

TOWN OF FOUNTAIN HILLS

2025 FINANCIAL PLAN AND CAPITAL IMPROVEMENT PLAN



Updated June 13, 2006

Prepared by:

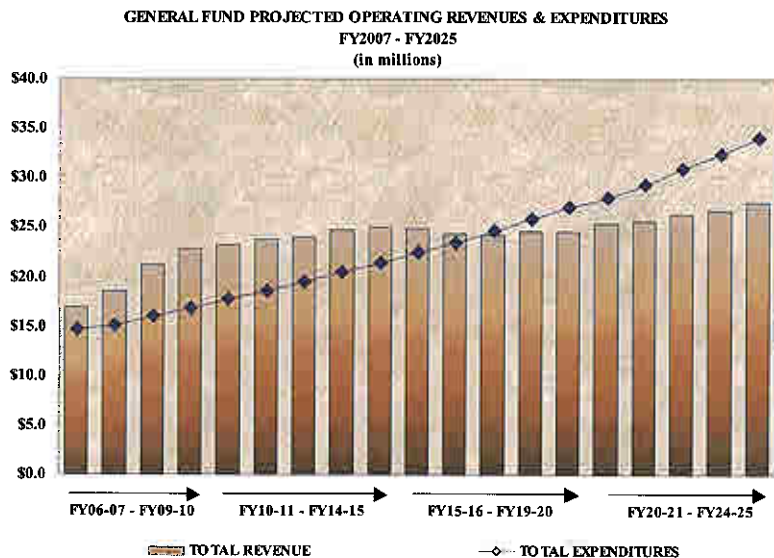
Julie A. Ghatti, CPA, Finance Director
Timothy G. Pickering, CEcD, ICMA-CM, Town Manager

CAPITAL IMPROVEMENT PLAN AND FINANCIAL PLAN OVERVIEW

Fiscal Years 2007 - 2025

Introduction

The Town of Fountain Hills adopted a strategic action plan in December 2005, which was the result of a year-long citizen-driven strategic planning process. The strategic plan revealed community consensus to implement an initiative to identify, and resolve by December 2007, a projected operating deficit due to the decline of available land and associated construction-related revenues. This report indicates that operating expenditures will outpace revenues beginning in FY2017 (two years later than previously estimated due to the annexation of state trust land). The chart on the right is a summary of the projected operating revenues and expenditures of the General Fund through FY2025. As the Town approaches build-out, the available resources from construction-related activity begins to decline in FY16-17. The projected operating deficit over the period to FY2025 is \$26.8M.



Furthermore, this report includes an analysis of capital needs and the revenue anticipated to be available to pay for them. The capital deficit is \$49.6M.

Since incorporation the Town has enjoyed a wave of economic prosperity due to growth of the housing and tourism markets. The Town took advantage of the building boom and paved streets, built four new parks, a new Community Center/Library Museum and Town Hall, preserved 354 acres of open space, and provided many services to enhance the quality of life for the citizens of Fountain Hills. However, the economic slump of the early 2000's forced Fountain Hills, as well as many other cities and towns across the country, to evaluate its long-term financial future. The financial future for Fountain Hills for the next 10 years continues to be cautiously optimistic, with a reliance on construction-related revenues (sales taxes, building permits and impact fees) that will be budgeted for capital improvement projects.

However, with the decline of one-time revenues as the Town approaches build-out, the cost to maintain streets and parks, provide public safety, recreation and other government programs will continue to rise, eventually outpacing available resources. In order for the Town to prevent the deterioration of community infrastructure, continue to enhance the quality of life, and provide needed services to the citizens, it is necessary for the local government to plan ahead and identify stable resource options that can be relied on to fund operations and needed capital each year.

Financial Plan

Your financial team has prepared this 2025 financial plan as part of an annual review process for use as a blueprint for planning the Town's long term fiscal health and to assist residents to understand financial implications as part of the Town's strategic plan. In the short term the Town's financial health will reap benefits from building permits and development fees; funds can then be budgeted for strategic plan initiatives and one-time capital projects. However, as those resources evaporate, other sources of revenue or budget cuts will have to be considered in order to maintain a balanced budget.

The proposed 2025 financial plan has been developed based on citizen priorities gathered through the strategic planning process. Financial and planning considerations helped staff identify projects that should be included in the annual CIP and how those projects will be integrated into the Town's annual budgeting process. Capital projects should support Council goals and the strategic plan objectives and be consistent with the Town's General Plan. They should also prevent the deterioration of the Town's existing infrastructure and protect its investment in parks, streets, and municipal buildings.

Projections and Assumptions

The challenge is for the Town to absorb, within available financial resources, increasing operational costs associated with an ever-increasing population but also include funding for needed capital projects. Projecting revenues and expenditures over more than a five year period is part science and part art – the further out the projection, the less reliable the estimate. The projections used in this analysis are conservative and based on the following assumptions:

- The local sales tax rate remains at 2.6% over the forecast period;
- No legislative changes in revenue sharing over the forecast period;
- Future year revenue forecasts are based on statistical analysis with a moderate 4% annual growth rate for non-shared revenues;
- Revenues are based on a “most likely” scenario versus a “pessimistic” or “optimistic” scenario;
- Projected residential and commercial building permits include the 2006 state trust land annexation to build-out;
- Reserved fund balance is excluded as an available resource for operating or capital while the capital fund resources are included; and
- One-time revenues (construction-related) are included as transfers to other funds.

The projection of operating expenditures over the next twenty years assumes the following:

- Each fiscal year an average inflation factor of 5% is applied to current year estimates;
- One-time costs included in the FY06-07 budget are removed before applying inflation factor;
- One building inspector is added for each sixty new permits added with the state trust land (two in FY08, one in FY09, and one in FY10; one position is eliminated each year that permits decline by sixty, beginning in FY14. One plan reviewer is included when the number of building inspectors exceeds seven;
- The forecast does not incorporate unanticipated policy changes or adjustments in spending priorities;

- Community Center bond payments are eliminated from General Fund expenditures in FY19-20; and
- Excise Taxes (Local Sales Tax) are primarily used for general operating costs (2.2%); the remaining .04% is dedicated to bond payments until 2025 and downtown development.

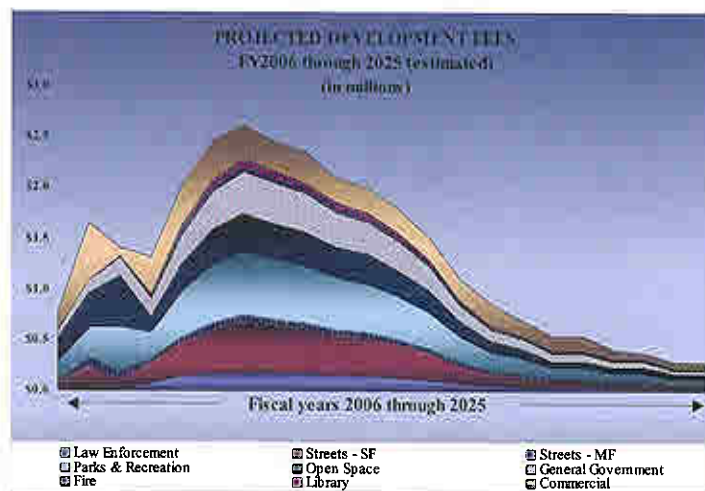
Capital Improvements and Resources

This 2025 financial plan includes costs for long-term capital projects that add to the capital assets or infrastructure of the Town. Capital improvements are the “bricks and mortar” of the Town – streets, dams, bridges, parks and park buildings, and one-time acquisitions of equipment over \$10,000, including municipal facilities such as a parking garage, aquatic and fitness facility, new fire or police station, etc. Projects in the CIP generally cost more than \$10,000 and have a projected minimum life span of five years. Almost all potential projects from the first Town Hall meeting held during the strategic planning process are included in the capital plan after FY10-11. Adopted capital items from the strategic plan are prioritized first. Capital projects are normally financed on a long-term basis with revenue sources such as development fees, issuance of bonds, grants and intergovernmental sources. Projects included in a Capital Improvement Plan (CIP) form the basis for appropriations in the annual budget and will affect the Town’s budget process twenty years into the future.

In the past, operating revenue was used to fund one-time projects, such as the Community Center. Since the adoption of Town financial policies, a revenue source for capital projects must be identified as part of the planning process. Cash transfers from the General Fund to the Capital Projects Fund of any surplus over operating costs for approved projects as well as development fees from new construction will be used for capital.

Secured Capital Funding Resources

- General Fund revenues in excess of operating expenditures (FY06 through FY17)
- Development fees collected from construction permits and are limited to the specific projects for which they were created. These funds are categorized as General Government; Streets; Parks & Recreation; Law Enforcement; Open Space; Library (new); and Fire (new). These fees are one-time revenues that will disappear as building activity ceases; the chart below shows the projected decline in development fees between FY13 and FY25.
- Advertising and rental tax revenues from the local sales tax



Unsecured Capital Funding Resources

- Bonds for capital projects can be issued in several forms - state law requires that general obligation and revenue bonds be voter authorized. State law also authorizes other forms of debt to be issued without voter approval, such as Municipal Property Corporation (MPC) bonds (which were used to finance the Community Center). The most significant fact with the issuance of bonds is that a secured revenue source for debt service payments must be secured before being issued.
- Grants may also be available for various projects through sources such as developer or corporate contributions, federal and state governmental agencies or private citizens. Grants are sporadic and undependable, normally having strings attached such as matching funds, on-going operating costs or performance requirements. If grant funding is included as a funding source for a project, the associated project should not proceed until the grant is awarded and an analysis of what the future commitments are.

In our analysis, recurring large equipment replacement expenses for heavy equipment and street sweepers and continuing costs such as street asphalt overlay are included in the capital projects budget. The operating budget reflects costs associated with providing ongoing services such as police and fire protection, building inspection, parks, recreation and senior activities, and street maintenance.

Capital Improvement Plan Resources and Expenses

Total capital project costs through FY2025 are \$137.3M compared to \$113.5M that was presented in June 2005; the difference is due primarily due to the inflation factor added to the project costs. The past year has seen significant increases in concrete and steel, these costs have been factored into the major projects (for example, widening of Fountain Hills Boulevard). Operating costs are another \$24M. Total revenues available for capital (including transfers from the General Fund) over the same period are \$111.7M leaving a deficit of 49.6M. The reported deficit from the June 2005 report was \$59.3M – this was reduced by the increase in development fees adopted in April, 2006.

The following tables are summaries of the resources available (revenues) and the capital project expenditures (including operating costs associated with the capital project) by category through the fiscal year ending 2025, in five-year increments. The beginning balance represents the available balance carried over from the previous five-year period and is cumulative; revenues and expenditures represent a total for the five-year period. Surplus general fund revenues are transferred to the parks and streets divisions when available. The expenditures are as listed on the attached Proposed Capital Projects Fiscal Year 2006 through 2025 (excludes the capital operating costs). The following assumptions were used in the analysis of capital project costs:

- Capital projects from the strategic plan were prioritized within the first five years and projects that were not identified as priorities were rescheduled to future years; and
- The capital project figures are adjusted based on the current year inflation factor (estimated 3% per year).

Downtown Improvements

The projects included within this category are broken down into three phases of improvements for Avenue of the Fountains.

	FY06-10	FY11-15	FY16-20	FY20-25	20 Year Total
<u>Downtown Improvements</u>					
Beginning Balance	\$1.1	(\$3.3)	(\$1.6)	(\$0.3)	\$1.1
Revenues					
Excise Taxes	\$2.1	\$2.6	\$2.5	\$2.6	\$9.8
General Fund Transfer In	\$0.8	\$0.0	\$0.0	\$0.0	\$0.8
Total Resources	\$2.9	\$2.6	\$2.5	\$2.6	\$10.6
Expenditures					
Downtown Improvements	\$6.5	\$0.0	\$0.0	\$0.0	\$6.5
Operating Costs	\$0.7	\$1.0	\$1.2	\$1.6	\$4.5
Total Expenditures	\$7.2	\$1.0	\$1.2	\$1.6	\$11.0
Balance Remaining	(\$3.3)	(\$1.6)	(\$0.3)	\$0.7	\$0.7

Parks

Parks projects include improvements to Desert Vista Neighborhood Park, Four Peaks Park, Fountain Park, acquisition and development of two neighborhood parks and development of a neighborhood or community park in the state trust land.

	FY06-10	FY11-15	FY16-20	FY20-25	20 Year Total
<u>Parks</u>					
Beginning Balance	\$0.8	\$3.3	(\$11.5)	(\$12.3)	\$0.8
Revenues					
Development Fees	\$2.4	\$2.6	\$1.1	\$0.4	\$6.4
General Fund Contribution	\$7.6	\$14.8	\$3.4	\$0.0	\$25.8
Interest	\$0.0	(\$0.4)	\$0.0	\$0.0	(\$0.4)
Total Resources	\$10.0	\$16.9	\$4.4	\$0.4	\$31.8
Expenditures					
Park Projects	\$7.3	\$30.6	\$1.4	\$0.0	\$39.4
Operating Costs	\$0.2	\$1.1	\$3.8	\$5.0	\$10.0
Total Expenditures	\$7.5	\$31.7	\$5.2	\$5.0	\$49.4
Balance Remaining	\$3.3	(\$11.5)	(\$12.3)	(\$16.8)	(\$16.8)

General Government

General government capital resources are derived from advertising, rental excise taxes, and development (impact) fees (General Government, Law Enforcement, Fire and Library fees). Capital projects include new municipal facilities such as fire station, senior center, parking garage, and public aquatic and fitness facility (which is not included as a priority in the strategic plan and is therefore planned for beyond FY2010).

<u>General Government</u>	<u>FY06-10</u>	<u>FY11-15</u>	<u>FY16-20</u>	<u>FY20-25</u>	<u>20 Year Total</u>
Beginning Balance	\$0.0	\$5.1	\$0.1	(\$7.5)	\$0.0
Revenues					
Excise Taxes	\$2.7	\$3.0	\$3.4	\$3.9	\$13.1
Development Fees-Law Enf	\$0.6	\$0.8	\$0.3	\$0.1	\$1.9
Development Fees-Gen Govt	\$1.5	\$1.7	\$0.7	\$0.3	\$4.2
Development Fees-Fire	\$0.1	\$0.2	\$0.1	\$0.0	\$0.4
Development Fees-Library	\$0.2	\$0.3	\$0.1	\$0.0	\$0.7
Interest Earnings	\$0.4	\$0.3	\$0.0	\$0.0	\$0.7
General Fund Transfer In	\$4.0	\$0.0	\$0.0	\$0.0	\$4.0
Total Resources	\$9.6	\$6.3	\$4.7	\$4.4	\$25.0
Expenditures					
Facilities	\$3.1	\$9.0	\$6.9	\$4.3	\$23.2
Operating Costs	\$0.0	\$1.0	\$2.9	\$3.3	\$7.2
Equipment	\$1.5	\$1.1	\$2.1	\$1.1	\$5.7
Operating Costs	\$0.0	\$0.3	\$0.4	\$0.4	\$1.1
Total Expenditures	\$4.5	\$11.4	\$12.3	\$9.1	\$37.2
Balance Remaining	\$5.1	\$0.1	(\$7.5)	(\$12.2)	(\$12.2)

Street Improvements

Capital project funding for streets is dependent primarily upon development fees, surplus revenues from Highway User Revenue Fund (HURF) revenues, and transfers from the General Fund, when available. Available HURF funds are based on the average expenditures for major road maintenance within the streets budget. The majority of capital expenditures for streets are the pavement management program (\$19M), Fountain Hills Boulevard widening and improvements (\$7M), Shea/Saguaro Boulevard separated bypass (\$6.8M), and wash crossing improvements (\$12.3M). The latter three projects were not indicated as priorities during the strategic planning process; therefore, those projects are planned for beyond five years.

<u>Street Improvements</u>	<u>FY06-10</u>	<u>FY11-15</u>	<u>FY16-20</u>	<u>FY20-25</u>	<u>20 Year Total</u>
Beginning Balance	\$0.2	\$0.0	(\$1.6)	(\$6.0)	\$0.2
Revenues					
Development Fees	\$3.0	\$3.2	\$1.5	\$0.6	\$8.2
General Fund Contribution	\$9.1	\$8.8	\$0.0	\$0.0	\$17.9
HURF Contribution	\$3.5	\$3.5	\$3.5	\$3.5	\$14.0
Total Resources	\$15.5	\$15.5	\$5.0	\$4.1	\$40.2
Expenditures					
Street Projects	\$14.1	\$17.0	\$9.4	\$16.6	\$57.0
Traffic Signals	\$1.6	\$0.0	\$0.0	\$0.0	\$1.6
Operating Costs	\$0.0	\$0.1	\$0.1	\$0.1	\$0.4
Total Expenditures	\$15.7	\$17.1	\$9.5	\$16.7	\$59.0
Balance Remaining	\$0.0	(\$1.6)	(\$6.0)	(\$18.6)	(\$18.6)

Open Space

Open space projects include the Adero Canyon trailhead, trail connectivity projects and a north trail plan.

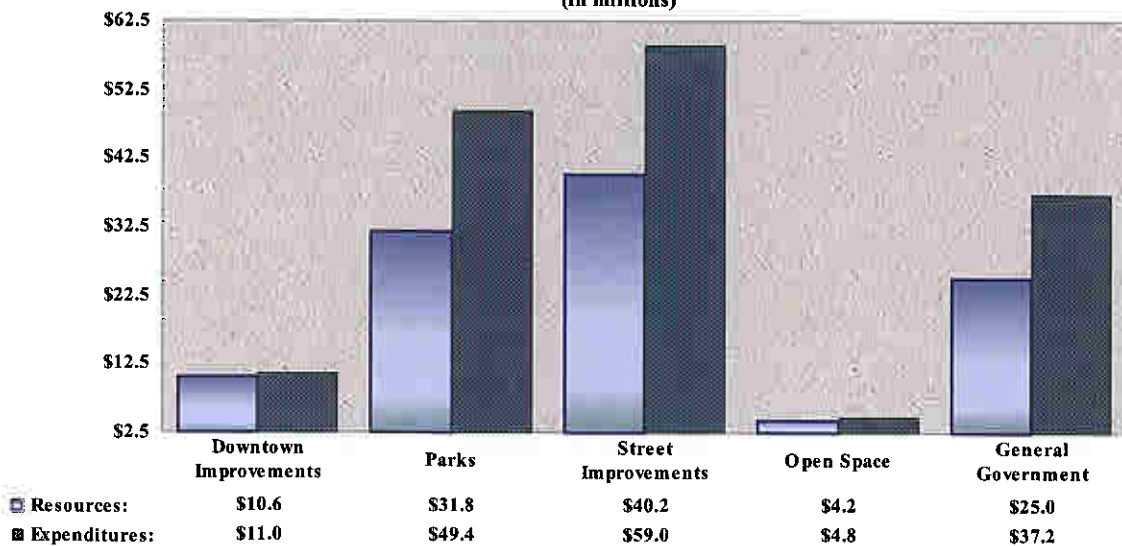
Open Space	FY06-10	FY11-15	FY16-20	FY20-25	20 Year Total
Beginning Balance	\$1.2	(\$1.1)	\$0.1	\$0.5	\$1.2
Revenues					
Development Fees	\$1.6	\$1.5	\$0.6	\$0.2	\$4.0
Interest	\$0.1	(\$0.0)	\$0.0	\$0.1	\$0.2
Total Resources	\$1.7	\$1.5	\$0.7	\$0.3	\$4.2
Expenditures					
Open Space	\$4.0	\$0.0	\$0.0	\$0.0	\$4.0
Operating Costs	\$0.1	\$0.3	\$0.2	\$0.3	\$0.8
Total Expenditures	\$4.1	\$0.3	\$0.2	\$0.3	\$4.8
Balance Remaining	(\$1.1)	\$0.1	\$0.5	\$0.6	\$0.6

The chart below is a summary of all proposed capital projects and their resources and costs. As the table indicates, if all proposed programs and capital projects with associated operating costs are approved, the cumulative shortfall in the CIP budget will be \$49.6M by FY2025. The good news is that revenue sources are, in general, allocated to the correct areas of need. The bad news is that parks, general government and streets have greater needs than resources. Parks and street capital deficits occur within the next ten years.

TOTAL CAPITAL PROJECT REVENUES & EXPENDITURES

FY06-FY25

(in millions)

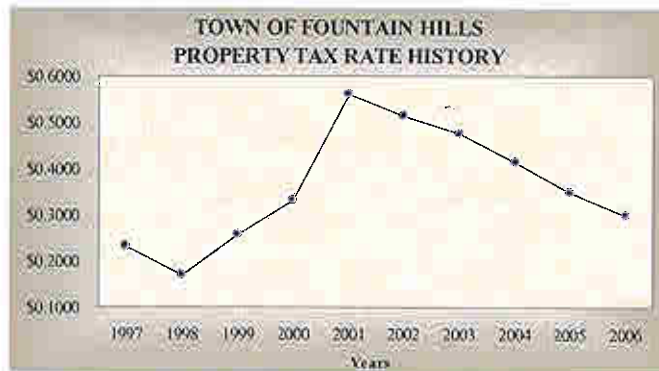


Recommendation for Improving The Long-Term Financial Picture

Long-term projections provide windows into the financial future of the Town of Fountain Hills. Lessons can be learned by observing other neighboring municipalities that failed to look forward and are now faced with making hard choices regarding what programs and services to eliminate, which is a disservice to its citizens who depend on their government to plan for the future. Fountain Hills' citizens can be confident that their elected officials and management staff are taking the necessary steps to ensure fiscal stability in order to maintain the quality of life that residents have come to expect.

The following options to resolve the strategic plan initiative and long-term revenue shortfall are presented for consideration:

1. Hold financial seminars sponsored by the Strategic Plan Advisory Commission (SPAC) for residents to learn and ask questions about the long-term fiscal plan for the Town. The seminars would be conducted over the summer and early fall while the Town is fine-tuning and deciding a final plan to solve the long-term revenue shortfall problem. By late fall or winter a decision can be made whether or not ballot issues are warranted.
2. Propose a primary property tax to fund the projected operating deficits, which is projected to grow to \$6.5M annually by FY2025 to a cumulative \$26.8M. Rather than waiting until the deficit occurs, it was indicated by citizens in the strategic plan to be proactive to avoid levying a large amount all at once later. Once the levy is established, it is limited by state statute as to how much it can be increased each year. In 2001 the secondary tax rate for Fountain Hills was \$0.56, in 2006 the rate is reduced to \$0.30. A primary tax levy of \$0.25 would eliminate the projected operating deficit; the cost to the median household in Fountain Hills would be approximately \$86 a year.
3. Propose issuing bonds for capital projects with timing of the sale of the bond to coincide with the fiscal year that the funds are needed for the specific project. A secondary tax levy of \$0.40 would provide sufficient funding for the proposed capital project financing deficit; the annual cost to the median household in Fountain Hills would be approximately \$144.
4. Additional sources of revenue may include options such as franchise fees with utility companies, liquor license permit fees, updating the planning and zoning fees, and revising the license fees, etc. These options should be explored although the amount of potential revenue may not resolve a deficit but would certainly help.



5. Although the Town of Fountain Hills has one of the highest rates in the valley, increasing the local sales tax rate to 2.9% (bringing the total tax rate to 9.2% in Fountain Hills) would provide an estimated \$27M over the financial review period. Additionally, sales tax revenues are sensitive to the economy and may actually decline while the cost of operations increases. The 0.3% increase resolve the operating deficit; however, another 0.5% increase (for a total tax rate of 9.7%) would be needed to solve the capital deficit.
6. Eliminating major capital projects, although this solution would save money, would have a substantial negative impact on the Town infrastructure. This could create a significant future financial burden for Fountain Hills' citizens as well as increased liability resulting from insufficient maintenance. Additionally, the request for capital projects would still be made. Fountain Hills has the reputation of being one of the "World's Ten Best Places to Live" and was recently rated the number 1 city in the Valley. Citizens will continue to demand amenities and programs that will maintain the reputation as the best place to live. This reputation has great financial value to the Town and should be protected.
7. A review of the current development fee structure will be repeated every two years to align the cost of the capital projects with the resources. Development fees can be used only for those projects that are directly related to an increase in population. Enhancements to existing infrastructure and maintenance cannot be funded with development fees.

Council consideration of this financial and capital improvement plan does not equate to appropriation of the proposed capital projects; however, the plan does demonstrate to the public the Town's commitment to financial planning for the future.

**PROPOSED CAPITAL PROJECTS
FISCAL YEARS 2006 THROUGH 2025
(does not include operating costs)**

Project No.	Project Name	5 Years	5 Years	5 Years	5 Years'	20 Year Total
		FY06-10	FY11-15	FY16-20	FY20-25	
<u>Avenue of the Fountains Improvements</u>						
D8005	Avenue of Fountains improvements	\$6.5	\$0.0	\$0.0	\$0.0	\$6.5
	TOTAL	\$6.5	\$0.0	\$0.0	\$0.0	\$6.5
<u>Open Space Projects</u>						
O7002	McDowell Mountain Central Trailhead - Adero Canyon	\$2.8	\$0.0	\$0.0	\$0.0	\$2.8
O7003	Trail Connectivity Plan	\$1.1	\$0.0	\$0.0	\$0.0	\$1.1
	TOTAL	\$4.0	\$0.0	\$0.0	\$0.0	\$4.0
<u>Shea Boulevard Improvements</u>						
S6001	Shea Blvd. Truck climbing and bike lanes	\$0.4	\$0.0	\$0.0	\$0.0	\$0.4
S6003	Saguaro Blvd dirt alley paving	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
S6005	Shea Blvd. Palisades to Saguaro Blvd.	\$2.7	\$0.0	\$0.0	\$0.0	\$2.7
	TOTAL	\$3.2	\$0.0	\$0.0	\$0.0	\$3.2
<u>Sidewalk programs</u>						
S6006	Fountain Hills Blvd Fayette Dr -State Land sidewalks	\$0.2	\$0.0	\$0.0	\$0.0	\$0.2
S6007	Town wide sidewalk program	\$0.4	\$1.5	\$0.4	\$0.4	\$2.7
	TOTAL	\$0.6	\$1.5	\$0.4	\$0.4	\$2.9
S6008	<u>Pavement management program</u>	\$8.0	\$3.4	\$3.0	\$4.6	\$19.1
<u>Palisades Boulevard Improvements</u>						
S6009	Palisades medians-Fountain Hills Blvd east to existing	\$0.5	\$0.0	\$0.0	\$0.0	\$0.5
S6011	La Montana medians	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
S6012	Palisades & Vista Dr intersection reconfiguration	\$0.0	\$0.3	\$0.0	\$0.0	\$0.3
S6013	Palisades & Sunburst Drive intersection reconfiguration	\$0.0	\$0.3	\$0.0	\$0.0	\$0.3
S6014	Palisades Blvd at Fountain Hills Blvd turn lanes	\$0.0	\$0.5	\$0.0	\$0.0	\$0.5
	TOTAL	\$0.7	\$1.1	\$0.0	\$0.0	\$1.8
<u>Fountain Hills Boulevard Improvements</u>						
S6015	Fountain Hills Blvd road widening	\$0.0	\$6.7	\$0.0	\$0.0	\$6.7
S6016	Fountain Hills Blvd medians	\$0.0	\$0.0	\$0.4	\$0.0	\$0.4
	TOTAL	\$0.0	\$6.7	\$0.4	\$0.0	\$7.1
<u>Saguaro Boulevard Improvements</u>						
S6017	Saguaro Blvd & Trevino Dr intersection reconfiguration	\$0.0	\$0.0	\$0.5	\$0.0	\$0.5
S6018	Saguaro Blvd & Monterey Dr right turn improvements	\$0.0	\$0.0	\$0.4	\$0.0	\$0.4
S6019	Saguaro Blvd service road elimination	\$0.8	\$0.2	\$0.0	\$0.0	\$1.0
S6020	Saguaro Blvd & Avenue of the Fountains intersection improvem	\$0.0	\$0.3	\$0.0	\$0.0	\$0.3
S6021	Saguaro Blvd & Grande Blvd medians	\$0.0	\$0.6	\$0.0	\$0.0	\$0.6
S6022	Saguaro Blvd median improvement at Fountain Hills Blvd	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1
	TOTAL	\$0.8	\$1.2	\$0.9	\$0.0	\$3.0

PROPOSED CAPITAL PROJECTS
FISCAL YEARS 2006 THROUGH 2025
 (does not include operating costs)

Project No.	Project Name	5 Years	5 Years	5 Years	5 Years	20 Year Total
		FY06-10	FY11-15	FY16-20	FY20-25	
<u>Shea/Saguaro Boulevard Separated Bypass</u>						
S6023	Shea/Saguaro Boulevard Separated Bypass	\$0.0	\$0.0	\$0.0	\$3.5	\$3.5
S6024	Shea/Saguaro Boulevard Separated Bypass	\$0.0	\$0.0	\$0.0	\$3.4	\$3.4
TOTAL		\$0.0	\$0.0	\$0.0	\$6.8	\$6.8
<u>Drainage Improvements</u>						
S6026	Saguaro Blvd Drainage Improvements	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
S6027	Del Cambre Drainage Improvements	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
S6028	Fountain Hills Blvd at Oxford Wash Drainage Improvements	\$0.4	\$0.0	\$0.0	\$0.0	\$0.4
S6029	Firebrick Drive and Laser Drain Culvert	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
TOTAL		\$0.7	\$0.0	\$0.0	\$0.0	\$0.7
<u>Wash Crossing Improvements</u>						
S6030	Ashbrook Wash Crossing Improvements	\$0.0	\$1.4	\$2.2	\$0.7	\$4.3
S6031	Balboa Wash Crossing Improvements	\$0.0	\$0.6	\$0.0	\$0.0	\$0.6
S6032	Hesperus Wash Crossing Improvements	\$0.0	\$0.2	\$0.0	\$0.3	\$0.5
S6033	Oxford Wash Crossing Improvements	\$0.0	\$0.5	\$0.6	\$0.0	\$1.0
S6034	Caliente Wash Crossing Improvements	\$0.0	\$0.4	\$0.5	\$0.0	\$1.0
S6035	Arrow Wash Crossing Improvements	\$0.0	\$0.0	\$0.4	\$0.0	\$0.4
S6036	Colony Wash Crossing Improvements	\$0.0	\$0.0	\$0.3	\$0.2	\$0.5
S6037	Fountain Channel Crossing Improvements	\$0.0	\$0.0	\$0.5	\$0.0	\$0.5
S6038	Ironwood Wash Crossing Improvements	\$0.0	\$0.0	\$0.2	\$0.0	\$0.2
S6039	Malta Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.9	\$0.9
S6040	Emerald Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.2	\$0.2
S6041	Kingstree Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.1	\$0.1
S6042	Cypress Point Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.4	\$0.4
S6043	Jacklin Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.3	\$0.3
S6044	Escalante Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.6	\$0.6
S6045	Legend Wash Crossing Improvements	\$0.0	\$0.0	\$0.0	\$0.9	\$0.9
TOTAL		\$0.0	\$3.0	\$4.7	\$4.6	\$12.3
<u>Municipal Facilities</u>						
F4001	Civic Center Phase II	\$1.4	\$0.0	\$0.0	\$0.0	\$1.4
F4002	Street Yard Building	\$1.0	\$0.0	\$0.0	\$0.0	\$1.0
F4004	Senior Center	\$0.0	\$1.7	\$0.0	\$0.0	\$1.7
F4005	Police Station	\$0.0	\$0.0	\$0.0	\$4.3	\$4.3
F4006	Municipal Software	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
F4007	Document Preparation/Reproduction	\$0.1	\$0.0	\$0.1	\$0.0	\$0.2
F4008	Performing Arts Building	\$0.0	\$0.0	\$6.4	\$0.0	\$6.4
F4009	Parking Garage	\$0.0	\$2.0	\$0.0	\$0.0	\$2.0
F4010	Public Aquatic and Fitness Facility	\$0.0	\$3.0	\$0.0	\$0.0	\$3.0
F4011	Maintenance Facility	\$0.0	\$0.9	\$0.0	\$0.0	\$0.9
F4012	Storage Building	\$0.0	\$0.0	\$0.2	\$0.0	\$0.2
F4013	New Fire Station	\$0.5	\$1.3	\$0.2	\$0.0	\$2.0
TOTAL		\$3.1	\$9.0	\$6.9	\$4.3	\$23.2

**PROPOSED CAPITAL PROJECTS
FISCAL YEARS 2006 THROUGH 2025
(does not include operating costs)**

Project No.	Project Name	5 Years	5 Years	5 Years	5 Years	20 Year Total
		FY06-10	FY11-15	FY16-20	FY20-25	
<u>Park Improvements</u>						
P3003	Fountain Park Picnic Ramadas	\$0.2	\$0.0	\$0.0	\$0.0	\$0.2
P3004	Four Peaks Neighborhood Parks Ball Diamond Improvements	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
P3005	Fountain Park Splash Pad Landscaping	\$0.1	\$0.0	\$0.0	\$0.0	\$0.1
P3006	Desert Vista Neighborhood Park Phase II	\$1.1	\$0.0	\$0.0	\$0.0	\$1.1
P3002	Desert Vista Neighborhood Park - Skate Park	\$0.2	\$0.0	\$0.0	\$0.0	\$0.2
P3007	Desert Vista Neighborhood Park Phase III	\$1.0	\$0.0	\$0.0	\$0.0	\$1.0
P3008	Four Peaks Neighborhood Park Phase II	\$0.7	\$0.0	\$0.0	\$0.0	\$0.7
P3010	Four Peaks Neighborhood Park Phase III	\$1.3	\$0.0	\$0.0	\$0.0	\$1.3
P3011	Fountain Park Phase III	\$1.2	\$0.0	\$0.0	\$0.0	\$1.2
P3012	Fountain Park Phase IV	\$1.3	\$0.0	\$0.0	\$0.0	\$1.3
P3017	Kiwanis Park Improvements	\$0.0	\$0.0	\$1.4	\$0.0	\$1.4
TOTAL		\$7.2	\$0.0	\$1.4	\$0.0	\$8.6
<u>Acquisition of New Parks</u>						
P3013	Acquisition and development of one of two neighborhood parks	\$0.0	\$10.4	\$0.0	\$0.0	\$10.4
P3014	Community Park in the State land	\$0.0	\$9.4	\$0.0	\$0.0	\$9.4
P3016	Acquisition and development of one of two neighborhood parks	\$0.1	\$10.9	\$0.0	\$0.0	\$10.9
TOTAL		\$0.1	\$30.6	\$0.0	\$0.0	\$30.7
<u>Traffic Signals</u>						
T5002	Saguaro Blvd and El Lago Blvd	\$0.2	\$0.0	\$0.0	\$0.0	\$0.2
T5003	Palisades Blvd & Sunridge Drive	\$0.3	\$0.0	\$0.0	\$0.0	\$0.3
T5004	Palisades Blvd & Eagle Ridge Drive/Palomino Blvd	\$0.3	\$0.0	\$0.0	\$0.0	\$0.3
T5005	Fountain Hills & Glenbrook Blvd	\$0.3	\$0.0	\$0.0	\$0.0	\$0.3
T5006	Avenue of the Fountains & La Montana	\$0.5	\$0.0	\$0.0	\$0.0	\$0.5
TOTAL		\$1.6	\$0.0	\$0.0	\$0.0	\$1.6
<u>Vehicles/Heavy Equipment</u>						
E2001	Streets Division heavy equipment	\$0.5	\$0.8	\$0.3	\$0.7	\$2.2
E2002	Street Division vehicles	\$0.1	\$0.0	\$0.1	\$0.2	\$0.5
E2003	Parks vehicles	\$0.1	\$0.0	\$0.1	\$0.1	\$0.3
E2004	Public Works vehicles	\$0.1	\$0.0	\$0.2	\$0.1	\$0.4
E2005	Building Safety vehicles	\$0.1	\$0.0	\$0.1	\$0.0	\$0.2
E2006	Administration vehicles	\$0.0	\$0.1	\$0.0	\$0.0	\$0.1
E2007	Planning & Zoning vehicles	\$0.0	\$0.1	\$0.0	\$0.1	\$0.1
E2008	Fire Truck - Pumper	\$0.5	\$0.1	\$1.3	\$0.0	\$1.9
TOTAL		\$1.5	\$1.1	\$2.1	\$1.1	\$5.7
Total Estimated Capital Project Costs		\$38.0	\$57.7	\$19.7	\$21.9	\$137.3