recommended funding levels for the 2018/19 budget year

** 2017/18 HURF included one-time funding



SUMMARY OF SOURCES

BUILDING PERMITS & COURT FINES



Building permits and court fines are the two most volatile of the major revenues.

Building permits have dramatically spiked in 2018. But this level of revenue is not expected to be sustained in the long run. It is expected to continue approximately 2-4 years and then taper back the levels of 2013-2015.

Court fines spiked in 2016 and then leveled back to the trend in 2017 and 2018.

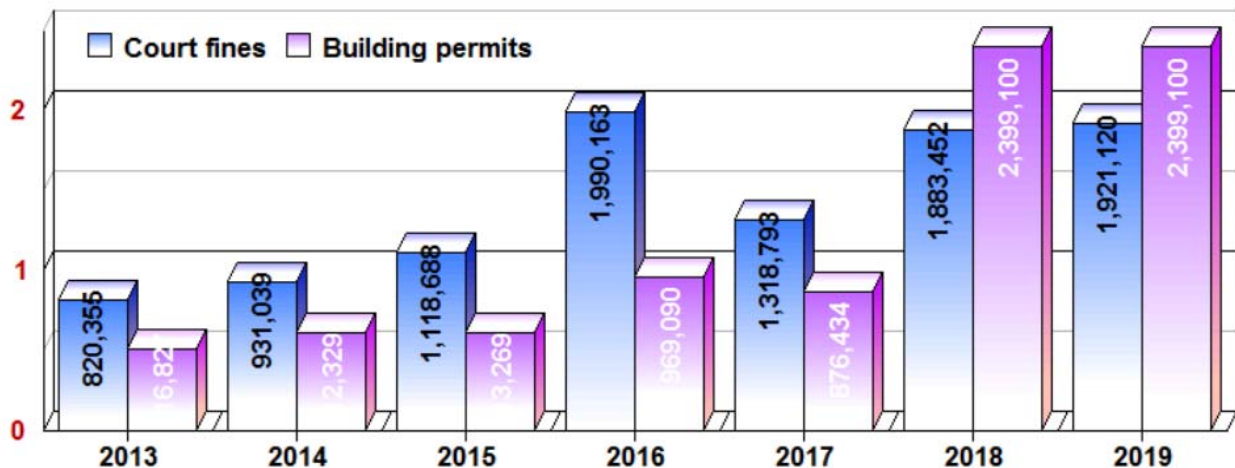
The line graph to the left illustrates each revenues trend since 2013 (in millions).

The graph and chart below show history of these two sources.

REV Table 6 - Major Revenue: OTHER MAJOR REVENUE

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
Court fines - counter	\$ 1,921,120	\$ 1,883,452	\$ 1,318,793	\$ 1,990,163	\$ 1,118,688	\$ 931,039
Building permits	2,399,100	2,399,100	876,434	969,090	613,269	612,329
Total Other major revenues	\$ 4,320,220	\$ 4,282,552	\$ 2,195,227	\$ 2,959,253	\$ 1,731,957	\$ 1,543,368

* Recommended funding levels for the 2018/19 budget year.

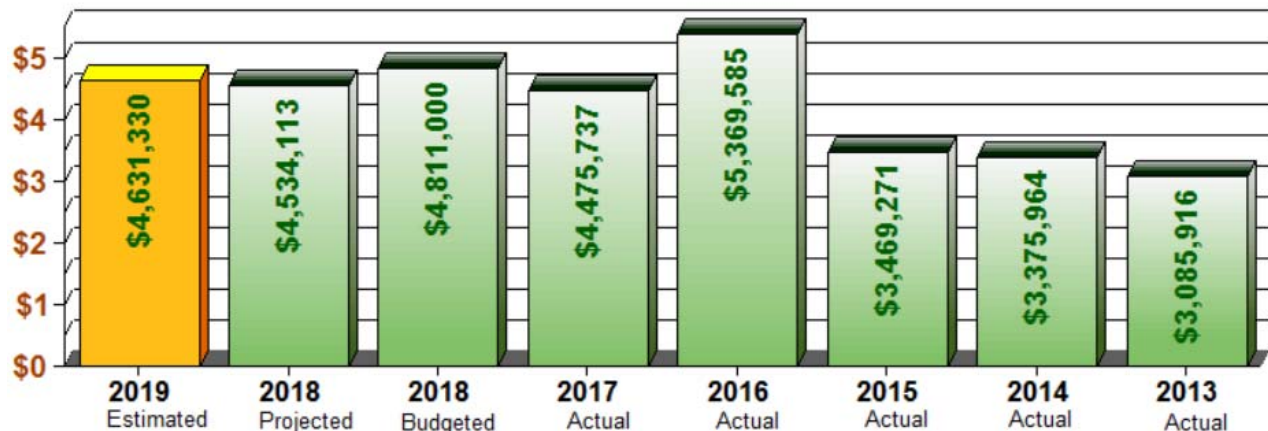


SUMMARY OF SOURCES

NON MAJOR REVENUES

Though non-major revenues are not individually as large as the seven major revenues, they shouldn't be overlooked. The graph and chart below show that total non-major revenue are estimated to **decrease** by \$179,670 (-4%) compared to the 2018 budget; but an **increase** of \$97,217 (2%) compared to current estimates for 2018.

NON-MAJOR REVENUES (in millions)



REV Table 7 - Non-major Revenue: BY CATEGORY

Operating Revenue by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Taxes	\$ 1,029,380	\$ 1,044,000	\$ (14,620)	-1%	\$ 1,028,021	\$ 1,056,547
Intergovernmental	647,950	577,000	70,950	0	618,289	639,339
Fines and forfeitures	804,000	816,000	(12,000)	-1%	799,061	740,849
License and permits	1,340,000	1,064,000	276,000	26%	1,341,928	1,408,964
Rentals and royalties	310,000	610,000	(300,000)	-49%	309,472	307,779
Contributions and donations	400,000	680,000	(280,000)	-41%	281,090	139,576
Interest income	100,000	20,000	80,000	400%	156,252	182,683
Total non-major revenue	\$ 4,631,330	\$ 4,811,000	\$ (179,670)	-4%	\$ 4,534,113	\$ 4,475,737

* Recommended funding levels for the 2018/19 budget year

The following five (5) tables display each of the non-major revenues within their revenue category.

REV Table 8 - Non-major Revenue: TAXES

Revenue All Sources	Budget 2018/19*	Projected 2017/18	Actual 2016/17	Actual 2015/16	Actual 2014/15	Actual 2013/14
APS franchise fee	\$ 630,000	\$ 629,615	\$ 592,752	\$ 629,739	\$ 655,689	\$ 672,323
Cox Com franchise fee	260,000	259,800	241,488	245,137	246,353	244,743
Southwest gas franchise fee	139,000	138,380	221,801	271,024	148,874	142,552
Other taxes	380	226	506	242	(13,659)	-
Total Non-major Taxes	\$ 1,029,380	\$ 1,028,021	\$ 1,056,547	\$ 1,146,142	\$ 1,037,257	\$ 1,059,618

* Recommended funding levels for the 2018/19 budget year

SUMMARY OF SOURCES

REV Table 9 - Non-major Revenue: INTERGOVERNMENTAL

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
Auto lieu tax	\$ 622,950	\$ 593,289	\$ 548,523	\$ 530,413	\$ 490,206	\$ 457,878
\$4 Citing agency - SB1398	25,000	25,000	32,064	50,783	26,572	18,259
Other intergovernmental	-	-	58,752	-	-	-
Total Non-major Intergov.	\$ 647,950	\$ 618,289	\$ 639,339	\$ 581,196	\$ 516,778	\$ 476,137

* Recommended funding levels for the 2018/19 budget year

REV Table 10 - Non-major Revenue: FINES AND FEES

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
Court PD technology fee	\$ 635,000	\$ 632,277	\$ 598,132	\$ 874,787	\$ 405,027	\$ -
Public safety fee	105,000	103,582	90,711	184,781	114,246	85,204
Jail fee reimbursements	10,000	8,706	10,984	10,068	9,257	-
Indigent legal fee reimbursements	-	-	220	1,353	2,382	-
Process service fee - courts	35,000	32,776	7,642	45,764	42,077	22,517
Police impound vehicle	19,000	21,570	32,700	12,000	-	-
Other fines and fees	-	150	460	(5,885)	8,002	-
Total Non-major fines & fees	\$ 804,000	\$ 799,061	\$ 740,849	\$ 1,122,868	\$ 580,991	\$ 107,721

* Recommended funding levels for the 2018/19 budget year ** 2017/18 HURF included one-time funding

REV Table 11 - Non-major Revenue: LICENSE AND PERMITS

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
In-house plan review	\$ 695,000	\$ 688,372	\$ 627,194	\$ 596,726	\$ 496,208	\$ 437,432
Grading permits	55,000	59,680	253,188	80,440	39,395	24,650
Development in lieu	108,000	108,000	108,000	108,000	108,000	108,000
Haul / evacuation permit	75,000	75,038	93,183	103,460	68,186	64,775
Fire marshall	40,000	43,483	71,787	77,434	34,353	36,099
Hillside application fee	150,000	150,772	55,125	42,920	33,700	35,060
Right of way permit	90,000	90,660	50,869	71,991	25,477	13,930
Sub division permit	28,000	27,193	40,923	44,494	29,125	18,085
Special use permit	24,000	24,219	36,480	11,710	30,520	15,871
Other	75,000	74,511	72,215	73,581	56,651	63,822
Non-major Licenlse & permits	\$ 1,340,000	\$ 1,341,928	\$ 1,408,964	\$ 1,210,756	\$ 921,615	\$ 817,724

* Recommended funding levels for the 2018/19 budget year

REV Table 12 - Non-major Revenue: ALL OTHER

Revenue	Budget	Projected	Actual	Actual	Actual	Actual
All Sources	2018/19*	2017/18	2016/17	2015/16	2014/15	2013/14
New Path	\$ 150,000	\$ 150,000	\$ 147,569	\$ 146,343	\$ 146,097	\$ 143,246
Post office rent	87,000	87,000	87,000	87,000	87,000	87,050
Wireless facility	73,000	72,472	73,210	72,360	71,410	67,170
Miscellaneous	400,000	281,090	139,576	737,089	118,092	523,562
LGIP earnings	35,000	56,500	39,342	30,719	19,209	(16,845)
Investments	65,000	99,752	143,341	235,112	70,822	110,581
Non-major Licenlse & permits	\$ 810,000	\$ 746,814	\$ 630,038	\$ 1,308,623	\$ 512,630	\$ 914,764

* Recommended funding levels for the 2018/19 budget year

SUMMARY OF SOURCES

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DEPARTMENTS, DIVISIONS & ENTERPRISES

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GOVERNMENTAL OPERATIONS

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COMMUNITY DEVELOPMENT

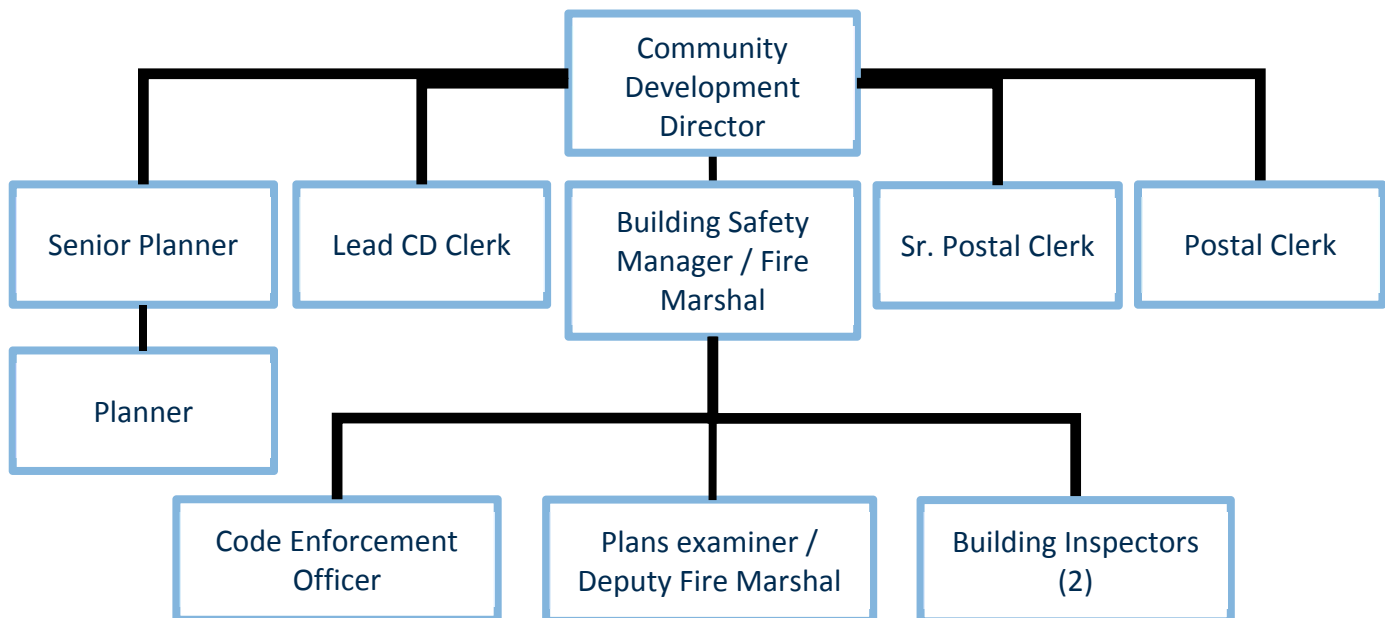
▶ MISSION: To deliver personalized service while providing a comprehensive approach to planning, building, and code enforcement that meets the needs of the community and facilitates responsible, high quality, and well planned development. This development shall enable revitalization of existing resorts and residences while preserving the natural Sonoran Desert environment.

▶ VISION: To enhance the present and future quality of life in Paradise Valley by ensuring an attractive, safe, and well-designed physical environment.

OFFICE PURPOSE & DESCRIPTION

The Department prepares and updates comprehensive plans, processes zoning cases, enforces the zoning code, reviews building and grading plans, conducts inspections, and provides information to the public. It is also responsible for managing the Town's Post Office.

ORGANIZATIONAL CHART



The Community Development Department is managed by the Director; the Director reports to Deputy Town Manager.

COMMUNITY DEVELOPMENT

▶ GOALS ◀

- ▶ Preserve the premiere residential character of the community
 - ▶ Provide professional guidance and coordination of all land planning and development activities
 - ▶ Facilitate public participation and awareness of projects
 - ▶ Implement the Town's regulations and policies fairly and consistently
 - ▶ Review all planning and building applications expeditiously
 - ▶ Fulfill the postal needs of our residents
 - ▶ Treat all customers in a respectful and helpful manner
-

▶ HIGHLIGHTS ◀

- ▶ Remodeled Post Office, replaced postal equipment, trained back-up employee. Huge improvement in customer service and auditing
 - ▶ Accela tracking software implemented. All employees trained and building, planning, and code enforcement activities inputted.
 - ▶ Enabled use of credit cards at both the Post Office and Building counters
 - ▶ Mountain Shadows Resort reviewed, inspected, and now open for business
 - ▶ Ritz-Carlton Resort platted, SUP amended, and plan review and construction underway
 - ▶ Granted approvals for improvements to local resorts, such as 45 additional rooms at Sanctuary, accent lighting at Mountain Shadows, and renovated storage/office space and a new entry sign at El Chorro Lodge
 - ▶ Granted approvals for improvements at local private schools, such as a new administration building at Phoenix Country Day School and the new Jones Gordon School
 - ▶ Continued progress on the Walk & Bike Plan and Visually Significant Corridor long-range plans
 - ▶ Continued progress on code amendments, such as the Hillside Building Regulations, and completed revisions to other Quality of Life initiatives including: lighting, noise, property maintenance, and walls and fences
 - ▶ Contributed on interdepartmental teams, including wireless facility code changes to address new legislative action
 - ▶ Granted approvals for new residential developments, such as the 8-lot single-family project at the northwest corner of Scottsdale Rd/Northern Ave
 - ▶ Granted approvals for places of worship, such as adding 5th grade curriculum at Christ Church of the Ascension
-

▶ SERVICE STATS ◀

- ▶ Approximately 700 building permits issued, valued at over \$150,000,000
 - ▶ 86 single family homes permitted
 - ▶ Over 20 land use applications processed
 - ▶ Over 600 violations investigated and resolved
 - ▶ 36 Hillside applications processed
 - ▶ Plan reviews completed in less than 15 business days
 - ▶ Inspection requests completed on the next business day
-

COMMUNITY DEVELOPMENT

STAFFING LEVELS

Staffing levels have remained consistent in 2015/16 and 2016/17. One (1) inspector was added in 2017/18 and no staffing level changes recommended for the 2018/19 budget. Table 1 below displays the department's positions by classification; and Table 2 shows the positions by service.

CD Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Community development director	1.0	1.0	1.0	1.0
Senior planner	1.0	1.0	1.0	1.0
Planner	1.0	1.0	1.0	1.0
Lead planning & building clerk	1.0	1.0	1.0	1.0
Senior postal clerk	1.0	1.0	1.0	1.0
Postal clerk	1.0	1.0	1.0	1.0
Building safety manager / fire marshal	1.0	1.0	1.0	1.0
Plans examiner	1.0	1.0	1.0	1.0
Building & zoning inspector	2.0	2.0	1.0	1.0
Code enforcement officer	1.0	1.0	1.0	1.0
Total full time equivalents	11.0	11.0	10.0	10.0
Inspector (temp FT)	-	-	1.0	-

CD Table 2 - Authorized positions by PRIMARY FUNCTION				
PRIMARY FUNCTION**	2018/19*	2017/18	2016/17	2015/16
Building	5.0	5.0	4.0	4.0
Planning	4.0	4.0	4.0	4.0
Post office	2.0	2.0	2.0	2.0
Total full time equivalents	11.0	11.0	10.0	10.0

** the CD Director is listed in Planning

FUNDING LEVELS

Funding for Community development consists solely of General resources. Funding is recommended to **increase by \$55,691 (3%)**.

CD Table 3 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$1,698,486	\$1,642,795	\$ 55,691	3%	\$1,600,717	\$1,279,531
Total Sources	\$1,698,486	\$1,642,795	\$ 55,691	3%	\$1,600,717	\$1,279,531

* Recommended funding levels for the 2018/19 budget year

COMMUNITY DEVELOPMENT

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COMMUNITY DEVELOPMENT

▶ EXPENDITURES ◀

The Community development recommended budget of \$1,698,486 is \$55,691 or 3% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$16,309 or 1% covers the Town-wide adjustments in salary and benefits.

Supplies and services: The net increase of \$55,691 or 16% is comprised of increases in professional services (\$29,940), the postage meter (\$40,000), publications (\$2,400) and liability insurance (\$2,197) and is offset with various line item decreases.

Capital: There is no recommended capital this year which results in a decrease of \$25,000 or -100% as compared to last fiscal year 2017/18.

CD Table 4 - Expenditures by CATEGORY						
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$1,225,104	\$1,208,795	\$ 16,309	1%	\$1,209,113	\$1,112,167
Supplies & Services						
Professional services	161,440	131,500	29,940	23%	121,000	31,221
Liability insurance	48,197	46,000	2,197	5%	46,567	41,822
Travel and training	12,810	14,200	(1,390)	-10%	8,500	8,297
Miscellaneous	10,000	10,800	(800)	-7%	243	2,765
Post office meter cost	170,000	130,000	40,000	31%	170,000	6,525
Publications	3,000	600	2,400	400%	-	187
Other supplies & services	67,935	75,900	(7,965)	-10%	24,294	76,547
Total Supplies & Services	473,382	409,000	64,382	16%	370,604	167,364
Total Capital	-	25,000	(25,000)	-100%	21,000	-
Total Expenditures	\$1,698,486	\$1,642,795	\$ 55,691	3%	\$1,600,717	\$1,279,531

* Recommended funding levels for the 2018/19 budget year

There are three primary functions (cost centers) in Community Development for budgetary purposes.

CD Table 5 - Expenditures by PRIMARY FUNCTION						
PRIMARY FUNCTION	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Building	\$ 766,887	\$ 788,091	\$ (21,204)	-3%	\$ 756,861	\$ 602,537
Planning	761,599	724,704	36,895	5%	673,856	670,469
Post office (meter only)	170,000	130,000	40,000	31%	170,000	6,525
Total Expenditures	\$1,698,486	\$1,642,795	\$ 55,691	3%	\$1,600,717	\$1,279,531

* Recommended funding levels for the 2018/19 budget year

COMMUNITY DEVELOPMENT

LINE ITEMS (DETAIL)

CD Table 6 - Line item expenditures: BUILDING

BUILDING		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$ 340,641	\$ 411,124	\$ 407,600	\$ 419,600	\$ 419,238	\$ (362)	0%
2	OVERTIME	8,622	3,388	4,000	4,000	4,000	-	0%
3	EMPLOYEE BENEFITS-FICA	26,493	31,760	31,100	33,100	31,791	(1,309)	-4%
4	EMPLOYEE BENEFITS-RETIREMENT	38,574	53,326	47,600	50,692	50,645	(47)	0%
5	EMPLOYEE BENEFITS-WORKERS COMI	9,294	10,882	8,100	8,100	8,306	206	3%
6	EMPLOYEE BENEFITS-MED/DENTAL	40,190	46,139	50,400	46,139	51,663	5,524	12%
7	Short term disability	-	-	-	-	3,174	3,174	n/a
8	EMPLOYEE BENEFITS-DISABIL/LIFE	2,296	1,770	2,700	2,700	2,702	2	0%
9	EMPLOYEE BENEFITS-CLOTHING	1,856	1,697	2,000	2,000	1,900	(100)	-5%
10	EMPLOYEE BENEFIT - CELL PHONE	4,845	4,250	5,500	5,500	5,100	(400)	-7%
11	EMPLOYEE BENEFITS-401A MATCH	245	6,313	-	6,760	6,760	-	0%
12	HSA	16,890	8,400	20,200	9,100	9,100	-	0%
13	TOTAL PERSONNEL	489,946	579,049	579,200	587,691	594,379	6,688	1%
14	EMERGENCY MANAGEMENT	1,579	3,064	6,200	6,200	4,100	(2,100)	-34%
15	GENERAL PROFESSIONAL SERVICES	29,763	121,000	121,000	121,000	121,000	-	0%
16	TEMPORARY LABOR	53,832	-	-	-	-	-	n/a
17	EXPENDABLE TOOLS	-	1,000	1,000	1,000	1,000	-	0%
18	GAS & OIL	4,104	2,270	6,000	6,000	3,000	(3,000)	-50%
19	OFFICE SUPPLIES	1,535	2,000	2,000	2,000	2,000	-	0%
20	PRINTING	191	2,000	2,000	2,000	2,000	-	0%
21	SAFETY EQUIPMENT SUPPLIES	-	318	-	-	500	500	n/a
22	LIABILITY INSURANCE	16,729	21,167	21,000	21,000	21,908	908	4%
23	CAR WASHES	16	-	-	-	-	-	n/a
24	DUES	310	500	500	500	500	-	0%
25	STAFF TRAINING	1,580	3,000	3,000	3,000	3,000	-	0%
26	SUBSCRIPTIONS & PUBLICATIONS	187	-	600	600	3,000	2,400	400%
27	TRAINING TRAVEL	-	250	1,300	1,300	500	(800)	-62%
28	MISCELLANEOUS	2,765	243	35,800	10,800	10,000	(800)	-7%
29	TOTAL SUPPLIES & SERVICES	112,591	156,812	200,400	175,400	172,508	(2,892)	-2%
	Vehicle	-	21,000	-	25,000	-	(25,000)	n/a
30	TOTAL CAPITAL OUTLAY	-	21,000	-	25,000	-	(25,000)	n/a
31	TOTAL	\$602,537	\$756,861	\$779,600	\$788,091	\$ 766,887	\$ (21,204)	-3%

COMMUNITY DEVELOPMENT

LINE ITEMS (DETAIL)

CD Table 7 - Line item expenditures: PLANNING								
PLANNING		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	\$456,576	\$469,302	\$ 452,300	\$468,300	\$ 468,495	\$ 195	0%
2	OVERTIME	6,693	13,610	6,000	6,000	12,000	6,000	100%
3	EMPLOYEE BENEFITS-FICA	33,837	34,893	34,100	35,100	35,715	615	2%
4	EMPLOYEE BENEFITS-RETIREMENT	51,141	59,632	52,600	56,370	50,768	(5,602)	-10%
5	EMPLOYEE BENEFITS-WORKERS COMP	1,523	1,706	1,200	1,200	1,293	93	8%
6	EMPLOYEE BENEFITS-MEDICAL	51,661	40,214	42,800	40,214	44,780	4,566	11%
7	Short term disability	-	-	-	-	3,559	3,559	n/a
8	EMPLOYEE BENEFITS-DISABIL/LIFE	2,916	386	2,700	2,700	2,915	215	8%
9	EMPLOYEE BENEFITS-CLOTHING	-	-	200	200	200	-	0%
10	EMPLOYEE BENEFIT - CELL PHONE	1,495	1,150	1,400	1,400	1,380	(20)	-1%
11	DEFERRED COMPENSATION-457	158	4,371	-	4,420	4,420	-	0%
12	EMPLOYEE BENEFITS - H S A	16,220	4,800	14,800	5,200	5,200	-	0%
13	TOTAL PERSONNEL	622,221	630,064	608,100	621,104	630,725	9,621	2%
14	GENERAL PROFESSIONAL SERVICES	1,458	-	10,500	10,500	40,400	29,900	285%
15	TEMPORARY HELP	-	2,303	2,500	2,500	2,500	-	0%
16	OFFICE SUPPLIES	1,893	2,000	3,000	3,000	2,000	(1,000)	-33%
17	PRINTING	195	300	300	300	300	-	0%
18	LIABILITY INSURANCE	25,093	25,400	25,000	25,000	26,289	1,289	5%
19	MEALS	406	500	500	500	600	100	20%
20	DUES	1,441	1,639	2,000	2,000	1,675	(325)	-16%
21	POST OFFICE SUPPLIES, MISC	7,975	5,000	-	45,000	45,000	-	0%
22	LEGAL ADVERTISING	-	-	2,000	2,000	-	(2,000)	n/a
23	MILEAGE-MISCELLANEOUS TRAVEL	-	-	600	600	-	(600)	n/a
24	POST OFFICE METER COST	6,525	170,000	380,000	130,000	170,000	40,000	31%
25	STAFF TRAINING	2,445	2,000	3,200	3,200	2,800	(400)	-13%
26	SUBSCRIPTIONS & PUBLICATIONS	-	200	200	200	200	-	0%
27	TRAINING TRAVEL	4,272	3,250	6,700	6,700	6,600	(100)	-1%
28	MISCELLANEOUS	339	100	100	100	150	50	50%
29	BOARDS AND COMMISSION EXPENSES	53	100	1,000	1,000	1,500	500	50%
30	COMPUTER HARDWARE	1,637	-	-	-	-	-	n/a
31	OFFICE FURNITURE & FIXTURES	1,041	1,000	1,000	1,000	1,000	-	0%
32	TOTAL SUPPLIES & SERVICES	54,773	213,792	438,600	233,600	301,014	67,414	29%
33	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
34	TOTAL	\$676,994	\$843,856	\$1,046,700	\$854,704	\$ 931,739	\$ 77,035	9%

COMMUNITY DEVELOPMENT

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ENGINEERING

► **MISSION:** The Town of Paradise Valley's Engineering Department is dedicated to maintaining and improving the quality of the community through economically sound infrastructure preservation and enhancement while providing customer-focused, innovative, efficient and reliable municipal service to our residents.

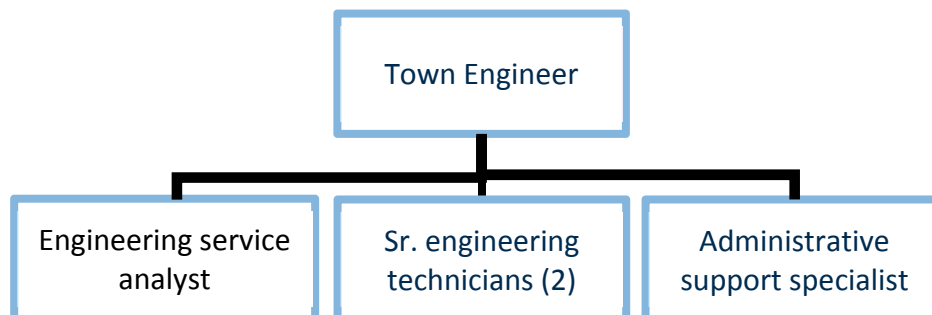
► **VISION:** Engineering strives to be a leading organization helping to preserve a vibrant, innovative, world-class community. This is accomplished by meeting or exceeding resident needs through accountability, fairness, consistency, and increased communication. We will maintain and improve existing infrastructure in an effective manner. We are committed to supporting a positive work environment in which employees can share in the overall health, safety and welfare of the community.

OFFICE PURPOSE & DESCRIPTION

The Engineering department provides many of the services that affect the daily lives of those who live and work in the town. Primarily, the department is responsible for the plan review and inspection of residential and resort properties related to grading & drainage as well as infrastructure. The department is also responsible for the planning and implementation of the capital improvement program and facilitation the hillside development process. Some of the department's activities include:

- Capital Improvement Program planning and implementation;
- Development and Right-of-Way Plan review and inspection;
- Long range planning for Town infrastructure; and
- Hillside development process.

ORGANIZATIONAL CHART



The Engineering Department is managed by the Town Engineer; the Town Engineer reports to the Town Manager.

ENGINEERING

▶ GOALS ◀

- ▶ Complete sewer assessments per the updated IGA with the City of Scottsdale
- ▶ Conduct inspection services for resort development
- ▶ Continue design and construction of the Ritz Carlton roadway and sidewalk projects
- ▶ Complete construction of the SRP Keim District electrical undergrounding
- ▶ Complete construction of Doubletree Ranch Road improvements

▶ HIGHLIGHTS ◀

- ▶ Completion of the Police Communication Tower
- ▶ Installation of updated video detection systems at signalized intersections
- ▶ Approval of ADEQ MS4 Permit
- ▶ Completion of the APS District 30 electrical undergrounding
- ▶ Adoption of the Storm Drainage Design Manual

▶ STAFFING LEVELS ◀

Staffing levels have remained consistent from 2015/16 through 2017/18. One (1) additional Sr. engineering technician is being recommended in the 2018/19 budget to primarily focus on Hillside development. Table 1 below displays the department’s positions by classification.

ENG Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Town engineer	1.0	1.0	1.0	1.0
Engineering service analyst	1.0	1.0	1.0	1.0
Sr. engineering technician	2.0	1.0	1.0	1.0
Administrative support specialist	1.0	1.0	1.0	1.0
Total full time equivalents	5.0	4.0	4.0	4.0

* Recommended staffing level for the 2018/19 budget year

ENGINEERING

FUNDING LEVELS

Funding for Engineering consists of General resources and the Wastewater enterprise. Overall, funding is recommended to **increase by \$197,260 (35%)**.

Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$ 724,605	\$ 527,345	\$ 197,260	37%	\$ 453,273	\$ 461,487
Enterprises	34,600	34,600	-	0%	34,600	52,379
Total Sources	\$ 759,205	\$ 561,945	\$ 197,260	35%	\$ 487,873	\$ 513,866

* Recommended funding levels for the 2018/19 budget year ** Engineering provides services to Wastewater (enterprise)

EXPENDITURES

The Engineering recommended budget of \$759,205 is \$197,260 or 35% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$125,933 or 28% covers Town-wide adjustments in salaries and benefits; and the recommended addition of one (1) Sr. engineering technician position.

Supplies and services: The net increase of \$71,327 or 68% is primarily due to additional outside professional services related to hillside development, GIS and the Tatum Blvd. traffic signal timing study.

EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ 582,978	\$ 457,045	\$ 125,933	28%	\$ 417,624	\$ 344,918
Professional services	130,000	60,000	70,000	117%	36,033	137,579
Liability insurance	17,527	16,400	1,127	7%	16,934	16,729
Travel and training	8,000	8,000	-	0%	2,700	2,294
NPA/NPDES Compliance	6,500	11,000	(4,500)	-41%	10,000	5,000
Other supplies & services	14,200	9,500	4,700	49%	4,582	7,346
Total Supplies & Services	176,227	104,900	71,327	68%	70,249	168,948
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$ 759,205	\$ 561,945	\$ 197,260	35%	\$ 487,873	\$ 513,866

* Recommended funding levels for the 2018/19 budget year

ENGINEERING

LINE ITEMS (DETAIL)

ENG Table 4 - Line item expenditures

Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$251,616	\$328,396	\$337,300	\$330,300	\$348,481	\$18,181	6%
2	New FTE Sr. Engineering Tech					106,116	106,116	n/a
3	EMPLOYEE BENEFITS-FICA	18,774	24,560	24,900	25,900	26,309	409	2%
4	EMPLOYEE BENEFITS-RETIREMENT	24,713	41,288	39,100	38,763	41,308	2,545	7%
5	EMPLOYEE BENEFITS-WORKERS C	5,225	7,654	13,000	13,000	12,378	(622)	-5%
6	EMPLOYEE BENEFITS-MED/DENTAL	28,617	-	44,600	29,622	30,649	1,027	3%
7	EMPLOYEE BENEFITS-DISABIL/LIFE	1,964	997	2,200	2,200	2,353	153	7%
8	Short term disability					2,614	2,614	n/a
9	EMPLOYEE BENEFITS-CLOTHING	-	276	1,200	1,200	1,170	(30)	-3%
10	EMPLOYEE BENEFIT - CELL PHONE	1,955	2,300	2,800	2,800	2,760	(40)	-1%
11	DEFERRED COMPENSATION-457	198	4,953	-	5,460	3,640	(1,820)	-33%
12	HSA	11,855	7,200	15,800	7,800	5,200	(2,600)	-33%
13	TOTAL PERSONNEL	344,918	417,624	480,900	457,045	582,978	125,933	28%
14	CELLULAR PHONE CHARGES	335	143	400	400	400	-	0%
15	GENERAL PROFESSIONAL SERVICE	137,579	36,033	60,000	60,000	130,000	70,000	n/a
16	NPA/NPDES COMPLIANCE (engineer	5,000	10,000	11,000	11,000	6,500	(4,500)	-41%
17	COMPUTER SUPPLIES	-	-	500	500	500	-	0%
18	GAS & OIL	488	394	1,500	1,500	1,500	-	0%
19	OFFICE SUPPLIES	1,150	1,570	1,400	1,400	1,400	-	0%
20	PRINTING	2,433	2,476	2,600	2,600	7,000	4,400	n/a
21	LIABILITY INSURANCE	16,729	16,934	16,400	16,400	17,527	1,127	7%
22	DUES	2,468	-	1,700	1,700	1,700	-	0%
23	LEGAL ADVERTISING	-	-	200	200	500	300	n/a
24	STAFF TRAINING	875	1,200	6,000	6,000	6,000	-	0%
25	SUBSCRIPTIONS & PUBLICATIONS	473	-	800	800	800	-	0%
26	TRAINING TRAVEL	1,419	1,500	2,000	2,000	2,000	-	0%
27	MISCELLANEOUS	-	-	400	400	400	-	0%
28	TOTAL SUPPLIES & SERVICES	168,948	70,249	104,900	104,900	176,227	71,327	68%
29	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
30	TOTAL	\$ 513,867	\$ 487,873	\$ 585,800	\$ 561,945	\$ 759,205	\$197,260	35%

FINANCE DIVISION

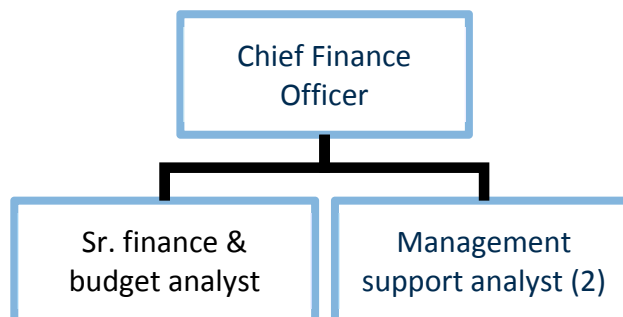
▶ MISSION:

To provide our customers, both internal and external, with professional, courteous, and reliable services that are timely, accurate and valuable; while improving the efficiency and effectiveness of the division and its related functions in furnishing support, training, and financial information pertinent to determine the financial position of the Town that is interesting, relevant and user friendly.

▶ OFFICE PURPOSE & DESCRIPTION

The Finance Division is a full service financial office. The Division maintains the Town's financial systems and fiscal controls over cash and investments, capital assets, payroll, accounts payable, procurement, cash receipts, debt and risk management, and fire service billing & collections. Staff coordinates the Town's annual financial audit and prepare financial statements. The Division also coordinates the annual budget process, including long-range financial planning and internal and external financial performance reporting.

▶ ORGANIZATIONAL CHART



The Finance Division is managed by the Chief Finance Officer; the Chief reports to the Town Manager.

FINANCE DIVISION

▶ STAFFING LEVELS ◀

Staffing levels have remained consistent from 2015/16 through 2017/18. There are no staffing level changes recommended for the 2018/19 budget. Table 1 below displays the division's positions, by classification.

FIN Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Director of admin & gov't affairs	-	-	1.0	1.0
Chief finance officer	1.0	1.0	-	-
Management support analyst	2.0	2.0	2.0	-
Sr. finance & budget analyst	1.0	1.0	1.0	1.0
Accounting specialist	-	-	-	2.0
Total full time equivalents	4.0	4.0	4.0	4.0

* Recommended staffing level for the 2018/19 budget year

▶ FUNDING LEVELS ◀

Funding for the Finance Division consists of General resources and the Alarm, Fire and Wastewater enterprises. Overall, funding is recommended to **decrease by \$178,035 (-19%)**.

FIN Table 2 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$ 570,652	\$ 748,687	\$ (178,035)	-24%	\$ 630,429	\$ 641,255
Enterprises	203,400	203,400	-	0%	203,400	197,603
Total Sources	\$ 774,052	\$ 952,087	\$ (178,035)	-19%	\$ 833,829	\$ 838,858

* Recommended funding levels for the 2018/19 budget year ** Information Technology provides services to Alarm, Fire and Wastewater (enterprise)

FINANCE DIVISION

▶ EXPENDITURES ◀

Table 6 below displays total expenditures by CATEGORY (Personnel, Supplies & Services and Capital) with a mid-level grouping of major line items.

FIN Table 3 - Expenditures by CATEGORY							
EXPENDITURES BY		Budget	Budget	Change	Change	Projected	Actual
CATEGORY		2018/19*	2017/18	\$	%	2017/18	2016/17
Total Personnel		\$ 466,069	\$ 458,587	\$ 7,482	2%	\$ 446,650	\$ 467,986
Supplies & Services	Professional services	103,315	286,400	(183,085)	-64%	286,400	167,447
	Liability insurance	22,819	21,000	1,819	9%	22,047	17,037
	Travel and training	12,400	18,600	(6,200)	-33%	14,771	13,593
	Processing fees	99,854	95,400	4,454	5%	93,268	101,911
	Printing	26,000	26,000	-	0%	25,170	21,524
	Other supplies & services	43,595	46,100	(2,505)	-5%	(54,477)	49,360
Total Supplies & Services		307,983	493,500	(185,517)	-38%	387,179	370,872
Total Capital		-	-	-	n/a	-	-
Total Expenditures		\$ 774,052	\$ 952,087	\$ (178,035)	-19%	\$ 833,829	\$ 838,858

* Recommended funding levels for the 2018/19 budget year

As illustrated in Table 6, the recommended budget of \$774,052 is \$178,035 or -19% less than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$7,482 (2%) covers Town-wide adjustments to salaries and benefits.

Supplies and services: The net decrease of \$(185,517) or (-38%) is primarily due to a reduction of professional services and other line items as part of separating legislative affairs from the Division. The increase in processing fees and insurance are part of aligning budgets with costs.

FINANCE DIVISION

LINE ITEMS (DETAIL)

FIN Table 4 - Line item expenditures

FIN Table 4 - Line item expenditures								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	336,376	326,217	413,000	317,115	333,751	16,636	5%
2	OVERTIME	4,787	753	9,000	9,000	800	(8,200)	-91%
3	EMPLOYEE BENEFITS-FICA	24,372	24,018	31,000	24,774	25,022	248	1%
4	EMPLOYEE BENEFITS-RETIREMENT	38,049	39,135	48,800	39,458	39,915	457	1%
5	EMPLOYEE BENEFITS-WORKERS COM	1,005	906	1,100	1,100	898	(202)	-18%
6	EMPLOYEE BENEFITS-MED/DENTAL	42,328	41,360	54,700	41,360	42,840	1,480	4%
7	EMPLOYEE BENEFITS-DISABIL/LIFE	2,015	379	3,000	3,000	2,080	(920)	-31%
8	Short term disability		-			2,503	2,503	n/a
9	EMPLOYEE BENEFIT - CELL PHONE	2,600	1,545	2,500	2,500	2,400	(100)	-4%
10	EMPLOYEE BENEFITS-401A MATCH	245	4,937	-	8,580	6,760	(1,820)	-21%
11	HSA	16,211	6,400	20,200	11,700	9,100	(2,600)	-22%
12	TOTAL PERSONNEL	467,986	445,650	583,300	458,587	466,069	7,482	2%
13	FINANCIAL AUDITORS	34,635	30,735	31,000	31,000	31,000	-	0%
14	GENERAL PROFESSIONAL SERVICES	167,447	186,400	286,400	286,400	103,315	(183,085)	-64%
15	EF CREDIT CARD PROCESSING	17,338	22,089	16,300	16,300	23,679	7,379	45%
16	GG CREDIT CARD PROCESSING	154	9,806	-	-	10,000	10,000	n/a
17	GG CREDIT CARD SERVICE FEE	60	549	-	-	550	550	n/a
18	BANK SERVICE CHARGES	56,220	32,400	50,000	50,000	35,000	(15,000)	-30%
19	PAYROLL PROCESS SERVICE	28,139	28,424	29,100	29,100	30,625	1,525	5%
20	OFFICE SUPPLIES	2,916	3,927	5,000	5,000	5,000	-	0%
21	PRINTING-LTRHD-ENV.	21,524	25,170	26,000	26,000	26,000	-	0%
22	LIABILITY INSURANCE	17,037	22,047	21,000	21,000	22,819	1,819	9%
23	LUNCHEONS, DINNERS, ETC.	595	1,309	1,500	1,500	600	(900)	-60%
24	DUES	1,599	2,180	2,400	2,400	1,695	(705)	-29%
25	POSTAGE MACHINE RENT & SUPPLY	(92)	1,725	-	-	1,800	1,800	n/a
26	LEGAL ADVERTISING	2,922	-	-	-	-	-	n/a
27	MILEAGE-MISCELLANEOUS TRAVEL	1,683	1,400	1,500	1,500	1,500	-	0%
28	STAFF TRAINING	8,074	6,236	9,500	9,500	5,900	(3,600)	-38%
29	SUBSCRIPTIONS & PUBLICATIONS	5,096	4,162	3,200	3,200	1,500	(1,700)	-53%
30	TRAINING TRAVEL	5,519	8,535	9,100	9,100	6,500	(2,600)	-29%
31	MISCELLANEOUS	6	86	1,500	1,500	500	(1,000)	-67%
32	TOTAL SUPPLIES & SERVICES	370,872	387,179	493,500	493,500	307,983	(185,517)	-38%
33	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
34	TOTAL	\$838,858	\$ 832,829	\$1,076,800	\$ 952,087	\$ 774,052	\$(178,035)	-19%

IT DIVISION

▶ MISSION: To provide the resources, infrastructure, and applications for internal staff and residents to securely store, access and work with the town’s information.

▶ VISION: Technology systems provide accurate information to any authorized user; whenever, wherever and in whatever format the users required to be useful.

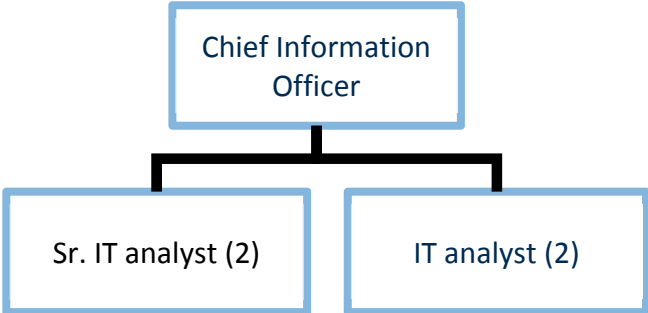
OFFICE PURPOSE & DESCRIPTION

Information Technology (IT) manages and maintains the Town’s digital systems to ensure integrity and security of the information maintained within. Information is useful when it can provide value to our customers. Computers, network systems and applications, public safety smart technology, geographic information systems (GIS), telephone and voicemail systems, and internet and e-mail functionally are some specific systems designed, deployed and supported by IT to provide customer value.

The three business functional areas of IT are:

- ▶ Infrastructure support;
- ▶ Application support, and
- ▶ Business system support.

ORGANIZATIONAL CHART



The IT Division is managed by the Chief Information Officer; the Chief reports to the Deputy Town Manager.

IT DIVISION

STAFFING LEVELS

Staffing levels have remained consistent through 2016/17. With the onset of higher demands for services, including GIS, one (1) additional Sr. information technology analyst position is being recommended in the 2018/19 budget. This position will assist in centralizing staffing for GIS and other programs to the Information Technology division, rather than decentralized among various departments. Table 1 below displays the division's positions by classification.

IT Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Chief information officer	1.0	1.0	-	-
Sr. information technology analyst	2.0	1.0	1.0	1.0
Information technology analyst	2.0	2.0	2.0	2.0
Total full time equivalents	5.0	4.0	3.0	3.0

* Recommended staffing level for the 2018/19 budget year

The graph and "Table 2" show the positions by service function.

IT Table 2 - Authorized positions by PRIMARY FUNCTION				
PRIMARY FUNCTION**	2018/19*	2017/18	2016/17	2015/16
Business system support	3.0	3.0	2.0	2.0
Infrastructure support	0.9	1.0	1.0	1.0
GIS support	1.1	-	-	-
Total full time equivalents	5.0	4.0	3.0	3.0

** the CIO is allocated evenly among functions

FUNDING LEVELS

Funding for the Information Technology Division consists of General resources and the Alarm, Fire and Wastewater enterprises. Overall, funding is recommended to **increase by \$83,870 (5%)**.

IT Table 3 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$1,711,521	\$1,627,651	\$ 83,870	5%	\$1,570,746	\$1,077,280
Enterprises	61,600	61,600	-	0%	61,600	11,391
Total Sources	\$1,773,121	\$1,689,251	\$ 83,870	5%	\$1,632,346	\$1,088,671

* Recommended funding levels for the 2018/19 budget year ** Information Technology provides services to Alarm, Fire and Wastewater (enterprise)

IT DIVISION

▶ EXPENDITURES ◀

Table 6 below displays total expenditures by CATEGORY (Personnel, Supplies & Services and Capital) with a mid-level grouping of major line items.

IT Table 4 - Expenditures by CATEGORY						
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ 601,344	\$ 449,651	\$ 151,693	34%	\$ 392,329	\$ 321,767
Supplies & Services						
Professional services	94,100	99,100	(5,000)	-5%	99,130	33,655
Liability insurance	13,145	12,500	645	5%	12,700	12,547
Travel and training	15,215	16,000	(785)	-5%	16,000	4,780
Software & maint. contract	715,619	772,200	(56,581)	-7%	772,200	599,817
Hardware & equipment	308,544	324,400	(15,856)	-5%	324,617	109,261
Other supplies & services	25,154	15,400	9,754	63%	15,370	6,844
Total Supplies & Services	1,171,777	1,239,600	(67,823)	-5%	1,240,017	766,904
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$1,773,121	\$1,689,251	\$ 83,870	5%	\$1,632,346	\$1,088,671

* Recommended funding levels for the 2018/19 budget year

As illustrated in Table 6, the recommended budget of \$1,773,121 is \$83,870 or 5% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$151,693 (34%) covers Town-wide adjustments to salaries and benefits and the addition of one (1) Sr. information technology analyst. Last year the CIO position was created and funded for a portion of the year. This fiscal year the CIO is funded for the entire year.

Supplies and services: The net decrease of \$67,823 (-5%) is primarily due to a decrease in costs for software deployments and retirement of some software maintenance contracts.

IT DIVISION

LINE ITEMS (DETAIL)

IT Table 5 - Line item expenditures

Includes expenditures in total for all Funding Sources		2016/17 Prior Year Actual	2017/18		2018/19 Recommended		
ID	Account Title		Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount %
1	SALARIES AND WAGES	\$ 229,908	\$ 288,878	\$ 229,700	\$ 327,700	\$ 358,176	\$ 30,476 9%
2	New FTE					100,935	100,935 n/a
3	EMPLOYEE BENEFITS-FICA	17,209	17,558	17,400	24,400	26,789	2,389 10%
4	EMPLOYEE BENEFITS-RETIREMEN	25,704	29,595	26,800	38,810	42,960	4,150 11%
5	EMPLOYEE BENEFITS-WORKERS C	768	839	600	600	964	364 61%
6	EMPLOYEE BENEFITS-MED/DENT/	32,117	42,201	32,000	42,201	46,535	4,334 10%
7	EMPLOYEE BENEFITS-DISABIL/LIFI	1,204	143	1,700	1,700	2,299	599 35%
8	Short term disability					2,686	2,686 n/a
9	EMPLOYEE BENEFIT - CELL PHONE	2,990	2,392	2,800	2,800	4,140	1,340 48%
10	EMPLOYEE BENEFITS-401A MATCH	178	4,483	-	4,940	6,760	1,820 37%
11	HSA	11,690	6,240	11,400	6,500	9,100	2,600 40%
12	TOTAL PERSONNEL	321,767	392,329	322,400	449,651	601,344	151,693 34%
13	TELEPHONE	-	-	-	-	9,100	9,100 n/a
14	SOFTWARE MAINTENANCE CONT	545,935	705,500	705,500	705,500	715,619	10,119 1%
15	IT SUPPORT	6,622	18,800	18,800	18,800	19,100	300 2%
16	GENERAL PROFESSIONAL SERVICE	27,033	80,300	80,300	80,300	75,000	(5,300) -7%
17	COMPUTER SUPPLIES	528	1,500	1,500	1,500	1,500	- 0%
18	OFFICE SUPPLIES	2,006	2,000	2,000	2,000	2,000	- 0%
19	LIABILITY INSURANCE	12,547	12,700	12,500	12,500	13,145	645 5%
20	COMPUTER HARDWARE MAINTEN	3,745	4,000	4,000	4,000	4,120	120 3%
21	PHOTOCOPIER REPAIRS & MAINT	-	6,000	6,000	6,000	6,180	180 3%
22	DINNERS @ WORK SESSIONS, ETC	120	700	700	700	721	21 3%
23	MILEAGE- MISCELLANEOUS TRAV	5	100	100	100	103	3 3%
24	STAFF TRAINING	1,734	12,000	12,000	12,000	9,215	(2,785) -23%
25	SUBSCRIPTIONS & PUBLICATIONS	293	1,000	1,000	1,000	1,030	30 3%
26	TRAINING TRAVEL	3,046	4,000	4,000	4,000	6,000	2,000 50%
27	MISCELLANEOUS	27	100	100	100	400	300 300%
28	COMPUTER HARDWARE	109,248	324,400	324,400	324,400	290,879	(33,521) -10%
29	COMPUTER SOFTWARE - NEW	53,882	66,700	66,700	66,700	-	(66,700) n/a
30	IT EQUIPMENT	133	217	-	-	17,665	17,665 n/a
31	TOTAL SUPPLIES & SERVICES	766,904	1,240,017	1,239,600	1,239,600	1,171,777	(67,823) -5%
32	TOTAL CAPITAL OUTLAY	-	-	-	-	-	- n/a
33	TOTAL	\$1,088,672	\$1,632,346	\$1,562,000	\$1,689,251	\$1,773,121	\$ 83,870 5%

MAYOR & COUNCIL

► **MISSION:** The Town of Paradise Valley provides high quality public services to the community which values limited government.

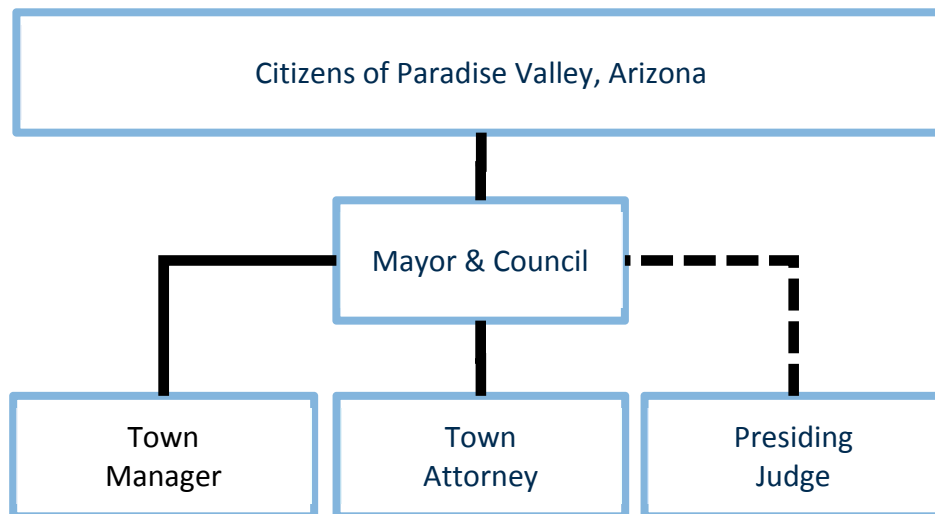
► **VISION:** The Town of Paradise Valley is a premier, low density, residential community in Arizona with a nation identity reflecting excellence in development & design and protection of the natural Sonoran desert.

OFFICE PURPOSE & DESCRIPTION

The Mayor and six (6) Town Council Members are the elected representatives of the Town of Paradise Valley, Arizona. The Mayor is elected to a 2-year term and Council a 4-year staggered term. Every two years an election is held for the Mayor and three (3) Council members. Each year, the Council selects a Council member to serve as Vice-mayor. The Council appoints the Town Manager, the Town Attorney, the Presiding Judge and members of the Town's commissions and boards. The Judge serves for two (2) years and cannot be removed unless malfeasance.

The Mayor and Town Council are responsible for establishing goals and adopting public policy that meets the community's needs.

ORGANIZATIONAL CHART



Mayor and Council are elected by the Citizens of Paradise Valley, Arizona. The Mayor and Council appoint the Town Manager, the Town Attorney and the Presiding Judge.

MAYOR & COUNCIL

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MAYOR & COUNCIL

FUNDING LEVELS

Funding for the Mayor & Council offices is solely General fund resources and is recommended to **increase by \$38,200 (27%)**.

Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$ 177,200	\$ 139,000	\$ 38,200	27%	\$ 145,734	\$ 150,435
Total Sources	\$ 177,200	\$ 139,000	\$ 38,200	27%	\$ 145,734	\$ 150,435

* Recommended funding levels for the 2018/19 budget year ** Engineering provides services to Wastewater (enterprise)

EXPENDITURES

The recommended budget of \$177,200 is \$38,200 or 27% more than the prior fiscal year. This results primarily from changes in:

Supplies and services: The net increase of \$38,200 is attribute to the \$25,000 to upgrade the Council chamber(s) audio / visual equipment, \$1,000 for recognition programs, \$5,000 for printing the Town Resident’s Guide, \$2,400 for a conference table, \$2,000 for meeting related expenditures, \$1,750 for photography services, \$1,300 for the Art and Historical committees and net \$750 in other items. The majority of these expenditures do not occur every year.

EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ 1,300	\$ 1,300	\$ -	0%	\$ 119	\$ 557
Supplies & Services						
Human service organizations	50,000	50,000	-	0%	50,000	50,000
Council recognition events	32,000	31,000	1,000	3%	31,000	29,328
Audio / Visual upgrades	25,000	-	25,000	n/a	-	-
Dues	14,500	14,500	-	0%	14,500	14,315
Travel and training	5,000	5,000	-	0%	5,000	1,614
Other supplies & services	49,400	37,200	12,200	33%	45,115	54,621
Total Supplies & Services	175,900	137,700	38,200	28%	145,615	149,878
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$ 177,200	\$ 139,000	\$ 38,200	27%	\$ 145,734	\$ 150,435

* Recommended funding levels for the 2018/19 budget year

MAYOR & COUNCIL

LINE ITEMS (DETAIL)

M&C Table 3 - Line item expenditures								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	EMPLOYEE BENEFITS-WORKERS COMI	\$ 413	\$ 119	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0%
2	EMPLOYEE BENEFITS-DISABIL/LIFE	144	-	300	300	300	-	0%
3	TOTAL PERSONNEL	557	119	1,300	1,300	1,300	-	0%
4	GENERAL PROFESSIONAL SERVICES	11,260	8,800	2,500	2,500	2,500	-	0%
5	CONTRIBUTION HUMAN SERVICE ORC	50,000	50,000	50,000	50,000	50,000	-	0%
6	PSPRS BOARD EXPENSES	31,050	25,000	25,000	25,000	25,000	-	0%
7	OFFICE SUPPLIES	81	-	-	-	-	-	n/a
8	PRINTING	203	500	-	-	5,000	5,000	n/a
9	COUNCIL RECOGNITION EVENTS	29,328	31,000	31,000	31,000	32,000	1,000	3%
10	DINNERS @ WORK SESSIONS, ETC	5,177	5,000	5,000	5,000	7,000	2,000	40%
11	DUES	14,315	14,500	14,500	14,500	14,500	-	0%
12	FLOWERS	1,330	2,000	2,500	2,500	2,000	(500)	-20%
13	PHOTOGRAPHER	1,713	15	-	-	1,750	1,750	n/a
14	STAFF TRAINING	1,614	2,000	2,000	2,000	2,000	-	0%
15	TRAINING TRAVEL	-	3,000	3,000	3,000	3,000	-	0%
16	MISCELLANEOUS	1,860	500	500	500	3,150	2,650	530%
17	HISTORICAL COMMITTEE	-	-	500	500	1,000	500	100%
18	AV	-	-	-	-	25,000	25,000	n/a
19	ARTS COMMISSION	1,948	3,300	1,200	1,200	2,000	800	67%
20	TOTAL SUPPLIES & SERVICES	149,878	145,615	137,700	137,700	175,900	38,200	28%
21	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
22	TOTAL	\$150,435	\$145,734	\$139,000	\$139,000	\$ 177,200	\$ 38,200	27%

PUBLIC WORKS

▶ MISSION: The Town of Paradise Valley's Public Works is dedicated to maintaining and improving the quality of the community through economically sound infrastructure preservation and enhancement while providing customer-focused, innovative, efficient and reliable municipal service to our residents.

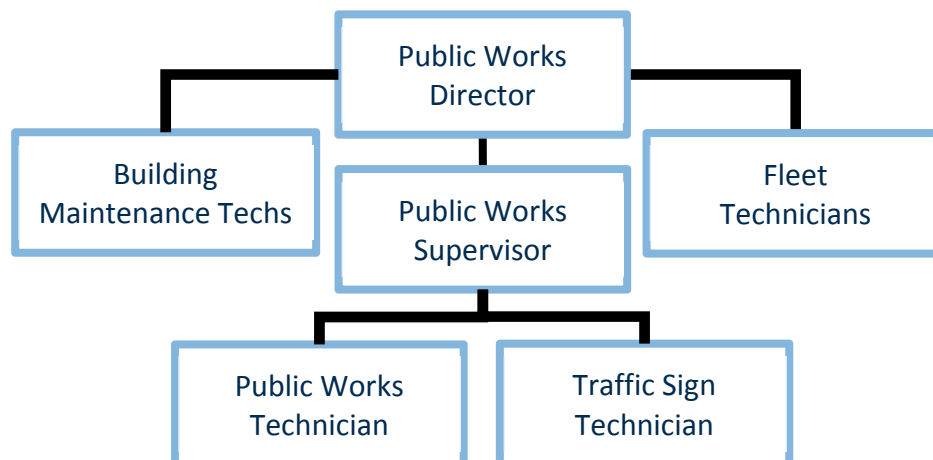
▶ VISION: Public Works will strive to be a leading organization helping to preserve a vibrant, innovative, world-class community. This is accomplished by meeting or exceeding resident needs through accountability, fairness, consistency, and increased communication. We will maintain and improve existing infrastructure in an effective manner. We are committed to supporting a positive work environment in which employees can share in the overall health, safety and welfare of the community.

OFFICE PURPOSE & DESCRIPTION

The Town of Paradise Valley Public Works Department provides many of the services that affect the daily lives of those who live and work in the town. Primarily, the department is responsible for:

- ▶ Streets and right of ways;
- ▶ Facilities maintenance and physical enhancements of all public buildings and grounds:
 - ▷ within the Town Hall Complex, the Town's two fire stations,
 - ▷ Goldwater Memorial Park, and
 - ▷ the Kiva Municipal Sports Complex.
- ▶ Janitorial services for Town facilities,
- ▶ Fleet maintenance services and repairs for all town vehicles and heavy equipment are provided by this department as well.

ORGANIZATIONAL CHART



The Public Works Department is managed by the Public Works Director; the Director reports to the Deputy Town Manager.

PUBLIC WORKS

▶ GOALS ◀

- ▶ Continue to enhance color by addressing/improving/updating the median island landscaping on Doubletree Ranch Road and Tatum.
- ▶ Install 500 tons of decomposed granite on Doubletree Ranch Road.
- ▶ Continue to participate in the Annual Storm Drain Cleaning Program
- ▶ Pavement rehab/preservation (mill & overlay, crack seal and PMM) in sections 13, 15 and 10.
- ▶ Inspect all streets with laser surface tester van to update the Pavement Condition Index (PCI) in the pavement management software program (Lucity).
- ▶ Provided professional preventative maintenance and repairs to Town equipment and vehicles
- ▶ Install new multi zone air conditioning unit at the Public Safety Building and Public Works Admin area.
- ▶ Coordinate and inspect the installation of emergency response equipment to four (4), 2018 Police Chevy Tahoe patrol units. Each vehicle takes approximately two weeks to build.
- ▶ Provide high quality service to our customers: residents and staff.

▶ HIGHLIGHTS ◀

- ▶ 1- Tatum Blvd - Resurfaced 3 miles of road with 1 ½ rubberize asphalt from town limits to town limits.
- ▶ 2- Residential streets – milled/Inlaid asphalt & PMM surface seal on 22.8 linear miles of streets.
- ▶ 3- Installed 485 tons of Madison Gold granite on McDonald, Northern & Invergordon median islands.
- ▶ 4- Updated 61 ADA ramps on Tatum Blvd.
- ▶ 5- Completed the ADOT sign replacement project
- ▶ 6- Coordinate the installation 2 new A/C units on Public Safety building
- ▶ 7- Coordinated and inspected Police vehicle equipment installations.
- ▶ 8- Participate in the selection committee to review architectural firm's qualifications for the building remodels.
- ▶ 9- Planted 185 plants of color McDonald Dr and Invergordon Rd and 8 trees on McDonald Dr
- ▶ 10- Negotiated a maintenance agreement between the City of Phoenix and the Town to install granite and maintain the ROW on Tatum Blvd north of Doubletree Ranch Road.
- ▶ 11- Remodeled Post Office, replaced postal equipment, trained back-up employee. Huge improvement in customer service and auditing

PUBLIC WORKS

STAFFING LEVELS

Staffing levels have remained consistent from 2015/16 through 2017/18. There are no staffing level changes recommended for the 2018/19 budget. Table 1 below displays the department's positions, by classification; and Table 2 shows the positions by service.

PW Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
PW Director	1.0	1.0	1.0	1.0
Lead building maintenance technician	1.0	1.0	1.0	1.0
Building maintenance technician	1.0	1.0	1.0	1.0
Lead fleet technician	1.0	1.0	1.0	1.0
Public works supervisor	1.0	1.0	1.0	1.0
Public works technician	7.0	7.0	7.0	7.0
Traffic sign technician	1.0	1.0	1.0	1.0
Total full time equivalents	13.0	13.0	13.0	13.0

* Recommended staffing level for the 2018/19 budget year

PW Table 2 - Authorized positions by PRIMARY FUNCTION				
PRIMARY FUNCTION**	2018/19*	2017/18	2016/17	2015/16
Facilities	2.0	2.0	2.0	2.0
Fleet	1.0	1.0	1.0	1.0
Streets	10.0	10.0	10.0	10.0
Total full time equivalents	13.0	13.0	13.0	13.0

** the PW Director is listed in Streets

FUNDING LEVELS

Funding for Public works consists of General resources, HURF and enterprises. Overall, funding is recommended to **decrease by \$1,716,150 (-31%)**. HURF increased by \$108,098, General resources reducing by \$(1,824,248) and Enterprise remains constant.

PW Table 3 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$2,924,680	\$4,748,928	\$(1,824,248)	-38%	\$4,535,887	\$2,724,170
HURF	919,098	811,000	108,098	13%	919,102	897,142
Enterprises**	18,200	18,200	-	0%	18,200	-
Total Sources	\$3,861,978	\$5,578,128	\$(1,716,150)	-31%	\$5,473,189	\$3,621,312

* Recommended funding levels for the 2018/19 budget year ** Facilities provides services to Fire (enterprise)

PUBLIC WORKS

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PUBLIC WORKS

▶ EXPENDITURES ◀

The Public Works recommended budget of \$3,861,978 is \$(1,716,150) or -31% less than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$12,312 or 1% covers Town-wide adjustments to salaries and benefits.

Supplies and services: The net decrease of \$1,683,462 or -39% is primarily part of following the Street Preservation plan, along with increases in utilities for the new communications tower, professional services and A/C units for the Public Works and Public Safety buildings.

Capital: The decrease of \$45,000 or 53% is reflective of following the vehicle replacement program.

EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$1,157,640	\$1,145,328	\$ 12,312	1%	\$1,124,673	\$1,124,690
Utilities	426,077	415,200	10,877	3%	423,554	418,079
Professional services	155,040	134,300	20,740	15%	132,939	137,992
Liability insurance	56,961	53,300	3,661	7%	55,035	54,368
Facility repair & maintenance	41,200	41,200	-	0%	41,157	37,260
Storm drain maintenance	93,000	93,000	-	0%	92,967	65,111
Street preservation	1,540,000	3,317,000	(1,777,000)	-54%	3,310,995	1,524,279
Other supplies & services	352,060	293,800	58,260	20%	262,869	230,631
Total Supplies & Services	2,664,338	4,347,800	(1,683,462)	-39%	4,319,516	2,467,720
Total Capital	40,000	85,000	(45,000)	-53%	29,000	28,902
Total Expenditures	\$3,861,978	\$5,578,128	\$(1,716,150)	-31%	\$5,473,189	\$3,621,312

* Recommended funding levels for the 2018/19 budget year

There are three primary functions (cost centers) in Public Works for budgetary purposes.

PRIMARY FUNCTION	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Facilities	\$ 600,154	\$ 562,567	\$ 37,587	7%	\$ 527,574	\$ 558,952
Fleet	280,156	276,367	3,789	1%	277,515	275,097
Streets	2,981,668	4,739,194	(1,757,526)	-37%	4,668,100	2,787,263
Total Expenditures	\$3,861,978	\$5,578,128	\$(1,716,150)	-31%	\$5,473,189	\$3,621,312

* Recommended funding levels for the 2018/19 budget year

PUBLIC WORKS

LINE ITEMS (DETAIL)

PW Table 6 - Line item expenditures: FACILITIES

FACILITIES		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	\$124,272	\$123,712	\$122,000	\$126,000	\$126,324	\$324	0%
2	STANDBY PAY	7,860	3,886	-	-	-	-	n/a
3	OVERTIME	1,740	2,205	1,600	1,600	1,550	(50)	-3%
4	EMPLOYEE BENEFITS-FICA	10,047	10,108	9,300	10,300	9,577	(723)	-7%
5	EMPLOYEE BENEFITS-RETIREMENT	14,916	16,647	14,300	15,570	15,248	(322)	-2%
6	EMPLOYEE BENEFITS-WORKERS COMP	6,579	7,043	5,100	5,100	5,191	91	2%
7	EMPLOYEE BENEFITS-MED/DENTAL	15,417	17,277	15,400	17,277	19,469	2,192	13%
8	EMPLOYEE BENEFITS-DISABIL/LIFE	925	149	900	900	925	25	3%
9	Short term disability	-	-	-	-	959	959	n/a
10	EMPLOYEE BENEFITS-CLOTHING	1,698	2,425	1,400	1,400	2,310	910	65%
11	EMPLOYEE BENEFIT - TOOL	1,000	2,080	1,000	1,000	1,000	-	0%
12	DEFERRED COMPENSATION-457	46	1,360	-	3,120	3,120	-	0%
13	HSA	7,070	1,200	7,000	3,900	3,900	-	0%
14	TOTAL PERSONNEL	191,572	188,092	178,000	186,167	189,573	3,406	2%
15	CELLULAR PHONE CHARGES	593	312	700	700	450	(250)	-36%
16	WATER	17,749	17,749	20,600	20,600	21,200	600	3%
17	FIRE SERVICE FEE	3,564	3,600	3,600	3,600	3,600	-	0%
18	ELECTRICITY	132,081	120,711	129,000	129,000	134,400	5,400	4%
19	SEWER SERVICE FEES	5,847	6,018	6,900	6,900	6,900	-	0%
20	NATURAL GAS	1,977	2,084	2,700	2,700	2,077	(623)	-23%
21	KIVA FIELD ELECTRICITY	18,759	16,215	15,100	15,100	20,000	4,900	32%
22	GENERAL PROFESSIONAL SERVICE	14,501	15,234	15,300	15,300	20,880	5,580	36%
23	JANITORIAL SERVICE	71,352	68,925	69,100	69,100	69,100	-	0%
24	INDEPENDENT CONTRACTORS	2,301	2,780	3,900	3,900	3,960	60	2%
25	EXPENDABLE TOOLS	309	900	900	900	900	-	0%
26	FIRST AID SUPPLIES	619	194	200	200	200	-	0%
27	GAS & OIL	2,471	2,604	1,000	1,000	1,000	-	0%
28	JANITORIAL SUPPLIES	6,453	8,600	8,600	8,600	8,600	-	0%
29	MISC. PARTS & SUPPLIES	150	3,428	3,200	3,200	3,200	-	0%
30	OFFICE SUPPLIES	3,190	1,964	2,000	2,000	2,000	-	0%
31	WEED CONTROL - TOWN COMPLE	2,242	2,994	3,000	3,000	3,000	-	0%
32	LIABILITY INSURANCE	8,364	8,468	8,200	8,200	8,764	564	7%
33	FACILITIES REPAIRS & MAINT.	37,260	41,157	41,200	41,200	41,200	-	0%
34	WASH MAINTENANCE	2,363	2,500	2,500	2,500	2,500	-	0%
35	LANDSCAPE MAINT. - TOWN COMPL	2,888	3,895	3,900	3,900	3,900	-	0%
36	KIVA FIELD ELECTRICAL MAINT	-	-	500	500	500	-	0%
37	KIVA FIELD MAINTENANCE	3,984	-	7,100	7,100	7,100	-	0%
38	PEST CONTROL	4,112	4,850	4,900	4,900	4,850	(50)	-1%
39	BERNEIL WASH WASTE REMOVAL	196	300	300	300	300	-	0%
40	TOTAL SUPPLIES & SERVICES	343,328	335,482	354,400	354,400	370,581	16,181	5%
41	CAPITAL	24,052	4,000	22,000	22,000	40,000	18,000	82%
42	TOTAL CAPITAL OUTLAY	24,052	4,000	22,000	22,000	40,000	18,000	n/a
43	TOTAL	\$558,951	\$527,573	\$554,400	\$562,567	\$600,154	\$37,587	7%

PUBLIC WORKS

LINE ITEMS (DETAIL)

PW Table 7 - Line item expenditures: FLEET

FLEET		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$ 65,520	\$ 67,974	\$ 65,500	\$ 67,500	\$ 67,977	\$ 477	1%
2	EMPLOYEE BENEFITS-FICA	4,799	4,926	4,900	4,900	5,071	171	3%
3	EMPLOYEE BENEFITS-RETIREMENT	7,341	8,122	7,500	7,535	7,913	378	5%
4	EMPLOYEE BENEFITS-WORKERS C	2,554	2,730	2,000	2,000	2,127	127	6%
5	EMPLOYEE BENEFITS-MED/DENTAL	9,391	9,532	9,600	9,532	11,045	1,513	16%
6	EMPLOYEE BENEFITS-DISABIL/LIFE	497	187	500	500	497	(3)	-1%
7	Short term disability	-	-	-	-	510	510	n/a
8	EMPLOYEE BENEFITS-CLOTHING	829	876	500	500	985	485	97%
9	EMPLOYEE BENEFITS-TOOLS	500	500	500	500	500	-	0%
10	HSA	4,419	-	4,400	-	-	-	n/a
11	TOTAL PERSONNEL	95,850	94,847	95,400	92,967	96,625	3,658	4%
12	CELLULAR PHONE CHARGES	316	247	400	400	300	(100)	-25%
13	EXPENDABLE TOOLS	1,072	2,047	2,100	2,100	2,100	-	0%
14	GAS & OIL	219	373	300	300	300	-	0%
15	OFFICE SUPPLIES	444	469	500	500	450	(50)	-10%
16	SHOP SUPPLIES	6,515	4,916	5,000	5,000	5,000	-	0%
17	LIABILITY INSURANCE	4,182	4,233	4,100	4,100	4,381	281	7%
18	EQUIPMENT REPAIRS & MAINTENANCE	160,592	160,947	161,300	161,300	161,300	-	0%
19	SHOP EQUIPMENT REPAIR & MAINT	1,629	3,450	3,600	3,600	3,600	-	0%
20	ENVIRONMENTAL DISPOSAL FEES	2,076	2,900	3,000	3,000	3,000	-	0%
21	DUES	-	785	800	800	800	-	0%
22	STAFF TRAINING	251	400	400	400	400	-	0%
23	SUBSCRIPTIONS & PUBLICATIONS	1,951	1,903	1,900	1,900	1,900	-	0%
24	TOTAL SUPPLIES & SERVICES	179,247	182,668	183,400	183,400	183,531	131	0%
25	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
26	TOTAL	\$ 275,098	\$ 277,515	\$ 278,800	\$ 276,367	\$ 280,156	\$ 3,789	1%

PUBLIC WORKS

LINE ITEMS (DETAIL)

PW Table 8 - Line item expenditures: STREET

STREETS		2016/17	2017/18		2018/19 Recommended			
		Prior Year	Year end	Budget	Budget	Budget	Change in	
L	Account Title	Actual	Projected	Original	Amended	2018/19	Amount	%
1	SALARIES AND WAGES	\$ 560,845	\$ 567,171	\$ 566,600	\$ 583,600	\$ 583,751	\$ 151	0%
2	Reclassify FTE					8,000	8,000	n/a
3	STANDBY PAY	10,714	12,392	28,000	28,000	15,000	(13,000)	-46%
4	OVERTIME	3,306	6,631	3,500	3,500	3,500	-	0%
5	EMPLOYEE BENEFITS-FICA	43,757	45,416	45,000	47,000	45,304	(1,696)	-4%
6	EMPLOYEE BENEFITS-RETIREME	62,983	74,604	68,900	74,412	71,927	(2,485)	-3%
7	EMPLOYEE BENEFITS-WORKERS	25,347	21,175	8,200	8,200	8,377	177	2%
8	EMPLOYEE BENEFITS-MEDICAL	79,324	77,282	80,000	77,282	87,203	9,921	13%
9	EMPLOYEE BENEFITS-DISABIL/LI	3,914	545	4,300	4,300	4,186	(114)	-3%
10	Short term disability	-	-	-	-	4,614	4,614	n/a
11	EMPLOYEE BENEFITS-CLOTHING	6,225	5,705	6,000	6,000	5,700	(300)	-5%
12	EMPLOYEE BENEFIT - CELL PHOI	1,495	1,150	1,400	1,400	1,380	(20)	-1%
13	DEFERRED COMPENSATION-457	515	12,863	-	14,300	14,300	-	0%
14	EMPLOYEE BENEFITS - H S A	36,690	16,800	32,400	18,200	18,200	-	0%
15	WORKERS' COMPENSATION DED	2,151	-	-	-	-	-	n/a
16	TOTAL PERSONNEL	837,268	841,734	844,300	866,194	871,442	5,248	1%

PUBLIC WORKS

LINE ITEMS (DETAIL)

PW Table 8 - Line item expenditures: STREET

STREETS		2016/17 Prior Year Actual	2017/18		2018/19 Recommended			
			Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
ID	Account Title					Budget	Change in Amount	%
17	CELLULAR PHONES	3,897	2,579	4,100	4,100	3,600	(500)	-12%
18	WATER	52,819	67,197	43,000	43,000	43,000	-	0%
19	ELECTRICITY - APS/SRP	21,626	25,452	30,000	30,000	30,000	-	0%
20	ELECTRICITY - LANDSCAPE MED	3,065	3,581	3,000	3,000	3,600	600	20%
21	GENERAL PROFESSIONAL SERVI	49,838	46,000	46,000	46,000	61,100	15,100	33%
22	STORMWATER DRAINAGE MAINTI	65,111	92,967	93,000	93,000	93,000	-	0%
23	BEVERAGES/GATERADE/COFFEE	924	900	900	900	900	-	0%
24	EXPENDABLE TOOLS	2,719	3,000	3,000	3,000	3,000	-	0%
25	FIRST AID SUPPLIES	998	997	1,000	1,000	1,000	-	0%
26	GAS & OIL	21,369	26,539	30,000	30,000	30,000	-	0%
27	MISC. PARTS & SUPPLIES	3,916	3,500	3,500	3,500	3,500	-	0%
28	MISC. ROCK & FILL	21,348	22,302	22,400	22,400	22,400	-	0%
29	MISC ROAD & DRAINAGE REPAIR	12,284	7,485	7,500	7,500	7,500	-	0%
30	OFFICE FURNISHINGS	760	-	-	-	-	-	n/a
31	OFFICE SUPPLIES	2,202	951	2,400	2,400	2,400	-	0%
32	STREET STRIPING	8,193	33,608	34,000	34,000	34,000	-	0%
33	SAFETY EQUIPMENT SUPPLIES	1,048	1,383	12,500	12,500	1,400	(11,100)	-89%
34	STREET SHOP SUPPLIES	4,043	3,038	2,000	2,000	3,500	1,500	75%
35	STREET SIGNS & MATERIALS	24,521	11,088	11,700	11,700	11,700	-	0%
36	WEED CONTROL SUPPLIES	8,991	7,530	7,500	7,500	7,530	30	0%
37	LIABILITY INSURANCE	41,822	42,334	41,000	41,000	43,816	2,816	7%
38	LANDSCAPE ISLANDS/RIGHT OF '	14,054	9,609	9,700	9,700	9,700	-	0%
39	PHOTOCOPIER REPAIRS & MAINT	-	1,200	1,200	1,200	1,200	-	0%
40	RECREATION PATH MAINTENANC	8,761	11,953	12,000	12,000	12,000	-	0%
41	CRACK SEAL PROGRAM	1,483	-	-	-	-	-	n/a
42	TRAFFIC SIGNAL ROW LIGHT MAI	10,039	13,079	16,600	16,600	28,400	11,800	71%
43	ENVIRONMENTAL DISPOSAL FEE	21,823	28,678	28,700	28,700	29,100	400	1%
44	ANIMAL PICKUPS	-	1,200	1,200	1,200	1,200	-	0%
45	DUES	785	1,198	1,200	1,200	1,300	100	8%
46	CDL DRUG TESTING COSTS	430	1,175	1,200	1,200	1,200	-	0%
47	STAFF TRAINING	2,625	3,791	3,800	3,800	4,915	1,115	29%
48	SUBSCRIPTIONS & PUBLICATION:	-	800	800	800	910	110	14%
49	TRAINING TRAVEL	355	-	2,600	2,600	-	(2,600)	0%
50	MISCELLANEOUS	9,016	15,257	15,500	15,500	74,855	59,355	383%
51	STREET PRESERVATION	1,524,279	3,310,995	3,317,000	3,317,000	1,540,000	(1,777,000)	-54%
52	TOTAL SUPPLIES & SERVICES	1,945,145	3,801,366	3,810,000	3,810,000	2,111,726	(1,698,274)	-45%
53	STREET DEPT. EQUIPMENT	4,850	25,000	25,000	25,000	-	(25,000)	n/a
54	VEHICLES	-	-	38,000	38,000	-	(38,000)	n/a
55	TOTAL CAPITAL OUTLAY	4,850	25,000	63,000	63,000	-	(63,000)	n/a
56	TOTAL	\$2,787,263	\$4,668,101	\$ 4,717,300	\$4,739,194	\$ 2,983,168	\$(1,756,026)	-37%

PUBLIC WORKS

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PURPOSE & DESCRIPTION

Tourism and the hospitality industry are critical elements and contribute greatly to the Town's character. This industry generates a good portion of the Town's operating revenue. As a result, the Town dedicates significant resources to invest in tourism promotion.

- ▶ The Town invests 40.9% of its audited revenue in the budget year two years ahead. In audit year 2017, the Town received \$3,701,739 in bed tax revenue; and then 40.9% is investment in budget 2019 (\$1,514,011).
- ▷ To limit the risk of over allocating resources, this budget recommended beginning to set aside and assign the difference of the 40.9% of the current revenue to what is paid to Tourism. That balance will be segregated on the balance sheet and paid when due. For example: The Estimated Bed Tax revenue for 2019 is \$4,274,600. The investment of 40.9% of \$4,274,600 is \$1,748,311. However, the Town's investment to Tourism based on 2017 is \$1,514,011; which is \$234,300 less than the 40.9%, but will be due in two years. Ergo, the recommendation is to set aside \$234,300 designated to the 2021 tourism investment.
- ▶ The Town also supports a trolley from several Town resorts to and from the Scottsdale Fashion Square mall seasonally.

EXPENDITURES

The Tourism recommended budget of \$1,541,011 is \$202,111 or 15% more than the prior fiscal year is solely based on revenue collected as presented in the final audit for fiscal year 2017.

TOUR Table 1 - Expenditures by CATEGORY						
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ -	\$ -	\$ -	n/a	\$ -	\$ -
Convention & Visitors (CVB)	1,514,011	1,311,900	202,111	15%	1,311,900	1,275,037
Event funding	-	-	-	n/a	-	50,000
Trolley services	27,000	27,000	-	0%	27,000	-
Total Supplies & Services	1,541,011	1,338,900	202,111	15%	1,338,900	1,325,037
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$1,541,011	\$1,338,900	\$ 202,111	15%	\$1,338,900	\$1,325,037

* Recommended funding levels for the 2018/19 budget year

TOURISM

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TOWN ATTORNEY

OFFICE PURPOSE & DESCRIPTION

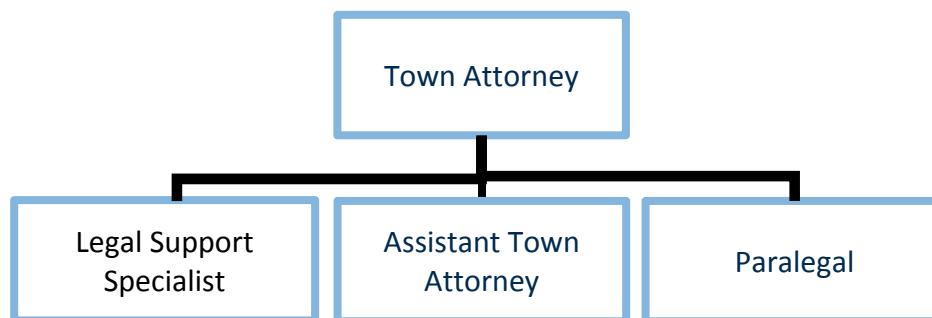
The Town Attorney is the legal advisor to the Town Council and a number of appointed bodies of the Town, including but not limited to the:

- ▶ Planning Commission,
- ▶ Board of Adjustment,
- ▶ Mummy Mountain Preserve Trust, and
- ▶ Personnel Appeals Board.

The Town Attorney represents the Town in all legal proceedings, reviews all ordinances, resolutions and contracts, and prepares legal opinions.

The Town Attorney's office handles all litigation concerning the Town and actively participates in risk analysis as a means to avoid costly claims or litigation. The office also handles the prosecution of all violations of Town codes and misdemeanor violations of state law within the Town, and all appeals from the Town's Municipal Court to the Superior Court.

ORGANIZATIONAL CHART



The Town Attorney's office is managed by the Town Attorney; the Town Attorney reports to the Town Council.

TOWN ATTORNEY

STAFFING LEVELS

Staffing levels have remained consistent from 2015/16 through 2017/18. One (1) additional Part-time Assistant town attorney position is being recommended in the 2018/19 budget to assist with the office's workload and is offset by the costs of a temporary position. Table 1 below displays the office's positions, by classification.

TA Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Town attorney	1.0	1.0	1.0	1.0
Assistant town attorney (Part-time)	0.7	-	-	-
Paralegal	1.0	1.0	1.0	1.0
Legal support specialist	1.0	1.0	1.0	1.0
Total full time equivalents	3.7	3.0	3.0	3.0
Assistant town attorney (temp PT)	-	0.5	0.5	0.5

FUNDING LEVELS

Funding for the Town Attorney's office consists of General resources and the Alarm, Fire and Wastewater enterprises. Overall, funding is recommended to **increase by \$18,228 (3%)**.

TA Table 2 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$ 601,048	\$ 582,820	\$ 18,228	3%	\$ 494,669	\$ 567,918
Enterprises	56,600	56,600	-	0%	56,600	56,221
Total Sources	\$ 657,648	\$ 639,420	\$ 18,228	3%	\$ 551,269	\$ 624,139

* Recommended funding levels for the 2018/19 budget year ** Town Attorney provides services to Alarm, Fire and Wastewater (enterprise)

TOWN ATTORNEY

▶ EXPENDITURES ◀

The Town Attorney's office recommended budget of \$657,648 is \$18,228 or 3% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$110,068 or 27% covers Town-wide adjustments to salaries and benefits and the recommended addition of one (1) part-time Assistant town attorney position.

Supplies and services: The net decrease of \$(91,840) or -40% is attribute to the reduction in temporary labor that offsets the addition of one new position; and increases in Publications (\$2,590), Travel and training (\$1,730), Liability insurance (\$745) and various other line items (\$495).

Capital: There is no capital recommended this year.

TA Table 3 - Expenditures by CATEGORY							
EXPENDITURES BY CATEGORY		Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel		\$ 521,988	\$ 411,920	\$ 110,068	27%	\$ 400,853	\$ 414,227
Supplies&Services	Professional services	94,000	94,000	-	0%	43,138	78,836
	Liability insurance	13,145	12,400	745	6%	12,700	12,547
	Travel and training	8,130	6,400	1,730	27%	4,081	4,270
	Research & publications	13,790	11,200	2,590	23%	8,406	12,013
	Temporary labor	-	97,400	(97,400)	-100%	79,330	75,167
	Other supplies & services	6,595	6,100	495	8%	2,761	27,079
Total Supplies & Services		135,660	227,500	(91,840)	-40%	150,416	209,912
Total Capital		-	-	-	n/a	-	-
Total Expenditures		\$ 657,648	\$ 639,420	\$ 18,228	3%	\$ 551,269	\$ 624,139

* Recommended funding levels for the 2018/19 budget year

TOWN ATTORNEY

LINE ITEMS (DETAIL)

TA Table 4 - Line item expenditures

Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$ 308,993	\$ 304,605	\$ 306,000	\$ 310,000	\$ 305,203	\$ (4,797)	-2%
2	New staff					110,635	110,635	n/a
3	EMPLOYEE BENEFITS-FICA	19,354	15,073	20,300	20,300	20,132	(168)	-1%
4	EMPLOYEE BENEFITS-RETIREMENT	35,792	37,616	35,800	37,054	36,399	(655)	-2%
5	EMPLOYEE BENEFITS-WORKERS COMP	1,186	1,283	800	800	793	(7)	-1%
6	EMPLOYEE BENEFITS-MEDICAL	25,098	23,146	24,700	23,146	25,959	2,813	12%
7	EMPLOYEE BENEFITS-DISABIL/LIFE	1,678	777	1,700	1,700	1,678	(22)	-1%
8	Short term disability		-			2,289	2,289	n/a
9	EMPLOYEE BENEFIT - CELL PHONE	1,495	1,150	1,400	1,400	1,380	(20)	-1%
10	EMPLOYEE BENEFIT-CAR ALLOWANCE	3,250	3,000	3,000	3,000	3,000	-	0%
11	EMPLOYEE BENEFITS - H S A	9,770	3,600	9,600	3,900	3,900	-	0%
12	DEFERRED COMPENSATION-457	7,612	10,603	7,500	10,620	10,620	-	0%
13	TOTAL PERSONNEL	414,227	400,853	410,800	411,920	521,988	110,068	27%
14	GENERAL PROFESSIONAL SERVICES	7,030	1,310	4,000	4,000	4,000	-	0%
15	LEGAL-OUTSIDE - GENERAL LAW	78,836	41,828	90,000	90,000	90,000	-	0%
16	MESSENGER/PROCESS SERVICE	504	776	1,100	1,100	1,600	500	45%
17	TEMPORARY LABOR	75,167	79,330	95,000	97,400	-	(97,400)	n/a
18	OFFICE SUPPLIES	1,355	1,296	2,000	2,000	2,000	-	0%
19	PRINTING	-	-	100	100	100	-	0%
20	LIABILITY INSURANCE	12,547	12,700	12,400	12,400	13,145	745	6%
21	MEALS	306	161	300	300	300	-	0%
22	DUES	1,230	420	2,400	2,400	2,395	(5)	0%
23	MILEAGE-MISCELLANEOUS TRAVEL	-	-	500	500	500	-	0%
24	STAFF TRAINING	2,278	2,330	2,700	2,700	3,130	430	16%
25	RESEARCH	8,170	7,223	9,800	9,800	10,000	200	2%
26	SUBSCRIPTIONS & PUBLICATIONS	3,843	1,183	1,400	1,400	3,790	2,390	171%
27	TRAINING TRAVEL	1,992	1,751	3,200	3,200	4,500	1,300	41%
28	MISCELLANEOUS	10	108	200	200	200	-	0%
29	MISC - SETTLEMENTS	16,646		-	-	-	-	n/a
30	TOTAL SUPPLIES & SERVICES	209,912	150,416	225,100	227,500	135,660	(91,840)	-40%
31	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
32	TOTAL	\$624,139	\$551,269	\$ 635,900	\$639,420	\$ 657,648	\$ 18,228	3%

TOWN MANAGER

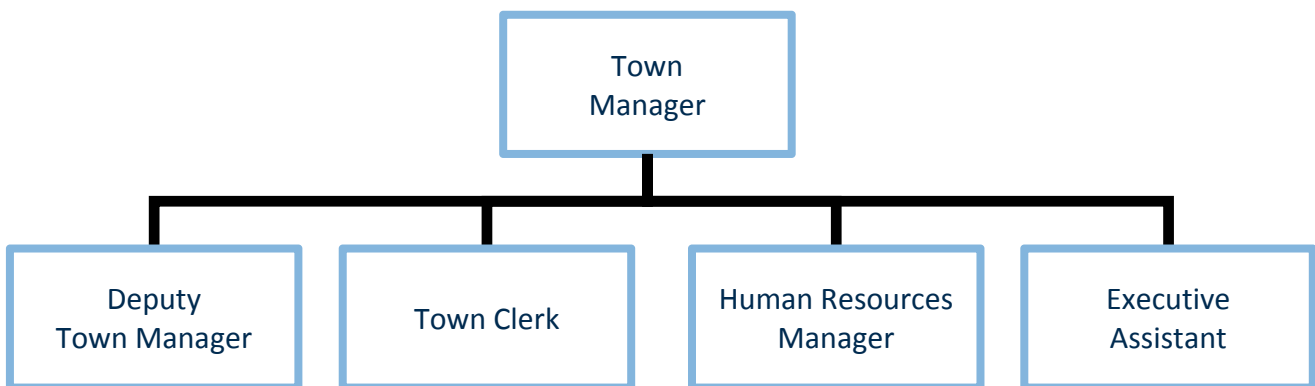
OFFICE PURPOSE & DESCRIPTION

The Town Manager provides the overall administrative leadership for the Town necessary for the implementation of:

- ▶ Town Council policies;
- ▶ Management of the organization; and
- ▶ Delivery of services to the community.

The Town Manager implements the Council's established goals and initiatives through professional leadership and management practices. It is also the responsibility of this office to ensure that Town operations are performed effectively, efficiently and economically; and that the Town services are responsive to community needs. The Town Manager also serves as the Secretary to the local Public Safety Personnel Retirement System (PSPRS) and is responsible for publishing the Town Reporter.

ORGANIZATIONAL CHART



The Town Manager's office is managed by the Town Manager; the Town Manager reports to the Town Council.

TOWN MANAGER

STAFFING LEVELS

There are no recommended changes in the Staffing levels in the Town Manager's office with this fiscal year's budget. In fiscal year 2018/19, the Deputy Town Manager position was moved from Admin Services to the Town Manager's Office. Table 1 below displays the office's positions, by classification.

TM Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Town Manager	1.0	1.0	1.0	1.0
Deputy Town Manager	1.0	1.0	-	-
Executive Assistant to TM/Council	1.0	1.0	1.0	1.0
Town Clerk / Management Analyst	1.0	1.0	1.0	1.0
Human Resources Manager	1.0	1.0	1.0	1.0
Total full time equivalents	5.0	5.0	4.0	4.0

* Recommended staffing level for the 2018/19 budget year

FUNDING LEVELS

Funding for the Town Manager's Office consists solely of General fund resources. Funding is recommended to **increase by \$148,463 (16%)**.

TM Table 2 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$1,082,322	\$ 933,859	\$ 148,463	16%	\$ 923,276	\$ 786,775
Total Sources	\$1,082,322	\$ 933,859	\$ 148,463	16%	\$ 923,276	\$ 786,775

* Recommended funding levels for the 2018/19 budget year ** Engineering provides services to Wastewater (enterprise)

TOWN MANAGER

▶ EXPENDITURES ◀

The Town Manager's office recommended budget of \$1,082,322 is \$148,463 or 16% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$52,236 or 7% covers Town-wide adjustments to salaries and benefits plus a full year of the Deputy Town Manager position. Last year that position was partial-year funded as the position transitioned from Admin Services to the Town Manager's office.

Supplies and services: The net increase of \$96,227 or 53% is consists of \$45,700 for Intergovernmental affairs (with offsets in the Finance office), \$17,000 for elections that occurs every two years \$20,000 for employee programs for raising education fees,\$5,500 for the Town Reporter, \$2,100 for dues and memberships, \$1,500 for county recorder fee increase, \$1,027 for liability insurance and \$3,400 in various other lines to maintain current service levels.

TM Table 3 - Expenditures by CATEGORY							
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17	
Total Personnel	\$ 804,695	\$ 752,459	\$ 52,236	7%	\$ 749,644	\$ 635,390	
Supplies & Services	Professional services	55,000	55,000	-	0%	45,000	46,600
	Liability insurance	17,527	16,500	1,027	6%	16,934	16,729
	Employee programs	59,000	39,000	20,000	51%	34,897	12,721
	Town reporter	16,500	11,000	5,500	50%	11,000	17,466
	Elections	17,000	-	17,000	n/a	-	15,179
	Intergovernmental affairs	45,700	-	45,700	n/a	-	-
	Other supplies & services	66,900	59,900	7,000	12%	65,801	42,690
Total Supplies & Services	277,627	181,400	96,227	53%	173,632	151,385	
Total Capital	-	-	-	n/a	-	-	
Total Expenditures	\$1,082,322	\$ 933,859	\$ 148,463	16%	\$ 923,276	\$ 786,775	

* Recommended funding levels for the 2018/19 budget year

TOWN MANAGER

LINE ITEMS (DETAIL)

TM Table 4 - Line item expenditures								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	\$ 471,579	\$ 580,776	\$ 460,200	\$ 576,085	\$ 602,933	\$ 26,848	5%
2	OVERTIME	717	-	500	500	500	-	0%
3	EMPLOYEE BENEFITS-FICA	32,056	33,084	31,400	39,626	40,637	1,011	3%
4	EMPLOYEE BENEFITS-RETIREMENT	54,423	61,135	53,800	67,332	71,683	4,351	6%
5	EMPLOYEE BENEFITS-WORKERS COM	3,724	4,401	1,300	1,300	1,624	324	25%
6	EMPLOYEE BENEFITS-MED/DENTAL	35,920	43,216	34,900	43,216	51,860	8,644	20%
7	EMPLOYEE BENEFITS-DISABIL/LIFE	2,588	642	2,500	2,500	3,332	832	33%
8	Short term disability					4,526	4,526	n/a
9	EMPLOYEE BENEFIT - CELL PHONE	2,600	2,690	2,500	2,500	3,780	1,280	51%
10	EMPLOYEE BENEFIT-CAR ALLOWANC	4,550	4,200	4,200	4,200	4,200	-	0%
11	HSA	14,140	6,900	14,000	2,600	5,200	2,600	100%
12	DEFERRED COMPENSATION	13,092	12,600	10,000	12,600	14,420	1,820	14%
13	TOTAL PERSONNEL	\$635,390	\$749,644	\$615,300	\$752,459	\$804,695	\$52,236	7%

TOWN MANAGER

LINE ITEMS (DETAIL)

TM Table 4 - Line item expenditures								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
14	CELLULAR PHONE CHARGES	\$ 980	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,300	\$ 1,300	130%
15	COUNTY RECORDER	1,100	2,300	1,500	1,500	3,000	1,500	100%
16	GENERAL PROFESSIONAL SERVICES	46,080	35,000	45,000	45,000	45,000	-	0%
17	LEGAL-OUTSIDE - GENERAL LAW	520	10,000	10,000	10,000	10,000	-	0%
18	TOWN-WIDE TRAINING	-	2,500	2,500	2,500	2,500	-	0%
19	OFFICE SUPPLIES	4,252	5,500	5,500	5,500	5,500	-	0%
20	PRINTING	833	4,000	4,000	4,000	4,000	-	0%
21	LIABILITY INSURANCE	16,729	16,934	16,500	16,500	17,527	1,027	6%
22	TWN MGR SPECIAL PERFORM	-	5,000	5,100	5,100	5,000	(100)	-2%
23	EMPLOYEE AWARDS	3,810	4,000	4,000	4,000	4,000	-	0%
24	EMPLOYEE PROGRAMS	8,911	5,897	10,000	10,000	10,000	-	0%
25	EMPLOYEE TUITION	-	20,000	20,000	20,000	40,000	20,000	100%
26	LUNCHES, DINNERS, ETC.	3,108	4,000	2,500	2,500	4,000	1,500	60%
27	DUES	2,710	2,500	2,500	2,500	4,600	2,100	84%
28	ELECTIONS	15,179	-	-	-	17,000	17,000	n/a
29	LEGAL ADVERTISING	3,855	5,000	4,000	4,000	4,000	-	0%
30	MILEAGE- MISCELLANEOUS	188	1,000	300	300	1,000	700	233%
31	POSTAGE ALLOCATION	7,736	12,000	12,000	12,000	12,000	-	0%
32	POTTED PLANTS	2,916	3,000	3,000	3,000	3,000	-	0%
33	RECRUITING & EMPLOYMENT	6,441	7,000	7,000	7,000	7,000	-	0%
34	STAFF TRAINING	2,884	6,700	6,700	6,700	6,700	-	0%
35	SUBSCRIPTIONS & PUBLICATIONS	1,256	1,000	1,000	1,000	1,000	-	0%
36	TOWN REPORTER	17,466	11,000	11,000	11,000	16,500	5,500	50%
37	TRAINING TRAVEL	2,320	5,800	5,800	5,800	5,800	-	0%
38	MISCELLANEOUS	2,112	2,500	500	500	500	-	0%
39	INTERGOVERNMENTAL AFFAIRS	-	-	-	-	45,700	45,700	n/a
40	TOTAL SUPPLIES & SERVICES	151,385	173,632	181,400	181,400	277,627	96,227	53%
41	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
42	TOTAL	\$ 786,775	\$ 923,276	\$ 796,700	\$ 933,859	\$ 1,082,322	\$ 148,463	16%

TOWN MANAGER

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PUBLIC SAFETY

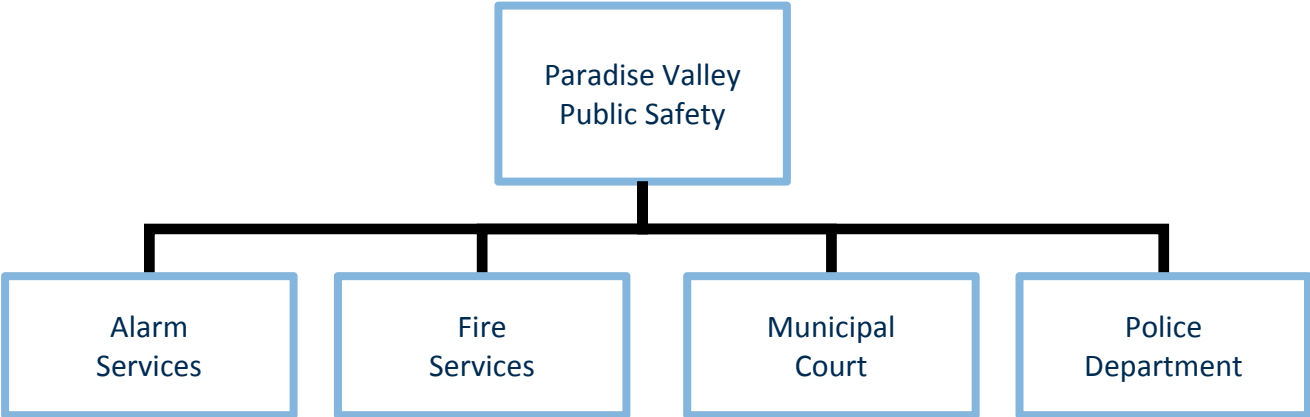
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PUBLIC SAFETY

OFFICE PURPOSE & DESCRIPTION

Public Safety is one of the primary roles of local government. In the Town of Paradise Valley, public safety is comprised of the Police Department, the Municipal Court the fire contract with the City of Phoenix and the Town’s alarm services. Other departments throughout the Town provide support to public safety, including the Town attorney’s office, Information technology, Finance, the Town manager’s office and Public works. The Police department and the Municipal court are primarily funded from the Town’s general fund, while separate funds and revenue sources have been established for the Fire and Alarm services. Further details on each of these four units are in the pages that follow.

ORGANIZATIONAL CHART



PUBLIC SAFETY

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ALARM SERVICES

OFFICE PURPOSE & DESCRIPTION

The Alarm Services Enterprise accounts for the activities of the Town’s alarm system monitoring services. As an enterprise, the rate structure for both residential and commercial customers is designed to recover the costs of providing services.

FUNDING LEVELS

Funding for the Alarm services consists of service fees paid by customers and use of prior years’ carry forward fund balance. Funding is recommended to **decrease by \$213,432 (34%)**.

ALRM Table 1 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Service fees	\$ 185,000	\$ 190,000	\$ (5,000)	-3%	\$ 185,000	\$ 185,000
Use of fund balance	232,968	441,400	(208,432)	-47%	85,422	(56,478)
Total Sources	\$ 417,968	\$ 631,400	\$ (213,432)	-34%	\$ 270,422	\$ 128,522

* Recommended funding levels for the 2018/19 budget year ** Information Technology provides services to Alarm, Fire and Wastewater (enterprise)

ALARM SERVICES

▶ EXPENDITURES ◀

The Alarm Services recommended budget of \$417,968 is \$213,432 (-34%) less than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of the administrative allocation increase budget to budget, but matches the allocation plan for 2017/18.

Supplies and services: A contingency has been set aside in the event Council wishes to make any program changes, transitions or system upgrades.

ALRM Table 2 - Expenditures by CATEGORY

EXPENDITURES BY CATEGORY		Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel		\$ 257,468	\$ 157,900	\$ 99,568	63%	\$ 257,468	\$ 96,000
Supplies&Services	Radio service fee	9,000	9,000	-	0%	7,454	8,086
	Computer maintenance	8,500	8,500	-	0%	4,500	3,795
	Professional services	25,000	180,000	(155,000)	-86%	1,000	8,446
	Computer hardware	10,000	268,000	(258,000)	-96%	-	12,175
	Operating contingency*	108,000	8,000	100,000	1250%	-	-
	Other supplies & services	-	-	-	n/a	-	20
Total Supplies & Services		160,500	473,500	(313,000)	-66%	12,954	32,522
Total Capital		-	-	-	n/a	-	-
Total Expenditures		\$ 417,968	\$ 631,400	\$ (213,432)	-34%	\$ 270,422	\$ 128,522

* Recommended funding levels for the 2018/19 budget year

*operating contingency also contains contingency for computer hard ware

FIRE SERVICES

OFFICE PURPOSE & DESCRIPTION

The Fire Service fund was established to record activity associated with the fire service fee which began January 1, 2013. State Legislation was passed in 2014 that permanently allows the collection of the Town's fee. The City of Phoenix provides fire services via a contract with the Town in which costs are shared equally. The Town constructed both fire stations (the associated debt service is not paid from this fund) and the station operating costs are reimbursed from the operating budget. Emergency medical services are provided by a private company which operates from leased Town property.

Fire Service Rates were designed to recover operating costs, but not the construction costs of the fire stations. There are residential rate tiers and commercial rates are based on the zoned use of the property.

The revenue in this Recommended budget for 2018/19 reflects the continuation of the one-month discount program if a customer pays the entire annual amount due by February 20th.

FUNDING LEVELS

Funding for Fire Services consists of fees paid by customers and an Intergovernmental Agreement, Rents & reimbursements, and a transfer from General fund. Funding is recommended to **decrease by \$20,800 (-1%)**.

FIRE Table 1 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Fire service fee	\$2,851,000	\$2,851,000	\$ -	0%	\$2,845,789	\$2,841,605
Fire service IGA fee	245,000	245,000	-	0%	245,000	218,500
Rents & reimbursements	60,000	76,000	(16,000)	-21%	56,951	61,855
Use (Savings) of fund balance	-	4,800	(4,800)	-100%	(82,568)	(415,883)
General fund transfer in	50,000	50,000	-	0%	50,000	50,000
Total Sources	\$3,206,000	\$3,226,800	\$ (20,800)	-1%	\$3,115,172	\$2,756,077

* Recommended funding levels for the 2018/19 budget year ** Information Technology provides services to Alarm, Fire and Wastewater (enterprise)

FIRE SERVICES

▶ EXPENDITURES ◀

The Fire Services recommended budget of \$3,206,000 is \$20,800 (-1%) less than the prior fiscal year. This results primarily from changes in:

Personnel: The net decrease of \$398 is essentially the same as last fiscal year (-0.24%)

Supplies and services: The net decrease of \$20,402 or -1% is a reduction in budget maintenance services and nominal reductions in various other line items.

FIRE Table 2 - Expenditures by CATEGORY							
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17	
Total Personnel	\$ 165,602	\$ 166,000	\$ (398)	0%	\$ 165,602	\$ 161,000	
Supplies & Services	Utilities	93,712	44,800	48,912	109%	44,513	41,072
	PHX IGA	2,705,000	2,705,000	-	0%	2,705,000	2,331,583
	Maintenance services	19,700	36,800	(17,100)	-46%	20,000	54,171
	Third party reimbursements	129,000	129,000	-	0%	128,890	122,178
	Operating contingency	84,100	60,000	24,100	40%	-	-
	Other supplies & services	8,886	85,200	(76,314)	-90%	51,167	46,073
Total Supplies & Services	3,040,398	3,060,800	(20,402)	-1%	2,949,570	2,595,077	
Total Capital	-	-	-	n/a	-	-	
Total Expenditures	\$3,206,000	\$3,226,800	\$ (20,800)	-1%	\$3,115,172	\$2,756,077	

* Recommended funding levels for the 2018/19 budget year

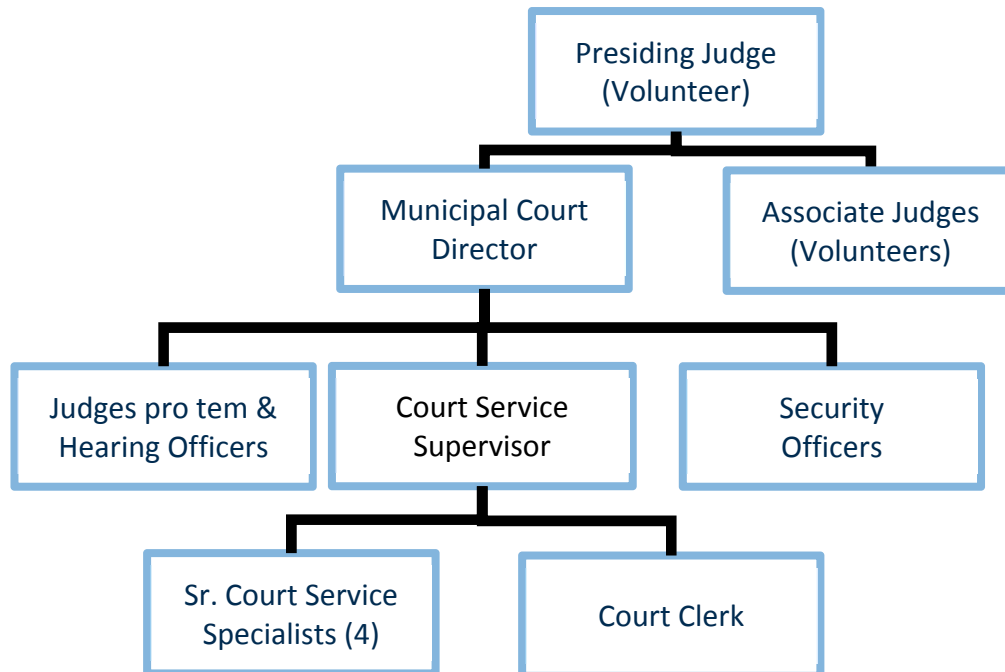
MUNICIPAL COURT

MISSION: To provide a professional and dignified forum for the efficient, fair and swift resolution of all matters that come before the Court.

OFFICE PURPOSE & DESCRIPTION

The Municipal Court is the independent judicial branch of the Town government. The Court adjudicates all criminal misdemeanors, code violations, traffic violations and certain juvenile offenses. The Court issues protective orders in cases of domestic violence and harassment. The Presiding Judge, Associate Judges, Judges Pro Tem and Hearing Officers are all volunteers. The Judges are appointed by the Town Council for a two year term. The Hearing Officers are appointed by the Presiding Judge.

ORGANIZATIONAL CHART



Operations of the Municipal Court are managed by the Municipal Court Director; the Director reports to the Presiding Judge.

MUNICIPAL COURT

▶ COURT FACTS ◀

- ▶ Paradise Valley Municipal Court is 1 of 83 Municipal Courts in Arizona and is the 6th largest Municipal Court in the State in terms of case volume.
- ▶ The Court has the highest case-to-personnel ratio (8,214) of the 83 Municipal Courts.
- ▶ Paradise Valley Municipal Court is the ONLY court in the nation that operates with a 100% volunteer judicial bench.
- ▶ The Court has 8 volunteer judges appointed by Council and 2 hearing officers appointed by the Presiding Judge.
- ▶ Many of our Judges have volunteered for over 26 years, including our Presiding Judge, J. Tyrrell Taber.
- ▶ Security guards screened 10,065 visitors entering the Court building in FY 2017 and confiscated 219 prohibited items such as guns, pocket knives, screwdrivers and pepper spray.

▶ SERVICE STATS ◀

- ▶ Cost-per-Case - \$14.79: the cost of processing a single case in Paradise Valley calculated by cases filed divided into actual expenditures (the average cost-per-case for Arizona Municipal Courts is \$82.76).
- ▶ Case Clearance Rate – 109%: the number of outgoing (disposed) cases as a percentage of the number of incoming (filed) cases; more cases terminated than filed based on increased collection/adjudication efforts on outstanding cases in accordance with the Arizona Supreme Court's case processing time standards.
- ▶ Tax Intercept Program (TIP), automated program operated by the Arizona Supreme Court that intercepts debtors' state income tax refunds and lottery winnings for overdue Court payments, collected \$12,337.47.

MUNICIPAL COURT

STAFFING LEVELS

Due to the addition of photo enforcement cameras in 2015, the court has been experimenting with staffing levels to match the increased work load. In FY 2016/17, five (5) temporary part-time Court Clerks were funded. In FY 2017/18, one new full-time position and three (3) temporary part-time Court Clerks were funded. In FY 2018/19, it is recommended to fund an addition one (1) Court clerk and no temporary part-time Court Clerks. The cost of this added full-time position is offset with the reduction of temporary labor services. Table 1 below displays the department's positions, by classification.

MC Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Municipal court director	1.0	1.0	1.0	1.0
Court service supervisor	1.0	1.0	1.0	1.0
Sr. court services specialist	3.0	2.0	1.0	1.0
Court clerk	2.0	2.0	2.0	2.0
Total full time equivalents	7.0	6.0	5.0	5.0
Temporary part time court clerk(s)	-	3.0	5.0	-
Temporary part time security officers	3.0	3.0	3.0	3.0

FUNDING LEVELS

Funding for the Court consists of General fund resources, Court enhancement fees and other grants. Overall, funding is recommended to **increase by \$33,815 (4%)**; a decrease of \$(8,085) in general resources and an increase of \$41,900 in Enhancement fees.

MC Table 2 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$ 789,633	\$ 797,718	\$ (8,085)	-1%	\$ 726,900	\$ 687,139
Court enhancement fees	201,100	159,200	41,900	26%	157,700	168,171
Other grant(s)	2,500	2,500	-	0%	2,500	933
Total Sources	\$ 993,233	\$ 959,418	\$ 33,815	4%	\$ 887,100	\$ 856,243

* Recommended funding levels for the 2018/19 budget year

MUNICIPAL COURT

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MUNICIPAL COURT

▶ EXPENDITURES ◀

Table 6 below displays total expenditures by CATEGORY (Personnel, Supplies & Services and Capital) with a mid-level grouping of major line items.

MC Table 3 - Expenditures by CATEGORY						
EXPENDITURES BY	Budget	Budget	Change	Change	Projected	Actual
CATEGORY	2018/19*	2017/18	\$	%	2017/18	2016/17
Total Personnel	\$ 609,164	\$ 556,218	\$ 52,946	10%	\$ 499,499	\$ 438,000
Supplies & Services						
Temporary labor	-	70,000	(70,000)	-100%	46,320	85,685
Professional services	103,900	83,500	20,400	24%	102,057	101,754
Liability insurance	26,289	25,000	1,289	5%	25,400	20,911
Training and travel	15,230	23,900	(8,670)	-36%	23,588	13,372
CC processing	13,000	15,000	(2,000)	-13%	12,279	10,310
Loan & lease payments	129,200	129,200	-	0%	129,200	131,438
Other supplies & services	96,450	56,600	39,850	70%	48,757	54,773
Total Supplies & Services	384,069	403,200	(19,131)	-5%	387,601	418,243
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$ 993,233	\$ 959,418	\$ 33,815	4%	\$ 887,100	\$ 856,243

* Recommended funding levels for the 2018/19 budget year

As illustrated in Table 6, the recommended budget of \$993,233 is \$33,815 (4%) more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$52,946 (10%) covers the Town-wide adjustments for salaries and benefits and the addition of one (1) Sr. court services specialist position.

Supplies and services: The net decrease of \$(19,131) or (-5%) is a product of a reduction in temporary services (\$70,000), travel and training (\$8,670), credit card processing fees (\$2,000) with increases in liability insurance (\$1,289), professional services for a mandated audit and indigent defense services and security services (\$20,400). The increase in "Other supplies & services" of \$39,850 is net of various line items nominal increases and decreases and \$41,900 for Security upgrades for the Courts facilities paid with Court Enhancement funds.

Capital: There is no specific capital spending recommended this fiscal year.

MUNICIPAL COURT

LINE ITEMS (DETAIL)

MC Table 4 - Line item expenditures: COURT OPERATIONS								
Includes expenditures in total for General Resources ONLY		2016/17 Prior Year Actual	2017/18			2018/19 Recommended		
ID	Account Title		Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
						Amount	%	
1	SALARIES AND WAGES	301,570	363,997	412,500	425,500	378,396	(47,104)	-11%
2	New FTE					76,249	76,249	n/a
3	OVERTIME	8,029	11,730	8,000	8,000	8,000	-	0%
4	EMPLOYEE BENEFITS-FICA	23,119	27,072	29,000	30,000	28,943	(1,057)	-4%
5	EMPLOYEE BENEFITS-RETIREMENT	38,820	51,851	44,500	46,488	45,419	(1,069)	-2%
6	EMPLOYEE BENEFITS-WORKERS COMP	1,659	1,675	900	900	1,040	140	16%
7	EMPLOYEE BENEFITS-MED/DENTAL	41,322	41,730	52,900	41,730	60,160	18,430	44%
8	EMPLOYEE BENEFITS-DISABIL/LIFE	2,032	258	2,200	2,200	2,259	59	3%
9	Short term disability	-	-	-	-	2,898	2,898	n/a
10	EMPLOYEE BENEFIT - CELL PHONE	1,495	1,150	1,400	1,400	1,380	(20)	-1%
11	HSA	19,955	36	22,000	-	2,600	2,600	n/a
12	Def comp					1,820	1,820	n/a
13	TOTAL PERSONNEL	438,000	499,499	573,400	556,218	609,164	52,946	10%
14	FINANCIAL AUDITORS	3,400		-	-	3,400	3,400	n/a
15	GENERAL PROFESSIONAL SERVICES	76,882	77,165	69,500	69,500	77,500	8,000	12%
16	ARMORED CAR SERVICE	5,242	5,376	5,500	5,500	5,500	-	0%
17	INDIGENT LEGAL AID	16,230	19,516	8,500	8,500	17,500	9,000	####
18	CREDIT CARD EXPENSE	10,310	12,279	15,000	15,000	13,000	(2,000)	-13%
19	INTERPRETER	2,601	1,360	3,500	3,500	3,500	-	0%
20	COURT CREDIT REPORTING	2,176	2,724	3,000	3,000	3,000	-	0%
21	MESSENGER/PROCESS SERVICE	-	-	400	400	400	-	0%
22	TEMPORARY LABOR	85,685	46,320	69,000	70,000	-	(70,000)	n/a
23	COURT ROBES	-	500	500	500	500	-	0%
24	OFFICE SUPPLIES	7,224	7,764	7,800	7,800	7,800	-	0%
25	PRINTING	1,075	730	1,000	1,000	1,000	-	0%
26	LIABILITY INSURANCE	20,911	25,400	25,000	25,000	26,289	1,289	5%
27	DINNERS, LUNCHEONS, ETC.	1,309	1,162	1,300	1,300	1,300	-	0%
28	DUES	500	785	800	800	800	-	0%
29	JURY	25	700	1,000	1,000	1,500	500	50%
30	MILEAGE-MISCELLANEOUS TRAVEL	415	360	400	400	400	-	0%
31	STAFF TRAINING	6,597	7,623	7,700	7,700	7,400	(300)	-4%
32	SUBSCRIPTIONS & PUBLICATIONS	807	800	800	800	800	-	0%
33	TRAINING TRAVEL	6,360	15,605	15,800	15,800	7,430	(8,370)	-53%
34	MISCELLANEOUS	416	160	2,800	2,800	250	(2,550)	-91%
35	RECORDS RETENTION	974	1,072	1,200	1,200	1,200	-	0%
36	TOTAL SUPPLIES & SERVICES	249,139	227,401	240,500	241,500	180,469	(61,031)	-25%
37	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
38	TOTAL	\$687,140	\$726,900	\$813,900	\$797,718	\$ 789,633	\$ (8,085)	-1%

MUNICIPAL COURT

LINE ITEMS (DETAIL)

MC Table 5 - Line item expenditures: COURT ENHANCEMENT FEES

Includes expenditures in total for Court enhancement fees ONLY		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	MISCELLANEOUS	\$ 36,733	\$ 28,500	\$ 30,000	\$ 30,000	\$ 71,900	\$ 41,900	140%
2	INTEREST PAYMENT	16,438	14,200	14,200	14,200	14,200	-	0%
3	PRINCIPAL PAYMENT	90,000	90,000	90,000	90,000	90,000	-	0%
4	LAND LEASE PAYMENT	25,000	25,000	25,000	25,000	25,000	-	0%
4	TOTAL	\$ 168,171	\$ 157,700	\$ 159,200	\$ 159,200	\$ 201,100	\$ 41,900	26%

MC Table 6 - Line item expenditures: JCEF

Includes expenditures in total for Court JCEF only		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	MISCELLANEOUS	\$ 933	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0%
2	TOTAL	\$ 933	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ -	0%

MUNICIPAL COURT

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POLICE DEPARTMENT

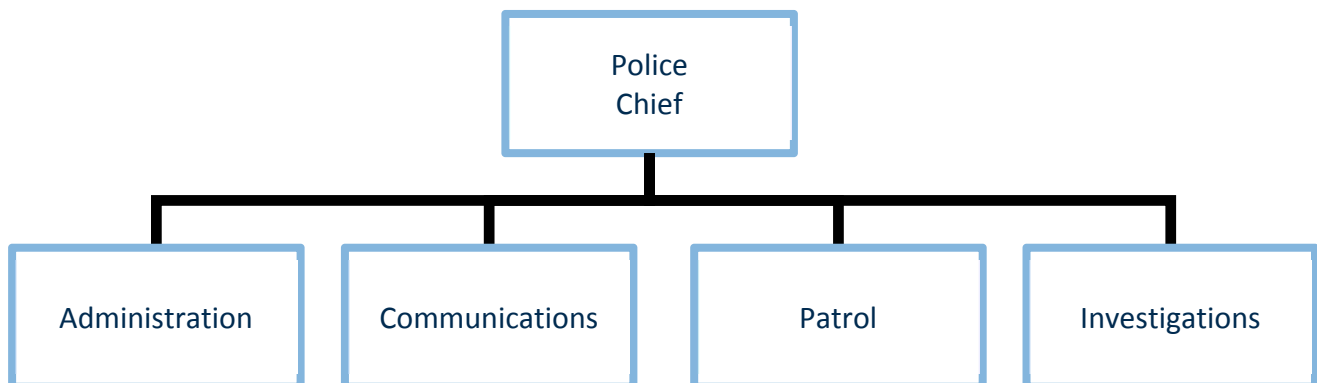
► **MISSION:** To provide high quality police services to our community, reduce crime and the fear of crime, by working with all citizens, preserve life, protect property, promote individual responsibility and encourage community involvement.

► **VISION:** To Maintain a strong Police-Community partnerships to keep our neighborhoods crime free and to eliminate fear of crime in our community.

OFFICE PURPOSE & DESCRIPTION

We provide high quality police services 24 hours per day, 7 days per week, 365 days during the year. We are always open! The service we provide includes responding to crimes, traffic collisions, medical emergencies, fines, public safety hazards, domestic disputes and other community needs. We strive to fulfill the needs of our community through our Vacation Watch program, the Medication Drop Box, and regular visits to neighborhood schools, among other community oriented policing programs. We believe in high level of communication with our community and achieve that level through both traditional methods of communication (newspaper reports and columns) and non-traditional media platforms (social media and emergency notification methods).

ORGANIZATIONAL CHART



The Police Department is managed by the Police Chief; the Chief reports to the Town Manager.

POLICE DEPARTMENT



GOALS



- Goal 1: Reduce Crime and the Fear of Crime**
- Goal 2: Encourage Community Empowerment**
- Goal 3: Develop and Empower Department Personnel**
- Goal 4: Incorporate Technology into the Department**
- Goal 5: Review and Improve Work Product**



HIGHLIGHTS



Data from 2017

- ▶ Nearly 7% **decrease** in FBI Part 1 Crimes
 - ▷ Over 6% **decrease** in FBI Part 1 Violent Crimes (Homicide, Sexual Assault, Aggravated Assault and Robbery)
 - ▷ Nearly 6% **reduction** in FBI Part 1 Property Crimes (Burglary, Theft, Motor Vehicle Theft, Arson)
- ▶ Over 12% **decrease** in Motor Vehicle collisions
- ▶ Nearly 75% **increase** in Calls for Service since 2014
- ▶ Over 135% **increase** in Officer Initiated Activity since 2014
- ▶ Successful completion of ACJIS (Arizona Criminal Justice Information System) Operation Audit
- ▶ Recognized as Arizona's #1 Law Enforcement Fundraising Agency, Per Capita by Special Olympics Arizona
- ▶ Successful implementation of Data Driven Approaches to Crime and Traffic Safety (DDACTS) operational model
- ▶ Became first Law Enforcement Agency in Arizona to use all-electric police motorcycle on regular patrol
- ▶ Named 2nd Safest Municipality in Valley of the Sun by 12 News.com and AZFamily.com

POLICE DEPARTMENT

▶ SERVICE STATS ◀

Calendar Year Service Levels					
PRIMARY FUNCTION**	% Change*	2017	2016	2015	2014
Calls for service	74.3%	49,721	44,651	29,789	28,526
Dispatched calls	15.8%	11,437	10,939	11,930	9,875
Officer self-initiated activity	135.1%	43,725	31,451	17,864	18,599
Traffic contacts	85.2%	5,288	4,952	2,178	2,856
Alarm dispatched	21.3%	3,708	3,206	3,188	3,056
Vehicle impounds processed	102.0%	309	153	n/a	n/a
Background checks	57.1%	1,472	937	n/a	n/a
911 calls received	-3.9%	5,583	5,338	5,807	n/a
Recovered property value	682.2%	\$484,212	\$155,518	\$61,900	n/a
Incidents per officer	60.4%	1,912	1,717	1,192	n/a
Public records request	251.3%	404	349	115	n/a

* % change is based on 2017 and the latest year of presented data

POLICE DEPARTMENT

▶ STAFFING LEVELS ◀

Staffing levels have incrementally increased from 2015/16 through 2017/18. There are three (3) recommended full time and four (4) part-time regular positions to be added for the 2018/19 budget.

The full time positions include: One (1) new Communications specialists (aka. Dispatcher) in Communications unit, one (1) new Alarm monitor in the Administration unit and one (1) Public safety analyst being converted from temporary to regular. The Part time positions are for sworn officers to review photo radar citations per a new AZ state mandate.

Table 1 below displays the department's positions, by classification.

PD Table 1 - Authorized positions by CLASSIFICATION				
POSITION CLASSIFICATION	2018/19*	2017/18	2016/17	2015/16
Chief of police	1.0	1.0	1.0	1.0
Special services lieutenant	2.0	2.0	1.0	1.0
Commander	-	-	1.0	1.0
Community resource officer	1.0	1.0	1.0	1.0
Crime analyst	1.0	1.0	-	-
Police administrative assistant	2.0	2.0	2.0	2.0
Sr administrative support specialist	1.0	1.0	1.0	1.0
Public safety analyst	1.0	-	-	-
Part-Time Officers (0.5 FTE)	2.0	-	-	-
Alarm monitor	1.0	-	-	-
Communications manager	1.0	1.0	-	-
Communications supervisor	-	-	1.0	-
Communications specialist	5.0	4.0	4.0	5.0
Lieutenant	-	1.0	1.0	-
Sergeant	4.0	4.0	4.0	4.0
Corporal	4.0	4.0	4.0	4.0
Officers	17.0	16.0	16.0	16.0
Detective sergeant	1.0	1.0	1.0	-
Detective corporal	1.0	-	-	-
Investigator	3.0	4.0	4.0	5.0
Evidence technician	1.0	1.0	-	-
Total full time equivalents	49.0	44.0	42.0	41.0
Communications specialist (temp PT)	1.0	2.0	1.0	-
Public safety analyst	-	1.0	-	-
Evidence technician (temp FT)	-	-	1.0	-

POLICE DEPARTMENT

STAFFING LEVELS

Table 2 below shows the number of Sworn positions and civilian positions.

PD Table 2 - TOTAL Authorized positions				
	2018/19*	2017/18	2016/17	2015/16
Sworn	34.0	34.0	34.0	33.0
Civilian	13.0	10.0	8.0	8.0
Total full time equivalents	47.0	44.0	42.0	41.0

* Recommended staffing level for the 2018/19 budget year

Table 3 shows the positions by service

PD Table 3 - Authorized positions by PRIMARY FUNCTION				
PRIMARY FUNCTION**	2018/19*	2017/18	2016/17	2015/16
Administration	10.0	8.0	7.0	7.0
Communications	6.0	5.0	5.0	5.0
Patrol	25.0	25.0	25.0	24.0
Investigations	6.0	6.0	5.0	5.0
Total full time equivalents	47.0	44.0	42.0	41.0

** the Chief is listed in Administration * Recommended staffing level for the 2018/19 budget year

Communications: One (1) new Communication specialist (aka Dispatcher):

One dispatcher works in dispatch at all times, 24 hours per day, 365 days per year. Currently dispatch is at minimum staffing and every vacation, training, sick or unplanned leave must be covered by overtime or the manager. The addition of one full time position will allow both planned and unplanned leave without creating as much of a staffing shortfall. One full time dispatcher will bring the dispatch staffing level closer to the industry standard.

This position will provide coverage beyond minimum staffing and alleviate the increased workload in the dispatch center during peak times. The National Emergency Number Association (NENA) recommends a 10 second standard to answer a 911 phone, during a busy hour. Paradise Valley had an average of 6.2 seconds during 2017. However, in 2017 when a large incident created multiple 911 calls, 911 answer times exceeded 40 seconds. One more dispatcher would create an opportunity to have overlap during the busiest times and reach the suggested NENA standards.

Administration: One (1) new Alarm Coordinator:

Recently, the Town Council made two decisions affecting the alarms in Paradise Valley. In March, a contract was signed to continue the Paradise Valley alarm monitoring program by using a vendor to provide the infrastructure, while Paradise Valley continues to provide the support, customer service and dispatch of Paradise Valley Alarm Monitoring accounts. Additionally in late March, the Town Council, at the request of the Chief of Police, committed to enforcing the current false alarm ordinance, including assessment of false alarm. The alarm coordinator position will complete the duties and tasks associated with both the Paradise Valley Alarm monitoring programs and the false alarm reduction.

POLICE DEPARTMENT

FUNDING LEVELS

Funding for the Police department consists of General resources, Enterprises and other grants (including donations). Overall, funding is recommended to **increase by \$854,625 (10%)**. Enterprise funding remains constant, other grants increase of \$111,339 is a result of prior year carry overs, and General resources are recommended to increase by \$743,286 (9%).

PD Table 4 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund	\$9,077,334	\$8,334,048	\$ 743,286	9%	\$8,840,658	\$13,967,149
Enterprises	182,700	182,700	-	0%	182,700	71,406
Other grant(s)	214,339	103,000	111,339	108%	100,052	116,396
Total Sources	\$9,474,373	\$8,619,748	\$ 854,625	10%	\$9,123,410	\$14,154,951

* Recommended funding levels for the 2018/19 budget year ** Police provides direct Communication services to Alarm (enterprise)

EXPENDITURES

There are five (5) primary functions (cost centers) in the Police Department for budgetary purposes. Table 5 below displays the Police Recommended budget by function.

PD Table 5 - Expenditures by PRIMARY FUNCTION						
PRIMARY FUNCTION	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Administration	\$2,943,806	\$2,297,122	\$ 646,684	28%	\$2,367,700	\$ 2,148,292
Communication	697,359	631,060	66,299	11%	549,703	501,911
Patrol	4,607,045	4,536,626	70,419	2%	5,095,855	10,388,613
Investigations	1,011,824	1,051,940	(40,116)	-4%	1,010,100	999,739
Grants and donations	214,339	103,000	111,339	108%	100,052	116,396
Total Expenditures	\$9,474,373	\$8,619,748	\$ 743,286	10%	\$9,123,410	\$14,154,951

* Recommended funding levels for the 2018/19 budget year

Grants and donation: The increase of \$111,339 (108%) is driven by status quo revenues by budgeting prior year's carry over balances for spending (\$58,339), and increasing the expenditure budget to match the revenue budget (\$53,000). Should these grants and donations not materialize, then spending of these lines items will not occur.

POLICE DEPARTMENT

▶ EXPENDITURES ◀

Administration: The increase of \$646,684 (28%) consists of:

- ▶ License Plate Recognition (LPR) program (\$219k).
 - ▷ An expansion of the LPR to include the intersection at Tatum and Lincoln drive much of this increase (\$132k). Currently, the Town's perimeter is well covered by LPRs. However much of the traffic comes to Tatum and Lincoln and are lost by the officers. The inclusion of the Tatum/Lincoln intersection in the LPR program would lead to more recovered property and more warrant arrests.
 - ▷ LPR Electronic Maintenance Agreement (EMA).
 - ▷ LPR at Stanford and 40th Street has been hit by a large vehicle on three occasions; \$27,500 would move the camera within the traffic circle.
- ▶ Paradise Valley is currently the only municipality in Arizona to use a "duly authorized agent" to review and sign photo enforcement citations. Senate Bill 1110 mandates that photo enforcement citations be signed by law enforcement personnel. To comply with the Senate Bill, staff has requested four part time police officers to review and sign photo enforcement citations.
- ▶ The addition of an alarm coordinator position to administer the Paradise Valley alarm monitoring program and assist in enforcement of the False Alarm Ordinance.
- ▶ An expanded surveillance system (\$55,000) is requested for inside and outside the police department. This request would add cameras to high risk facilities and better angles to see inmates when housed in the jail facility. Also, this would provide video surveillance to an interview room, exterior cameras, and expand the parking lot coverage to include the exchange zone spaces.
- ▶ A \$60,000 increase in photo enforcement process server fees is based on recent trends. More citations are being assigned to process servers for completion than previously.

Communication: The increase of \$66,299 is driven by the recommendation for an additional dispatcher. The personnel costs in communication with the new dispatcher increase by 24%, while the supplies and services budget decreases by 17%.

Patrol: The increase of \$70,419 is a product of the recommendation for body worn camera replacement. Paradise Valley provided body worn video cameras to all officers during 2014. The beneficial change in technology over the past four years provides new features, ease of data naming, transfer and redaction. The current cameras are suffering from battery failures and mid-incident stoppages and have reached the end of their serviceable life.

Investigations: The decrease of \$40,116 (-4%) is factored by to personnel costs (\$34,905). Newer officers are now assigned to investigations, decreasing the total dollars needed to cover the overall benefit package. Many of the former investigators have retired and been replaced with younger detectives.

POLICE DEPARTMENT

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POLICE DEPARTMENT

▶ EXPENDITURES ◀

Table 6 below displays total expenditures by CATEGORY (Personnel, Supplies & Services and Capital) with a mid-level grouping of major line items.

PD Table 6 - Expenditures by CATEGORY							
EXPENDITURES BY	Budget	Budget	Change	Change	Projected	Actual	
CATEGORY	2018/19*	2017/18	\$	%	2017/18	2016/17	
Total Personnel	\$7,011,270	\$6,644,148	\$ 367,122	6%	\$7,153,793	\$12,640,705	
Supplies & Services	Miscellaneous (New Svs)	240,879	36,300	204,579	564%	35,600	31,677
	FF&E; weapons & ammo	91,700	90,250	1,450	2%	90,250	144,901
	Liability insurance	189,099	172,289	16,810	10%	177,805	171,472
	Training and travel	70,200	61,100	9,100	15%	61,348	66,616
	Photo enforcement	780,284	721,000	59,284	8%	769,962	592,914
	Gas and oil	72,000	72,000	-	0%	63,000	62,707
	Other supplies & services	676,941	527,361	149,580	28%	476,352	432,968
Total Supplies & Services	2,121,103	1,680,300	440,803	26%	1,674,317	1,503,255	
Total Capital	342,000	295,300	46,700	n/a	295,300	10,991	
Total Expenditures	\$9,474,373	\$8,619,748	\$ 854,625	10%	\$9,123,410	\$14,154,951	

* Recommended funding levels for the 2018/19 budget year

As illustrated in Table 6, the recommended budget of \$9,474,373 is \$854,625 or 10% more than the prior fiscal year. This results primarily from changes in:

Personnel: The net increase of \$367,122 (6%) covers Town-wide adjustments to salaries and benefits and the addition of two (2) positions: one (1) Alarm monitor and one (1) Communications specialists.

Supplies and services: The bulk of the increase of \$440,803 (26%) is in the supplies and services is a result of the request for expansion, repositioning and electronic maintenance agreement of the License Plate Recognition program (\$219k). Other large increases include liability insurance, which is due to the increase in the marketplace (\$17k), and photo enforcement process server fees, which are increasing due to volume (\$60k). An increase in independent lab fees of \$15,000 will be used to reanalyze evidence on an open homicide by a private laboratory. An increase of \$18,000 in the Office furniture and fixtures line item will provide office furniture and computers for the part time photo enforcement officers, the alarm coordinator, and the analyst. A fifteen percent increase (\$9k) in training will allow ongoing training in our fundamental software platforms (New World and Brazos), by bringing the vendor to Paradise Valley to train staff.

Capital: Of the recommended budget of \$342,000; \$212,000 is for replacement vehicles to maintain the Department's fleet as part of the Town's vehicle replacement program, \$10,000 to upgrade ballistic protection for the current fleet and \$120,000 for the replacement of body cameras.

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 7 - Line item expenditures: ADMINISTRATION

Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$ 629,210	\$ 739,958	\$ 636,000	\$ 656,000	\$ 689,734	\$ 33,734	5%
2	New Alarm Monitor Coordinator	-	-	-	-	86,987	86,987	n/a
3	OVERTIME	20,130	11,717	16,000	16,000	15,000	(1,000)	-6%
4	EMPLOYEE BENEFITS-FICA	48,059	45,803	48,900	50,900	52,134	1,234	2%
5	EMPLOYEE BENEFITS-RETIREMENT	349,582	290,330	340,700	357,862	340,235	(17,627)	-5%
6	EMPLOYEE BENEFITS-WORKERS COM	30,208	42,421	23,300	24,300	24,174	(126)	-1%
7	EMPLOYEE BENEFITS-MEDICAL	62,327	60,980	62,500	60,980	77,902	16,922	28%
8	Short term disability	-	-	-	-	5,258	5,258	n/a
9	CANCER INSURANCE	200	416	400	400	300	(100)	-25%
10	EMPLOYEE BENEFITS-DISABIL/LIFE	5,358	796	5,500	5,500	5,686	186	3%
12	EMPLOYEE BENEFITS-CLOTHING	7,343	4,800	5,200	5,200	5,770	570	11%
13	EMPLOYEE BENEFIT - CELL PHONE	7,475	5,750	7,000	7,000	6,900	(100)	-1%
14	EMPLOYEE BENEFITS - H S A	24,240	13,200	23,600	14,300	16,900	2,600	18%
15	HOUSING ALLOWANCE	11,000	-	-	-	-	-	n/a
16	DEFERRED COMPENSATION	403	10,268	-	11,180	13,000	1,820	16%
17	MARICOPA CNTY ANIMAL CONTROL	9,171	9,500	9,500	9,500	9,800	300	3%
19	TEMPORARY LABOR	-	-	-	-	160,000	160,000	n/a
20	TOTAL PERSONNEL	1,204,707	1,235,938	1,178,600	1,219,122	1,509,780	290,658	24%

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 7 - Line item expenditures: ADMINISTRATION

PD Table 7 - Line item expenditures: ADMINISTRATION								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
21	GENERAL PROFESSIONAL SERVICES	10,109	28,600	28,600	28,600	28,600	-	0%
22	BADGES & UNIFORMS SUPPLIES	2,929	4,000	4,000	4,000	4,000	-	0%
23	OFFICE SUPPLIES	28,615	28,000	25,000	25,000	28,000	3,000	12%
24	AMMO, RANGE, TARGETS	11,276	16,000	16,000	16,000	13,000	(3,000)	-19%
25	PRINTING	-	500	1,500	1,500	1,500	-	0%
26	COMMUNITY OUTREACH PROGRAM	16,870	17,000	17,700	17,700	17,700	-	0%
27	LIABILITY INSURANCE	29,276	25,400	29,000	29,000	31,361	2,361	8%
28	MEALS	3,506	3,500	2,500	2,500	3,500	1,000	40%
29	DUES	3,454	4,000	4,600	4,600	3,962	(638)	-14%
30	LAB TESTS (INDEPENDENT LABS)	1,445	3,500	3,500	3,500	18,500	15,000	429%
31	LEGAL ADVERTISING	-		100	100		(100)	n/a
32	MILEAGE-MISCELLANEOUS TRAVEL	912	1,500	1,500	1,500	1,500	-	0%
33	OFFICER AWARDS PROGRAM	1,045	4,000	4,000	4,000	2,500	(1,500)	-38%
34	RECRUITING & EMPLOYMENT	5,241	7,200	7,200	7,200	7,840	640	9%
35	STAFF TRAINING	49,524	46,100	46,100	46,100	55,200	9,100	20%
36	POLICE PROP.-EVIDENCE STORAGE	3,772	24,000	24,000	24,000	9,000	(15,000)	-63%
37	SUBSCRIPTIONS & PUBLICATIONS	13,298	15,000	10,700	10,700	10,700	-	0%
38	SECURITY SYSTEM & CAMERA M&R	3,218	2,500	-	-	55,000	55,000	n/a
39	TRAINING TRAVEL	12,648	10,000	10,000	10,000	10,000	-	0%
40	MISCELLANEOUS	30,518	23,700	23,700	23,700	232,579	208,879	881%
41	RECORDS RETENTION	2,883	3,300	3,300	3,300	3,300	-	0%
42	OFFICE FURNITURE & FIXTURES	1,213	4,000	4,000	4,000	22,000	18,000	450%
43	EQUIPMENT REPAIRS & MAINT	207	2,500	2,500	2,500	2,500	-	0%
44	DUTY WEAPONS	19,392	13,000	13,000	13,000	17,000	4,000	31%
45	CAPITAL LEASE - INTEREST	4,720	1,300	1,300	1,300	1,300	-	0%
46	CAPITAL LEASE PRINCIPAL	94,603	73,200	73,200	73,200	73,200	-	0%
48	PHOTO ENFORCEMENT PHONE LINE	8,871	7,224	8,000	8,000	8,000	-	0%
49	PHOTO ENFORCEMENT PROCESS SEF	11,986	102,284	43,000	43,000	102,284	59,284	138%
50	PHOTO ENFORCEMENT FEES	572,057	660,454	670,000	670,000	670,000	-	0%
51	TOTAL SUPPLIES & SERVICES	943,585	1,131,762	1,078,000	1,078,000	1,434,026	356,026	33%
52	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
53	TOTAL	\$2,148,292	\$2,367,701	\$2,256,600	\$2,297,122	\$2,943,806	\$646,684	28%

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 8 - Line item expenditures: COMMUNICATIONS								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	\$ 278,357	\$ 276,378	\$ 287,700	\$ 298,700	\$ 292,305	\$ (6,395)	-2%
2	New Dispatcher	-	-	-	-	74,399	74,399	n/a
3	CTO Pay stipend	-	-	-	-	2,500	2,500	n/a
4	OVERTIME	16,234	19,698	18,000	18,000	23,000	5,000	28%
5	EMPLOYEE BENEFITS-FICA	22,178	22,650	23,300	24,300	23,590	(710)	-3%
6	EMPLOYEE BENEFITS-RETIREMENT	32,408	37,575	35,400	36,616	37,437	821	2%
7	EMPLOYEE BENEFITS-WORKERS COMI	1,013	1,135	600	600	849	249	42%
8	EMPLOYEE BENEFITS-MEDICAL	26,398	31,944	32,800	31,944	50,016	18,072	57%
9	EMPLOYEE BENEFITS-DISABIL/LIFE	1,618	77	2,100	2,100	2,107	7	0%
10	Short term disability					2,327	2,327	n/a
11	EMPLOYEE BENEFITS-CLOTHING	899	675	3,000	3,000	3,000	-	0%
12	EMPLOYEE BENEFIT - CELL PHONE	1,495	1,150	1,400	1,400	1,380	(20)	-1%
13	DEFERRED COMPENSATION-457	92	2,304	-	2,600	4,940	2,340	90%
14	EMPLOYEE BENEFITS - H S A	16,438	2,400	14,800	2,600	6,500	3,900	150%
15	TOTAL PERSONNEL	397,131	395,986	419,100	421,860	524,350	102,490	24%
16	CELLULAR PHONE CHARGES	10,557	10,000	13,000	13,000	10,000	(3,000)	-23%
17	CELL PHONE PURCHASES	-	1,000	2,000	2,000	2,000	-	0%
18	MARICOPA REGIONAL NETWORK	26,970	28,000	28,000	28,000	-	(28,000)	n/a
19	RWC RADIO FEES	-	22,000	32,000	32,000	52,000	20,000	63%
20	PACE	4,270	4,200	5,100	5,100	4,200	(900)	-18%
21	TEMPORARY LABOR	21,024	20,000	60,000	61,000	50,000	(11,000)	-18%
22	RADIO/TELEPHONE BATTERIES	3,248	2,000	2,000	2,000	2,000	-	0%
23	LIABILITY INSURANCE	20,911	21,169	21,000	21,000	21,909	909	4%
24	NICE LOGGING RECORDER MAINTEN	-	500	500	500	500	-	0%
25	RADIO REPAIRS	16,713	22,200	22,200	22,200	22,200	-	0%
26	TRAINING TRAVEL	-	248	-	-	-	-	n/a
27	MISCELLANEOUS	1,087	12,500	12,500	12,500	1,200	(11,300)	-90%
28	EQUIPMENT	-	9,900	9,900	9,900	7,000	(2,900)	-29%
29	TOTAL SUPPLIES & SERVICES	104,780	153,717	208,200	209,200	173,009	(36,191)	-17%
30	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
31	TOTAL	\$501,911	\$549,702	\$627,300	\$631,060	\$ 697,359	\$ 66,299	11%

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 9 - Line item expenditures: PATROL

Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in Amount	%
1	SALARIES AND WAGES	\$ 1,879,766	\$2,433,666	\$1,844,700	\$1,896,700	\$1,952,198	\$ 55,498	3%
2	OVERTIME	145,647	119,192	125,000	125,000	153,000	28,000	22%
3	EMPLOYEE BENEFITS-FICA	151,072	143,974	148,500	154,500	156,796	2,296	1%
4	EMPLOYEE BENEFITS-RETIREMENT	7,424,319	1,398,557	6,337,000	1,404,417	1,261,953	(142,464)	-10%
5	EMPLOYEE BENEFITS-WORKERS COI	120,474	173,449	96,800	100,800	103,638	2,838	3%
6	EMPLOYEE BENEFITS-MEDICAL	239,048	213,229	232,400	213,229	253,301	40,072	19%
7	CANCER INSURANCE	1,250	2,500	2,400	2,400	1,875	(525)	-22%
8	EMPLOYEE BENEFITS-DISABIL/LIFE	22,546	1,278	22,500	22,500	23,310	810	4%
9	EMPLOYEE BENEFITS-CLOTHING	38,053	28,341	32,000	32,000	33,300	1,300	4%
10	EMPLOYEE BENEFIT - CELL PHONE	230	1,150	-	-	1,150	1,150	n/a
11	DEFERRED COMPENSATION-457	872	22,533	-	24,180	26,000	1,820	8%
12	EMPLOYEE BENEFITS - H S A	85,527	34,000	81,600	31,200	33,800	2,600	8%
13	TOTAL PERSONNEL	10,108,803	4,571,869	8,922,900	4,006,926	4,015,805	8,879	0%
14	JAIL FEES	21,322	22,000	20,000	20,000	24,000	4,000	20%
15	BADGES & UNIFORMS SUPPLIES	363	-	-	-	-	-	n/a
16	FIRST AID SUPPLIES	9,724	5,000	5,000	5,000	2,500	(2,500)	-50%
17	GAS & OIL	62,707	63,000	72,000	72,000	72,000	-	0%
18	PATROL SUPPLIES	62,182	10,050	10,050	10,050	12,000	1,950	19%
19	SAFETY EQUIPMENT SUPPLIES	-	500	500	500	500	-	0%
20	LIABILITY INSURANCE	104,556	105,836	104,000	104,000	109,540	5,540	5%
21	LOSS CONTROL-BIO HAZ MAT	1,199	500	1,500	1,500	1,000	(500)	-33%
22	CAR WASHES	646	2,500	1,000	1,000	2,000	1,000	100%
23	EQUIPMENT REPAIRS & MAINTENAN	2,128	2,000	2,000	2,000	2,000	-	0%
24	TOWING	687	2,400	1,500	1,500	2,400	900	60%
25	MISCELLANEOUS	893	1,200	150	150	1,200	1,050	700%
26	BULLET PROOF VESTS	2,412	7,200	7,200	7,200	8,100	900	13%
27	VEHICLE CHANGEOVER	-	9,500	9,500	9,500	12,000	2,500	26%
28	TOTAL SUPPLIES & SERVICES	268,819	231,686	234,400	234,400	249,240	14,840	6%
29	EQUIPMENT	10,991	-	-	-	130,000	130,000	n/a
30	VEHICLES	-	295,300	295,300	295,300	212,000	(83,300)	-28%
31	TOTAL CAPITAL OUTLAY	10,991	295,300	295,300	295,300	342,000	46,700	n/a
32	TOTAL	\$10,388,613	\$5,098,855	\$9,452,600	\$4,536,626	\$4,607,045	\$ 70,419	2%

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 10 - Line item expenditures: INVESTIGATIONS								
Includes expenditures in total for all Funding Sources		2016/17	2017/18		2018/19 Recommended			
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	SALARIES AND WAGES	411,887	493,345	456,900	470,900	473,699	2,799	1%
2	STANDBY PAY	28,527	29,783	24,000	24,000	29,000	5,000	21%
3	OVERTIME	18,764	19,329	25,000	25,000	25,000	-	0%
4	EMPLOYEE BENEFITS-FICA	34,189	32,766	38,200	40,200	39,915	(285)	-1%
5	EMPLOYEE BENEFITS-RETIREMENT	278,541	275,340	317,400	333,237	291,800	(41,437)	-12%
6	EMPLOYEE BENEFITS-WORKERS COM	27,707	33,096	22,600	23,600	23,522	(78)	0%
7	EMPLOYEE BENEFITS-MEDICAL	51,586	49,143	64,600	49,143	48,900	(243)	0%
8	CANCER INSURANCE	250	400	500	500	375	(125)	-25%
9	EMPLOYEE BENEFITS-DISABIL/LIFE	5,290	362	5,700	5,700	5,799	99	2%
10	Short term disability	-	-	-	-	3,845	3,845	n/a
11	EMPLOYEE BENEFITS-CLOTHING	4,093	5,934	6,500	6,500	6,500	-	0%
12	EMPLOYEE BENEFIT - CELL PHONE	3,795	2,300	4,200	4,200	4,140	(60)	-1%
13	DEFERRED COMPENSATION-457	132	3,302	-	5,460	3,640	(1,820)	-33%
14	EMPLOYEE BENEFITS - H S A	16,600	4,900	22,800	7,800	5,200	(2,600)	-33%
15	TEMPORARY LABOR	48,702	-	-	-	-	-	n/a
16	TOTAL PERSONNEL	930,064	950,000	988,400	996,240	961,335	(34,905)	-4%
17	LIABILITY INSURANCE	16,729	25,400	21,000	21,000	26,289	5,289	25%
18	INVESTIGATIVE TRAVEL	4,447	5,000	5,000	5,000	5,000	-	0%
19	MISCELLANEOUS	72	100	100	100	7,100	7,000	n/a
20	EQUIPMENT	48,426	29,600	29,600	29,600	12,100	(17,500)	-59%
21	TOTAL SUPPLIES & SERVICES	69,675	60,100	55,700	55,700	50,489	(5,211)	-9%
22	TOTAL CAPITAL OUTLAY	-	-	-	-	-	-	n/a
23	TOTAL	\$999,739	\$1,010,100	\$1,044,100	\$1,051,940	\$1,011,824	\$ (40,116)	-4%

POLICE DEPARTMENT

LINE ITEMS (DETAIL)

PD Table 11 - Line item expenditures: GRANTS

Includes expenditures in total for all Funding Sources		2016/17	2017/18			2018/19 Recommended		
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	ALF GRANT (HB 2565)	41,203	73,000	73,000	73,000	73,000	-	0%
2	MISC POLICE GRANTS	61,384	68,000	68,000	68,000	68,000	-	0%
3	TOTAL REVENUE	102,587	141,000	141,000	141,000	141,000	-	0%
4	ALF GRANT (HB 2565)	41,203	38,000	38,000	38,000	73,000	35,000	92%
5	MISC POLICE GRANTS	63,296	50,000	50,000	50,000	68,000	18,000	36%
6	Contingency (prior year carryover)					53,000		
7	TOTAL EXPENDITURES	104,499	88,000	88,000	88,000	194,000	\$ 106,000	120%
8	Revenue over (under) Expenditures	(1,913)	53,000	53,000	53,000	(53,000)		

PD Table 12 - Line item expenditures: DONATIONS

Includes expenditures in total for all Funding Sources		2016/17	2017/18			2018/19 Recommended		
ID	Account Title	Prior Year Actual	Year end Projected	Budget Original	Budget Amended	Budget 2018/19	Change in	
							Amount	%
1	DONATIONS TO POLICE DEPT	7,579	7,775	5,000	5,000	5,000	-	0%
2	VINTAGE CAR SHOW DONATIONS	9,992	9,617	10,000	10,000	10,000	-	0%
3	TOTAL REVENUE	17,677	17,392	15,000	15,000	15,000	-	0%
4	POLICE DEPT DONATION EXPND	1,905	2,436	5,000	5,000	5,000	-	0%
5	VINTAGE CAR SHOW EXPENDITURES	9,992	9,617	10,000	10,000	10,000	-	0%
6	Use of Prior year carry over					5,339	5,339	n/a
7	TOTAL EXPENDITURES	11,897	12,052	15,000	15,000	20,339	\$ 5,339	36%
8	Revenue over (under) Expenditures	5,780	5,339	-	-	(5,339)		

POLICE DEPARTMENT

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OTHER PROGRAMS AND ENTERPRISES

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DEBT SERVICE

OFFICE PURPOSE & DESCRIPTION

The Town's Debt Service Fund was originally established to account for long-term debt issued by the Town for the construction of the Town's two fire stations and additional wastewater capacity under the Municipal Property Corporation (MPC). This was the Refunding Bonds Series 2009.

The entire future amount due (principal and interest) is pre-funded for the two fire stations. The wastewater capacity portion is paid by the Wastewater fund. The final maturity date for the bond is January 1, 2019.

In 2016, the Town issued new General Fund debt for construction primarily of the Public Safety Tower and street improvements. This was done through a direct placement loan (revenue obligations) with an interest rate of 1.69%, a structure which is not subject to debt limitations.

DEBT LIMITATION

Bonded indebtedness of local municipalities is subject to a two-tiered constitutional debt limit.

(Arizona Constitution, Article 9, Section 8; June 2008)

Under Arizona law, counties, cities, towns, school districts and other municipalities may issue general obligation bonds up to 6% of the jurisdiction's net secondary assessed valuation without voter approval. Voter approval is required before issuing over the 6%.

With voter approval cities and towns may issue general obligation bonds up to 20% of the jurisdiction's net secondary assessed valuation for supplying the city or town with water, artificial light or sewers when this infrastructure will be owned and operated by the city or town; and for the acquisition and development of open space preserves, parks, playgrounds and recreation facilities, public safety, law enforcement, fire and emergency services facilities, and streets and transportation facilities.

With voter approval, counties and school districts may issue general obligation bonds up to 15% of the jurisdiction's net assessed valuation.

Special Taxing Districts formed under Arizona Revised Statutes Title 48, have the same and some have further restrictions than set forth in the Arizona Constitution.

DEBT SERVICE

PAYMENT SCHEDULE

As of June 30, 2018, the Town will have \$7,725,000 in principal outstanding, with the final payment due at the end of 2023. The table below lists the remaining principal and interest payment schedule for the Excise Tax Revenue Obligations Series 2016 .

Capital Projects 2016 - Payment Schedule: REMAINING PAYMENTS			
Payment Date	Principal	Interest	Total Payment
12/15/2018	\$ 660,000	\$ 65,276	\$ 725,276
6/15/2019		59,699	59,699
12/15/2019	1,365,000	59,699	1,424,699
6/15/2020		48,165	48,165
12/15/2020	1,390,000	48,165	1,438,165
6/15/2021		36,420	36,420
12/15/2021	1,415,000	36,420	1,451,420
6/15/2022		24,463	24,463
12/15/2022	1,435,000	24,463	1,459,463
6/15/2023		12,337	12,337
12/15/2023	1,460,000	12,337	1,472,337
Balance	\$ 7,725,000	\$ 427,444	\$ 8,152,444
Paid thru 6/30/18	\$ 155,000	\$ 314,604	\$ 469,604

FUNDING LEVELS

Capital Projects 2016 Table 1 - Funding by Source

Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
General Fund (Transfer in)	\$ 789,976	\$ 288,200	\$ 501,776	174%	\$ 286,862	\$ 133,172
Total Sources	\$ 789,976	\$ 288,200	\$ 501,776	174%	\$ 286,862	\$ 133,172

* Recommended funding levels for the 2018/19 budget year

MPC: Fire Stations Table 1 - Funding by Source

Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Prepaid general revenues (FB)	\$ 467,697	\$ 813,200	\$ (345,503)	-42%	\$ 813,207	\$ 999,797
Total Sources	\$ 467,697	\$ 813,200	\$ (345,503)	-42%	\$ 813,207	\$ 999,797

* Recommended funding levels for the 2018/19 budget year

DEBT SERVICE

▶ EXPENDITURES ◀

MPC: Fire Stations Table 2 - Expenditures by CATEGORY						
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ -	\$ -	\$ -	n/a	\$ -	\$ -
Principal	463,998	780,200	(316,202)	-41%	780,203	927,990
Interest and fees	3,699	33,000	(29,301)	-89%	33,004	71,807
Total Supplies & Services	467,697	813,200	(345,503)	-42%	813,207	999,797
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$ 467,697	\$ 813,200	\$ (345,503)	-42%	\$ 813,207	\$ 999,797

* Recommended funding levels for the 2018/19 budget year

Capital Projects 2016 Table 2 - Expenditures by CATEGORY						
EXPENDITURES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Total Personnel	\$ -	\$ -	\$ -	#DIV/0!	\$ -	\$ -
Principal	660,000	155,000	505,000	326%	155,000	-
Interest and fees	129,976	133,200	(3,224)	-2%	131,862	133,172
Total Supplies & Services	789,976	288,200	501,776	174%	286,862	133,172
Total Capital	-	-	-	n/a	-	-
Total Expenditures	\$ 789,976	\$ 288,200	\$ 501,776	174%	\$ 286,862	\$ 133,172

* Recommended funding levels for the 2018/19 budget year

DEBT SERVICE

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WASTEWATER SERVICES

OFFICE PURPOSE & DESCRIPTION

The Town of Paradise Valley (the “Town”) provides wastewater services to both residential and commercial customers who are connected to the Town owned sewer system (approximately 2,100 accounts). The City of Scottsdale (the “City”) operates and maintains the sewer system through an intergovernmental agreement (“IGA”) with the Town. The City bills the Town for operation and maintenance of the system. The Town bills its customers directly. Customer bills include a base rate charge and a commodity charge which is based upon winter water consumption.

In fiscal year 2015/16:

- ▶ The City revised its fee structure.
- ▶ Upon review of a master plan and wastewater rate study, the Town initiated a new IGA with the City.
- ▶ Within the new IGA there is a five (5) year project to inspect all town pipes and manholes to determine a capital needs sewer assessment.

Last fiscal year 2017/18:

- ▶ The Town incorporated the last of two rate changes that Council approved in 2015/16.
- ▶ The IGA with the City includes the sewer assessment annual payment of \$234,000.
- ▶ Further details are in the Town’s annual CIP.

FUNDING LEVELS

Funding for Wastewater services is primarily from service fees from Wastewater customers.

WW Table 1 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Wastewater service fee	\$2,400,000	\$2,683,359	\$ (283,359)	-11%	\$2,460,175	\$2,257,125
Wastewater buyback	10,000	25,000	(15,000)	-60%	10,000	10,818
Miscellaneous	203,400	-	203,400	n/a	370,906	18,462
Total Sources	\$2,613,400	\$2,708,359	\$ (94,959)	-4%	\$2,841,081	\$2,286,405

* Recommended funding levels for the 2018/19 budget year ** Information Technology provides services to Alarm, Fire and Wastewater (enterprise)

WASTEWATER SERVICES

▶ EXPENDITURES ◀

The recommended budget of \$2,590,588 is \$45,188 or 2% more than the prior fiscal year. This results primarily from changes in:

Personnel: Personnel expenditures are part of the Town’s administrative allocation and includes services from the Town Attorney’s office, Engineering, Information technology and Finance.

Supplies and services: Supplies and services are status quo from last fiscal year. The exception is the final bond payments.

Transfer out to CIP: As part of the Wastewater IGA, a transfer of \$234,000 is made each year. Another \$200,000 is budget for other wastewater capital improvements and can be found in the CIP section of this recommended budget document.

WW Table 2 - Expenditures by CATEGORY						
EXPENDITURES BY	Budget	Budget	Change	Change	Projected	Actual
CATEGORY	2018/19*	2017/18	\$	%	2017/18	2016/17
Total Personnel	\$ 134,030	\$ 134,000	\$ 30	0%	\$ 134,030	\$ 132,000
Supplies&services Scottsdale service fee	1,682,400	1,682,400	-	0%	1,682,400	1,689,567
Principal	211,002	354,800	(143,798)	-41%	354,797	-
Interest and bond fees	5,156	16,200	(11,044)	-68%	16,109	-
Facilities maintenance	50,000	50,000	-	0%	22,631	21,923
Professional services	25,000	25,000	-	0%	25,000	9,866
Other supplies & services	48,800	48,800	-	0%	46,644	2,363
Total Supplies & Services	2,022,358	2,177,200	(154,842)	-7%	2,147,581	1,723,719
Transfer out to CIP	434,200	234,200	200,000	85%	234,200	384,200
Total Uses	\$2,590,588	\$2,545,400	\$ 45,188	2%	\$2,515,811	\$2,239,919

* Recommended funding levels for the 2018/19 budget year

WASTEWATER IMPACT FEE

OFFICE PURPOSE & DESCRIPTION

The Town of Paradise Valley (the “Town”) provides wastewater services to both residential and commercial customers who are connected to the Town owned sewer system (approximately 2,100 accounts). For customers in this service area, payment of an impact fee is required at the time the property is connected to the system. The impact fees are used to repay outstanding debt which was issued to purchase treatment capacity in the City of Scottsdale treatment facilities necessary for the demand of future customers. The Town’s impact fee study was updated in fiscal year 2016/17.

Approximately \$600,000 in future debt service payments remain. Presuming impact fees are received as budgeted, sufficient resources to fully repay this debt will not be received in this recommended budget for 2018/19. The budget reflects a loan from the *Operating fund* that will be repaid through the rate structure. It is not uncommon that a cash shortfall occurs when debt is repaid by impact fees, as infrastructure often has to be in place before the related development occurs, and the fee collected cannot exceed each builder’s proportionate share.

FUNDING LEVELS

Funding for this purpose is receiving Development impact fees and using prior year’s fund balance.

WWIF Table 1 - Funding by Source						
Funding by Source	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Development Impact fees	\$ 220,000	\$ 608,936	\$ (388,936)	-64%	\$ 216,510	\$ 128,646
Use (Savings) of fund balance	(3,842)	(153,271)	149,429	-97%	154,396	327,119
Total Sources	\$ 216,158	\$ 455,665	\$ (239,507)	-53%	\$ 370,906	\$ 455,765

* Recommended funding levels for the 2018/19 budget year

WASTEWATER IMPACT FEE

▶ EXPENDITURES ◀

The recommended budget of \$216,158 is the amount needed for the final debt service repayment for bonds issued to expand sewer capacity. Repayment of loans from the Wastewater fund will be part in subsequent budget years beginning 2020.

WWIF Table 2 - Expenditures by CATEGORY						
USES BY CATEGORY	Budget 2018/19*	Budget 2017/18	Change \$	Change %	Projected 2017/18	Actual 2016/17
Transfer for Debt Service	\$ 216,158	\$ 455,665	\$ (239,507)	-53%	\$ 370,906	\$ 455,765
Total Uses	\$ 216,158	\$ 455,665	\$ (239,507)	-53%	\$ 370,906	\$ 455,765

* Recommended funding levels for the 2018/19 budget year

CAPITAL IMPROVEMENT PROGRAM

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CIP SUMMARY

CAPITAL PROJECTS SCHEDULE OF FUNDING

PROJECT		Total Sources	FUNDING	
			New 2019	Carry forward
SRP 44th Street & Keim Conversion	2016-01	\$ 386,276	-	\$ 386,276
APS District 30	2016-02.1	297,447	\$ 297,447	-
Lincoln Dr (limits Mockingbird)-Ritz	2016-14.1	825,800	-	825,800
Mockingbird Ln S of hummingbird	2016-14.3	790,000	-	790,000
Lincoln Drive Sidewalks	2017-05	527,410	144,407	383,003
Doubletree (64th St. to Scottsdale)	2018-04	3,000,000	3,000,000	-
Golf Drive Improvements	2019-06	75,000	75,000	-
SRP Denton Lane Conversion	2020-02	27,933	27,933	-
FCD LIBW PV Wash Improvements	2023-02	2,750,000	2,750,000	-
CIP Contingencies	2099-99	69,997	-	69,997
<i>Town of Paradise Valley Operating Funds</i>		8,749,863	6,294,787	2,455,076
Sewer system assessment	2017-06	234,200	234,200	-
Sewer system improvements	2019-05	200,000	200,000	-
<i>Total Wastewater Enterprise Funds</i>		434,200	434,200	-
TOTAL CAPITAL PROJECTS LISTING		\$ 9,184,063	\$ 6,728,987	\$ 2,455,076

Town of Paradise Valley, Arizona

Capital Improvement Plan

2019 thru 2023

PROJECTS BY FUNDING SOURCE

Source	Project#	2019	2020	2021	2022	2023	Total
Flood Control District							
FCD LIBW Cheney Improvements Alt 1	2019-02			1,300,000	2,415,000		3,715,000
FCD LIBW Invergordon Improvements Alt 1	2021-01					650,000	650,000
FCD LIBW PV Wash Improvements Alt 3	2023-02		5,885,000				5,885,000
Flood Control District Total			5,885,000	1,300,000	2,415,000	650,000	10,250,000
Residents of Paradise Valley							
SRP Denton Lane Conversion	2020-02	110,067					110,067
SRP 40th Street & Lincoln Drive Conversion	2022-01					953,427	953,427
Residents of Paradise Valley Total		110,067				953,427	1,063,494
Ritz Carlton							
Lincoln Dr. (Limits to Mockingbird) - Ritz Related	2016-14.1	1,875,000					1,875,000
Indian Bend (Limits to Mockingbird) - Ritz Related	2016-14.2	1,680,000					1,680,000
Mockingbird Ln S of Hummingbird - Ritz Related	2016-14.3	1,760,000					1,760,000
Ritz Carlton Total		5,315,000					5,315,000
Sewer Fund							
Sewer System Assessment	2017-06	234,200	234,200	234,200			702,600
Sewer System Improvements	2019-05	200,000	200,000	200,000	200,000	200,000	1,000,000
Sewer Fund Total		434,200	434,200	434,200	200,000	200,000	1,702,600
SRP Aesthetics							
SRP 44th Street & Keim Conversion	2016-01	645,000					645,000
SRP Denton Lane Conversion	2020-02		246,866				246,866
SRP 40th Street & Lincoln Drive Conversion	2022-01					1,000,000	1,000,000
SRP Aesthetics Total		645,000	246,866			1,000,000	1,891,866
Town of Paradise Valley							
SRP 44th Street & Keim Conversion	2016-01	386,276					386,276
APS District 30 Carryover	2016-02.1	297,447					297,447
Watershed Studies	2016-06		450,000				450,000
Lincoln Dr. (Limits to Mockingbird) - Ritz Related	2016-14.1	825,800					825,800
Mockingbird Ln S of Hummingbird - Ritz Related	2016-14.3	790,000					790,000
Town Hall Remodel	2017-01				1,500,000		1,500,000
Lincoln Drive Sidewalks	2017-05	527,410					527,410
Public Works Remodel	2018-01			450,000			450,000
Police Department Remodel	2018-02		1,000,000				1,000,000

Produced Using the Plan-It Capital Planning Software

Source	Project#	2019	2020	2021	2022	2023	Total
Doubletree (64th St. to Scottsdale)	2018-04	3,000,000					3,000,000
Pedestrian / Bicycle Improvements	2018-11		100,000	100,000	100,000	100,000	400,000
Lincoln and Invergordon Intersection Realignment	2019-01			150,000			150,000
FCD LIBW Cheney Improvements Alt 1	2019-02			1,300,000	2,415,000		3,715,000
Highlands Drive Cul De Sac	2019-03			250,000			250,000
Telecommunications System Update	2019-04					320,000	320,000
Golf Drive Improvements	2019-06	75,000					75,000
Town Hall Chiller Replacement	2020-01			100,000			100,000
SRP Denton Lane Conversion	2020-02	27,933	192,333				220,266
Tatum Boulevard Retaining Walls	2020-03		400,000				400,000
Invergordon Road Medians (McDonald to Chaparral)	2020-04		270,000	2,430,000			2,700,000
Denton Lane Cul De Sac	2020-05		150,000				150,000
N. Tatum Rd. Sidewalks (Doubletree-Mountain View)	2020-06		150,000				150,000
45th Street Curbs (McDonald to Valley Vista)	2020-07		100,000				100,000
Mountain View Road Improvements (Tatum - 52nd St.)	2020-08		100,000	1,000,000			1,100,000
FCD LIBW Invergordon Improvements Alt 1	2021-01					650,000	650,000
32nd St. Sidewalks (Stanford to Lincoln)	2021-02					300,000	300,000
Mockingbird Lane (56th St. to Invergordon Rd.)	2021-03				300,000	3,000,000	3,300,000
Town Hall Backup Power	2021-04			200,000			200,000
White Wing Half Street Improvements	2021-05				30,000	270,000	300,000
Waterman Lane Improvements	2021-06			30,000	270,000		300,000
SRP 40th Street & Lincoln Drive Conversion	2022-01				300,000	1,607,999	1,907,999
Mockingbird Ln N of Hummingbird	2022-02			230,000	2,540,000		2,770,000
FCD LIBW PV Wash Improvements Alt 3	2023-02	2,750,000	3,135,000				5,885,000
CIP Contingencies	2099-99	69,997					69,997
Town of Paradise Valley Total		8,749,863	6,047,333	6,240,000	7,455,000	6,247,999	34,740,195
GRAND TOTAL		15,254,130	12,613,399	7,974,200	10,070,000	9,051,426	54,963,155

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