



FISCAL YEAR 2023-2024

TOWN COUNCIL PUBLIC WORKSHOP

MAY 18, 2023

TOPICS TO BE DISCUSSED:

- Budget Process
- Organizational Work Plan
- Staff Presentations
- Planned Capital Expenses
- Next Steps



FY 23/24 Budget Workshop

Process:

- **January/February:** department heads begin to evaluate workload, trends, policy/regulatory changes which may impact budget.
- **March/April:** Town receives annual adjustments from outside entities such as MCSO, Rural-Metro, County and State. Administration begins to formulate budget.
- **May:** Budget workshops held to discuss and refine budget.
- **June:** Preliminary budget and bottom-line expenditures established.
- **July:** Budget hearing held and fiscal year begins.



FY 23/24 – Budget Workshop

- 1st of 4 public meetings to discuss budget
- Purpose of today's workshop is to review with Town Staff:
 - Last year's work efforts
 - Current needs
 - Priorities for the next fiscal year.
- Format:
 - Conversational between Staff and Council.
 - Gain clarity and create a common understanding of Departmental priorities/issues/concerns for the next fiscal year.
 - Identified goals and needs will help mold next fiscal year's budget.
 - Public comment will be taken at the end of the presentation/discussion.



Carefree is a distinctive, premier upper Sonoran Desert community that seeks to deliver high quality lifestyle, experienced based retail destinations and access to nearby expansive desert preserves and lakes.

GUIDING PRINCIPLES:


VALUE STATEMENT:

Carefree's leadership is committed to providing a safe community with quality infrastructure and services within its limited financial capacity and minimizing tax liability on its residents.

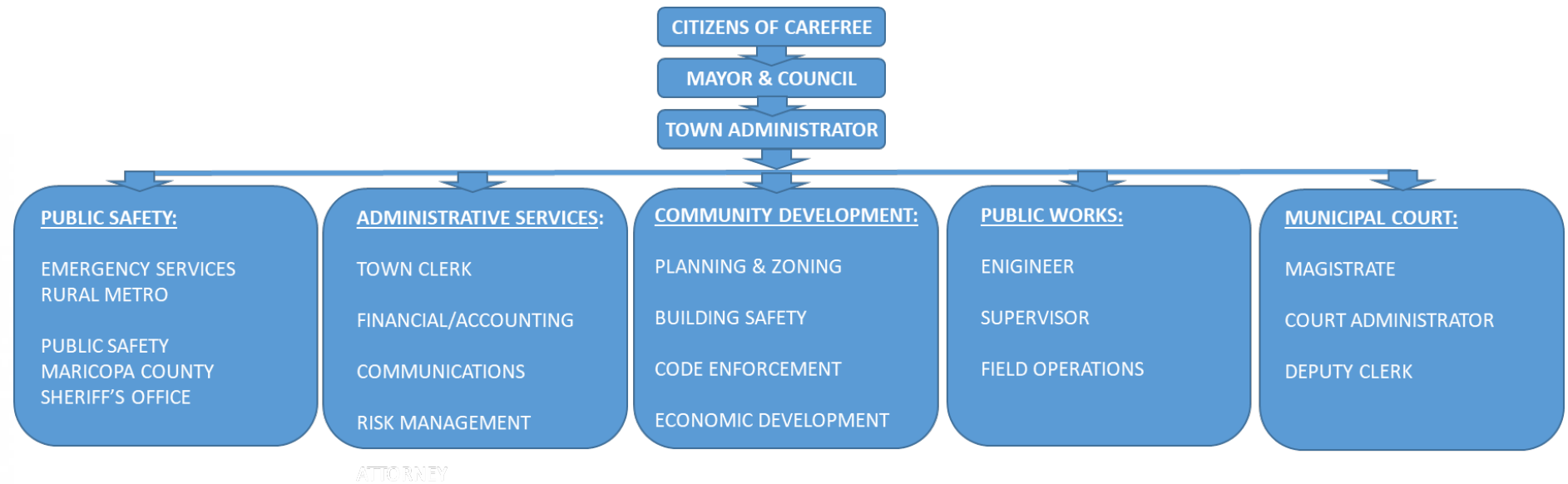
CORE TASKS:

Quality Community Development:	Infrastructure Management:	Economic Development & Financial Stability:	Communications, Marketing and Community Engagement:
<ul style="list-style-type: none"> a. Statutory updates to General Plan b. Update any zoning standards to align with General Plan and or new state laws, community design guidelines & building codes c. Update fee structures, entitlement and permit documents 	<ul style="list-style-type: none"> a. Prepare a work plan including but not limited to: <ul style="list-style-type: none"> i. Update of 10-year street preventative maintenance plan and culvert maintenance plan ii. Identify 5-year capital project improvement plan b. Coordinate, update and/or implement: <ul style="list-style-type: none"> i. MS4 permitting and reports ii. Flood control permitting and reports iii. Hazardous mitigation plan iv. Emergency Operations plan c. Manage Public Works Department: <ul style="list-style-type: none"> i. Coordinate Department's activities ii. Address design/engineering related improvements iii. Coordinate/conduct MS4 & OSHA training iv. Coordinate governmental compliance requirements v. Seek grants and funding for capital projects 	<ul style="list-style-type: none"> a. Create an Economic Development Strategic Work Plan <ul style="list-style-type: none"> i. Identify revenue targets ii. Outline strategic initiatives to reach revenue targets, business retention and attraction plans, primary trade area analysis and outreach programs iii. Cultivate relationships with trade organizations, real estate associations, and local business associations b. Create a program based budget: <ul style="list-style-type: none"> i. Convert line item budget to a policy and program based budget ii. Incorporate discussions on goals, achievements, metrics and deliverables iii. Incorporate financial policies and short and long term financial goals to ensure continual future Town solvency 	<ul style="list-style-type: none"> a. Engage residents, visitors and businesses through visitor center b. Direct the Ambassador program c. Identify all of the amenities the area has to offer and get the word out d. Support business programs like: first Thursday art walks, restaurant week, etc. e. Build and run the Town social media program f. Provide a series of regular communications with residents, visitors and businesses g. Provide a steady stream of articles to local area newspapers to keep Carefree top of mind among residents and those within the primary trade area h. Coordinate the use/activities held within the Town amphitheater

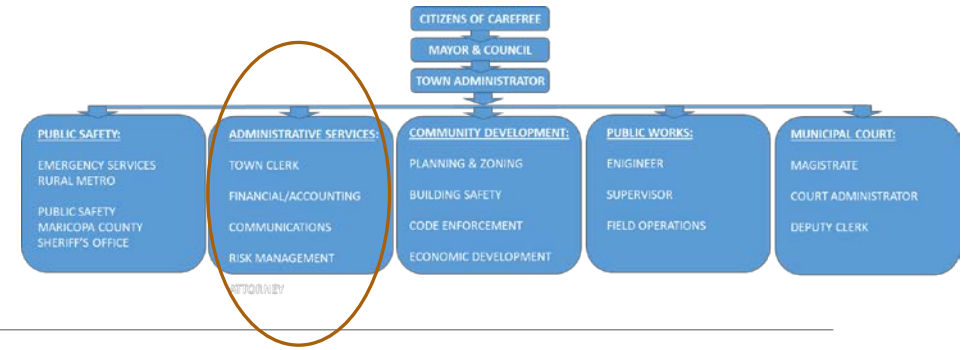
YEAR IN REVIEW:

- 
- Fiscal Sustainability
 - Received SRPMIC Grant funds to purchase new Brush Truck
 - Applied for CDS authorization funds for new Fire Truck
 - Received Grant for Flood Control project
 - Received Grant for pedestrian project
 - Infrastructure Investment
 - Completed phase 3 of street maintenance project
 - Completed phase 2 of stucco repair and painting within gardens
 - Completed pedestrian safety improvements on Cave Creek Road
 - Repaired Town Center streetlights with lift
 - Communications
 - Updated Town's website
 - Created *Carefree Connect* - Town mobile phone application
 - Updated hardware to broadcast Town meetings
 - Concluded a 2-year citizen process with 5 public open houses to discuss the options associated with Fire and Emergency Medical Services
 - Quality Development
 - Updated Town Building Codes
 - Update Ordinances related to STRs
 - Approved update to Town Center Revitalization Plan

Town Organizational Structure



Administrative Services



Town Management (2 FTEs):

Role:

- Oversee daily management of Town Departments and organizational work plan.
- Negotiate and/or administer Town contracts.
- Develop and administer Town's budget.
- Frequent meetings with Councilmembers, citizens, development interests, and other regulatory and planning/development agencies.
- Write, review, and/or manage policies and regulations of the Town.

Accomplishments for Fiscal Year 2022-2023:

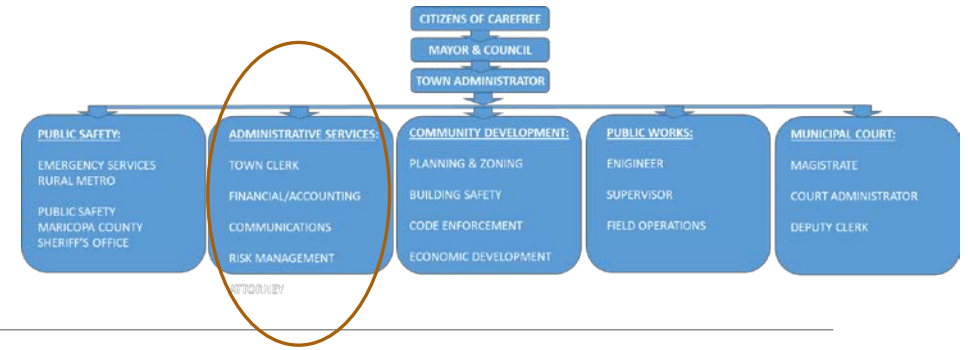
- Completed a series of five public open houses to discuss the recommendation of the Public Safety Advisory Committee to join Automatic Aid as well as seasoned public financial consultants to outline the Town's funding capacity.
- Disseminated citizen and consultant reports and video to the Council and community to further engage the community using local digital communications channels, printed media, and in person meetings with a broad spectrum of citizens and entities.
- Closely worked with and coordinated with each Town department to continue to implement Council's approved work plan and federal/state compliance requirements.
- Coordinated with legal representatives to address the community's best interests and mitigate risk.
- Managed Town service contracts to address contracted service levels.
- Worked with Town Engineer to assist in securing the Flood Control District grant and Maricopa Association of Government Pedestrian Safety Grant.
- Received Grant Funds from Salt River Pima Maricopa Indian Community for purchase of new Type 6 brush truck for fire department.
- Submitted Congressional Direct Spending Authorization for a new fire truck.
- Continue the Town's efforts to expand communications channels to improve engagement with the Carefree community.
- Continued to repair and improve infrastructure within the Town Center and gardens.
- Worked with the League of Cities and Towns to maintain and share an understanding of evolving relevant issues are the State Legislature.
- Continue to work with residents, businesses, and potential future business interests to address community inquiries and expectations.

Goals & Objectives for Fiscal Year 2023-2024:

- Develop specifications and procure new Fire Truck and audio equipment for Council Chambers
- Coordinate with staff and contracted consultant teams working on future initiatives such as General Plan, special projects, and infrastructure.
- Continue to work with external agencies to represent the Town's best interests.
- Continue to coordinate the execution of work plans of each Town Department.



Administrative Services



Communications (1 FTE):

Role:

- Centralize Town's communications.
- Manage all communications channels – digital, written and verbal platforms.
- Improve communications with all community stakeholders.

Accomplishments for Fiscal Year 2022-23:

- Established video recording system for official council meetings.
- Developed a new 'Visit Carefree' interactive website.
- Transitioned to a new website platform for reduced cost and improved user interface.
- Established "Carefree Connection" phone application for Town communications.
- Established a monthly newsletter featuring town updates, features on businesses and local events.
- Launched the Ambassador volunteer program.
- Graduated from the Desert Foothills Leadership Academy Class of 2022.
- Assisted in the planning and execution of community events/activities.
- Assisted in the development of communications regarding town issues.
- Provided content and formatted Town newsletter and issue base factsheets.

Goals for Fiscal Year 2023-2024:

- Work with various merchants' associations to build visibility.
- Coordinate the use of event space within the Town Center to facilitate community-based events that are produced by third parties.
- Implement improvements to the Town's digital and social media to enhance content, visual quality and frequency of reach.
- Coordinate and help to manage the Town Center visitor center as well as content of information shared within the center and coordinate Ambassador Program.
- Produce informational videos and manage the Town's YouTube channel to enhance engagement of visitors, residents, and business interests.
- Form partnerships with internal and external businesses to create a package of experiences to market to various audiences.

OUTREACH 2022-2023

Social Media

- Facebook: 6.8k followers
6.25% increase
- Instagram: 2,087 followers
16% increase
- YouTube: 134% increase

Town Newsletter

- 36% increase

NEW: Go Gov APP

- 95 iOS downloads
- 10 Android downloads

Website: Carefree.org

- Upgraded website to new platform
Reduced costs and improved user experience
Combined Carefree.org & Visit Carefree to one site

News & Press Mentions

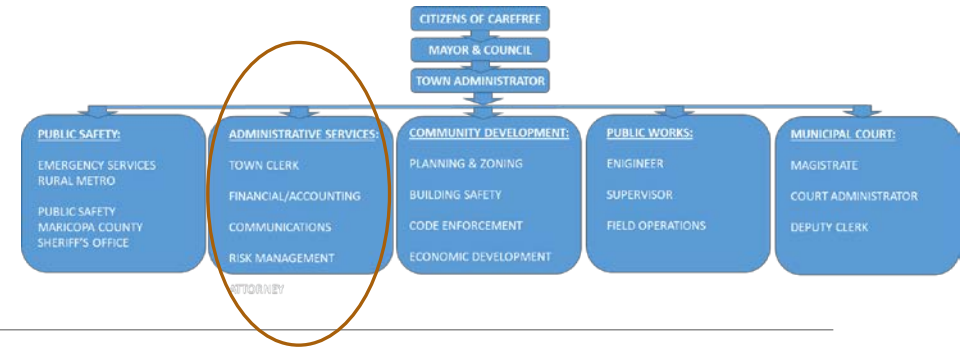
- 2023: 97 articles
(as of 4.18.23)

Events & Activities

- 2023:
Fitness classes: x 72/mo.
Volunteer Fair
Earth Day Celebration
Memorial Day
Veterans Day
Christmas
Hanukah
Garden Seminars x 4
Art Night x 9



Administrative Services



Town Clerk/Treasurer/Accountant (2 FTEs):

Role:

- Care, custody and state mandated retention of all the records, books and papers for the town, water company and cemetery.
- Election official responsible for all duties required by state statute.
- Receiving and safeguarding all monies received and keep separate records and accounts for different funds.
- Responsible for computer hardware, network security, maintenance and server administration.
- Responsible for oversight and compliance of the yearly town audits for Town and UCFD.

Accomplishments for Fiscal Year 2022-2023:

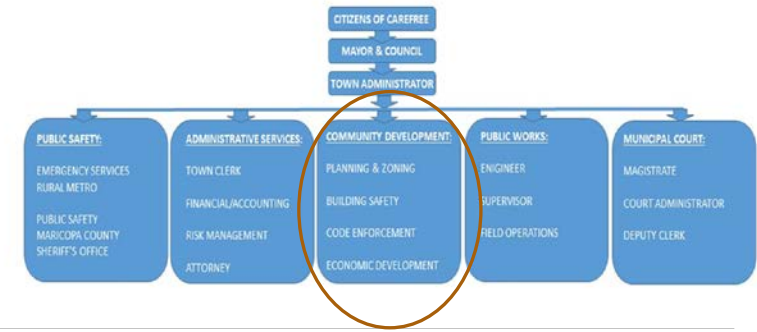
- Managed, prepared, and noticed 25 Public Meetings/Public Hearings including Town Council, Carefree Water Company/Utilities Community Facilities District, and Sky Ranch Community Relations Committee.
- Continued response to increased volume of Public Records Request including 64 in 2022 and 11 as of March 20, 2023.
- Managed the August, 2022 Primary Election including a record number of candidates, Initiatives, and publicity pamphlet and argument submissions.
- Managed the May 2023 Special Election regarding Primary Property Tax, including timeline and deadlines involving publicity pamphlet, reporting requirements, financial reports, and statutory notices to state agencies.
- Managed the posting and recruitment of a new Court Administrator and Building Official.
- Obtained intensive training on the Agenda Quick new agenda system, including development, coding and implementation of system prior to training Town staff.
- Attended the 3-day Arizona Municipal Clerks' Annual Conference and Election Training and Summer Athenian Dialog to maintain clerk and election certification.
- Attending the 2022 Arizona Municipal Clerks' Association (AMCA) election recertification program to maintain certification as a AMCA certified Election Official.
- Completed all requirements for designation as a Master Municipal Clerk.
- Maintained paralegal/legal assisting certification with the National Association of Legal Assistants.

Goals for Fiscal Year 2023-2024:

- Coordinate with the Town Accountant to obtain contracted accounting software specialist for the installation and transfer of all data using the newly obtained dynamic accounting program.
- Continued processing of the electronic storage of archived documents and records maintained by the Town Clerk and other departments.
- Develop a standardized archiving schedule for newly created records and documents generated by staff to ensure a smooth and complete archiving process.



Community Development



Planning Director and Zoning Administrator (2 FTEs):

Role:

- Provide professional and thorough guidance and coordination of all land planning and development activities.
- Facilitate public participation and awareness of projects and/or zoning cases through public participation requirements.
- Implement the Town's regulations and policies fairly and consistently.

Accomplishments Fiscal Year 2022-2023:

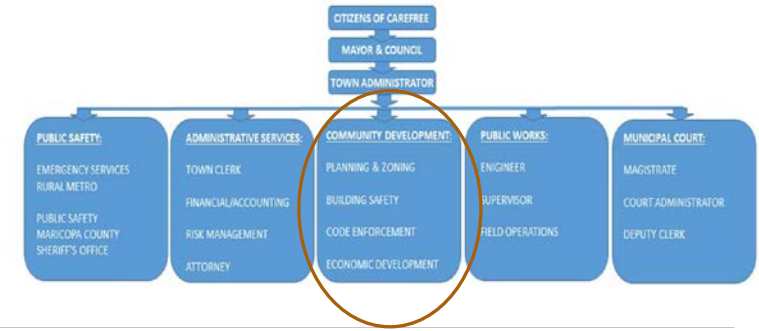
- Processed 30 Zoning Applications/Preapplications including 3 Text Amendments, 7 Mountainside, 1 Appeal, and 1 Wall Height Waiver.
- 12 Public Meetings/Public Hearings/Work Sessions including Town Council.
- Crafted Issued Several Zoning Verification/Ordinance Violation Letters including Court Appearances.
- Answered several public records requests as it pertained to the Planning and Zoning Division.
- Supported the facilitation and issuance of building permits, right-of-way permits, and other development-related activities.
- Reviewed approximately 140 Building Permits for compliance with the Town's Zoning Ordinance, including 32 new single-family residential lots and 10 condominiums.
- Conducted approximately 80 site inspections over the course of the Fiscal Year to include building permit pregrades and final inspections, zoning cases, and investigation of construction concerns or other complaints.
- Authored the short-term/vacation rentals Ordinance including creating the application forms, the process, web page content, and outreach language.
- Hired *General Plan* consultant and seamlessly began *General Plan Update* process.
- Maintained new archival system for the Planning and Zoning Division.
- Completed public process for approval of *Master Signage and Access Plan*.
- Successfully managed the transition of new Planning and Zoning Commission Members.
- Management of the Cave Creek Cemetery to include updating and maintaining cemetery maps and records, coordinating with family members, and staking plots.

Goals for Fiscal Year 2023-2024:

- Continue to manage the *General Plan* update process.
- Set goals with and continue to support efforts related to implementing the *Redevelopment Plan for Town Center* under the Economic Development Division.
- Coordinate with Economic Development to continue to explore and diversify Carefree's tax base to enhance the Town's ability to offset inflationary increases to core municipal services and maintain a quality community.
- Begin to implement the *Master Signage and Access Plan* for Town Center.
- Create new fee structure for Planning and Zoning applications.



Community Development



Building Safety Division (1 FTE):

Role:

- Perform inspections and plan reviews.
- Issue building permits.
- Meet with developers, homeowners, contractors, and architects to resolve complex building code issues.
- Provide safeguards related to construction.

Accomplishments Fiscal Year 2022-2023:

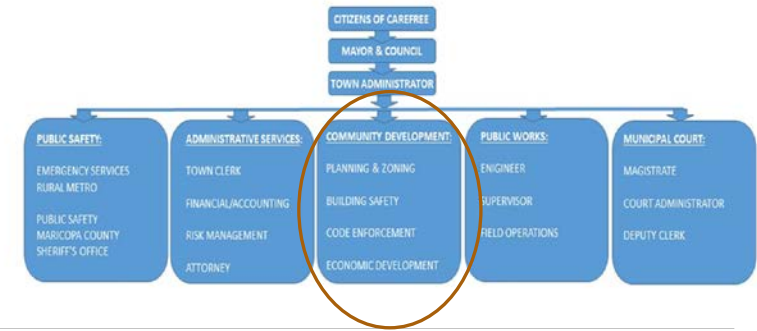
- The Building Division conducted 4,662 inspections.
- The permitted construction projects added over 95,452 square feet of improved structures, remodeled over 22,095 square feet, and were valued at a total of over \$22.23MM.
- The Building Division performed 2,331 site visits, 274 plan reviews, approved 32 new single-family residences and 84 home remodels, and continues to inspect Town Center Development, the View Townhouses, and breaking ground on the new Carefree Distillery project.
- The Town updated the 2018 I-codes from the 2003 I-codes and 1994 UPC to keep the town current with surrounding municipalities.

Goals for Fiscal Year 2023-2024:

- Procure an online permitting and plan review system and begin setup.
- Adopt a new TI permitting process for C of Os of businesses.



Community Development



ECONOMIC DEVELOPMENT



Economic Development (1 FTE):

Role:

- Diversify the Town's tax base to pay for existing core municipal services.
- Focus on business retention and attraction efforts.

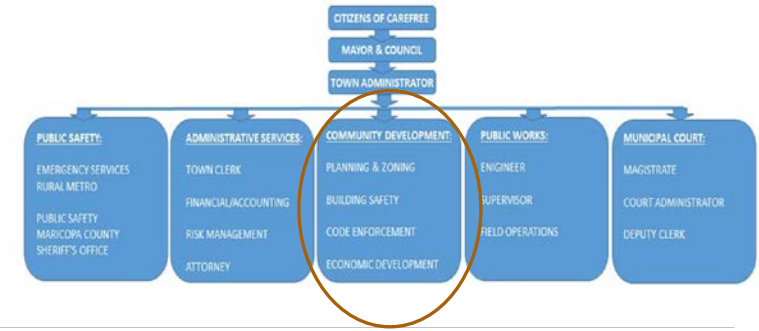
Accomplishments for Fiscal Year 2022-2023:

- Planning and Zoning Approval for the Signage Plan.
- Town Council approval for the Village Center Redevelopment Plan.
- Grew the events at the Sanderson Lincoln Pavilion and Carefree Gardens.
- Began putting together merchant groups.
- Expanded relationships with key property owners.
- Continued the growth of Third Thursday Art Walks.

Goals for Fiscal Year 2023-2024:

- Implementation of the Redevelopment Plan
 - Strategize redevelopment of Town Hall site.
 - Zoning and Design Review changes for Town Center.
 - Implement Revitalization Programs.
 - Work cooperatively to enhance the business environment.
 - Engage residents to enhance public programming.
 - Work on practical fixes for Parking and Alleyway/Median beatification.
- Development of the two major intersections on Carefree Highway.
- Renew the Agreement with Sanderson Lincoln for the Pavilion.

Community Development



Code Enforcement (1 FTE):

Role:

- Investigate Complaints
- Court Duties/Bailiff
- Process business licenses & vendors certificates
- Assist front of office

Accomplishments Fiscal Year 2022-2023:

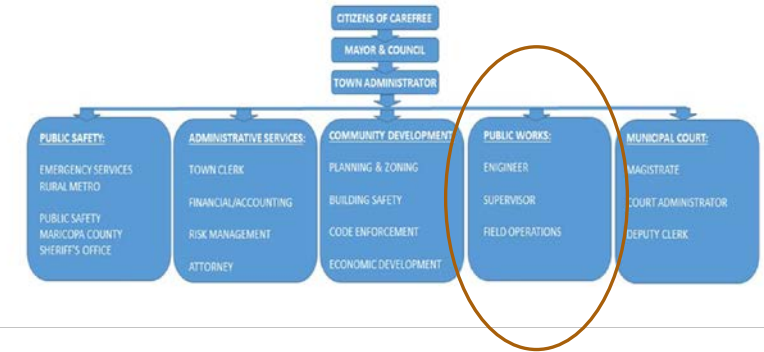
- Respond to citizen's complaints of code violations. Works in compliance with other departments that are engaged in code compliance tasks. (i.e., Town Administrator, Zoning Director, Building Inspector, Town Engineer, and Public Works).
- Process/Manage **258** in-town and **157** out-of-town Business License.
- Process **416** vendor certificates associated with special events.
- Maintain Estate Sale process.
- Processing compliance issues and new licenses/certificates associated with Short Term Long Term Residential Rentals.

Goals Fiscal Year 2023-2024:

- Assist in the data and refinements of:
 - Emergency Operations Plan
 - Town and Fire Department COOP (Continuity of Operations Plan)
 - Maricopa County Hazard Mitigation Plan
 - Town of Carefree Emergency Operations Plan
- Work with Planning and Zoning to update Codes to refine as need
- Continue to process all business licenses, vendors certificates, and investigate code violations



Public Works



Town Engineer (1 FTE):

Role:

- Oversee agency governmental compliance requirements
- Manage public infrastructure and assets
- Coordinates workload for Facilities/ROW Division

Accomplishments for Fiscal Year 2022-2023:

- Updated the five-year Capital Improvement Program.
- Complied with continuing education requirements of MS4 General Permit.
- Completed and managed Dust Control permitting requirements.
- Conducted more than 92 final inspections for grading and drainage compliance and reviewed plans for compliance issues.
- Reviewed and approved over 75 rights-of-way permits and conducted a pre-construction meeting for each one.
- Coordinated the updated 10-year Pavement Management Plan.
- Attained grant funding from MAG for three crosswalk improvements.
- Managed and inspected street maintenance projects.
- Carried out solutions for more than 60 resident issues or complaints.
- Supervised the construction of improvements to Cave Creek Road.
- Conduct special projects, such as storm water management studies, traffic calming issues, and environmental permitting applications.
- Reviewed and approved for payment client invoicing.

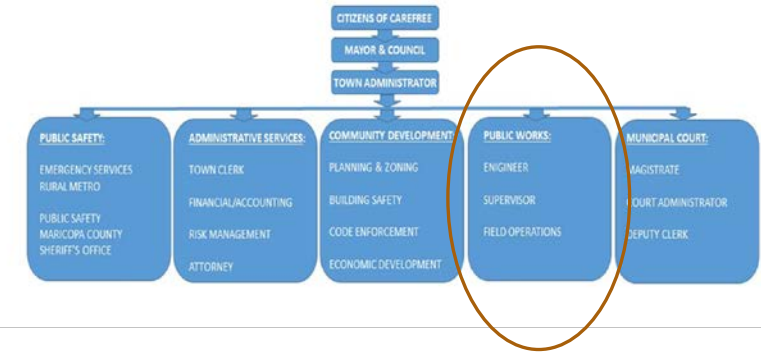
Goals for Fiscal Year 2023-2024:

- Ensure continued regulatory compliance and training.
- Update program to maintain culverts.
- Use the updated Town's Pavement Preventative Maintenance Plan to coordinate repair activities.
- Coordinate and manage a bid for a Pavement Maintenance Project.
- Oversee the design and construction of a drainage improvement project on Carefree Road.
- Supervise the design and construction of three Tom Darlington Crosswalk Improvements.
- Continue to develop a replacement and maintenance schedule for Town's heavy equipment and vehicles.
- Continue to assist/oversee improvements to public rights-of-way and Town facilities.
- Seek grant/alternative funding for public works and engineering projects.
- Institute procedures and policies for traffic calming improvements.





Public Works



Facilities/ROW(4 FTE):

Role:

- Maintain/repair public facilities/ROW
- Install traffic signs
- Assist in special events
- Manage and maintain equipment

Accomplishments Fiscal Year 2022-23:

- Thinned all tree canopies within the Town Center Gardens as well as on the arterial streets.
- Installed and took down the holiday lighting and holiday tree within the Gardens.
- Continued to repair all lights and electrical outlets covers within Town Center Gardens.
- Ensured all Town Center irrigation leaks were addressed immediately upon automated notification to mitigate water loss.
- Regularly removed trash along all Town roadways.
- Participated in MS4 training and conducted inspections.
- Installed speed humps on Bloody Basin Road.
- Conducted culvert inspections.
- Conducted intensive storm cleanups.
- Maintained pedestrian equipment to improve safety at crosswalk locations.

Goals for Fiscal Year 2023-2024:

- Ensure continued regulatory compliance and training.
- Continue and refine program to maintain culverts.
- Continue to manage and maintain rights-of-way and Town facilities/amenities.
- Continue to coordinate infrastructure projects with street maintenance projects.
- Develop schedule for trimming along Town's rights-of-way to improve sight lines and minimize wildland fire risk.
- Continue to work with Town Engineer to create replacement schedule for equipment with limited useful life.
- Coordinate with Town Engineer on Capital Improvement Plans and Projects.





Consolidated Court



Court (2 FTEs):

Role:

- Process all civil and criminal citations issued in Carefree and Cave Creek
- Respond to public inquiries
- Maintain accurate court records
- Distribute monies received according to statute

Accomplishments for Fiscal Year 2022-2023:

- Updated and created criminal and civil traffic forms to comply with law and rule changes.
- Created a form and procedure to comply with Defendants' new ability to seal their criminal records after an allotted amount of time (Petition to Seal).
- Revised the court's treatment order form and updated the court's treatment provider workbook to assist Defendants with the ability to identify a provider of their choice.
- Revised the court's policy, warning and administrative order regarding the use of cameras and recording devices in the courtroom.
- Revised First Amendment auditor procedure.
- Completed a request by the Arizona Supreme Court to review and revise Chapter 13 of the Criminal Court Benchbook, utilized in statewide trainings and a published judicial resource.
- Created, implemented and published the court's "Plan B" to comply with Arizona Supreme Court mandates requiring the availability and use of virtual court appearances.
- Implemented use of telephonic appearances for criminal cases on a limited basis to reduce foot traffic, prevent unnecessary travel, improve customer service and ensure access to justice.
- Created a virtual plea packet in order to streamline telephonic change of plea proceedings.
- Implemented significant revisions to civil traffic bond card to reflect changes in the law and consistency with other jurisdictions.
- Implemented a new fingerprint compliance process to ensure all state departments receive accurate criminal records in a timely manner.
- Streamlined court process to improve customer service. Implementation and continued migration of court forms, processes, and information to Microsoft Teams to facilitate centralized access for all court staff including a new jurisdiction tracking method.
- Held Security and Emergency Preparedness Committee meetings, reviewed and changed security protocols to conform with Arizona Supreme Court requirements and ensure safety of customers and court staff.
- Updated the court section of the Town's website with new information, including access to forms that enable the public to file motions/requests in an efficient and modern manner.

Goals for Fiscal Year 2023-2024:

- Continue to identify any security concerns and identify possible needs qualifying for grant funding to improve court and customer security.
- Continue to evaluate for possible implementation changes to the court's website.
- Identify materially relevant educational opportunities to enhance and improve court staff knowledge and performance of duties including enrollment into the Institute of Court Management.
- Evaluate internal court administrative orders for update and revision as needed.
- Implement new methods of community outreach and informational sessions.



Contractual Services



Risk Management:

- General Legal Services - Sherman & Howard
- Insurance – Southwest Risk Municipal Pool

Public Safety:

- Law Enforcement Services – MCSO, Animal Control and Town Prosecutor
- Fire & Emergency Services – Rural Metro

Capital Projects



Capital Projects	FY24
Drainage (Flood Control District)	\$487,000
Pedestrian (Crosswalk MAG)	\$405,000
Town Center Improvements	\$600,000
Street Maintenance Project	\$2,940,000
Water Infrastructure (Original Carefree System)	\$2,000,000
Fire Apparatus Replacement (CDS Appropriation)	\$950,000
Potential Capital Reserve Funding	\$4,360,000



SCORECARD

CF Water Consol. Proj.

Cust. Transitioned – 510 of 550 (93%)

Meters Replaced – 529 of 550 (96%)

Pipelines – 26,000 of 26,000 ft. (100%)

TD Water Storage Res. – 85%

Peaceful Place BPS – 0%

BOND STATUS

CF Water Consol. Proj.



Bond Principal	\$18,535,000
Premium	<u>\$ 3,336,161</u>
TOTAL	\$21,871,161
April 30 Balance	\$ 3,179,000



PRIORITY PROJECTS

Carefree Water Company

Silver Saddle Gravity Zone Improve.

Peaceful Place BPS Improve.

Both Significant Benefits to Original CWC Customers

CAPITAL ADVANCE

Carefree Water Company



Original Advance	\$3,217,354
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Repaid To Date	<u>\$2,071,719</u>
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BALANCE	\$1,145,635
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New Advance	<u>\$2,000,000</u>
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New Repayment Amount	\$3,145,635
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CAPITAL ADVANCE

Carefree Water Company



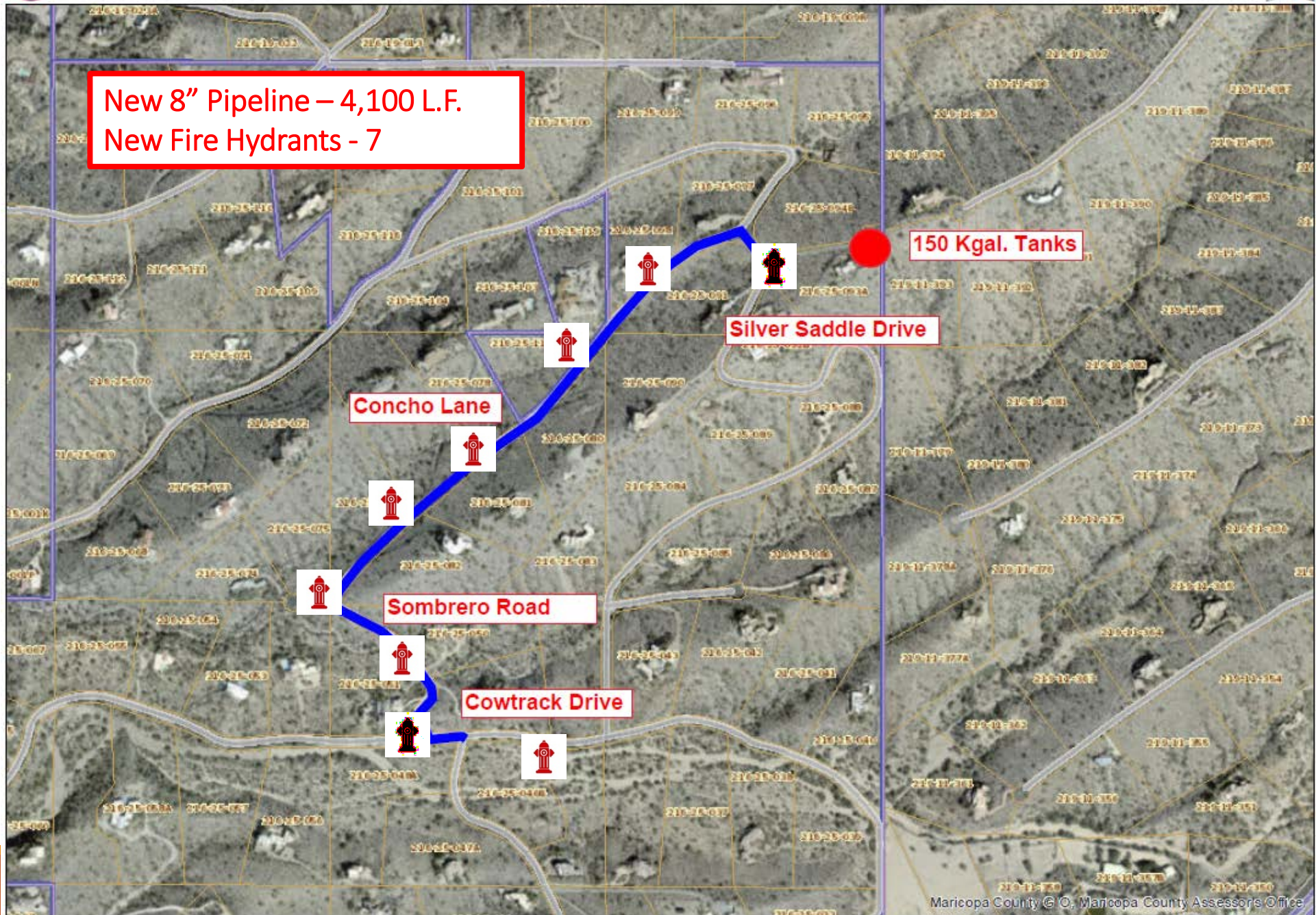
New Cap. Advance	\$2,000,000	A red bracket on the right side of the table, spanning the rows for 'Silver Saddle', 'Federal Comm. Grant', 'Community Match', and 'Peaceful Place BPS'. It has arrows pointing to the right at the top and bottom.
<u>Silver Saddle</u>		
Federal Comm. Grant	\$ 800,000	
Community Match	\$1,200,000	
Peaceful Place BPS	\$ 800,000	

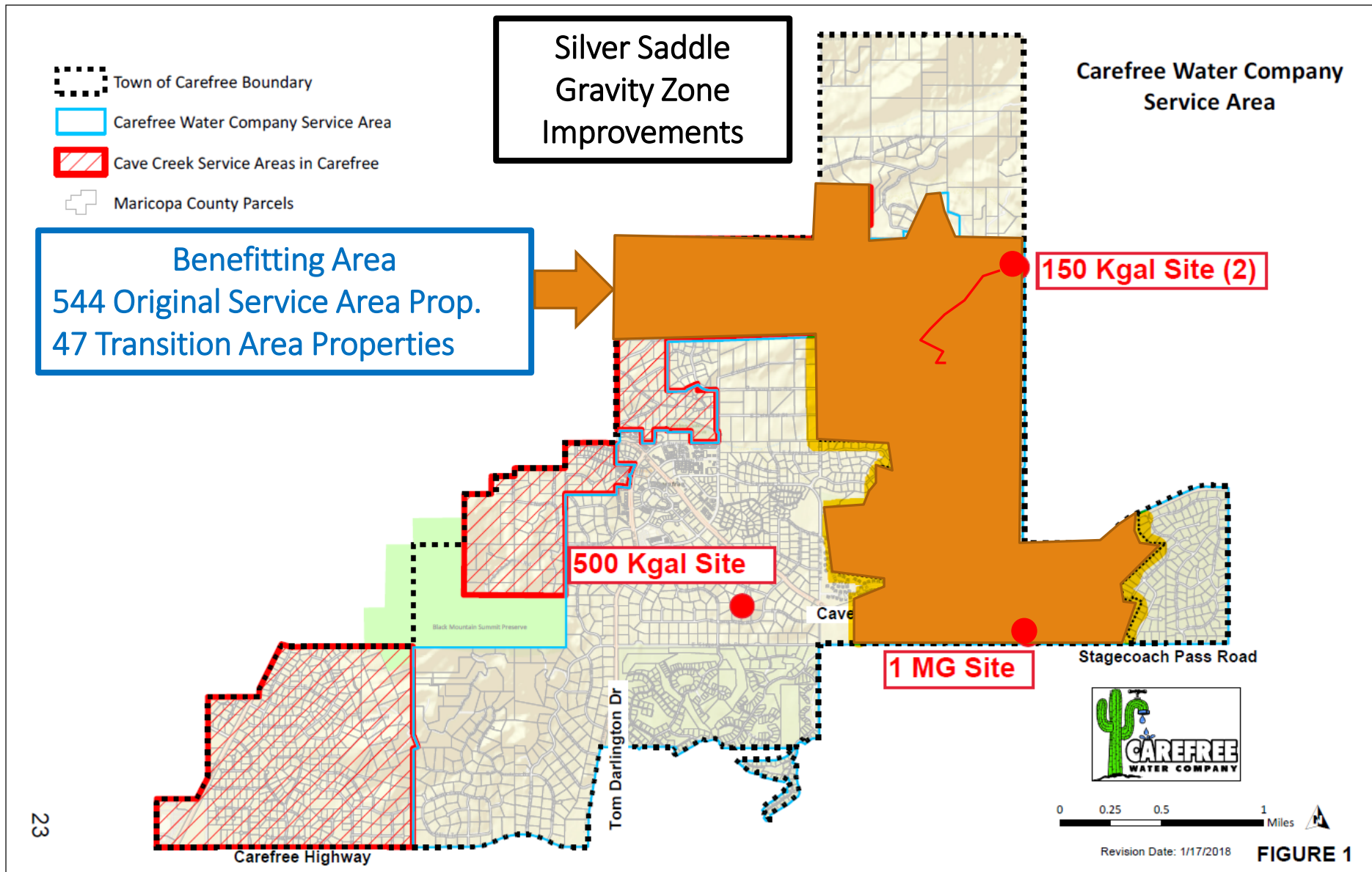


SILVER SADDLE GRAVITY ZONE IMPROVEMENT PROJECT



Silver Saddle Gravity Zone Pipeline Upgrades







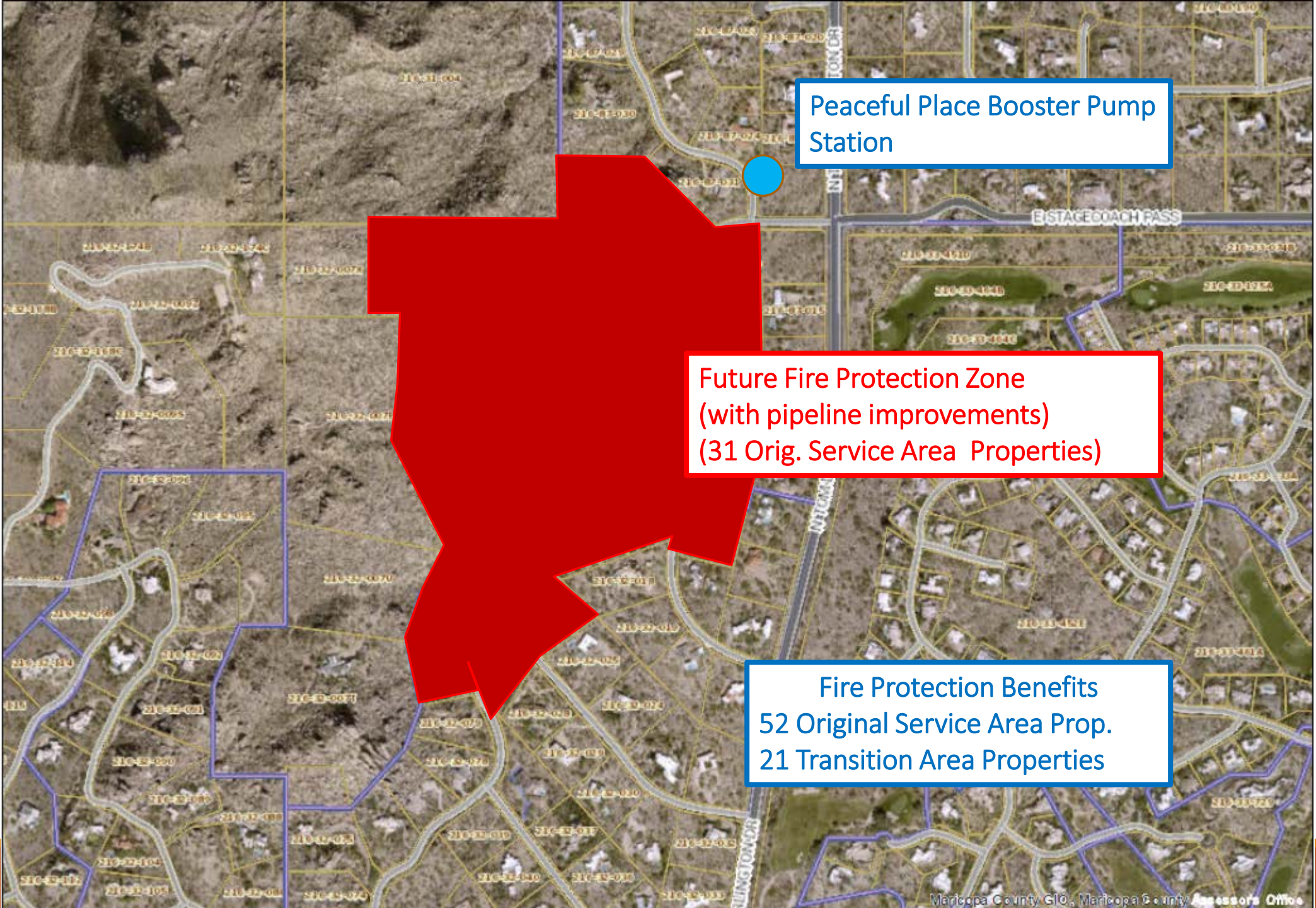
PEACEFUL PLACE BOOSTER PUMP STATION IMPROVEMENTS

Neighborhood B
Transition Area
(21 New Customers)

New 6" Pipeline – 3,200 L.F.
New Fire Hydrants - 7

New Fire Protection Zone
(21 Orig. Service Area Properties)

Peaceful Place Booster Pump
Station



Peaceful Place Booster Pump
Station

Future Fire Protection Zone
(with pipeline improvements)
(31 Orig. Service Area Properties)

Fire Protection Benefits
52 Original Service Area Prop.
21 Transition Area Properties



DATE	PURPOSE
May 25 th	Forecasted revenues & planned expenses
June 6 th	Tentative budget - bottom line adopted
July 11 th	Budget adoption

Questions & Public Comment

Next Steps