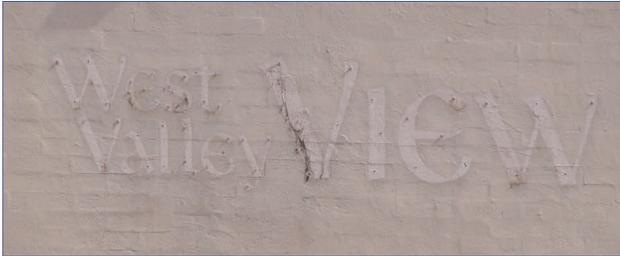


City of Litchfield Park – 2008 Annual Report

“A Change of View”



City of Litchfield Park – 2008 Annual Report

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City of Litchfield Park – 2008 Annual Report

City Manager – Darryl H. Crossman



Foreword

It is with great pleasure that I present to you the City of Litchfield Park's 2008 Annual Report. The Annual Report offers our Staff the opportunity to provide insight into their respective departments, and is presented to reflect the priorities and goals set by the Mayor and Council.

The 2008 Annual Report is entitled "A Change of View." The title reflects the razing of the *West Valley View* building in preparation of a new commercial building and City Hall, but also is indicative of the new approach, which public and private sectors alike must take in the midst of the present day economy. It is imperative that we recognize that today's management must be creative and not utilize the "business as usual" mindset. The challenges presented to our City necessitates that we re-examine every line item of the budget and "re-view" our management policies in order to meet said challenges now and in the future.

The most challenging hurdle in 2008 was managing the City's services in a downturn economy. As I have mentioned to Staff on several occasions, "It is relatively easy and fun to manage municipal services in good economic times, but the real test of a good leader is when you must be resourceful and still provide high quality service." I am very proud of our Staff and their willingness to meet such economic challenges head-on and still maintain the quality of services to our fine community. I believe that you will find that the Report reflects our Staff's success in rising to face said challenges. We are cognizant of the fact that the economy continues to be in a state of uncertainty, but I pledge to you that we will continue to manage our revenue and expenses so as to maximize the efficiency of our services and minimize any negative impact upon our residents.

I especially would like to recognize and thank Mayor Schoaf and the Members of Council, as their guidance and support are the backbone of the success reflected in the City of Litchfield Park 2008 Annual Report.

Thank you for the opportunity to share our 2008 Annual Report with you. I hope you find it to be informative and thought provoking. If you have any suggestions or comments regarding the content of the Report, please feel free to contact me.

A handwritten signature in black ink that reads "Darryl H. Crossman". The signature is written in a cursive, flowing style.

Darryl H. Crossman
City Manager

City of Litchfield Park – 2008 Annual Report

City Council and Staff

Elected Officials

THOMAS L. SCHOAF, Mayor
PAUL FAITH, Vice Mayor
TIM BLAKE, Councilmember
MARCIA “MARCIE” ELLIS, Councilmember
PETER MAHONEY, Councilmember
JOHN ROMACK, Councilmember
PAUL STUCKY, Councilmember

City Staff

DARRYL H. CROSSMAN, City Manager
SONNY CULBRETH, Assistant City Manager /
Community & Recreation Services Director
MARY ROSE EVANS, City Clerk
CHUCK RANSOM, Building Official /
Director of Field Operations
BENJAMIN RONQUILLO, Finance Director
CAROLYN SELLMAYER, Human Resources Administrator
CRAIG RING, City Magistrate

Contracted Staff

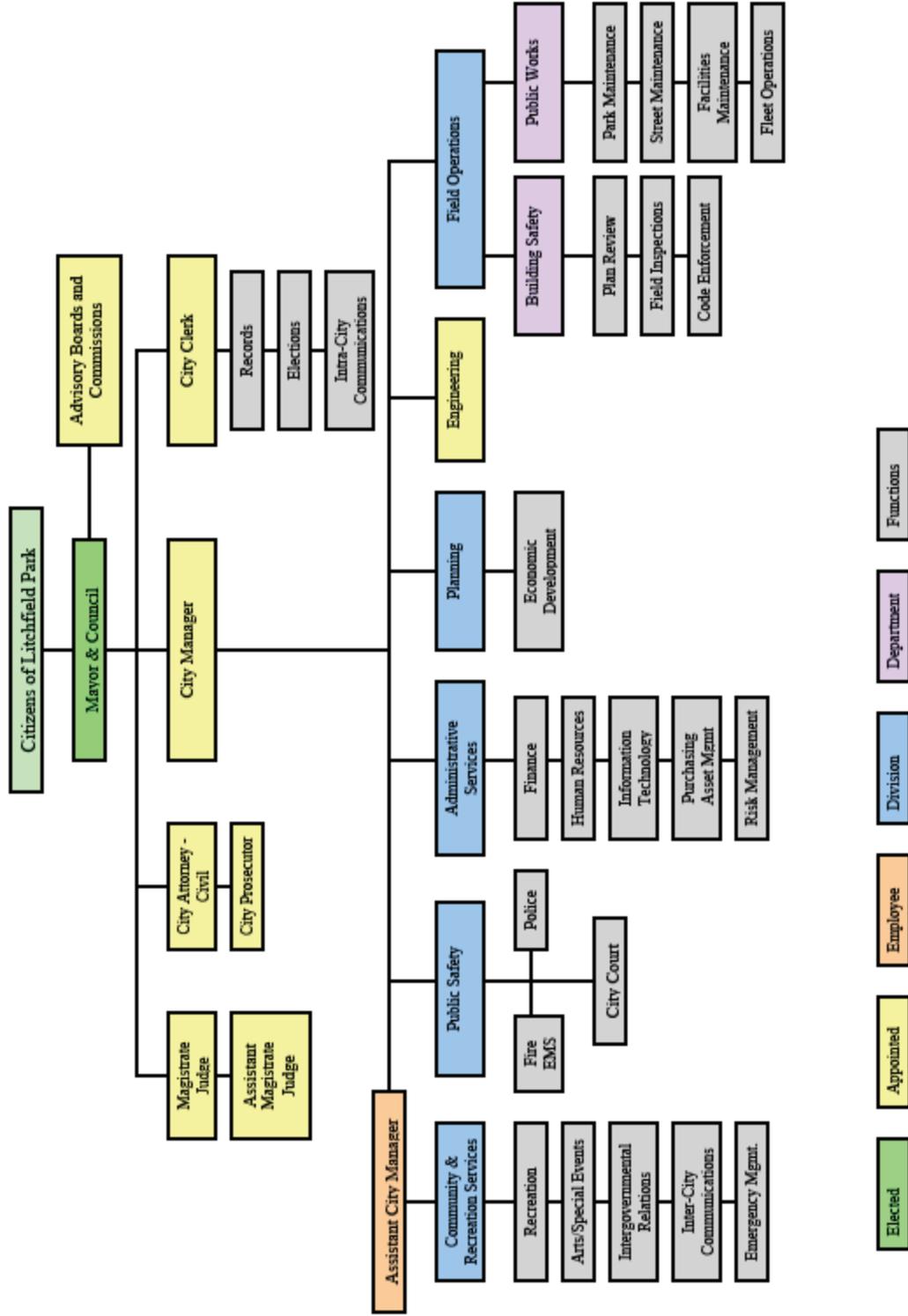
MIKE CARTSONIS, City Planner
SUSAN GOODWIN, City Attorney
DAVID LEDYARD, City Prosecutor
WOODY SCOUTTEN, P.E., City Engineer

Department Phone Numbers

Administration/Clerk/City Manager	623-935-5033
Building Department	623-935-1066
Community & Recreation Services	623-935-9040
Court	623-935-7091
Finance	623-935-4364
Human Resources	623-935-4364
Planning	623-935-5033
Public Works	623-935-4356

City of Litchfield Park – 2008 Annual Report

Organization Chart



City of Litchfield Park – 2008 Annual Report

Boards and Commissions

The City's Boards and Commissions provide a vital service to the City Council and Community. These volunteers are appointed by the City Council. They are subject to the Open Meeting Law, the same as the City Council. Board and Commission agendas, actions, and minutes are available on the City's Web page, www.litchfield-park.org.

Cityscape Commission/Tree Board

The purpose of the Cityscape Commission is to inventory the problems, requirements, and opportunities in the areas of community appearance and beautification including: entrance ways; street trees; city services; ordinance reviews; utilities; and, municipal planting.

The Commission meets on the first Tuesday of each month at 7:00 p.m.

Members:

- ◆ JoAnn Dunn, Chair
- ◆ Robin Inskeep, Vice Chair
- ◆ Mary Dickson
- ◆ Kay Kelly
- ◆ Art Westcott

Planning & Zoning Commission

The Planning and Zoning Commission was created to provide analysis and recommendation to the City Council of the General Plan, proposed development, rezoning and ordinance amendments. The Commission reviews all aspects of proposed and future developments, including, but not limited to, present and projected growth of the City, site planning, and the relationship of the development to the surrounding environment and the community.

The Commission meets on the second Tuesday of each month at 7:00 p.m.

Members

- ◆ Richard Vasiloff, Chair
- ◆ Dave Ellis, Vice Chair
- ◆ Diane Fox
- ◆ Michael Kearns
- ◆ Nathan "Bud" Schneider
- ◆ J. Woodfin "Woody" Thomas
- ◆ Susan Van Duyn

Recreation, Arts & Parks Commission

The Recreation, Arts, and Parks Commission was formed to advise the City Council on the creation and funding for a municipal art fund and a program for art in public places, the creation and funding of parks and recreation fees and guidelines for parks and recreation programs in the City, and such other and further changes as the Council, from time to time, shall request.

The Commission meets on the fourth Thursday of each month, at 7:00 p.m.

Members

- ◆ Rocky Cocchiola, Chair
- ◆ Andrea "Andi" Phillips, Vice Chair
- ◆ Kyle Addington
- ◆ James Handley Jr.
- ◆ John Mullen
- ◆ David Schwake
- ◆ Lisa Wolfe

Design Review Board/Board of Adjustment

The Design Review Board (DRB) reviews all aspects of a proposed development or existing land use, which contemplates significant change, expansion or deviation from design criteria set forth in the City's Codes. Such review shall include, but is not limited to site planning and the relationship of the development to the surrounding environment and the community. The development, construction, remodel, or substantial alteration of the exterior of any proposed or existing building shall require approval of the Design Review Board.

The purpose of the Board of Adjustment (BOA) is to determine when exceptional or extraordinary conditions exist that cause an unnecessary hardship, not created by the applicant or property owner. The Board must interpret the meaning and spirit of the zoning ordinance as enacted by the governing body. It does not have the authority to make law or change zoning law. The Board also hears appeals from administrative decisions based on the Zoning Code.

The Boards meet on an as-needed basis.

Members

- ◆ Susan Charnetsky (DRB Chair)
- ◆ David Ledyard (BOA Chair, DRB Vice Chair)
- ◆ John Romack, City Council Representative
- ◆ J. Woodfin "Woody" Thomas, P&Z Representative
- ◆ Donn Wooldridge

Beautification Committee

The Beautification Committee was formed in order to recognize homeowners who have enhanced the beauty of Litchfield Park by either planting flowers, shrubs, trees or other landscape improvements, or by making significant architectural modifications or building improvements to existing structures.

The Committee meets the first week of the last month of the quarter and on an as-needed basis.

Members

- ◆ Kyle Addington
- ◆ Mary Dickson
- ◆ Robin Inskeep
- ◆ Jeff Raible

Industrial Development Authority Board

This Board will oversee bonding for the La Loma/Sun Health Continuum of Care Center. The Industrial Development Authority (IDA) Board meets on an as-needed basis.

Members

- ◆ Leo Brennan
- ◆ John Manobianco
- ◆ Robert Slagle
- ◆ Matthew Schoaf
- ◆ John Wenzlau

City of Litchfield Park – 2008 Annual Report

City Clerk

Elections

The City Clerk's Office continued their normal activities in 2008, along with conducting the regularly-scheduled Mayor/Council elections in March and May. Six candidates ran for three Council seats, and the current Mayor ran for re-election. In addition, a special ballot measure passed, extending the Mayor's term from 2 years to 4 years. The elections were conducted by all-mail ballot, and voter turnout was 50% and 52% respectively. Although the percentages are a bit lower than previous years, it should be noted that there are 200 more registered voters than in 2006, and 500 more registered voters than in 2004.

Code Books

The City Code and Zoning Code books were updated as ordinances were adopted. Through a contract with Code Publishing Company, the Web site is immediately updated as the ordinances become effective. This service is immensely convenient for both Staff and the public.



Records Management

There are different aspects to records management. Some documents must be permanently retained, others must be purged, and some must be recorded with the Maricopa County Recorder's Office.

QUICK FACTS

Records Processed 2008

Pages scanned	5,279
Cubic feet of records purged and reported to the State (per regulations)	73
Pages microfiched	4,816
Pages of permanent records indexed	3,200
Documents recorded with Maricopa County	41

Documents Processed

The department handles numerous types of documents through various stages, whether it's creation, distribution, recordation, filing, or posting.

Permits, Services & Licenses

The City Clerk's Office issues a variety of permits and handles registrations for several activities that take place in the City. We continued our follow-up efforts regarding complaints and issues related to door-to-door solicitors and handbill distributors.

Contacts

Handling phone calls and personal contacts continue to be an integral part of the department.

Residents and non-residents alike access the City via phone, email and visitation to acquire community as well as county information, resources and services. Every effort is made to maintain accurate and complete information to share and disseminate to first-time as well as returning visitors.

Intergov

The Deputy City Clerk continued to handle Intergov and other duties for the Mayor. She attended 11 meetings outside the office, and spent 45 hours outside City Hall for various functions. Those hours/meetings were in addition to the hours spent in-house on phone calls, arrangements, and follow-ups.

BY THE NUMBERS

data from Jan. 1-Dec. 31, 2008

Agendas	40
Sets of Minutes	40
Quorum Notices	36
Proclamations	20
Ordinances	11
Resolutions	17

Yard Sale Permits	93
Handbill Notices to Deliver	32
Notarizations	54

State Liquor Licenses Processed	3
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Special Event Liquor Licenses Issued	11
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Phone & Personal Contacts	18,606
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City of Litchfield Park – 2008 Annual Report

Community & Recreation Services Overview

The Litchfield Park Community and Recreation Services Department offers three areas of service to the community: Community Services, Recreation and Special Events. Each area of service contributes greatly to the quality of life in Litchfield Park. In today's society of rampant obesity among our youth, stress among adults at a national high, and the economy at a national low, the need for strong recreation and leisure opportunities, at an affordable price, is more obvious than ever before.

Community Services

Community Services enhance the quality of life for Litchfield Park citizens by providing communication resources and access to various human services such as health education, neighborhood watch programs, and senior citizen social programs.

Recreation

Recreation encompasses the Recreation Center and all related activities including youth and adult sports, aquatics, tennis, day camps, and preschool programs.

Special Events

Special Events provide enjoyment through art and entertainment, concerts, festivals, and many award-winning special event activities. These special events draw thousands of visitors to our beautiful community each year.

The economic down-turn that extended into 2008 caused all Litchfield Park City Departments to reevaluate their operation budgets, and to make cuts as much as 4%. The Community and Recreation Services Department already operates on a very conservative budget; but additional cost-saving measures had to be taken. For the first time in the City's history, the Recreation Center Swimming Pool had to be closed from November 2008 to February 2009. The *CityLine* newsletter was reduced from a production of six to five issues, with plans to move to a quarterly publication schedule.



The Recreation Department Activity Guide was reduced to three issues, with one issue being a much smaller mail-out issue, rather than a full newsprint issue. The Recreation Center hours were reduced by operating shorter daily hours and closing on Sundays.

With all the cost-saving measures put into place, the Recreation Center Staff was able to lessen the impact to our customers by making special arrangements with the local YMCA for our residents and customers to swim at the "Y" at the same price they were offered at the Recreation Center. Four of the Recreation Center full-time Staff and several part-time Staff received training in the new, on-line registration and reporting system known as "Class." The Staff entered over 2,000 customers into the system in anticipation of going live in January 2009. Currently, there are over 6,000 customers entered into the system, and the program is up and running.



FULL TIME STAFF

Sonny Culbreth.....	Director
Franz Fuhrmann.....	Youth & Adult Sports
Mary Liotta	Aquatics
Karyn Horst	Special Events
Chris Weaver	Office Manager & Communications
Leann Thompson	Preschool

Special Events were exceptional with The Wigwam Resort and the City teaming together to be recognized at the Arizona Parks and Recreation State Conference as *The Outstanding Partnership in the State of Arizona*. Community Services remained active and provided our citizens with opportunities to participate in community safety and crime prevention activities.

City of Litchfield Park – 2008 Annual Report

Community Services

Community Services

Community Services include programs or services that are performed or offered for the benefit of our citizens, and are intended to increase the quality of life for our residents. These programs and services include Block Watch, Recycling, Community Communications, Senior Citizen Programs, and City Appropriations. **Block Watch** is a program that is catching on slowly in Litchfield Park. The program is designed to encourage neighbors to come together to get to know one another, and to understand that by working together they become the best line of defense against crime in their neighborhoods. Our department offers free Block Watch meetings designed to help neighborhoods start their own group, and services are provided to help them continue to be active. In the **Recycling Program**, we continued efforts under the direction of our first Recycling Education Coordinator made possible by a \$45,000 grant received from ADEQ. With this grant, we produced and distributed thousands of recycling education materials, hosted an Earth Day Celebration, produced and recorded a 15-minute video, and removed thousands of tons of recyclable materials from the waste stream.

QUICK FACTS

data from Jan. 1-Dec. 31, 2008

An average of 21.1 tons of recyclable material was removed from the refuse stream each month.

Recycling materials expanded under the new Waste Management Refuse & Recycling License Agreement. Glass and plastics #1-#7 now are acceptable for recycling in Litchfield Park.

Communications

Communication is one of the most important services we offer to our citizens. Our **CityLine** is an award-winning publication that is mailed out to every household in Litchfield Park. This publication provides our citizens with information on topics of community interest and features a different theme for each publication. During 2008, the number of issues were reduced from 6 to 5 with plans to change to a quarterly publication in 2009. The fine quality remained the same and the issues became a little larger. The Recreation Department **Activity Guide** provides information about the many recreation opportunities provided by the City. A **City Directory** was produced for the first time in 2008. This directory was distributed to every household in Litchfield Park and contains valuable community information such as frequently called and emergency numbers, businesses, services, restaurants, etc. **Channel 11** is a one-stop video source for useful Litchfield Park community information, which in 2008 added public domain TV programs. In addition to community events, educational programming, and public information shows, residents can now view TV favorites such as *Andy of Mayberry*, *Lassie*, and many of the black and white holiday classics. *Litchfield Park 11* is broadcast on COX Cable in the 85340 ZIP code.

BY THE NUMBERS

data from Jan. 1-Dec. 31, 2008

393,264 individuals – an average of 1,074 per day – logged on to the City's Website

Electronic Subscriptions

CityLine 200
E-News Alert 211
Activity Guide 182

E-Gov Sign Up

Agendas and Minutes 211
Bids, RFP, & RFQ 348

The **City Website**, www.litchfield-park.org, is perhaps the most effective way to communicate to our citizens, and to all individuals who may be interested in learning about Litchfield Park. The Website was redesigned in 2007 and has been expanded in 2008 to offer many opportunities for our residents to electronically receive the City's publications.

Senior Citizen Program

About 100 Litchfield Park residents are registered with our Litchfield Park Seniors' group, and about 60 enjoy monthly programs throughout the year. The biggest challenge for the Seniors is finding a place to meet each month. The Seniors celebrated their 10th Anniversary in 2008.

Appropriations

The City set aside 1% of the estimated General Fund to help support non-profit organizations that can define a public purpose, which benefits the residents of Litchfield Park. The City awarded \$49,400 in 2008.

City of Litchfield Park – 2008 Annual Report

Community Services

Special Events

Litchfield Park is well known for the quality special events that are conducted each year for the enjoyment of Litchfield Park residents and visitors who attend from all across the Valley. The Arts in the Park Concert series attracted crowds between 500 and 700 for each concert. In 2008, we increased the number of concerts from six to seven, and we scheduled our first Saturday night concert. The plan for 2009 is to return to six concerts, due to the slow economy.

The Wigwam Resort continues to be a strong sponsor of the concerts as they provide the setting, stage, sound and lighting. Our Special Events Coordinator does a great job of finding additional sponsors to cover the expenses needed to present the concerts, which have won many awards for excellence. This year, the Arizona Branch of International Festival and Events Association (IFEA) recognized Litchfield Park in several categories for excellence.



Community Sponsorships

Sponsorship has been extremely difficult to acquire during 2008. Our Special Events Coordinator, with the assistance of a volunteer, did a great job finding the necessary funds to continue to produce and promote our special events.

Even though APS, The Wigwam Golf Resort and Spa, and the Kiwanis of Litchfield Park continue to be strong community partners, 2009 will present us with unique and additional challenges. We have already been notified that we no longer will benefit from a \$10,000 Media Sponsor from the Arizona Republic. This amount of advertising will be difficult to replace. Our Staff will evaluate the future of our special events. Our goal will be to continue to make available quality, affordable family enjoyment to our citizens, and to all who choose to attend these wonderful events.

Two larger festivals are popular events in the West Valley: Christmas in the Park and the Art and Culinary Festival. Both attract a large number of visitors to Litchfield Park, with Christmas in the Park attracting an estimated 6,000, and the Art & Culinary Festival an estimated 40,000. Our advertising efforts for these events do not go unnoticed. The International Festivals & Events Association recognized our Art and Culinary Festival's 30-second TV spot as best short advertisement. The spot was aired on COX Cable stations all across the Valley. The print brochure for the Arts in the Park received outstanding honors for print promotions.

And The Award Goes to ... Litchfield Park!



- Arizona Parks and Recreation Association - 2008 Partnership Award, City of Litchfield Park and The Wigwam Resort & Spa
- International Festivals & Events Association AzTEC (Arizona Talent in Events Concept) Award
 - * Outstanding Sponsor, Wigwam Golf Resort & Spa
 - * Best TV AD Spot – Art & Culinary Festival
 - * Best Color Print Ad – Art & Culinary Festival
 - * Best Artistic Poster – Art & Culinary Festival
 - * Outstanding Brochure Award – Arts in the Park

City of Litchfield Park—2008 Annual Report

Recreation Services

Recreation Services

Recreation Services can be divided into two areas of service: 1) The Recreation Center—home of the Registration Office, Preschool and Tennis programs, and the Swimming Pool programs and activities—and 2) The Youth and Adult Sports and the Summer Day Camp Program.

The year of 2008 was a good one for our fully-licensed Preschool Program. The program carried a full roster of 60 children and the teachers have done an exceptional job developing and implementing a well-rounded curriculum. In 2008, long-time Tennis Professional, Ralph Harris, retired from teaching our group lessons, and a new Tennis professional, Danica Hood, was hired. The tennis programs have continued to go well. The overall number of students have dropped off slightly due to the economy, but the classes continue to have 8 to 10 youth in each two- to four-week class. The swimming program was as strong as ever during the summer months. With over 300 youth on the summer swim team, Litchfield Park had one of the largest teams in the West Valley. Summer swim lessons remained full during the June and July months, and the Aquatics Staff added several special family events to help make the swim season successful. The water exercise classes continued to be a strong component of the pool activities.

As was stated earlier, the pool was closed for the winter months for the first time in the history of the pool's operation.

LOOKING FORWARD

The Community has expressed a need and desire for a multi-generational center to further enhance the quality of life for its residents. A possible partnership with the YMCA is being explored.

Youth & Adult Sports Programs

The Youth and Adult Sports Programs are recognized by our surrounding communities as the best in the West Valley. Our youth sports programs offer three seasons of Basketball, one season each of Soccer, T-Ball and Flag Football.



We also offer one season of Adult Soccer. The 2008 season saw a significant drop-off in participation numbers from previous years, but we still enjoyed a strong sports program.



The Staff adjusted expenses to avoid exceeding revenues. We attributed the drop-off to the economy and the duplication of programs from surrounding cities. We implemented a new uniform system that allowed repeat players to use their same jerseys for more than one season. The players benefited from a

lower registration fee and we benefited from lower expenses. Our largest expense continues to be the gym fees incurred, which were \$10,000 in 2008, and are paid to cover the use of the gyms at the Litchfield Elementary School.

Our Youth and Adult Sports Coordinator implemented a number of skills programs that were taught by subcontractors and did not impact our expenses. *Kicks For Kids*, a soccer developmental program, *Little Sluggers*, a Baseball program, and *Slam Dunkers* were all programs that we collected a registration fee for, and for which no expenses were incurred. We continue to look for ways to enhance our programs while managing our expenses.

BY THE NUMBERS

	2007	2008
Youth BB	996	854
Soccer	407	257
T-Ball	80	80
Flag Football	88	62
Summer Camp	267	275

Youth sports involve over 150 volunteer coaches each year.

Flag Football, Soccer and T-Ball continued to get high marks from our participants and their parents.

Our summer youth camp, "Camp Summer Days," experienced an enrollment slightly higher than previous years.

The Adult Soccer program continued to be popular, with numbers remaining about the same as last year.

City of Litchfield Park – 2008 Annual Report

Building Safety - Code Enforcement

Building Safety

The Building Safety Department, along with continued work in processing building permits, (including building reviews and inspections), will be actively overseeing our new City Hall project, as well as the neighboring two-story office/retail complex and plaza center built as part of the on-site development program.



In addition, the department has developed a comprehensive City Website link "Guidelines when Building in the City," which covers all aspects of the building (commercial and residential) permit process as well as general and specific building construction safety guidelines and regulations.

Last, but not least, Building Safety has been assigned the role of City representative in the new joint venture, Avondale's Northwest Public Safety Facility (NWPS), which has an anticipated construction start date in the Spring 2009.

QUICK FACTS

Permits Issued 2008

Issued	Type	Value
20	New Homes	\$ 6,941,230
21	Pool	\$591,427
54	Other (carport, etc.)	\$3,718,469
17	Commercial	\$2,611,062
5	Signage	\$15,800
<u>117</u>		<u>\$13,877,988</u>

Permit Revenue - \$142,371

Code Enforcement

Code Enforcement's responsibility is to enforce Municipal Codes for the purpose of enhancing the appearance of our community. This allows comfortable and reasonable use and enjoyment of property by any persons and residents; preserves and maintains property values; reduces crime; protects the rights of the residents; and, instills pride in our Community.

BY THE NUMBERS

Unregistered, Unlicensed, Inoperable Vehicles.....	36
Green Pool/Draining	
Water on City Property	43
Trailers, RV's, Boats, Work Equipment.....	111
Property Maintenance	529
Carport Debris.....	28
Graffiti	27
Illegal Parking	48
Vandalism.....	19
Signs Removed.....	566
Animals at Large/Noise	38
<i>Total in 2008.....</i>	<i>1,445</i>

*data from Jan. 1, 2008 – Dec. 31, 2008



The year of 2008 has seen difficult economic times, and it has been reflected in the types of violations documented. For example, in the year 2007, there

were 1,145 total violations, of which 266 were for property maintenance. This number was surpassed in April, 2008.

While enforcing violations, there is a degree of inability to locate the current owner of a property. This involves extensive research, cooperation with other government entities, as well as former owners and neighbors. It is expected that the increase of violations will continue for the immediate future, and Code Enforcement is, and will, actively pursue every complaint and violation logged.

City of Litchfield Park – 2008 Annual Report

Public Works

The year 2008 brought with it some challenges to the Public Works Department. Some of these challenges were due to the economic downturn, while others can be attributed to very aggressive project schedules.

Over the past year, our field crews were able to accomplish some nice projects, while staying within some tight budgets and time constraints.

The largest project was to move the existing Public Works yard to a temporary location that will make way for a new City Hall building, while not sacrificing any services to the City.

The new City Hall building has been delayed. We are optimistic that construction could begin around the end of 2010, once the economy begins to turn around. A new Public Works building will be built on the property that Rural Metro is currently located. Look for construction to begin sometime around mid 2012. We are currently working on a design which will incorporate state-of-the-art and green technologies, while creating exterior elevations that will compliment the existing unique beauty of the surrounding area.

<i>BY THE NUMBERS</i>			
<u>Adopted</u>		<u>Actual</u>	
Maintenance Budget	\$ 2,076,995	Maintenance Expenditures	\$ 1,744,675
Streets Budget	\$ 124,350	Streets Expenditures	\$ 89,250
P.W. CIP Budget	\$ 106,000	P.W. CIP Expenditures	\$ 92,800
		Permit Revenue	\$ 7,718.71

The Public Works Department continues to move forward with a fuel efficiency program. The purchase of all new City vehicles and maintenance equipment will continue to have the most efficient fuel technologies available, such as hybrids, propane, bio-diesel, and flex fuels.



“ The road to success is always under construction.”

During the coming year, the Public Works Department will be making some much needed enhancements to the Recreation Center. Some of these improvements will include fresh paint, improved landscaping and upgrades to the kool deck, which will be easily noticed when the Recreation Center pool reopens its doors in March 2009. Other improvements such as electric, plumbing, etc., may not be as visible to the untrained eye.

Other enhancement projects in the coming year will be the addition of 200 tons of decomposed granite to various rights-of-way throughout the City, improvements to the flower beds, entryways, and City owned parks. All special projects such as these are completed in-house by the Public Works Staff, along with their routine maintenance duties.



QUICK FACTS

Miles of rights-of-way to maintain	31
Acres of turf area to maintain	38
Number of flowers to plant & maintain	4,300
Number of trees to maintain each year (total)	5,728
Palm	1,628
Orange	847
Other	3,253
Tons of landscape debris disposed of last year	512
Number of backflow preventers tested each year	118
Tons of winter rye grass seed spread each year	8
Miles of roads to sweep and maintain	43
Number of parks owned & maintained by the City	10
Tons of decomposed granite, topsoil & mulch spread	850
Number of fuel efficient vehicles (hybrids)	2
Number of fuel efficient mowers and propane vehicles	7
Number of full time crew members (Field)	17
Number of full time Staff (Administration)	2

City of Litchfield Park – 2008 Annual Report

Finance

The Finance Department is dedicated to providing professional services to the City and its Management & Staff through its accounting, budget, finance, accounts payable, and licensing functions. In the current economic environment, the City has been challenged to reduce expenses, while striving to maintain the highest quality of services to its internal and external customers. The Department plays a crucial role in the tracking, management, and reporting of citywide finances, striving to provide the most accurate and up-to-date information to help all departments with their decision making. Over the last quarter of 2008, the Finance Team has worked with each department to craft essential reductions to the budget, helping the City to remain fiscally balanced.



In 2008, the Finance Department managed the processing of approximately \$4.6 million in payments for goods and services. The Department also manages the City Business Licensing process, providing a place for all business owners to get answers to questions about conducting business in Litchfield Park. Additional projects that received a considerable amount of Staff time during 2008 include the annual audit; annual budget process; governmental reporting; Council and Staff reporting; and, analysis of the financial and economic factors impacting the City.

QUICK FACTS Calendar Year 2008

Total Number of Checks Issued

Accounts Payable 2,042 checks

Total Number of Business Licenses Issued

New 163
Renewed 616
Total 779

Total Number of Finance Department Employees: 3

BY THE NUMBERS Calendar Year 2008

Budget

Total Department Approved Budget \$437,200
Total Approved Budget for City \$11,831,327

Revenue

Business License Fee Revenue \$31,760
Sales Tax Audit Revenue \$134,268
Total Department Revenue \$166,028
Total Actual Revenue for City \$6,209,629

Expenditures

Total Payments for Goods & Services \$4,636,137
Total Department Expenditures \$399,691
Total Actual Expenditures for City \$7,260,618

In financially stable years, the annual budget process encompasses a 4 to 6 month period beginning each winter. However, 2008 required a doubled effort by the Finance Department late in the calendar year to help the City deal effectively with the prospect of falling revenues statewide. The teamwork exhibited across all departments exemplified the importance Staff places on providing the best and most cost effective services to the citizens and community of Litchfield Park.



For the eighth consecutive year, the Finance Department has earned the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officer's Association. This Certificate of

Achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The Finance Department works diligently throughout each year in an effort to achieve the highest standards in government accounting and financial reporting.

City of Litchfield Park – 2008 Annual Report

Human Resources

The Human Resources Department provides for or facilitates:

- ◆ fair and impartial employment services;
- ◆ legislative compliance;
- ◆ counseling and employee problem facilitation;
- ◆ personnel policy development, guidance and administration;
- ◆ management of the compensation and classification program;
- ◆ bi-weekly payroll and related reports and disbursements; and,
- ◆ Employee Appreciation Committee.

The Department also:

- ◆ maintains the master employee records;
- ◆ is responsible for the reporting and analysis of applicant and employee information;
- ◆ updates and maintains records in payroll/personnel system;
- ◆ manages employee benefits;
- ◆ provides recruitment services; and,
- ◆ provides learning and development opportunities for the City's employees.

In addition, the Department is also responsible for:

- ◆ the City's liability and Worker's Compensation insurance and
- ◆ assisting in the maintenance and operation of the City's Website.

2008 BY THE NUMBERS

- 838 employment applications received
- 27 employees hired or promoted (one full-time)
- 21 rehires
- 46 were for seasonal employment only
- 2.8% turnover rate for full-time employees
- 1,875 payroll checks issued in 2008
- \$1,940,852.73 gross payroll in the calendar year
- 2173.23 volunteer hours donated, 1390 in Public Works, the balance at the Recreation Center

2008 Accomplishments

Prepared Total Compensation Statements for all full-time employees and part-time employees averaging 19 hours or more per week. The summaries reflected the employee total compensation package, including benefit costs to the City and the employee.

Arranged for the Society For Financial Awareness, a 501(c)3 non-profit speakers bureau, to give a 60-minute training on different financial topics each month. Topics this year included, among others: "Getting Fiscally Fit," "Investment Concerns in a

Fragile Market," "College Planning," "Financial Blunders – Lessons We Never Learn."

Updated policies (with Council approval) and procedures including the following:

- Completed a Supervisor's Interview and Hiring book and distributed it to all hiring Department Heads and supervisors.
- Revised the Family and Medical Leave policy, as required by the Family and Medical Leave Act, to allow additional leave to employees who have family members in the military.
- Implemented a new Cellular Phone policy requiring employees with City issued cell phones to pay for any personal calls.
- Completed a Volunteer Policy requiring background checks and drug tests for volunteers in safety sensitive positions.
- Revised several Personal Policy Manuals to streamline and make them more in line with common practice.

QUICK FACTS

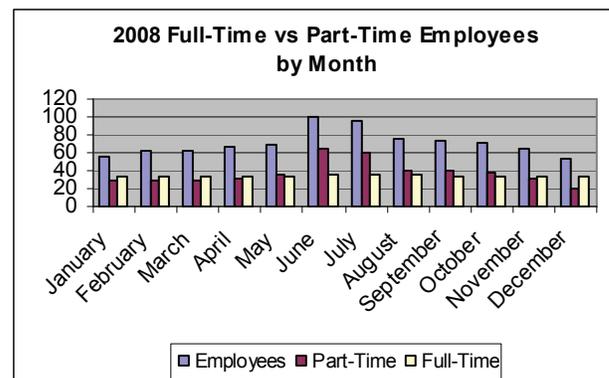
2008 Employees of the Quarter	
1st Quarter	Sandra Klingensmith
2nd Quarter	Chris Weaver
3rd Quarter	John Rae
4th Quarter	Kjersten Jimison

Streamlined the internal process for handling employment applications, from the way application packets are prepared to responding to the applicants when we receive their application. Began responding to job applicants by email instead of sending a postcard to let them know the City received their application.

Coordinated the Request for Qualifications for a Public Defender and Request for Proposal for a Tennis Instructor from publication to signing of the contracts.

Implemented drug testing for all new hires and employees returning after a 90-day furlough, who are in safety sensitive positions. Continued to use E-Verify, a new Federal law, requiring all employers to verify the identity and employment eligibility of all persons hired to work in the United States.

Provided a Leadership Role in the State as Secretary of the Board for the International Public Management Association for Human Resources, Arizona Chapter.



City of Litchfield Park – 2008 Annual Report

Planning

The planning function of the City is to articulate the community vision and to pursue its fulfillment through the following specific actions and programs that follow

Projects

Implementation of the City's vision has many aspects, from reviewing new development proposals to sustaining and enhancing the quality of the community's appearance. New projects and changes to existing properties are reviewed by Staff and evaluated for a recommendation to the City Council by the City's Planning and Zoning Commission and/or design and site plan approval by the City's Design Review Board. Below are some of the projects reviewed over the past year.

Monument Point Business Park: This project is a 32 acre business/industrial park located at the southwest corner of Camelback and El Mirage Roads. The project consists of a combination of individual sites: larger ones for industrial type activities, and smaller sites along the Camelback and El Mirage Road frontages to provide retail type services.



Casa del Rey: A recently proposed project, Casa del Rey, is an adult residential development of about 120 dwelling units to be located just east of the Albertson's Market (Wigwam Creek Shopping Center). The project is ideally located for seniors, with its proximity to adjacent shopping and personal services.

Litchfield Park Historical Society: Rezoning of a portion of Sun Health's La Loma Campus at the northwest corner of Camelback and Litchfield Roads provided accommodation for the Litchfield Park Historic Society offices in the old, historic Aunt Mary's House.

City Hall Complex: The proposed redevelopment of the former West Valley View site and an expansion of City Hall envisions a new activity center with City Hall and the new commercial building shaped around a public plaza with an outdoor café energized by commercial and public business activity.



General Plan

The vision for the City's future is illustrated in its General Plan that sets forth, in some detail, the shape of the community and how it functions. Time brings change and, as change occurs, the community's General Plan must be updated. Throughout the year, the Department has been working with Larry Harmer, the City's Planning Consultant from W. C. Scoutten, Inc., and the Planning and Zoning Commission on drafting and processing a major update of the General Plan.

Community Appearance

Monitoring the quality of Litchfield Park's environment is, in a sense, everyone's business, but the responsibility falls heavily on the Planning Department. Challenges addressed in the past year included reviewing requirements for gates, outdoor lighting, and parking and loading.



BY THE NUMBERS CALENDAR YEAR 2008

Applications/Permits/Amendments	No. Reviewed
Design Review	28
Minor Design Review	15
Variance	5
Use Permits	2
Rezoning	4
Final Plat Amendment	1
Minor General Plan Amendment	1
Code Amendments	3
Sign Permits	7

City of Litchfield Park – 2008 Annual Report

Engineering

DESIGNING SOLUTIONS TO YOUR MUNICIPAL ENGINEERING AND PLANNING PUZZLE



W. C. Scoutten, Inc. provides contract municipal engineering and planning services to the City of Litchfield Park.

Our firm has assisted the City in a variety of ways throughout this past year, inclusive of the services as outlined below.

Capital Improvements Projects

- Staff completed the design, construction management, and inspection of the second phase of the City's Perimeter Wall Program (along Litchfield Road). We are currently in the process of designing the third phase of this program, which will be located along Indian School Road between Old Litchfield Road and Dysart Road.
- For the Alley Paving Project, which received funding through a grant last year, Staff substantially completed plans, specifications, and cost estimates. Final approvals are currently pending from the State.

Planning Assistance

- The General Plan Update proceeded throughout the year culminating with the Planning and Zoning Advisory Commission releasing a draft for the required 60-day review process. The year 2009 will see the Plan go through the required public hearing and adoption process.
- Our Staff prepared a Minor General Plan Amendment and Redevelopment Plan for the City Hall property located on Wigwam Boulevard. Both the Amendment and Redevelopment Plan have been adopted by the City Council.
- Our Staff routinely assisted the City's Staff with the review of numerous extra-territorial development proposals in the surrounding communities of Glendale, Avondale, Goodyear and in Maricopa County.
- On an on-going basis, our Staff provides assistance to City Staff in interpreting and managing City development requirements.

Special Projects/Studies

- Our office has continued to provide a special consultant (Clear Creek Associates) to represent the City's interest relative to the regional ground water contamination issue.
- Also provided was a school zone traffic study resulting in signing and striping modifications around the elementary school zone.



City of Litchfield Park



2008 General Plan Update



General Engineering

- Design Reviews
- Right-of-Way Permit Reviews
- Traffic Control Reviews
- Inspection Services
- Traffic Studies and Reviews
- Monthly Engineering Report to Council

City of Litchfield Park – 2008 Annual Report

Magistrate Court

Craig V. Ring is the City's Presiding Magistrate Judge and Nancy L. Khiel is the Assistant Judge, filling in for Judge Ring when he is unable to fulfill the duties of the Magistrate Judge. Both are contracted employees and were first contracted by the City Council in 2005 following a Request for Qualifications. In addition to the Judge and Assistant Judge, the Magistrate Court has a full-time Court Clerk, Sherry Schantz, and a part-time Assistant Court Clerk, Lisa Wiggins. Court is in session each Wednesday afternoon and is held in the Goodyear City Court.

The Magistrate Judge is responsible for:

- supervising the operation of the Litchfield Park Magistrate Court and assuring compliance with all applicable State statutes and Rules of Procedures, the Canons of Judicial Ethics and the rules of the Supreme Court;
- presiding over legal proceedings and cases tried in the Litchfield Park Magistrate Court, including jury and non-jury trials, petitions for orders of protection, injunctions prohibiting harassment, violations of City ordinances, and civil traffic cases;
- analyzing legal documents and supporting documentation for each case/type of legal proceeding; oversees jury selection; providing instructions to jurors; listening to arguments; analyzing admitted evidence; applying applicable laws, statutes and other legal instructions; and controlling verbal communications between parties;
- analyzing arguments and rules on other legal proceedings and petitions such as search warrant petitions, probation violation hearings and motions for new trials;
- making decisions throughout each proceeding/case including whether to continue case, whether defendant is mentally incompetent, and whether all activities and documents have followed constitutional, procedural and ethical rules; making final decision/ruling on proceedings, motions and appeals; and rendering a verdict or receiving and pronouncing the jury's verdict; all based upon evidences, arguments, constitutional rights, procedures and rules of law;
- conducting sentencings; explaining verdicts, procedures, and sentences; calculating fines, fees and restitution; selecting payment due dates; selecting confinement dates and determining whether to permit work releases and selecting probationary terms;
- conducting initial appearance proceedings; explaining charges and defendants' right to counsel; reading charges, waivers and other documentation; determining if probable cause exists to support the charge; appointing counsel for indigent defendants; determining public defender fees; selecting next court date; completing forms and orders; and, ensuring court date is set;
- determining conditions of release for charged defendants; reviewing in-custody defendants and, determining whether to modify release conditions; issuing arrest warrants or modifying/revoking bond or release conditions when a defendant has violated conditions of release;
- reviewing all case/proceeding-related communications, orders, motions, letters and reports received by the court; ensuring all parties receive copies and are afforded the opportunity to respond; reviewing original documents; and, ensuring they are filed in accordance with constitutional, procedural and ethical rules;
- conducting guilty and no contest plea proceedings and sentencing; discussing settlement negotiations;
- managing the financial matters of the court, including cash receipts, reconciliations and transfers of funds;
- monitoring court orders related to fines and fees, treatment programs, probation, community work service and incarceration; and,
- preparing and submitting necessary legal forms, records and paperwork required to document each decision and each step/phase of the legal proceedings/cases.

BY THE NUMBERS

CASES FILED—JANUARY 2008 TO DECEMBER 2008

	CRIMINAL TRAFFIC (DUI'S/SUSPENDED LICENSE)	CIVIL TRAFFIC	CRIMINAL MISDEMEANOR	CITY CODES	TOTAL CASES FILED		TRAFFIC WARRANTS OUTSTANDING	CRIMINAL WARRANTS OUTSTANDING
JANUARY	21	138	11	0	170		112	50
FEBRUARY	26	146	7	0	179		119	51
MARCH	25	184	9	0	218		122	53
APRIL	17	61	2	0	80		122	53
MAY	14	85	5	2	106		122	52
JUNE	20	98	12	0	130		131	52
JULY	24	107	13	0	144		136	51
AUGUST	16	69	3	1	89		144	51
SEPTEMBER	24	92	4	1	121		149	51
OCTOBER	22	44	9	0	75		150	53
NOVEMBER	30	58	4	0	92		154	54
DECEMBER	44	88	20	0	152		156	54
TOTALS	283	1170	99	3	1556		156	54

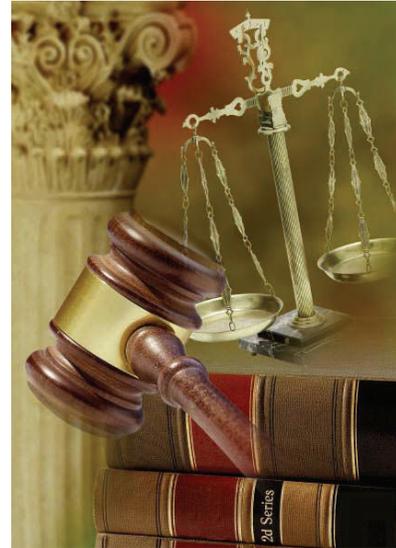
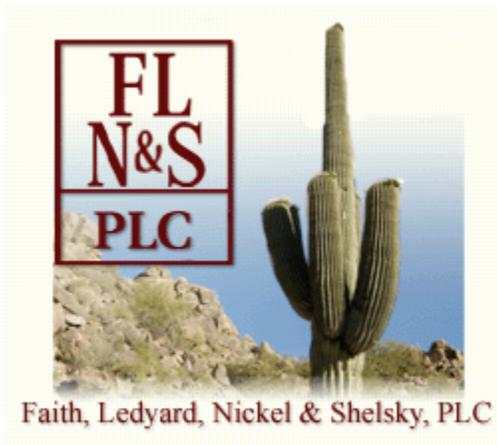
The outstanding warrants are running totals from the past to present.

City of Litchfield Park – 2008 Annual Report

City Prosecutor

The City Prosecutor is appointed by the City Council. Following a Request for Proposals, the City Council awarded Faith, Ledyard, Nickel and Shelsky, PLC, a contract as the City's Prosecuting Attorney, with David E. Ledyard as the attorney primarily responsible for providing the required services. Mr. Ledyard's areas of practice include government, commercial law, personal injury, bankruptcy, litigation, criminal law, and probate. His legal background is highlighted below.

- ◆ Juris Doctor Degree granted May, 1979 by University of Arizona, College of Law
- ◆ Master of Arts Degree granted December, 1975 by University of Arizona, School of Journalism
- ◆ Bachelor of Science Degree granted May, 1974, by Northern Arizona University in History; College of Arts and Sciences
- ◆ Admitted to State Bar of Arizona on October 13, 1979
- ◆ Admitted to US District Court for the District of Arizona on November 9, 1979
- ◆ Admitted to Practice before the United States Supreme Court on June 20, 1983



The City Prosecutor's services are utilized on an "as needed" basis, and the City does not guarantee any minimum compensation. The position is responsible for:

- ◆ prosecuting violations of City codes and State law over at, all court proceedings pertaining to cases cited into the Magistrate Court, including, but not limited to arraignments; pretrial conferences; which the Litchfield Park Magistrate Court has jurisdiction, and which have been cited into the Magistrate Court.
- ◆ preparing for, and appearing at, all court proceedings pertaining to cases cited into the Magistrate Court, including, but not limited to arraignments; pretrial conferences; motions; jury and non-jury trials; evidentiary hearings; sentence reviews; revocation of probation hearings; special hearings; oral arguments; sentencings; orders to show cause; appeal proceedings and special actions; as well as appeals to higher courts.

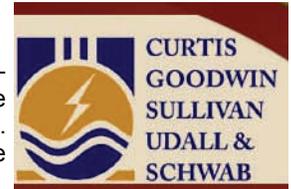
City of Litchfield Park – 2008 Annual Report

City Attorney

The mission of the City Attorney's Office is to provide the highest quality of legal services to assist the City Council, appointed officials and Staff in conducting City business. The City Attorney's Office provides support to the City by rendering legal advice and opinions, preparing and reviewing City agendas, contracts, ordinances, resolutions and other documents, attending meetings of the City Council, and meeting regularly with City Staff.

BACKGROUND

The law firm of Curtis, Goodwin, Sullivan, Udall & Schwab, PLC is proud to serve as the City Attorney's Office. Susan D. Goodwin has been primarily responsible for delivering and coordinating legal services for the City since 1990. Other attorneys of the Firm who provide legal services to Litchfield Park are Kelly Y. Schwab, Anja K. Wendel, Phyllis L. N. Smiley, Michelle Swann and William P. Sullivan, all of whom have many years of municipal law expertise.



In addition to Litchfield Park, the Firm represents the Towns of Gilbert, Wickenburg, Youngtown, and Clifton as general counsel and several other municipalities as special counsel for zoning code updates, personnel investigations, development agreements, water matters, election matters and streetlight improvement districts.

COMPLETED TASKS IN 2008

Legal Opinions and Developments in the Law Prepared written legal opinions related to legal issues facing the City, including amendments to the Family Medical and Leave Act, amendments to the Americans with Disabilities Act, the Arizona Employer Sanctions Act, the Federal Genetic Information Non-Discrimination Act, primary property tax sunset clause, and regulation of flagpoles, flags, and banners. Reported on new cases, including service and required content of administrative claims, public records, sufficiency of referendum petition signatures, copyright law related to use of quotes of public officials, pre-employment drug screening, municipal liability for independent contractors, and municipal liability for street design.

Legislation Prepared 2008 annual legislative report. Provided separate memoranda regarding significant legislation affecting the City, including solicitation of political petitions in gated communities and Employer Sanctions Act amendments.

Ordinances Prepared numerous ordinances, including Public Art Funding, PM-10 (Fugitive Dust), Court Enhancement Fee, 2008 Model City Tax Code Amendments, Code Enforcement Officer authority, and City Code penalties.

Contracts Prepared or reviewed contracts throughout the year, including contracts related to the library, reimbursement agreement with Avondale regarding Clear Creek Associates' fees, intergovernmental agreement with Arizona Department of Transportation regarding underpass construction, prosecutor contract, refuse/recycling contract, public defender contract, Active Network Product and Services contract, and YMCA Consulting Services.

Elections Assisted the City Clerk with election questions, including procedures, financial disclosure requirements and ballot language.

Telecommunications Provided legal advice regarding Verizon cell tower siting application and use permit.

Personnel Worked with HR Administrator to address personnel issues as they arise, including Volunteer Policy, Fair Labor Standards Act, Family and Medical Leave Act, and cell phone policy. Provided language to amend Personnel Policies to comply

with the Family and Medical Leave Act and the Americans with Disabilities Act.

Planning and Zoning Worked with City Planner to address numerous planning and zoning issues, including Monument Point Business Park, rezoning of 4.4 acres parcel owned by King Ranch Properties, regulation of banners and flagpoles, regulation of sexually-oriented businesses, color palettes for design review, and southeast corner of Camelback and Dysart Roads. Prepared ordinance to regulate walls, fences and gates. Reviewed and revised draft updated Zoning Code prepared by consultants. Provided comments on updated General Plan prepared by consultants.

Open Meeting Law Prepared open meeting law training for City Boards and Commissions.

Code Enforcement Addressed municipal court judge's concerns regarding parking citations. Addressed concerns regarding civil versus criminal penalties. Worked with City Manager and Code Enforcement Officer on numerous code enforcement issues.

Real Property Prepared documents and processed the acquisition of fire station site. Prepared lease with Rural Metro for fire station site.

Streetlight Improvement District Prepared documents necessary for the creation of the streetlight improvement district for Toll Brothers development.

City Hall Project Continued to work with Council, consultants and Staff on contracting, lease and redevelopment plan adoption issues. Prepared parking lease, cross access easement and reciprocal parking agreement. Processed General Plan amendment.

Transaction Privilege Tax Matters Worked with Finance Director on delinquent taxes and collection issues. Assisted City with Model City Tax Code updates.

Claims Against the City Provided response to Southwest Gas claim for refund of franchise payments, resulting in Southwest Gas electing to not pursue its claim.



City of Litchfield Park – 2008 Annual Report

Law Enforcement

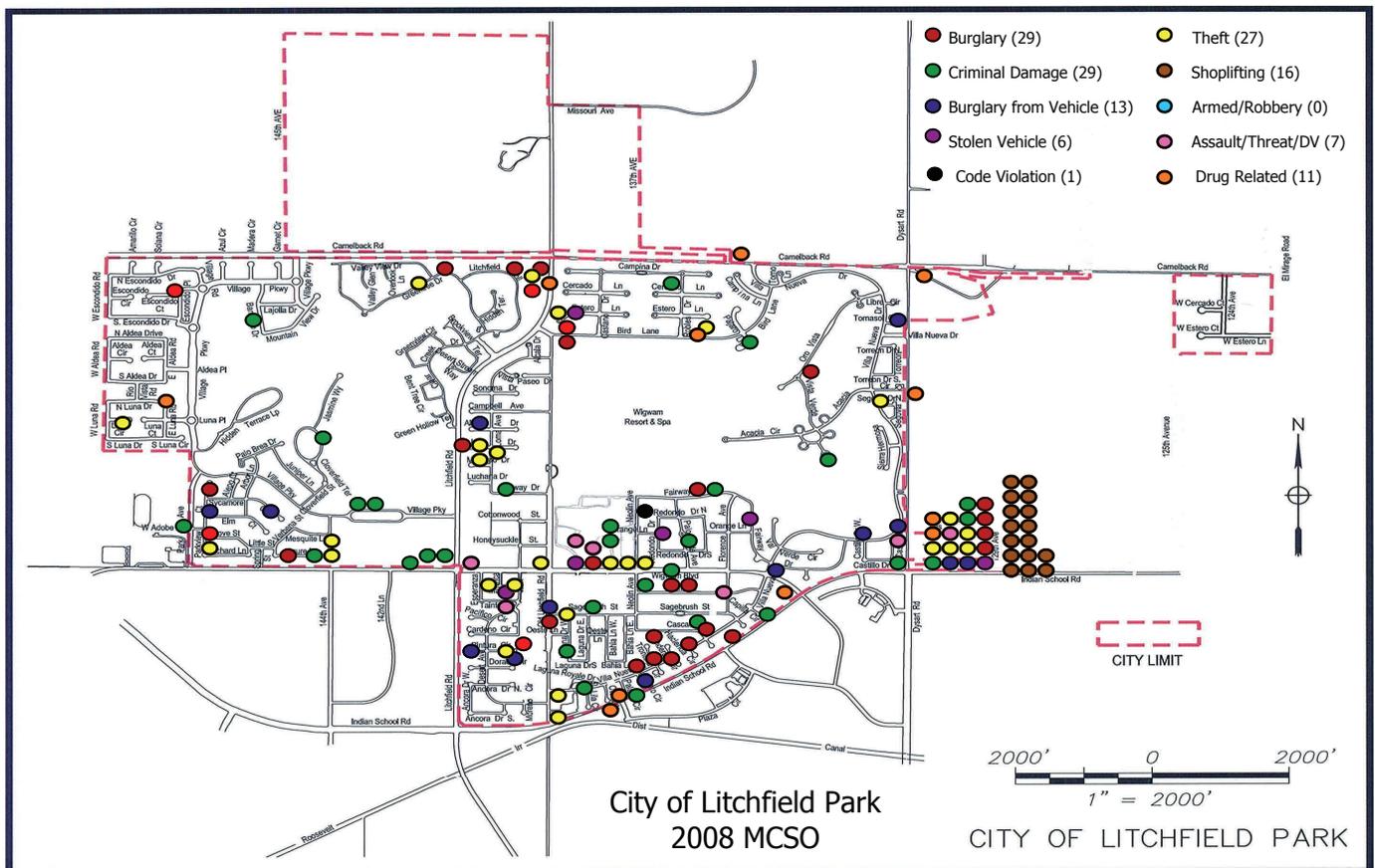
Through an Intergovernmental Agreement (IGA) with the Maricopa County Sheriff's Office (MCSO), law enforcement/public safety services are provided to the City of Litchfield Park by MCSO. In accordance with the Agreement — and in addition to the provision of basic police law enforcement services — MCSO also provides additional public safety services including: City Code violation enforcement; animal control issues; notification to City Staff of such occurrences as flooding/weather-related problems; malfunctioning streetlights; missing storm gates and other conditions which may pose a risk management or safety threat; and community crime prevention and awareness programs (e.g., Block Watch).

Pursuant to the IGA, MCSO staffing for Litchfield Park includes: one deputy for 24-hour coverage; one deputy for eight-hour coverage (shift times vary and are determined by the MCSP Captain and City Manager) a captain; a lieutenant; sergeants; detectives; dispatch

services; transportation deputy and, clerical personnel. Fiscal year 2009 charge for said services is \$627,895. The current contract, which is through June 30, 2010, allows for cost adjustments each fiscal year.



The Litchfield Park Posse — comprised of nearly 20 public service volunteers — offers support to MCSO and the City of Litchfield Park throughout the year. Utilizing a used patrol vehicle purchased by the City in 2005, the Posse provides an important community service, which includes patrolling of the City, traffic control to special events, and assistance to MCSO deputies when needed. The Posse purchased their own uniforms and some equipment. The City provides funds for radios and vehicle maintenance. The Posse is a very important and appreciated service to the City of Litchfield Park and its citizens.



City of Litchfield Park – 2008 Annual Report

Fire/Emergency Services

The Rural/Metro Fire Department opened its West Maricopa County fire station in 1962 to serve the residents of then unincorporated Litchfield Park and Maricopa County. For over 45 years, Rural/Metro firefighters have been providing emergency services to the residents of Litchfield Park from its fire station located in Litchfield Park. They have grown with the community and have been an active participant in community life.



The Rural/Metro fire station in Litchfield Park is home to two, 1,250 GPM fire trucks that carry 1,000 gallons of water each, two brush trucks, and one ambulance. The fire equipment is staffed by two, four-person paramedic crews, and is overseen by a chief officer. The ambulance is staffed with a two-person paramedic crew provided by Southwest Ambulance. A total of 25 firefighters work around the clock, year round, to provide fire and emergency medical protection to Litchfield Park.

In addition to providing emergency services, the Rural/Metro Fire Department provides fire prevention services including building and fire inspections, school talks, station and truck tours, and fire safety home inspections. Also, as part of the service to the community, the firefighters of the Rural/Metro Fire Department remove desert reptiles. Rural/Metro participates in a variety of events such as Halloween carnivals and Christmas parades.

BY THE NUMBERS

Month	EMS						FIRES		ALARMS		TOTALS			
	Cardiac Related	Difficulty Breathing	Other Medical	Trauma	Assaults	Fall Injuries	Motor Vehicles Accidents	Structure Fires	Other Fires	Fire Medical Alarms	Public Assists	Total LP Calls	Total Station 837 Calls	% Litchfield Park
JAN	3	8	7	4	0	2	6	1	1	3	2	37	239	15.48%
FEB	3	4	12	1	1	5	1	0	0	2	1	30	222	13.51%
MAR	0	2	9	0	1	2	3	0	2	0	5	24	172	13.95%
APR	3	2	16	4	2	5		0	0	3	5	40	241	16.60%
MAY	1	0	12	2	2	3	5	0	0	4	4	33	241	13.69%
JUN	1	2	19	5	0	5	6	0	2	4	4	48	260	18.46%
JUL	1	4	13	2	1	2	2	0	1	5	5	36	300	12.00%
AUG	4	3	18	1	0	4	1	0	0	1	2	34	294	11.56%
SEP	0	4	14	0	0	1	2	0	2	0	2	25	277	9.03%
OCT	3	2	9	3	0	0	5	0	1	0	5	28	237	11.81%
NOV	3	1	5	4	1	4	1	0	1	1	7	28	185	15.14%
DEC	4	5	7	2	0	0	1	0	0	8	6	33	246	13.41%
Totals	26	37	141	28	8	33	33	1	10	31	48	396	2914	13.59%