



CITY OF  
**MARICOPA**<sup>®</sup>  
PROUD HISTORY • PROSPEROUS FUTURE

*Strategies for Reaching  
our Prosperous Future*



**2011/2012 Annual Budget Book**





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Maricopa  
Arizona**

For the Fiscal Year Beginning

**July 1, 2010**

President

Executive Director



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# Introduction



## Connecting the Budget to the City Council Strategic Plan

This budget is designed to work in conjunction with annually adopted City Council Strategic Plan.

### **STRATEGIC PLAN**

As one of the primary guiding documents for the City, the Strategic Plan sets broad City Council priorities, provides specific direction for the immediate future of Maricopa and establishes a strong foundation upon which to build strategies that will guide future activities and the development of Maricopa. There are five key priority areas: Economic Sustainability, Quality of Life, Transportation, Public Safety and Quality Municipal Services. These areas address key City Council goals, objectives and activities. In the long term, investment in the strategic vision of the City requires resources. The Operating Budget provides some of those resources. With the Strategic Plan operating in conjunction with sound fiscal planning, the City is ensuring a prosperous future for Maricopa.

### **ECONOMIC SUSTAINABILITY**

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs and expanding companies by delivering high quality services, sites, and talent to local, regional, national and international businesses.

### **QUALITY OF LIFE**

To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.

### **TRANSPORTATION**

To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.

### **PUBLIC SAFETY**

To safeguard the City's state of well-being; by preventing harm to life, property and the environment and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.

### **QUALITY MUNICIPAL SERVICES**

offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.



## Budget Message

Honorable Mayor, members of the City Council and the community of Maricopa,

I respectfully present to you and the citizens of Maricopa the FY2012 Annual Budget. The budget presented here includes all funds of the City of Maricopa and represents months of hard work and difficult decisions by the Mayor and City Council, our employees and City management.

Although Maricopa is not exempt from the difficulties the current economic climate presents, this budget relies on an organizational realignment to improve efficiency and service, and save money. Solid financial planning has resulted in matching expenditures to expected revenues and repayments to both the operating and CIP reserves drawn down during the previous two fiscal years. Declining sales tax revenue has strained the City's ability to provide increasing services to citizens. Even though state shared revenues have increased to offset the sales tax decline, the future outlook does not indicate substantial revenue growth in this area. The budget strives to ensure the City's fiscal stability, while providing the essential services afforded to all Maricopa citizens. Continued weak economic conditions are the primary driver behind the FY 2011-12 budget. As has been the case for many municipalities during this economic downturn, Maricopa has been forced to balance the needs for City services with a diminished revenue base. During these hard economic times, the City has been working not only to balance the budget, but to also think beyond the current recession in order to position the City for future success.

Although the City continues to grow, it is at a rate much lower than has been seen since 2008. The weak economy continues to contribute to reduced sales tax collections at both state and local levels, considerable slowing of residential building permits and prolonged declines in development-related revenues. While some aspects of the local economy seem to be holding steady since last budget year, the City continues to estimate conservatively, as the growth and stability of the economy's future is unknown.

To balance the budget, cost-saving adjustments were enacted, reductions were carried out and reorganizations occurred. These cost-saving measures began during the FY 2008-09 budget year and will continue through this year and into the future, until economic conditions improve.

I present to you a budget that represents the tenets of the City Council Strategic Plan and is the fulfillment of a commitment not only to maintain current service levels but to improve offerings to the community.

Budget development occurred within the framework of the City Council Strategic Plan focus areas:

- **Economic Sustainability:** Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs and expanding companies by delivering high quality services, sites, and talent to local, regional, national and international businesses.
- **Quality of Life:** To provide residents with a safe and secure community that has the amenities and opportunities for all to enjoy while offering a high standard of living and quality of life.



- **Transportation:** To provide a safe and efficient transportation system to the citizens of Maricopa that facilitates the orderly and efficient movement of people, goods, and services.
- **Public Safety:** To safeguard the City's state of well-being; by preventing harm to life, property and the environment and ensuring the complete safety of our residents, businesses, and all who work in, visit, or travel through our community.
- **Quality Municipal Services:** offer highly effective, fiscally responsible, creative and open service to citizens that exceeds the expectations of the community.

## **BUDGET OVERVIEW**

- The Citywide total proposed budget for all funds is \$92,691,756, which is \$32,297,516 less than last year's budget, as amended at June 21, 2011, a 26% decrease. The major decrease in this budget relates to decreases in grant-funded expenditures, which decreased to \$20,636,223 from \$51,912,056 in FY2011. No expenditures occur from this fund without receipt of an equal amount of revenue. The contingency reserve is lower this year, decreasing from \$5,097,758 or 12.4% of the general fund budget in FY2011 to \$3,200,227 or 8.4% of the general fund budget in FY2012.
- The General Fund budget includes an overall decrease from last year's amended budget of \$41,379,091 to the currently proposed \$39,436,089. This represents a decrease of \$1,943,002. The General Fund budget includes the \$3,200,227 Contingency Fund, which decreased by \$1,897,531 from last year's contingency of \$5,097,758. There is a total request of \$7,823,200 of capital expenditures compared to \$8,337,251 from the FY2011 amended budget. This represents an increase of \$514,051 in capital expenditures.
- Carry forward fund balances are estimated at \$106,555,886 for all funds in the budget, including General Fund, Special Revenue Funds and Capital Projects Funds. Total resources available for all fund operations in FY2012 exceed \$158.2 million, which includes \$51.6 million for all fund projected revenues. This \$51.6 million of all fund projected revenues is largely comprised of \$20.6 million in projected grant revenue.

## **REVENUES**

- This budget will convey an operations level at a lower rate of growth than previous years. In FY2009, average single family residential permits were 133 per month. As of April 2011, the average single family residential permits were five per month. The average of single family residential permits of five per month was used as a baseline model for all revenue projections for FY2012 related to construction, including permit and engineering fees and construction sales taxes. This number comes from the Elliott D. Pollack studies and is based on historical data.
- Primary property tax assessments had an increase of \$191,784 in total assessments with property tax rates increasing from \$4.0168 to \$4.8105 per \$100 in assessed valuation. The valuation base has decreased due to overall valuations decreasing with individual home values declining due to economic conditions related to housing market adjustments.

Sales tax revenue has stabilized at about \$600,000 per month in projected tax revenues; however, construction sales tax is still declining.

- State shared revenues increased 138% due to the increase in population at the 2010 Census.

## REVENUE SUMMARY BY FUND TYPE

FUND TYPE	REVENUES AMENDED BUDGET FY11	REVENUES ESTIMATED ACTUAL FY11	REVENUES PROPOSED BUDGET FY12
General Fund	\$25,508,756	\$24,562,637	\$27,514,407
Special Revenue Funds	\$54,332,319	\$6,530,673	\$23,658,319
Capital Improvement Funds	\$2,468,650	\$579,315	\$447,295

## EXPENDITURES

Estimated expenditures are comprised of the same funds as revenues. The total budget for General Fund expenditures is \$41.2 million, which is composed of the following categories:

- \$18.3 million of personal services (salaries and related benefits)
- \$5.7 million of professional & technical services (contracted professional services and other contracted services)
- \$139 thousand in purchased property services (rental costs)
- \$3.1 million in other purchased services (utilities, repairs, maintenance, dues, phone, advertising, printing, postage, training, meals and mileage)
- \$1.1 million in supplies (office supplies, fuel/oil, books/periodicals, non-capital equipment)
- \$7.8 million of capital outlay (capital projects)
- \$1.76 million in debt service
- \$3.2 million in contingency reserve, or 8.4% of the General Fund budget

Expenditures were based on City Council Strategic Plan goals and objectives, current levels of personnel and program costs. General Fund allocations reflect these costs by division with the four highest costs as follows:

- Fire and Police represents the majority of allocations with \$19.3 million, or 46.7%, of the General Fund
- Engineering with \$2.9 million, or 7.2%
- Transportation with \$2.7 million, or 6.6%
- Parks, Recreation, and Libraries with \$2.2 million or 5.3%

There was a net increase of six personnel positions due to reorganization of job duties, elimination of some vacant positions and addition of positions mainly for public safety and economic development. Total budgeted positions for the City are 221.0 for FY2012. The allocations of personnel were similar to spending trends as follows:

- Fire and Police at 60%, or 133 positions total



- Development Services with 11.3%, or 25 positions, with eight of those positions outside the General Fund
- Finance/Administrative Services with 4.5%, or 10 positions
- Public Works - Streets with 3.6%, or 8 positions

Major highlights of the General Fund budget are as follows:

- Police Department budget increases due to additional personnel offset by some reductions in overtime
- Fire Department budget increases due to replacement of aging apparatus and equipment
- Reduced expenditures such as travel, conferences, memberships, dues and subscriptions in all departments
- Implementation of employees' dependent coverage benefit cost sharing
- No across-the-board salary increases, cuts, furloughs or layoffs, although some reclassification of positions were made to save money

#### **EXPENDITURES BY FUND TYPE**

<b>FUND TYPE</b>	<b>EXPENDITURES AMENDED BUDGET FY11</b>	<b>EXPENDITURES ESTIMATED ACTUAL FY11</b>	<b>EXPENDITURES PROPOSED BUDGET FY12</b>
General Fund	\$41,379,091	\$34,997,398	\$39,436,089
Special Revenue Funds	\$56,588,245	\$5,822,189	\$25,064,556
Capital Improvement Funds	\$27,021,936	\$1,978,927	\$26,463,265
Debt Service Fund	\$1,252,973	\$2,190,707	\$1,757,846

#### **BONDED INDEBTEDNESS**

In FY2010, the City issued its first general obligation bonds in the amount of \$20,000,000. These bonds were issued via the Greater Arizona Development Authority Infrastructure Revenue Bonds, Series 2010A. These bonds were issued as authorized in the November 2008 election for Parks, Recreation and Library uses. There is an additional voter approved bonding authorization of \$45.5 million that was also approved in the November 2008 election for Parks, Recreation and Library uses that may be utilized in the future, however current legal debt capacity is \$24.8 million due to declining property values in the community.

## **ACKNOWLEDGEMENTS**

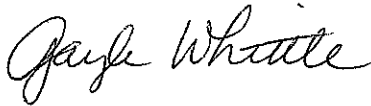
This budget reflects the hard work and cooperative efforts of both City Council and management staff to produce a budget that reflects the balance between the current economic realities and the desire to provide the best government possible during these current conditions for the citizens of Maricopa.

It is with great pleasure and purpose that we serve the citizens of Maricopa.

Respectfully submitted,



Brenda S. Fischer, ICMA-CM  
City Manager



Gayle Whittle, CPA  
Interim Director of Finance/Administrative Services



## Mayor and City Council



### Mayor Anthony Smith

Mayor Anthony Smith began his first term as Mayor in June 2008 and is now serving his second two year term. Smith, a seven-year resident of the City of Maricopa was selected as one of the original members of Maricopa's Planning and Zoning Commission; he served three years as a commissioner and one year as chairperson.

Mayor Smith plays a significant leadership role in various regional organizations. He is a board-member on the Greater Phoenix Economic Council (GPEC) and on the Central Arizona Regional Economic Development Foundation (CAREDF). As a Vice Chair of the Interstate 11 Can-Do Coalition, he is working to promote a more effective transportation linkage between Metro-Phoenix and Las Vegas.

Mayor Smith has had a diverse career with first-hand knowledge of the design and construction of building improvements, strategic planning and site development. His passion for Maricopa is portrayed by his commitment to the community and strong desire to move Maricopa to the next level of growth and prosperity.

Current Council Term: 2010-2012

Council assignments:

- GPEC – Greater Phoenix Economic Development Council
- Liaison to Indian Communities
- PCGA – Pinal County Governmental Alliance
- Pinal County District 3 Leaders Meeting



### Vice Mayor Edward Farrell

Vice Mayor Edward Farrell is a life-long resident of Maricopa and a fourth generation Farrell in Maricopa. He was the chairman of the Committee to Incorporate Maricopa, which successfully became Arizona's 88th municipality on October 15, 2003. Vice Mayor Farrell was chosen by the Pinal County Board of Supervisors to serve on the first City Council and then was elected by City Council members as Maricopa's founding Mayor.

Vice Mayor Farrell is a founding board member and chairman of the Pinal Partnership. He attended Arizona State University and is a partner in a local development company.

"One of my main goals through incorporation is to help establish a workforce for our community through industry, to help minimize commuting in and out of our city so that we will not become a bedroom community of the valley. It is also very important that we build on our education and recreational activities for our youth so that they can become active and bright young adults."

Current Council Term: 2010-2014

Council Assignments:

- CAAG - Central Arizona Association of Governments
- Hidden Valley Roadway Framework Study
- Pinal Partnership
- bqAZ - Building a Quality Arizona
- RTAC - Rural Transportation Advisory Council
- CANAMEX Corridor Coalition
- Transportation Advisory Committee
- Marketing and Communications Sub-Committee
- Committee Transition Task Force



## **Councilmember Marvin Brown**

Councilmember Marvin Brown was selected as one of the original members of the City's Merit Board. He stepped down from the board when he was elected to the City Council in May 2008. He is strongly committed to regional relationships and economic development.

Councilmember Brown most recently lived in Detroit, Michigan, where he held many leadership positions before moving to Maricopa in 2006: chairman of the board for the Detroit Non-Profit Housing Corporation, Michigan Unemployment Agency and Lafayette Park Kiwanis Club; president of the board for the Travelers Aide Society of Detroit; executive director of Urban Investments for Coman Corporation; and a board member for the Bank of Lansing.

In addition to his education in advanced urban studies at the University of Wisconsin, Councilmember Brown has a Building Certificate through the Michigan State Housing Development Authority and was a special housing consultant for the Anchorage Housing Authority in Alaska.

Current Council Term: 2008-2012

Council assignments:

- PCWAA - Pinal County Water Augmentation Authority
- Council Liaison to Indian Communities
- IDA - Industrial Development Authority
- Personnel and Benefits Sub-Committee
- PCGA - Pinal County Governmental Alliance
- Maricopa Flood Control District
- Santa Cruz Wash Regional Solution





## Councilmember Carl Diedrich

Councilmember Carl Diedrich has been a resident of Maricopa since 2004 and served as vice chairman of the Public Safety Advisory Committee prior to being elected to the City Council in May of 2008. In addition to his tenure on the Public Safety Advisory Committee, he served on the Maricopa Fire District Board of Governors. He was also a founding member of the MASH Anti-Drug Coalition.

Public service has always been important to Councilmember Diedrich and he is also active in the Chamber of Commerce as a business owner and member of the Chamber's Marketing Committee.

He attended Iowa State University in Ames, Iowa, and is continuing his education at the University of Phoenix, studying Public Administration to better understand how public governments operate.

Councilmember Diedrich believes civic procedures and a representative government are responsible for making sure the voice of residents are sought and heard. The decisions of City Council should reflect the will of Maricopans. Council members should listen and make decisions which will improve the overall quality of life.

Current Council Term: 2008-2012

Council assignments:

- Public Safety Advisory Committee
- Maricopa Unified School District
- Planning & Zoning Commission
- Budget, Finance and Operations Sub-Committee



## Councilmember Marquisha Griffin

Councilmember Marquisha Griffin was elected to the Maricopa City Council in March 2008. Prior to being elected as a Council member, she was on the Planning & Zoning Commission from 2005 to 2008 and was chairperson in 2008. Griffin has been active in community and public service. Her leadership is inspired by her strong belief that a more responsive government, greater citizen participation and empowered communities will improve the quality of life for all of Maricopa and create safer communities, a strong local economy and a brighter future for our children. She also believes that public officials should define their lives with fair, honest and effective leadership.

As a management assistant in the City of Mesa's Office of Economic Development, Councilmember Griffin has gained extensive insight in municipal government operations. During her internship for the United States Congress, she viewed government from a global perspective and committed herself to bringing back effective policies to improve Arizona. She understands that good government means transparency, accountability and communication. Councilmember Griffin received a Bachelor of Arts Degree in Political Science from Arizona State University and has completed a masters degree in Public Administration at Keller Graduate School of Management.

Councilmember Griffin was appointed by Governor Napolitano to serve on the Governor's African-American Advisory Council. In addition, she serves as the Regional Director to the National Black

Caucus of Local Elected Officials (NBC-LEO) for the National League of Cities (NLC) and the NLC's Youth, Families and Education committee.

Current Council Term: 2008-2012

Council assignments:

- Marketing and Communications Sub-Committee
- Parks, Recreation and Libraries Advisory Committee
- Maricopa Unified School District



## **Councilmember Julia Gusse**

Councilmember Julia Gusse was born and raised in East Los Angeles and served in the United States Air Force as a Cryptologic Technician/Morse Code Operator at the National Security Agency (NSA) of the United States. Prior to moving to Arizona in 2004, she was the program coordinator for a federally funded grant at a public university; California State University, Los Angeles.

In 2008, Councilmember Gusse was hired as the administrative assistant for the City of Maricopa's Planning Department and served as the secretary for the Planning and Zoning Commission prior to being laid off in June 2009. Since then she has received a Masters of Arts degree from the University of Arizona and is currently employed with one of the Maricopa Community Colleges. Councilmember Gusse is also the current Commander of the Maricopa American Legion Post #133.

Councilmember Gusse feels having worked for the City prior to her election to City Council gives her a unique perspective. She feels that she has gained extensive insight of municipal government and the inner workings of our city. Councilmember Gusse believes that it is the duty of City public officials to represent and be the voice of the entire community. Councilmember Gusse is determined to give a voice to our youngest residents and assist them in being healthy and productive Maricopans.

Current Council Term: 2010-2014

Council assignments:

- Personnel and Benefits Sub-Committee
- Animal Control Task Force
- Maricopa Flood Control District
- Santa Cruz Wash Regional Solution



## Councilmember Alan Marchione

Councilmember Alan Marchione was elected to the Maricopa City Council in May 2010, but prior to his service he was a member of Maricopa's Public Safety Advisory Committee. It was here he played a key role in helping to draft the City's graffiti ordinance.

Councilmember Marchione and his family moved to Maricopa in 2006, after he accepted a position with the Intel Corporation, where he is today working with his degree in electronic engineering technology. He believes that "no American is entitled to an American dream, but every American is entitled to the opportunity to pursue one," and that "public service is about putting your community before yourself. It should never be about obtaining a title, or recognition. It's about being the steward of the public trust; it's about doing the right thing when no one is looking; it's about being a part of something that is bigger than yourself."

Councilmember Marchione also believes that government should be fiscally responsible, as "we must always remember that it's on the backs, sweat, and hard work of citizens that government draws its purse. Government doesn't have, and has never had any of its own money; it only has our money."

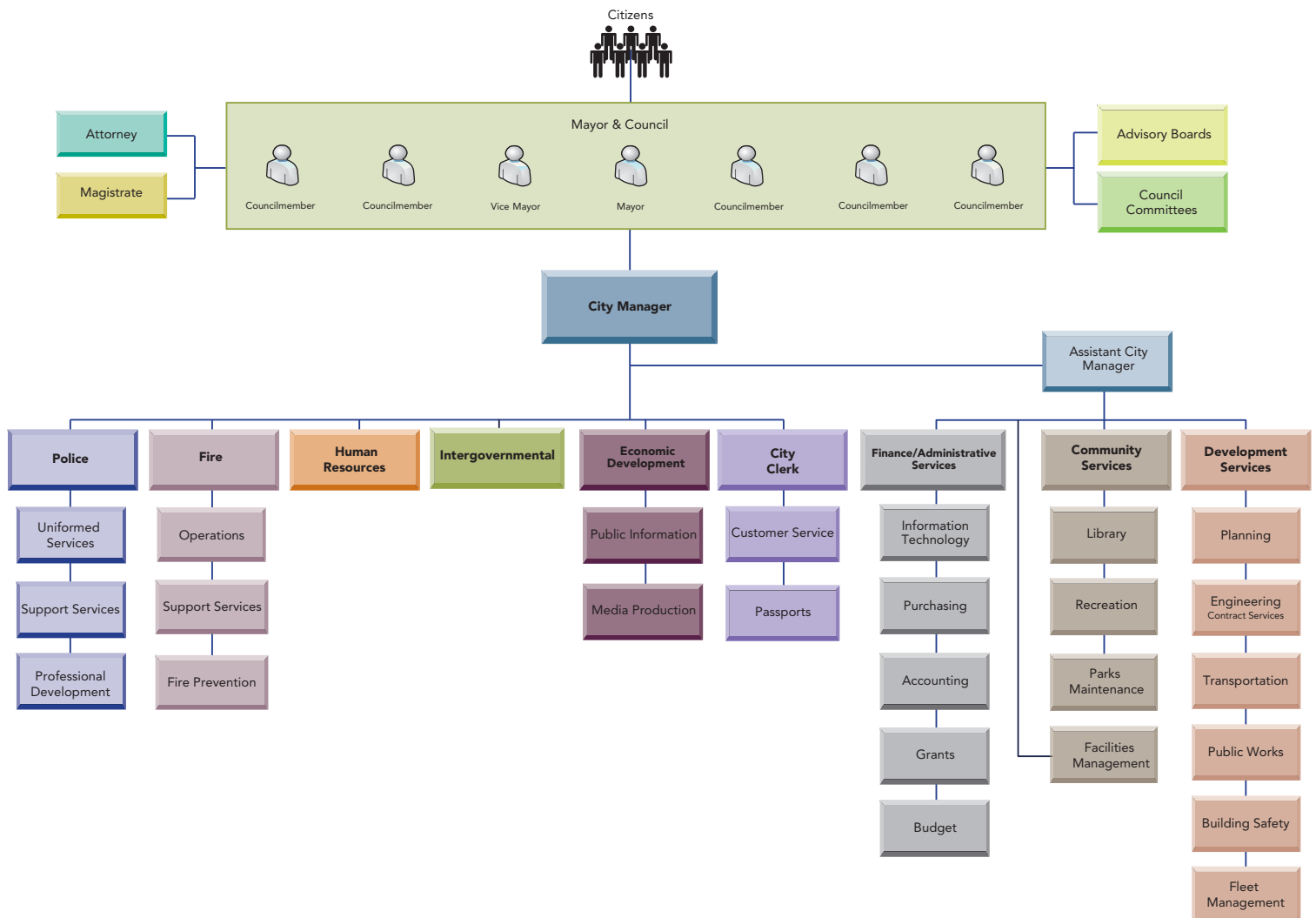
Current Council Term: 2010-2014

Council assignments:

- Maricopa Chamber of Commerce
- PM10/PM 2.5
- Pinal Partnership
- Budget, Finance and Operations Sub-Committee



# City Organization Chart





# Council Strategic Plan

## Mission

The City of Maricopa will be open, responsive and accountable while serving the public with integrity.

## Economic Sustainability

### OBJECTIVES AND ACTIVITIES

#### 1. Continue implementation of the City of Maricopa internal programs for Economic Development.

- a. Create a fully developed and appropriately equipped Economic Development Department to perform tasks needed to improve the local economy
- b. Appoint a full-time director of Economic Development
- c. Support the Maricopa Economic Development Alliance and its fundraising activities
- d. Provide significant participation in the establishment of an incubator for new businesses
- e. Continue and grow the business retention and expansion program

#### 2. Facilitate Maricopa's physical infrastructure development.

- a. Establish an annual summit with Electrical District #3
- b. Enhance economic development by entitling land for the purpose of new commercial and industrial development
- c. Support new industrial and commercial development
- d. Work with the Union Pacific Railroad to improve railroad connections serving the industrial and commercial needs of Maricopa
- e. Implement strategies for mitigating the community's flood plain issues
- f. Partner with Electrical District #3 to

pursue fundamental changes that will allow Maricopa to have more competitive rates and have more transparency in the rate-setting process

#### 3. Continue efforts to attract new and retain existing jobs and economic development projects.

- a. Attract new employers representing substantial numbers of new jobs
- b. Attract high wage employers to Maricopa
- c. Support workforce development training
- d. Attract a hospital to serve the health care needs of Maricopa's residents

## Quality of Life

### OBJECTIVES AND ACTIVITIES

#### 1. Connect with residents.

- a. Help people learn about and take pride in their community
- b. Make day-to-day local government interactions with residents efficient and enjoyable
- c. Provide a variety of means for the community to get information

#### 2. Continue implementation of the City's parks, trails and open space master plan.

- a. Initiate design concept for multi-generational/aquatic center and/or sports complex
- b. Purchase land for parks
- c. Cultivate partnerships to develop multi-generational/aquatic center

#### 3. Implement the strategies for capital improvement program.

- a. Continue to pursue the completion of the five-year capital improvement plan on time and within budget
- b. Create joint use facilities with strategic partners

- c. Effectively use bonding capacity
- 4. Build high-quality developments and public amenities.**
  - a. Continually update and improve the construction delivery method and construction regulations
  - b. Follow the guidelines and recommendations set forth in the Redevelopment District Plan
  - c. Initiate a redevelopment planning study for the Seven Ranches Special Planning Area as defined in the Maricopa General Plan
  - d. Maintain and improve relationships with public and private entities
  - e. Identify a development path that will bring us closer to economic sustainability
- 5. Create partnerships with community organizations and institutional interests.**
  - a. Support the organizations and initiatives that address the social services needs of Maricopa
  - b. Continue to work closely with local business organizations
  - c. Support local nonprofit organizations
  - d. Work directly with institutions interested in creating a center of higher education
- 6. Address environmental concerns.**
  - a. Implement sustainability initiatives
  - b. Gain Council approval of, and begin, Green Business Program to encourage businesses to operate in a more sustainable manner and track progress
  - c. Gain Council approval of, and begin, Green Building Program to encourage new commercial/mixed-use projects to incorporate sustainable building processes
  - d. Continue to stay out in front of, and maintain, a leadership role in air quality non-attainment issues including both PM10 and PM2.5
- e. Correctly write and file the recycling ordinance originally passed as Ordinance 07-03
- f. Complete initial analysis of options for addressing hazardous waste and recycling issues
- 7. Improve offerings for youth, education and families.**
  - a. Explore viability of youth council in support of youth, education and families
  - b. Implement high school intern program at City Hall
  - c. Hire a youth coordinator
  - d. Support youth through funding of viable, productive programs
  - e. Cooperate with educational institutions concerning the needs of youth on a community level (i.e. Maricopa Unified School District's 40 assets survey)
  - f. Create scholarship program for high school students pursuing higher education
  - g. Develop a comprehensive special events permitting process in cooperation with other City Departments

## Transportation

### *OBJECTIVES AND ACTIVITIES*

- 1. Enhance safety, mobility and connectivity of our regional and intra-regional transportation system.**
  - a. Work with regional partners to begin implementation of the Regionally Significant Routes for Safety and Mobility plan (RSRSM)
  - b. Work with the State Transportation Board, Maricopa Association of Governments, Pinal County, tribal communities and local government partners to acquire the funding necessary to implement the I-8/I-10 Hidden Valley Roadway Framework Study Findings including the Interstate 11 Environmental Impact Statement

**2. Enhance safety, mobility and connectivity of our intra-city transportation system.**

- a. Begin planning for, coordinating and designing the proposed Hiller Road corridor as determined in the Maricopa Regional Transportation Plan
- b. Implement arterial system improvements as determined in the Maricopa Regional Transportation Plan
- c. Ensure that an annual preventive maintenance program remains a priority to provide quality infrastructure to the traveling public and decrease lifecycle costs
- d. Continue dust proofing unpaved public right-of-ways as funding allows

**3. Work with the Union Pacific Railroad and other interests to improve safety and support Maricopa’s economic development efforts.**

- a. Initiate Major Investment Studies for the White and Parker and State Route 347 grade separation projects over the Union Pacific Railroad mainline
- b. Start negotiations for construction of rail connections that support economic development

**4. Develop an effective mass transit system to serve all Maricopa residents.**

- a. Establish a Maricopa Transit Center or Park and Ride facility that is able to facilitate passenger rail, regional bus and local circulator services
- b. Begin development of a local circulator bus system under the Section 5311 program and Dial-a-Ride service for the elderly and persons with disabilities under the Section 5310 program
- c. Support regional passenger rail connections to Maricopa and continue to coordinate with our regional partners on feasibility study efforts to support this effort
- d. Reach out beyond the existing political and jurisdictional boundaries that encompass the MaricopaXPRESS service to expand the destinations and time-frames currently offered

- e. Effectively market MaricopaXPRESS service utilizing the adopted marketing plan

**5. Continue development of a general aviation airport to serve Maricopa residents and businesses.**

- a. Obtain National Plan of Integrated Airport Systems (NPIAS) designation through the FAA
- b. Acquire property from the State Land Department or negotiate a long term lease for the property
- c. Acquire a Federal planning grant for airport development
- d. Complete an environmental clearance document
- e. Complete an airport site design
- f. Continue planning for a general aviation airport

## Public Safety

### OBJECTIVES AND ACTIVITIES

**1. Enhance service to the community.**

- a. Complete initial activities to achieve Police Department accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- b. Complete initial activities to achieve Fire Department accreditation through the Center for Public Safety Excellence
- c. Expand scope of Copa Cares program to include volunteer activities, victims services and community outreach
- d. Provide joint participation in community education activities, initiatives and events
- e. Implement a volunteer recognition program
- f. Establish a Community Emergency Response Team to aid emergency responders through civilian support
- g. Establish a Public Safety citizens academy

- h. Assess and make recommendations on provision of animal control services to meet resident demands
- i. Expand graffiti abatement and response activities
- j. Present recommendations for improved performance measures related to emergency response times
- k. Present recommendations for implementing the most modern and up-to-date model fire, property, health, sanitation, graffiti, parking and life safety codes and regulations for adoption by the City
- l. Increase the number of Fire and Life Safety education opportunities, such as Fire Pals for youth and Triad for seniors
- m. Continue to provide consistent and timely fire inspections, permitting and plan reviews as part of the Development Services One-Stop Shop

**2. Build and enhance effective regional relationships.**

- a. Continue participation in mutual and automatic aid agreements
- b. Expand collaborative partnerships to establish more opportunities for cooperation with Gila River Indian Community, Ak-Chin Indian Community, Casa Grande and Goodyear communities regarding Public Safety Services
- c. Continue discussions with Ak-Chin Indian Community regarding animal control services and automatic aid for Fire services
- d. Complete needs assessment and conceptual design for regional training facilities

**3. Address communications systems.**

- a. Purchase operable/interoperable equipment utilizing FY2011 Capital Improvement Plan funds to accomplish full transfer to 800MHz system
- b. Upgrade existing Emergency Operations Center
- c. Complete and present needs assess-

ment for construction of permanent Emergency Operations Center

- d. Deploy a Reverse 9-1-1 system for the City of Maricopa

**4. Enhance positive organizational culture.**

- a. Adopt public safety performance measures
- b. Enhance a positive leadership philosophy that supports a culture of teamwork and collaboration among Public Safety Personnel
- c. Establish a minimum of three areas for leadership and management training to build unity and respect among members and provide training opportunities accordingly
- d. Expand internal and external joint training activities
- e. Implement internal recognition programs

**5. Evaluate operational practices for cost-efficiency and effectiveness.**

- a. Complete cost/benefit analysis of dispatch services
- b. Complete cost/benefit analysis of animal control services and present recommendations (personnel, agreements, joint operations with Ak-Chin Indian Community, etc.)
- c. Present recommendations on enhancing graffiti abatement as well as prevention and implement programs accordingly (Expand graffiti volunteer team to address graffiti issue, graffiti-related ordinances, establishment of a graffiti-free zone and increasing Public Safety volunteerism)
- d. Publish a fleet replacement plan
- e. Publish a Fire services and facilities plan
- f. Evaluate and report on cost of non-emergency response programs
- g. Evaluate and make recommendations on staffing levels across all divisions in the Department (Code Compliance, Animal Control, Fire, Police)



- h. Evaluate and make recommendations on information management technology
- i. Evaluate and make recommendations on cost recovery options

## Quality Municipal Services

### OBJECTIVES AND ACTIVITIES

#### 1. Implement the City Council's policy direction and strategic plan.

- a. Regularly review, collect citizen input on and update the strategic plan
- b. Implement a trimester reporting method to demonstrate progress toward achieving strategic goals
- c. Gain City Council approval of a City of Maricopa community-growth policy
- d. Develop and implement a plan for sustainability that addresses all three aspects: economic, social and environmental

#### 2. Evaluate best opportunity to update General Plan

#### 3. Support and engage strategic partners.

- a. Identify possible partner agencies
- b. Establish rapport with possible partner agencies
- c. Create opportunities for win-win
- d. Evaluate effectiveness of relationships through surveys of our partners via third party
- e. Annually review list of partners to identify new partner agencies through City Council Marketing and Communications Sub-Committee
- f. Maintain relationships with businesses, governmental agencies, tribal communities, nonprofits and educational partners

#### 4. Ensure residents are informed about and satisfied with municipal services.

- a. Implement the Citizen Survey on a regular basis

- b. Fully implement the communications plan

#### 5. Create a positive organizational culture.

- a. Systematically establish a culture of teamwork among managers and staff
- b. Support the policy group by promoting teamwork and cooperation
- c. Establish a culture of professionalism
- d. Promote high levels of internal and external customer service



# Budgetary Policies

## Introduction

*The City of Maricopa, Arizona, budget policies set forth the basic framework for the fiscal management of the City. These policies were developed within the parameters established by applicable provisions of the Arizona Revised Statutes for local governments and the City of Maricopa Code. These policies are intended to assist the City Council and City staff in evaluating current activities and proposals for future programs. The policies are to be reviewed on an annual basis and modified to accommodate changing circumstances or conditions. The Annual Budget is, in itself, a policy document.*

## Annual Budget

1. The fiscal year of the City of Maricopa shall begin July 1 of each calendar year and will end on June 30 of the following calendar year. The fiscal year will also be established as the accounting and budget year.
  2. The City Manager, no later than June first of each year, shall prepare and submit to the City Clerk, the annual budget covering the next fiscal year, which shall contain the following information:
    - a. The City Manager's budget message shall outline the proposed policies for the next fiscal year with explanations of any major changes from the previous years in expenditures and any major changes of proposed policy and a statement regarding the financial condition of the City.
    - b. An estimate of all revenue from taxes and other sources, including the present tax structure rates and property evaluations for the ensuing year.
    - c. An itemized list of proposed expenditures for office, department, agency and projects for the budget year, as compared to actual expenditures of the last ended fiscal year, and estimated expenditures for the current year compared to adopted budget. Analysis will provide identification of long-term costs in expenditures versus one-time expenditures, for the purpose of long-term budgetary stabilization and sustainability.
  3. The City Manager's budget should assume, for each fund, revenues that are equal to, or exceed expenditures. The City Manager's budget message shall explain the reasons for any fund that reflects operating expenditures exceeding operating revenues.
  4. At least two public hearings shall be conducted before the City Council, allowing interested citizens to express their opinions concerning expenditures. The notice of hearing shall be published in the official newspaper of the City not less than 14 days before or more than 20 days before the hearing. (A.R.S. 42-17107)
  5. Following the public hearing, the City Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least three days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote. If the City Council fails to adopt the budget, the City shall continue to operate under the existing budget until such time as the City Council adopts a budget for the ensuing fiscal year.
  6. Upon final adoption, the budget shall be in effect for the budget year. Final adoption of the budget by the City Council shall constitute the official appropriations for the fiscal year. Under conditions which may arise, the City Council may amend or change the budget to provide for any additional expense.
- d. A description of all outstanding bonded indebtedness of the City.
  - e. A statement proposing capital expenditures deemed necessary during the next budget year including recommended provisions for financing and estimates of all future costs.
  - f. A list of capital projects which should be undertaken within the next five succeeding years.
  - g. A five-year financial plan for the General Fund.

7. The annual budget document shall be published in a format that satisfies all criteria established by the Government Finance Officers Association's Distinguished Budget Program. The final budget document shall be published no later than 90 days following the date of the budget's adoption by the City Council.

## Basis of Accounting and Budgeting

1. The City's finances shall be accounted for in accordance with generally accepted accounting principles as established by the Governmental Accounting Standards Board (GASB).
  - a. The accounts of the City are organized and operated on the basis of funds and account groups. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. Account groups are a reporting device to account for certain long-term assets and liabilities of the governmental funds not recorded directly in those funds. Governmental funds are used to account for the government's general government activities and include the General, Special Revenue and Capital Project funds.
  - b. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Substantially, all revenues are considered to be susceptible to accrual. Ad valorem, sales, franchise and state shared revenues recorded in the General Fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines and forfeitures and miscellaneous revenues (except earnings on investments) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measurable and available. Expenditures are recognized when the related fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which are recorded when due, and compensated absences, which are recorded when payable from currently available financial resources.
  - c. The City utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.
2. The City's annual budgets shall be prepared and adopted on a basis consistent with generally accepted accounting principles for all governmental funds except the capital project funds, which adopt project-length budgets. All annual appropriations lapse at fiscal year end. Under the City's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be re-appropriated and honored the subsequent fiscal year.
3. The issuance of Statement 34 by the GASB has influenced the creation and reporting of individual funds. GASB 34 essentially mandates dual accounting systems; one for government-wide (i.e. the government as a single entity) reporting and another for individual reporting. Under GASB 34 for individual funds, the City will continue utilizing the accounting and budgeting processes as described in paragraphs #1.

and #2. of this section. However, because GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting, extensive reconciliation must be performed to present aggregated fund information in the government-wide reporting model. Therefore, individual operating funds will be created with the objective of reducing fund to government-wide reconciliation as much as possible. When appropriate, individual funds will be examined as to whether it will be appropriate to account for them as proprietary fund types. Also, the City will limit the use of internal service funds and incorporate the financial transactions of those funds into other governmental funds.

## Budget Administration

1. All expenditures of the City shall be made in accordance with the adopted annual budget. The department level is the legal level of control enacted by the City Council. Budgetary control is maintained at the review of all requisitions of estimated purchase amounts prior to the release of purchase orders to vendors or cash disbursements.
2. The following represents the City's budget amendment policy delineating responsibility and authority for the amendment process. Transfers between expenditure line items in one department may occur with the approval of the Finance/Administrative Services Department and the City Manager when: (1) the transfer does not result in a net increase in the budget for that department, and (2) the transfer will not result in the expenditure of funds for a purpose that is not included the adopted budget. For example, a budgetary transfer may be approved that reallocates budgetary authority from Project A to Project B, when a department has realized budgetary savings on Project A and finds that Project B lacks sufficient budgetary authority to carryout the goals and objectives set by the City Council. Requests for such transfers will be initiated and recorded on forms provided

by the Finance/Administrative Services Department. Any budgetary transfer that: (1) proposes to spend monies for a purpose that is not included in the adopted budget, and/or (2) will result in an increase in a department's total budget must be approved by a majority vote of the members of the City Council at a public meeting.

## Financial Reporting

1. Following the conclusion of the fiscal year, the City's Finance/Administrative Services Department may prepare a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the GASB. The document shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program.
2. The CAFR shall show the status of the City's finances on the basis of generally accepted accounting principles (GAAP). The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases, this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt account group. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.
3. Included as part of the Comprehensive Annual Financial Report shall be the results of the annual audit prepared by independent, certified public accountants designated by the City Council.
4. The Finance/Administrative Services Director shall, within 60 sixty days following the conclusion of each calendar quarter, issue a report to the City Council reflecting the City's financial condition for that quarter. The quarterly report format shall be consistent with the format of the annual budget document.



## Revenues

1. To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source. Recognizing that sales tax can be a somewhat volatile, unpredictable source of revenue, the City will attempt to reduce its dependence on one-time sales tax revenue. Specifically, analysis will put a priority on identification of long-term trends in sales taxes versus one-time sales tax revenues, for the purpose of stabilization of sales tax revenue projections.
2. For every annual tax levy, the City shall receive from the county assessor the certified property values necessary to calculate the property tax levy limit by February 10 of each tax year. The City shall make the property values provided by the county assessor available for public inspection by February 15 of each tax year. The City shall make notification as to agreement or disagreement with the property tax levy limit to the Property Tax Oversight Commission by February 20 of each fiscal year. If deemed necessary on July 3 of each fiscal year, the City will submit information on involuntary tort judgments and appropriate documentation to the Property Tax Oversight Commission.
3. Since the City of Maricopa is subject to "Truth in Taxation" (when the proposed primary tax levy, excluding amounts that are attributable to new construction, will exceed the tax levy from the preceding tax year), the deadline for the adoption of the tentative budget will be required before June 30 of each fiscal year. The budget will be published once a week for two consecutive weeks prior to the July final adoption date. This publication will include time and place of the budget hearing and a statement indicating where the proposed budget may be examined. (This tentative adoption must be completed by state law on or before the third Monday in July of each fiscal year.)
4. The City of Maricopa will hold a public hearing on the budget and adopt a final budget by first City Council meeting in July of each fiscal year. (This must be completed by state law by the second Monday in August of each fiscal year.)
5. Since the City of Maricopa is subject to "Truth in Taxation," the "Truth in Taxation" notice must be published twice in a newspaper of general circulation in the City. The first publication shall be at least 14, but not more than 20 days, before the date of the hearing for the proposed levy. The second publication must be at least seven but not more than 10 days before the hearing. The hearing must be held at least 14 days before the adoption of the levy. The hearings for "Truth in Taxation," the adoption of the levy and the adoption of the final budget may be combined into one hearing. The "Truth in Taxation" hearing must be held before the adoption of the final proposed budget. (This only applies if the primary tax levy (net of construction) is greater than the amount levied by the City in the prior year.)
6. The City of Maricopa will adopt the property tax levy on or before the third Monday in August of each fiscal year. This tax levy should be adopted 14 days after the final adoption of the annual City of Maricopa Budget. A.R.S. 42-17151
7. The City of Maricopa will establish user charges and fees at a level that attempts to recover the full cost of providing the service.
  - a. User fees should identify the relative costs of serving different classes of customers.
  - b. The City will make every reasonable attempt to ensure accurate measurement of variables impacting taxes and fees (e.g. verification of business sales tax payments, etc.)
8. The City of Maricopa will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.
9. The City of Maricopa will consider market rates and charges levied by other public

and private organization for similar services in establishing tax rates, fees and charges.

10. When developing the annual budget, the City Manager shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. In consideration of the fluidity potential of actual revenues, the revenue projections for each fund should be made conservatively so that total actual fund revenues exceed budgeted projections.
11. The City of Maricopa will provide sustainability principles and guidelines for all government departments as a tool for behavior and decision making and to be promoted generally to the private sector and general public. These principles are generally related to sustainability as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

## Operating Expenditures

1. Operating expenditures shall be accounted, reported and budgeted for in the following major categories:
  - a. Operating, recurring expenditures
    - i. Personal Services
    - ii. Professional and Technical
    - iii. Purchased Property Services
    - iv. Other Purchased Services
    - v. Supplies
  - b. Operating, non-recurring expenditures
    - i. Capital Outlay
2. The annual budget shall appropriate sufficient funds for operating and recurring expenditures necessary to maintain the established quality and scope of City services.
3. Personal Services expenditures will reflect the staffing needed to provide established quality and scope of City services. To attract

and retain employees necessary for providing high-quality service, the City shall, at a minimum, maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries.

4. Supplies expenditures shall be sufficient for ensuring the optimal productivity of City employees.
5. Purchased Property Services expenditures shall be sufficient for addressing the deterioration of the City's capital assets. Purchased Property Services should be conducted to ensure a relatively stable level of expenditures for every budget year.
6. The City of Maricopa will regularly evaluate its agreements with private contractors to ensure the established levels of services are performed at the optimal productivity and sufficient levels for the City.
7. Capital equipment is defined as equipment that exceeds \$10,000 and has a useful life of greater than one year. Existing capital equipment shall be replaced when needed to ensure the optimal productivity of City employees.
8. Expenditures for additional capital equipment shall be made to enhance employee productivity, improve quality of services or expand scope of service.
9. To assist in controlling the growth of operating expenditures, operating departments within the General fund will submit their annual budgets to the City Manager with well defined goals and objectives directing spending within departments.

## Fund Balances

Policy on Stabilization Funds is developed to maintain the fund balance of the various operating funds at a level sufficient to protect the City's creditworthiness as well as its financial positions from unforeseeable emergencies, events and circumstances.

1. The City shall strive to maintain the General Fund undesignated fund balance at 10 per-

cent of current year budget expenditures. After completion of the annual audit, if the undesignated fund balance exceeds 10 percent, the excess may be specifically designated for subsequent year expenditures.

2. Fund Balance may be used for emergencies, non-recurring expenditures or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize fund balance.
3. The City shall strive to reserve 50% of the identified one-time revenues received each year. These funds may be used to fund one-time expenditures, such as capital projects, with consideration for on-going future costs.
4. The City shall maintain sufficient reserves in its debt service funds which shall equal or exceed the reserve fund balances required by bond indentures.

## Fund Transfers

1. With the exception noted below, there will be no operating transfers between funds. Any costs incurred by one fund to support the operations of another shall be charged directly to the fund. (For example, actual hours worked by General Fund employees for Grant Fund events.)
2. Fund transfers between funds may occur when surplus fund balances are used to support non-recurring capital expenditures or when needed to satisfy debt service obligations.

## Debt Expenditures

1. The City may issue debt when it is advantageous to the City to do so to fund capital projects that cannot be supported by current, annual revenues.
2. To minimize interest payments on issued debt, the City will exercise due diligence in maintaining a rapid debt retirement policy

by issuing debt with a maximum maturity target of fifteen years. Retirement of debt principal will be structured to ensure constant annual debt payments.

3. The City will attempt to attain minimum base bond ratings (prior to insurance) of A1 (Moody's Investors Service) and A+ (Standard & Poor's) on its general obligation debt.
4. When needed to minimize annual debt payments, the City will obtain insurance for new debt issues.

## Capital Project Expenditures

### *CAPITAL IMPROVEMENT PLAN (CIP)*

1. The CIP is a policy document that communicates timing and costs associated with constructing, staffing, maintaining and operating publicly financed facilities and improvements with a total cost over \$25,000. Capital expenditures that are less than \$25,000 are considered Operating Capital and are expended from the City's operating funds.
2. The CIP includes the short-term, defined herein as being the next five fiscal years, but also encompasses projects anticipated into the indefinite future.
3. All costs for the five-year plan are stated in current year dollars, with no adjustments for inflationary factors; as a result, actual construction costs may be higher due to inflation and changes in plans and circumstances.
4. The CIP is reviewed and updated annually, with a target date set in December of each year.
5. The CIP also serves as a foundation for the City's annual review of Development Fees and Operating Budgets to ensure that certain capital and operating costs are sufficiently recovered and budgeted.

### *CAPITAL IMPROVEMENT PROGRAM*

6. The Capital Improvements Program includes the first five years of the Capital Improvement Plan.

7. Projects included within the five-year program must have sound cost estimates, an identified site and verified financing sources, as well as confirmation that they can be staffed and maintained within budgetary constraints. Adherence to these requirements will ensure responsible planning and management of resources.
8. The identification of a project within the five-year program, however, does not guarantee construction. The initiation of any project requires other evaluations and approvals which must be completed for a project to advance to design and ultimately construction.

## The CIP Budget Process

The Capital Improvement Plan (CIP) and Program are reviewed and approved by the City Council annually. The final approval of the CIP is provided through the City Council which, once projects are initiated, will result in the commitment of financial resources and the construction of publicly owned, operated and maintained facilities.

It is beneficial to have the capital planning process completed prior to the annual budgeting process to ensure that sufficient capital and operating funding are included in the subsequent Annual Budget. The process, however, remains flexible regarding timing and inclusion of the information in the CIP, to take advantage of opportunities or respond to issues as they arise.

Reality is the determining factor that all projects must meet in order to be submitted for inclusion in the program. Submittals have to be credible, meet demonstrated needs and be sustainable for the capital improvements planning process to be successful.

Departments are responsible for preparing and submitting capital projects, which may include consultation with advisory committees, where appropriate. Departmental requests are to be realistic and cognizant of available sources of funding to construct improvements, as well as

the ability to afford to maintain and operate them when completed.

All projects, within the first two years of the program, need to meet the additional standard of having clearly available and approved sources of funding and allowances for maintenance and operating costs.

## Utility Capital Expenditures

1. The City will design utility rates sufficient for funding a depreciation reserve which will accumulate resources to replace or rehabilitate aging infrastructure which no longer can be serviced by regular maintenance. Attempts should be made to fund the reserve at a level approximate to annual depreciation of assets as reported in the City's annual Comprehensive Annual Financial Report.

## Long-Term Financial Plans

1. The City will adopt the annual budget in the context of a long-term financial plan for the General Fund. Financial plans for other funds may be developed as needed.
2. The General fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a five-year horizon. The assumptions will be evaluated each year as part of the budget development process.

## Budget Calendar

START DATE	ACTIVITY
February 7-14, 2011	Budget software training
February 22, 2011	Department Goals and Objectives and Budget Requests due
February 25-April 8, 2011	Budget, Finance and Operations Subcommittee Budget Review Review and Revise Budget Requests with Departments
May 6, 2011	Budget Retreat
May 17, 2011	Tentative Budget Adoption
May 24, 2011	Budget Publication first notice
May 31, 2011	Truth-in-Taxation first notice published, Budget Publication second notice
June 7, 2011	Truth-in-Taxation second notice published
June 7, 2011	CIP Adoption
June 14, 2011	Public Hearing on Final Budget – Council Adoption of Final Budget and Public Hearing on Tax Levy
June 14, 2011	Council adoption of Property Tax Levy





## City Profile

Maricopa is one of the fastest growing cities in the United States going from a population of 1,040 in the year 2000 to 43,482 in 2010. Maricopa became an incorporated city on October 15, 2003 making it Arizona's 88th city and is approximately 42 square miles in size. It offers residents and businesses the experience of a small-town, rural atmosphere that is within a short distance to two major metropolitan areas, Phoenix and Tucson.

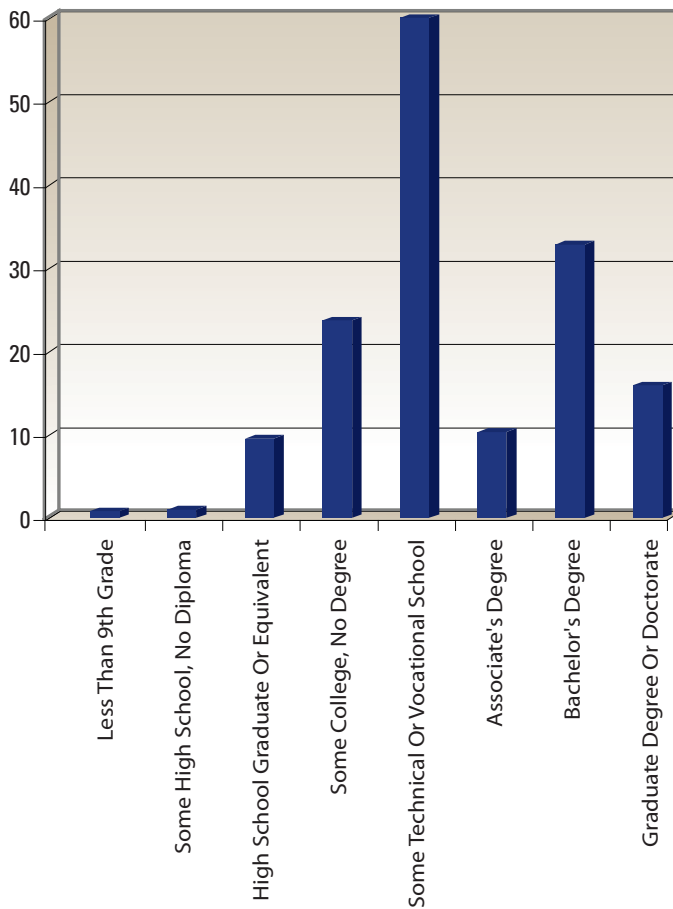
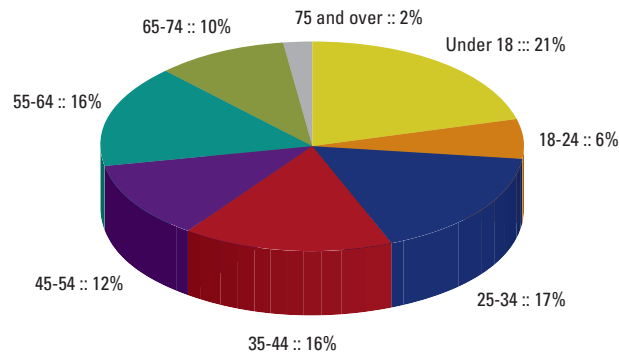


### POPULATION GROWTH SINCE INCORPORATION

FY	POPULATION	YEARLY GROWTH	GROWTH RATE SINCE INCORPORATION
2003-2004	5,088	-	-
2004-2005	5,814	14%	14%
2005-2006	10,087	73%	98%
2006-2007	26,661	164%	424%
2007-2008	33,336	25%	555%
2008-2009	38,794	16%	662%
2009-2010	41,309	6%	712%
2010-2011	43,482	5%	755%

## POPULATION AGE

Maricopa has a larger than average workforce-aged population, with 45% of the respondents to the City of Maricopa 2009 Labor Study between the ages of 25 and 54, compared to only 41% in Pinal County. A smaller number of people, under 18 years of age, more than offsets the additional people of retirement age. Despite the retirement concentration, Maricopa's workforce is larger than average.

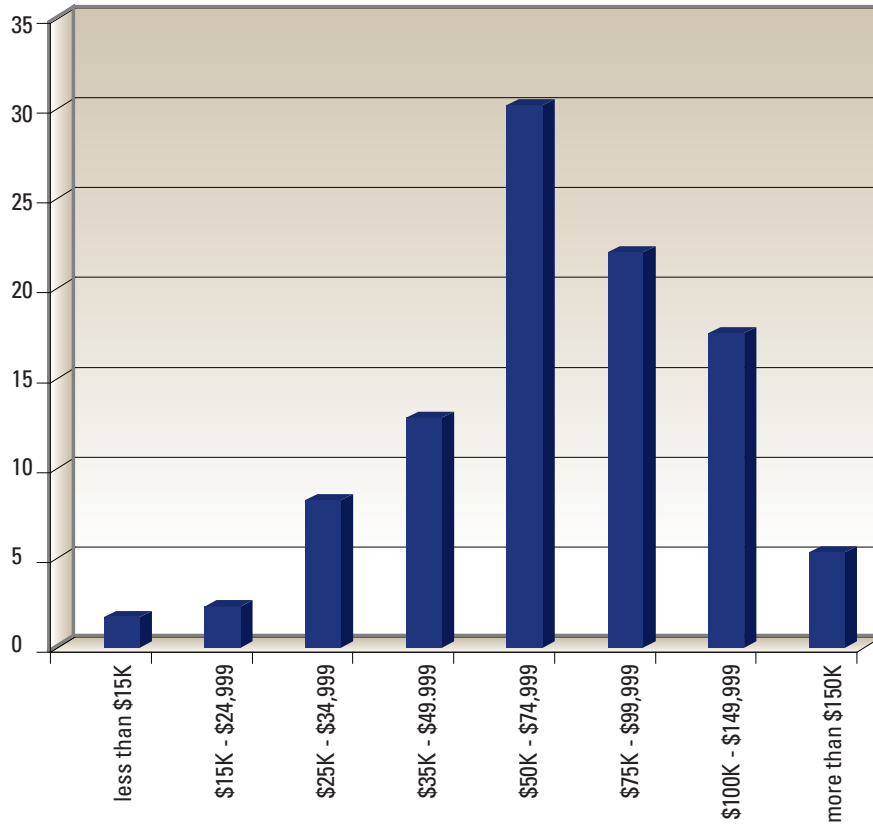


## EDUCATION LEVELS

A large majority of Maricopa adults have had at least some college education. Nearly 89% of respondents in the City's 2009 Labor Study Survey reported having at least some college education with 48.7% having a bachelor's or graduate degree. These results are quite comparable to the survey performed in 2008, lending credibility to the data above other sources.

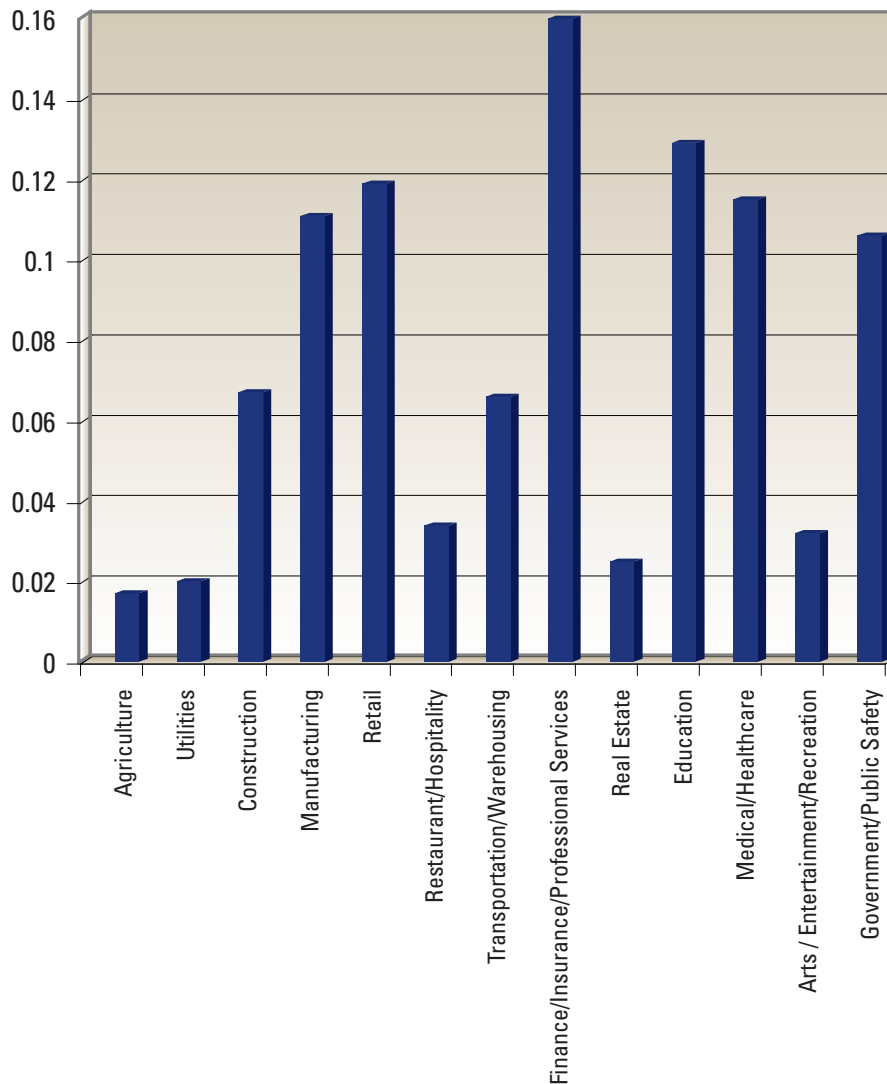
## HOUSEHOLD INCOME

Income and years of education are prime proxies to gauge skill level. Maricopa has relatively fewer employees earning less than \$35,000 but significantly more of its population earning over \$50,000 compared to the broader economic region. This proxy for skill set indicates Maricopa has a very skilled and abundant workforce.



## OCCUPATIONS

Compared to the Phoenix metro area as a whole, Maricopa has a much larger proportion of education and manufacturing employees and a much smaller proportion of retail and finance/professional services employees. Specific companies reported by respondents include Intel, General Dynamics, APS, Bank of America, Maricopa Unified School District, Wells Fargo, Avnet, Arizona State University, Southwest Airlines, City of Maricopa, State of Arizona, Countrywide Home Loans and Bashas'. This listing offers insight as to what areas these employees have experience in within the broader industry categories. Possibly the best example of this is within the manufacturing sector. Most of the companies reported are within high value-added manufacturing and high-technology companies. These companies hire engineers, scientists and other knowledge workers to produce goods. Additionally, the broad range of companies within each industry illustrates that the population is not dependent on one major employer.







# Budget Summary



The Maricopa City Council adopted the 2011/2012 budget of \$92,691,756 on June 17, 2011. Maricopa's budget is balanced with total resources (revenues and fund balance) equal to total expense appropriation within each fund, as well as in the aggregate. The following pages contain additional summary information including comparisons to previous fiscal years.

The Adopted Budget includes an operating budget of \$52,897,773, which includes a contingency of \$3,200,227, capital projects of \$38,036,137 and funding for debt service of \$1,757,846.



## Fund Descriptions

The financial operations of the City are organized into funds, each of which is a separate fiscal and accounting entity. Every revenue received or expenditure made by the City is accounted for through one of the funds listed below. Funds are classified as being governmental, fiduciary or proprietary. Different fund types are also found within each classification. The City does not currently have any fiduciary or proprietary funds

### **GOVERNMENTAL FUNDS**

Most City functions are financed through what are called governmental funds. The City has four types of governmental funds: the General Fund, Capital Projects Funds, Debt Service Fund and Special Revenue Funds.

**General Fund.** The General Fund is to account for all financial resources except those reported in another fund. The General Fund is the major operating fund of the City government and it accounts for the vast majority of City operations. The General Fund pays for police and fire protection, parks and recreation, community development and general City administration among other City functions. All other City funds are used to account for revenues which are restricted under federal, state or local law or generally accepted accounting principles.

**Capital Projects Funds.** These funds are used to account for and report financial resources that are restricted, committed or assigned to expenditure for capital outlays including the acquisition or replacement for capital assets including land, buildings, equipment and other improvements such as streets and roads.

**Development Impact Fee Funds.** Development Impact Fees are fees assessed to new construction to fund infrastructure improvements required due to new growth. These fees are accumulated to construct specific improvements or portions of specific improvements of the municipality.

**Parks Bond Fund.** This fund is used to account for the expenditure of bond proceeds for voter-approved projects.

**Debt Service Fund.** A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

**Special Revenue Funds.** Special Revenue Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditures for specified purposes other than debt service or capital projects.

**Grant Funds (Federal and State).** Most grants that are awarded to the City are required to be accounted for separately from all other City activities in separate funds. The grants budgeted are a combination of grants which have already been awarded to the City and/or grants which have been applied for and are pending notification of award.

**Highway User Revenue Fund (HURF).** The major revenues of this fund are provided by the City's share of state gasoline taxes. These revenues are restricted by the state constitution to be used solely for street and highway purposes.

**Local Road Maintenance Fund.** This fund accounts for revenue from developers to perform maintenance of roads associated with their developments.

**County Road Tax Fund.** This fund accounts for the City's share of the County ½ cent tax on fuel. These revenues are used to fund street and road maintenance projects.

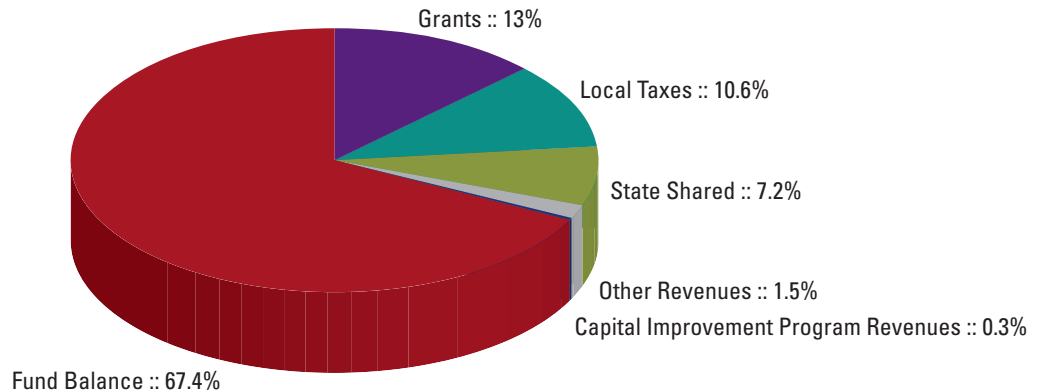
# Budget Summary

## WHERE THE MONEY COMES FROM

Total All Funding Sources \$158,175,907

Capital Improvement Program Revenues	\$447,295
Charges for Services	450,420 *
Fines & Forfeitures	805,200 *
Grants	20,636,223
Interest	215,000 *
State Shared	11,387,678
Licenses & Permits	521,000 *
Local Taxes	16,720,826
Miscellaneous	436,379 *
<b>Total Revenues</b>	<b>\$51,620,021</b>
Fund Balance	106,555,886
<b>Total All Funding Sources</b>	<b>\$158,175,907</b>

\*Listed in the Other Revenues Category in the chart

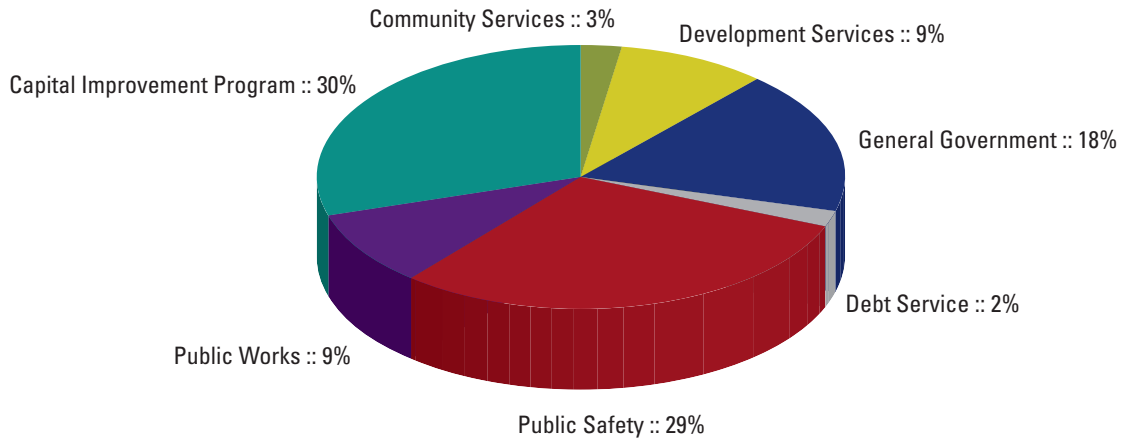


## Budget Summary continued

### WHERE THE MONEY GOES

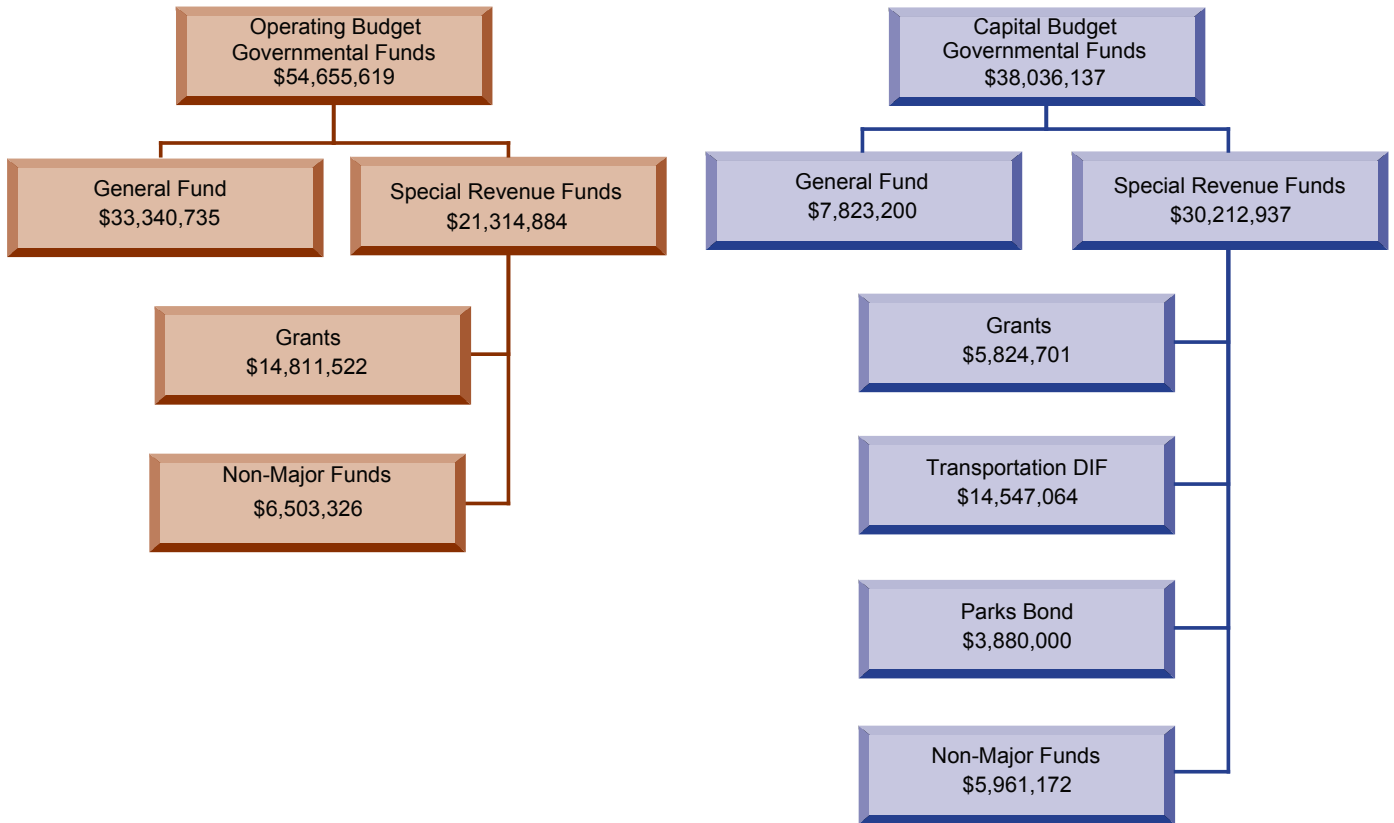
Total Budgeted Expenditures \$92,691,756

Community Services	\$2,446,225
Development Services	8,526,108
General Government	16,244,553
Debt Service	1,757,846
Public Safety	27,788,946
Public Works	8,464,814
Capital Improvement Program	27,463,264
	<b>\$92,691,756</b>



## Total Financial Program

### FY2012 TOTAL BUDGET \$92,691,756





## Total Financial Resources

FUND	AMENDED BUDGET FY11	FUND BALANCES FY12	ESTIMATED REVENUES FY12	TOTAL RESOURCES AVAILABLE FY12	PROPOSED BUDGET FY12
General Fund	\$41,379,091	\$57,041,023	\$27,514,407	\$84,555,430	\$39,436,089
HURF/Public Works - Streets	1,623,236	2,118,095	2,514,596	4,632,691	3,296,703
Road Maintenance	1,200,000	2,313,787	2,000	2,315,787	-
LTAf	331,704	315,612	500	316,112	101,630
Grants	51,833,305	857,553	20,636,223	21,493,776	20,636,223
County Road Tax	1,600,000	3,018,724	505,000	3,523,724	1,000,000
Debt Service	-	-	-	-	1,757,846
Parks DIF Funds	150,000	112,015	58,015	170,030	-
Library DIF Funds	50,000	780,702	6,760	787,462	-
Public Safety/Police/Fire DIF Funds	242,600	931,315	37,760	969,075	1,082,787
Gen Govt DIF Funds	3,000,000	5,726,196	11,900	5,738,096	-
Transportation DIF Funds	14,060,000	20,432,015	312,860	20,744,875	9,453,413
Parks Bond Fund	9,519,336	12,908,849	20,000	12,928,849	15,927,065
<b>Budget Summary Totals</b>	<b>\$124,989,272</b>	<b>\$106,555,886</b>	<b>\$51,620,021</b>	<b>\$158,175,907</b>	<b>\$92,691,756</b>

## FY2012 Budget Summary

### Summary by Revenue Source/Fund

REVENUE SOURCE	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
General Property Tax	\$7,864,629	\$9,221,110	\$11,278,686	\$11,214,844	\$11,750,826
Local Sales Tax	10,796,290	7,312,630	7,250,000	7,438,624	4,470,000
Franchise Fees	628,255	483,760	500,000	316,395	290,000
Business Licenses	46,826	49,353	50,000	50,154	45,000
Development Permits	820,114	699,187	1,105,100	270,756	186,000
Engineering Permits	206,575	147,667	116,600	89,720	109,050
State Shared Revenues	4,629,269	4,231,497	3,737,721	3,853,864	8,880,582
Public Safety Fees	426,086	118,962	211,734	154,711	305,200
Recreational Fees	276,343	265,120	419,915	219,053	341,370
Fines & Forfeitures	472,590	523,026	475,000	461,373	500,000
Investment Earnings	(149,119)	206,362	200,000	126,128	200,000
Other Miscellaneous	1,272,016	217,616	164,000	367,015	436,379
<b>Total General Fund</b>	<b>\$27,289,875</b>	<b>\$23,476,290</b>	<b>\$25,508,756</b>	<b>\$24,562,637</b>	<b>\$27,514,407</b>
HURF (Streets)	1,298,878	1,328,383	1,338,263	1,201,955	2,514,596
Road Maintenance	40,824	48,261	65,000	3,346	2,000
LTAf	193,276	142,733	2,000	31,996	500
Grants	2,456,214	1,051,833	51,912,056	4,167,619	20,636,223
County Road Tax	1,367,250	1,136,851	1,015,000	1,125,757	505,000
Voluntary Regional Trans.	1,188,496	30,123	-	-	-
Parks DIF Funds	82,613	84,052	131,960	5,475	58,015
Library DIF Funds	111,866	122,321	196,500	(3,233)	6,760
Public Safety/Police/Fire DIF	91,258	46,517	66,850	3,639	37,760
Gen Govt DIF Funds	309,925	205,930	314,280	4,090	11,900
Transportation DIF Funds	2,395,552	1,094,168	1,684,060	80,934	312,860
Parks Bond Fund	-	20,108,123	75,000	18,822	20,000
Debt Service Fund	-	-	-	469,588	-
<b>Total Special/DIF Funds</b>	<b>\$9,536,153</b>	<b>\$25,399,295</b>	<b>\$56,800,969</b>	<b>\$7,109,988</b>	<b>\$24,105,614</b>
<b>City Revenue Totals</b>	<b>\$36,826,027</b>	<b>\$48,875,585</b>	<b>\$82,309,725</b>	<b>\$31,672,625</b>	<b>\$51,620,021</b>

## FY2012 Budget Summary

### Major Fund Revenue and Expenditure Summary

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL FUNDS	TOTAL FUNDS
<b>Revenues</b>				
General Property Tax	\$11,750,826	\$ -	\$ -	\$11,750,826
Local Sales Tax	4,470,000	-	-	4,470,000
Franchise Fees	290,000	-	-	290,000
Business Licenses	45,000	-	-	45,000
Development Permits	186,000	-	-	186,000
Engineering Permits	109,050	-	-	109,050
Intergovernmental Revenues	8,880,582	23,143,319	500,000	32,523,901
Public Safety Fees	305,200	-	-	305,200
Recreational Fees	341,370	-	-	341,370
Fines & Forfeitures	500,000	-	-	500,000
Investment Earnings	200,000	10,000	66,000	276,000
Contributions	-	-	271,860	271,860
Other Miscellaneous	436,379	-	-	436,379
<b>Revenue Totals</b>	<b>\$27,514,407</b>	<b>\$23,153,319</b>	<b>\$837,860</b>	<b>\$51,505,586</b>
<b>Expenditures</b>				
Personal Services	\$18,301,907	\$2,198,002	\$ -	\$20,499,909
Professional and Technical	5,715,001	6,980,878	4,380,000	17,075,879
Purch. Property Services	139,228	101	-	139,329
Other Purchased Services	3,116,128	654,503	-	3,770,631
Supplies	1,140,399	6,378,869	-	7,519,268

## FY2012 Budget Summary

### Major Fund Revenue and Expenditure Summary continued

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL FUNDS	TOTAL FUNDS
Capital Outlay	7,823,200	7,720,573	12,547,064	28,090,837
Contingency	3,200,227	-	-	3,200,227
Debt Service	1,757,846	-	-	1,757,846
<b>Expenditure Totals</b>	<b>\$41,193,936</b>	<b>\$23,932,926</b>	<b>\$16,927,064</b>	<b>\$82,053,926</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>\$(13,679,529)</b>	<b>\$(779,607)</b>	<b>\$(16,089,204)</b>	<b>\$(30,548,340)</b>
<b>% Change</b>	<b>-24%</b>	<b>-26%</b>	<b>-44%</b>	<b>-32%</b>
<b>Fund Balance, July 1 2011</b>	<b>57,041,023</b>	<b>2,975,648</b>	<b>36,359,588</b>	<b>96,376,259</b>
<b>Fund Balance, June 30, 2012</b>	<b>\$43,361,494</b>	<b>\$2,196,041</b>	<b>\$20,270,384</b>	<b>\$65,827,919</b>



## FY2012 Budget Summary

### Expenditure Summary by Fund/Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
<b>General Fund</b>					
Personal Services	\$18,290,937	\$17,153,831	\$18,354,395	\$17,953,823	\$18,301,906
Professional and Technical	3,853,173	2,762,751	7,414,933	3,906,276	5,715,001
Purch. Property Services	176,956	119,452	118,400	108,209	139,228
Other Purchased Services	1,536,889	2,178,936	2,557,114	1,990,284	3,116,128
Supplies	935,848	950,990	1,175,347	1,054,717	1,140,399
Capital Outlay	6,315,660	2,426,629	8,337,251	7,793,382	7,823,200
Contingency	-	-	4,174,287	-	3,200,227
Debt Service	-	-	1,252,973	2,190,707	1,757,846
<b>General Fund Total</b>	<b>\$31,109,462</b>	<b>\$25,592,590</b>	<b>\$43,384,700</b>	<b>\$34,997,398</b>	<b>\$41,193,935</b>
<b>Other Funds</b>					
Personal Services	\$661,676	\$771,740	\$2,674,823	\$956,189	\$2,227,770
Professional and Technical	625,331	978,920	37,376,935	3,643,005	12,016,623
Purch. Property Services	556,576	147,653	1,200,101	3,185	101
Other Purchased Services	1,187,440	1,579,431	1,662,401	1,026,659	661,521
Supplies	220,387	153,535	6,428,188	193,851	6,378,869
Capital Outlay	7,331,016	8,212,110	32,262,124	1,978,227	30,212,937
<b>All Other Funds Total</b>	<b>\$10,582,426</b>	<b>\$11,843,389</b>	<b>\$81,604,572</b>	<b>\$7,801,116</b>	<b>\$51,497,821</b>



## FY2012 Budget Summary

### Expenditure Summary by Fund/Category continued

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
<b>Total City</b>					
Personal Services	\$18,952,613	\$17,925,571	\$21,029,218	\$18,910,012	\$20,529,676
Professional and Technical	4,478,503	3,741,671	44,791,868	7,549,281	17,731,624
Purch. Property Services	733,532	267,105	1,318,501	111,394	139,329
Other Purchased Services	2,724,330	3,758,367	4,219,515	3,016,943	3,777,649
Supplies	1,156,235	1,104,525	7,603,535	1,248,568	7,519,268
Capital Outlay	13,646,675	10,638,739	40,599,375	9,771,609	38,036,137
Contingency	-	-	4,174,287	-	3,200,227
Debt Service	-	-	1,252,973	2,190,707	1,757,846
<b>City Totals</b>	<b>\$41,691,889</b>	<b>\$37,435,979</b>	<b>\$124,989,272</b>	<b>\$42,798,514</b>	<b>\$92,691,756</b>



## FY2012 Budget Summary

### Summary by Department

EXPENDITURE/ DEPARTMENT	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Mayor & Council	\$360,046	\$294,638	\$353,136	\$328,162	\$801,057
City Attorney	629,690	651,204	645,000	673,159	660,000
City Magistrate	187,526	251,049	273,616	242,488	305,115
City Manager	783,636	1,034,517	1,033,684	1,000,137	547,670
Facilities Mgmt.	3,462,158	521,704	668,143	499,247	634,112
City Clerk	442,569	361,770	357,760	355,679	405,355
Human Resources	275,416	283,357	299,768	285,157	304,681
Economic Dev.	764,686	645,594	1,395,315	1,312,721	1,301,130
Finance/ Administrative Services	951,703	1,124,953	1,360,381	1,043,876	1,002,277
Information Tech.	699,655	609,339	704,936	695,945	796,988
Non-Departmental	1,382,380	1,613,712	10,685,609	6,294,222	4,380,368
Community Services Admin.	-	137,902	289,637	287,508	171,902
Library	307,065	361,729	393,456	387,128	463,039
Park Maintenance	-	304,762	763,615	468,221	636,414
Recreation	3,002,403	1,032,028	806,810	683,430	916,458
Dev. Services Admin.	-	342,908	308,004	295,346	271,572
Building Safety	1,157,438	589,999	541,350	594,748	609,838
Engineering	585,830	269,051	2,461,405	812,503	2,947,544
Fleet Management	-	312,571	366,580	347,302	106,764

## FY2012 Budget Summary

### Summary by Department continued

EXPENDITURE/ DEPARTMENT	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Planning	\$404,350	\$215,693	\$327,937	\$176,749	\$173,890
Public Works (HURF)	1,097,355	954,432	1,623,236	930,995	3,296,703
Transportation	870,115	713,004	3,021,766	1,221,462	2,725,704
Fire	7,900,065	7,535,110	8,557,844	8,260,537	11,391,052
Police	6,734,675	6,209,149	6,315,959	6,369,479	7,619,805
Code Compliance	208,060	176,848	200,016	171,485	263,355
Debt Service	-	-	1,252,973	2,190,707	1,757,846
Local Road Maint.	556,393	147,552	1,200,000	-	-
LTAf	66,678	211,988	331,704	247,763	101,630
Grants	976,232	1,631,159	51,850,557	3,810,497	20,636,223
County Road Tax	1,567,863	1,230,776	1,600,000	832,934	1,000,000
Voluntary Regional Trans.	1,483,466	-	-	-	-
Parks Bond Fund	-	7,049,540	9,519,336	84,830	3,880,000
Parks DIF	442,665	-	150,000	-	-
Library DIF	2,943,318	-	50,000	24,393	-
Public Safety DIF	-	27,241	242,600	437	927,278
Gen. Govt. DIF	-	61,897	3,000,000	583,105	-
Transportation DIF	1,448,456	528,804	12,037,139	904,075	2,500,000
Police Impact Fee Fund	-	-	-	-	155,509
Gen. Govt. DIF #2	-	-	-	-	6,953,413
Transportation DIF #2	-	-	-	382,087	12,047,064
<b>Totals</b>	<b>\$41,691,889</b>	<b>\$37,435,979</b>	<b>\$124,989,272</b>	<b>\$42,798,514</b>	<b>\$92,691,756</b>

## FY2012 Budget Summary

### Authorized Positions by Department

DEPARTMENT TOTALS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Mayor & Council	7.0	7.0	7.0	7.0	8.0
City Attorney	-	-	-	-	-
City Magistrate	4.5	4.5	4.5	4.5	5.5
City Manager	6.5	8.5	5.5	5.5	4.0
Facilities Mgmt.	2.0	2.0	2.5	2.5	2.5
Human Resources	3.0	3.0	3.0	3.0	3.0
City Clerk	6.0	5.0	5.0	5.0	5.0
Economic Dev.	1.0	1.0	3.0	3.0	5.0
Finance/Administrative Services	9.5	10.5	10.5	10.5	10.0
Information Tech.	6.0	4.0	4.0	4.0	4.0
Police	67.5	65.0	62.0	62.0	67.0
Code Compliance	1.0	1.0	1.0	1.0	2.0
Fire	66.5	66.0	63.0	63.0	64.0
Community Services Admin.	-	2.0	2.0	2.0	2.0
Library	4.0	7.0	7.0	7.0	8.0
Park Maintenance	-	2.0	3.0	3.0	3.0
Recreation	7.0	4.0	3.0	3.0	3.0
Dev. Services Admin.	-	4.0	3.0	3.0	3.0
Building Safety	14.0	7.0	7.0	7.0	7.0
Engineering	4.0	3.0	3.0	3.0	2.0
Fleet Management	-	1.0	1.0	1.0	1.0
Planning	5.0	3.0	3.0	3.0	2.0
Public Works (HURF)	8.0	8.0	8.0	8.0	8.0
Transportation	2.0	2.0	4.0	4.0	2.0
Non-Departmental	-	-	-	-	-
<b>Departmental Totals</b>	<b>224.5</b>	<b>220.5</b>	<b>215.0</b>	<b>215.0</b>	<b>221.0</b>

## FY2012 Budget Summary

### Capital Improvement Program Summary

FUND	
<b>HURF Fund</b>	
10 Yard Dump Truck	\$90,000
Air Vacuum Sweeper	200,000
Backhoe	90,000
Road Broom	30,000
Total HURF Fund	\$410,000
<b>County Road Tax</b>	
Street Maintenance	\$1,000,000
Total County Road Tax	\$1,000,000
<b>Parks Development Fund</b>	
Pacana Park Improvements	\$180,000
Total Parks Development Fund	\$180,000
<b>Parks Bond Fund</b>	
Recreation/Aquatic Center	\$2,380,000
Regional Park/Sports Complex	1,500,000
Total Parks Bond Fund	\$3,880,000
<b>Police Development Fund</b>	
Police Vehicles	\$280,000
Police Laptop Computer Replacement	75,000
Police Ratio End User Equipment	336,200
City Complex	746,587
Total Police Development Fund	\$1,437,787

## FY2012 Budget Summary

### Capital Improvement Program Summary continued

FUND	
<b>Fire Development Fund</b>	
Fire Engine Replacement	\$780,000
Fire Station #575	2,700,000
Fire Radio End User Equipment	34,926
Total Fire Development Fund	\$3,514,926
<b>General Govt. Development Fund</b>	
City Hall Roof Repair	\$60,000
City Complex	6,953,413
Windows & Office Upgrade	52,740
Economic Development Projects	400,000
Santa Cruz Wash Flood Control CFD	2,250,000
Total General Govt. Development Fund	\$9,716,153
<b>Transportation Development Fund</b>	
MCG Highway Interim Improvements	\$3,300,000
Honeycutt Road from SR347 to MCG Highway	1,500,000
Honeycutt Road at Seven Ranch (South)	3,500,000
White/Parker - at City Property Frontage East 1/2	1,500,000
Bowlin Road Half Street Improvements	2,000,000
Signal at Honeycutt/Glennwilde	350,000
Public Works Fleet Maintenance Yard/Equipment	2,490,000
Quiet Zone Study	50,000
Amtrak Station Relocation	1,500,000
UPRR Grade Separation Study/Design	450,000
CLOMR/LOMR Downtown Area	500,000
Total Transportation Development Fund	\$17,140,000
<b>Totals</b>	<b>\$37,278,866</b>



## FY2012 Budget Summary

### Debt Limitations

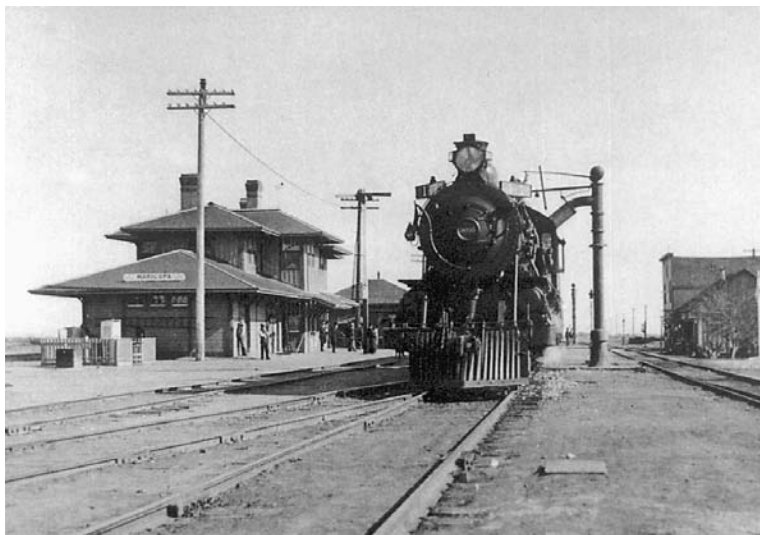
TAX YEAR 2011 SECONDARY ASSESSED VALUE	\$220,239,658 *
(1) Debt Limit 6% of assessed value	\$13,214,379
Bonds Outstanding at June 30, 2011	0
Excess available at June 30, 2011	\$13,214,379
(2) Debt Limit 20% of assessed value	\$44,047,932
Bonds Outstanding at June 30, 2011	19,270,000 **
Excess available at June 30, 2011	\$24,777,932
<b>Total Bonding Capacity</b>	<b>\$37,992,311</b>

\*Estimate

\*\*Reflects reduction of July 1, 2011, principal payments

(1)The Arizona Constitution states that, for general municipal purposes, a municipality cannot incur a debt exceeding 6% of the assessed valuation of taxable property.

(2)Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for supplying such services as water, artificial light, sewers and for the acquisition and development of land for open space preserves, parks, playground and recreational facilities.



## FY2012 Budget Summary

### Debt Service Schedule

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2012	\$750,000	\$1,020,546	\$1,770,546
2013	775,000	998,046	1,773,046
2014	800,000	974,796	1,774,796
2015	820,000	950,796	1,770,796
2016	840,000	921,301	1,761,301
2017	865,000	886,735	1,751,735
2018	890,000	848,978	1,738,978
2019	915,000	806,222	1,721,222
2020	945,000	760,436	1,705,436
2021	980,000	711,258	1,691,258
2022	1,015,000	654,379	1,669,379
2023	1,055,000	595,468	1,650,468
2024	1,095,000	534,236	1,629,236
2025	1,135,000	470,682	1,605,682
2026	1,175,000	404,807	1,579,807
2027	1,225,000	330,370	1,555,370
2028	1,275,000	252,767	1,527,767
2029	1,330,000	171,995	1,501,995
2030	1,385,000	87,740	1,472,740
<b>Totals</b>	<b>\$19,270,000</b>	<b>\$12,381,557</b>	<b>\$31,651,557</b>

# Revenue Summary



The following section contains information about the City's revenue sources including summary information and comparisons to previous fiscal years.

There are a variety of funding sources available for local governments within the state of Arizona. Therefore, in the following pages is an explanation of these revenue sources available from the federal and state governments as well as the revenues which can be raised by the local government itself.

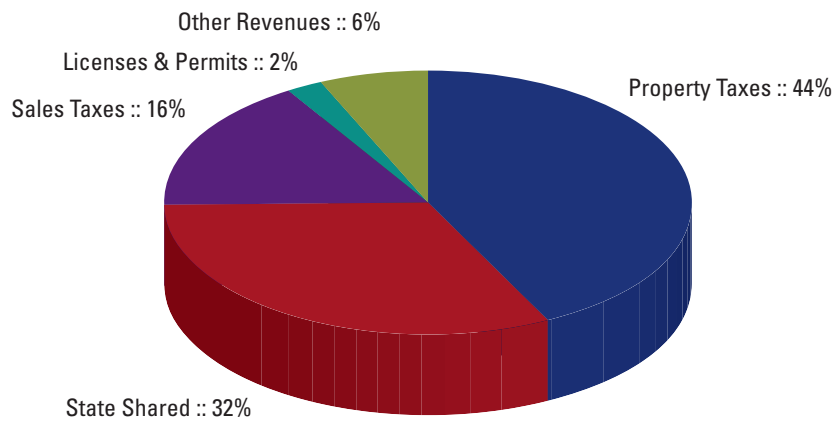


## Revenue Summary General Fund

The General Fund, being the largest fund, is comprised of such general fund revenue sources as taxes, fines, licenses and fees. Total General Fund revenues for Fiscal Year 2012 are projected at \$27,514,407. The main components are:

### General Fund Revenues

Property Taxes	\$11,750,826
State Shared	8,880,582
Sales Taxes	4,470,000
Licenses & Permits	630,050
Other Revenues	1,782,949
<b>Total</b>	<b>\$27,514,407</b>



## Property Taxes

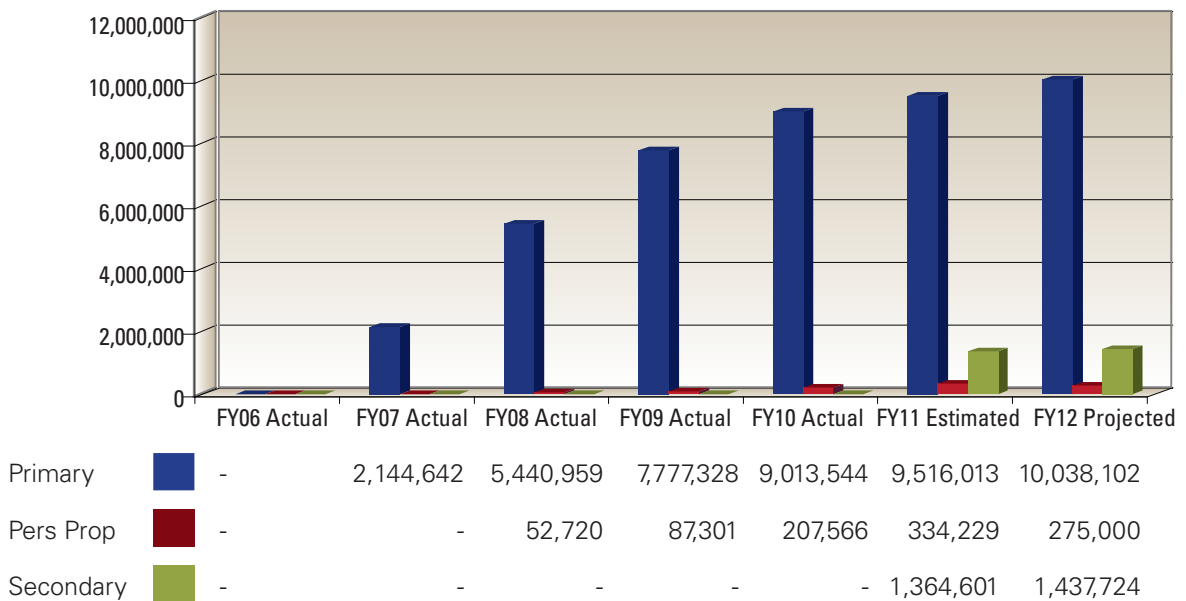
The property tax has been a traditional means of financing city and town services. While the importance of the property tax has been decreasing in recent years due to the increased revenues from sales taxes, it still is an important source of local revenue for many Arizona cities and towns. The property has also been one of the most stable sources of revenue, because it is not subject to the same fluctuations sometimes experienced with excise taxes.

Beginning with the 1980 tax year, property tax levies were divided into a primary property tax levy and a secondary tax levy. A secondary property tax may only be levied to pay the principal and interest charges on bonds. The primary property tax levy is for all other public purposes. There are no limits on the amount of secondary, while there are strict limits placed on the primary property tax.

In November 2006, Maricopa voters approved a primary property tax for the benefit of the public safety function, and in November 2008 approved a secondary property tax when voters authorized the City to sell bonds for parks and recreation projects.

Fiscal Year 2012 estimates for primary property tax were provided by Pinal County Assessor's Office.

### PROPERTY TAXES



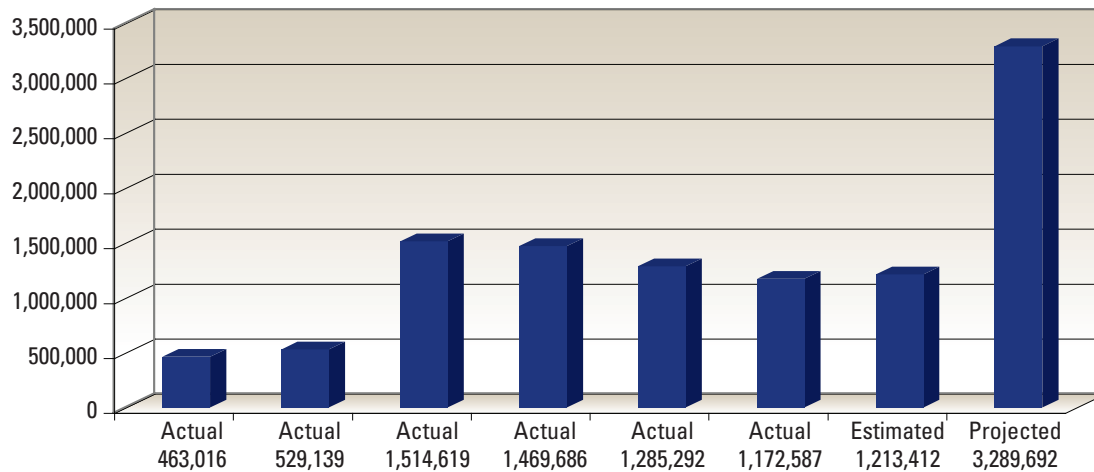
## State Shared Revenues

Cities and towns in Arizona are fortunate to be involved in a fairly progressive state shared revenue program which passes funding through to Arizona municipalities from four state revenue sources. Since the shared revenues are based on population, the FY12 estimates provided to the City were based on the official 2010 Census data. The City has grown rapidly since its incorporation and population figures were estimated before the 2010 Census. The City's share of these revenues has increased for FY12 due to the increase in population base. The following are sources of state shared revenues that are deposited to the General Fund.

**State Transaction Privilege Tax (sales tax).** The current rate of the state sales tax increased to 6.6% from a previous rate of 5.6%. This increase became effective June 1, 2010 and is due to expire on May 31, 2013. Although a portion of the 5.6% collection total is distributed to cities and towns, the additional 1% remains as revenue to the state, with none of it distributed to the cities and towns. The distribution calculation for the 5.6% is based on the relation of the municipality's population to the total population of all incorporated cities and towns in the state, according to the decennial census. The state sales tax shows an increase from prior years' collections and this is due to the increase in the City's population. This revenue may be expended for any municipal public purpose and is distributed on a monthly basis.

Fiscal Year 2012 estimates were provided by the State of Arizona.

### *STATE TRANSACTION PRIVILEGE TAX (SALES TAX)*

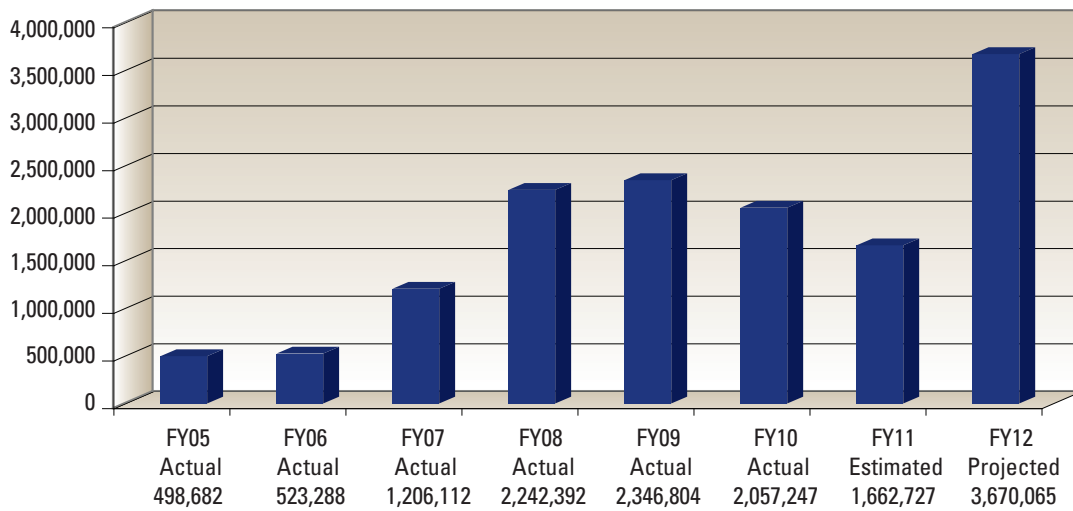




**State Income Tax.** A 1972 citizens' initiative gave the cities and towns a 15% share of the state income tax in return for the cities and towns not charging a local income tax in their jurisdictions. This source of money is commonly referred to as Urban Revenue Sharing and is distributed with the same formula used for state sales tax. The annual amount of urban revenue sharing money distributed is based on income tax collections from two years prior to the fiscal year in which the city receives these funds. Even though the income tax collections statewide are down from previous years, the City's portion shows an increase from prior years' collections due to the increase in the City's population. This revenue must be expended for a municipal public purpose and is distributed monthly.

Fiscal Year 2012 estimates were provided by the State of Arizona.

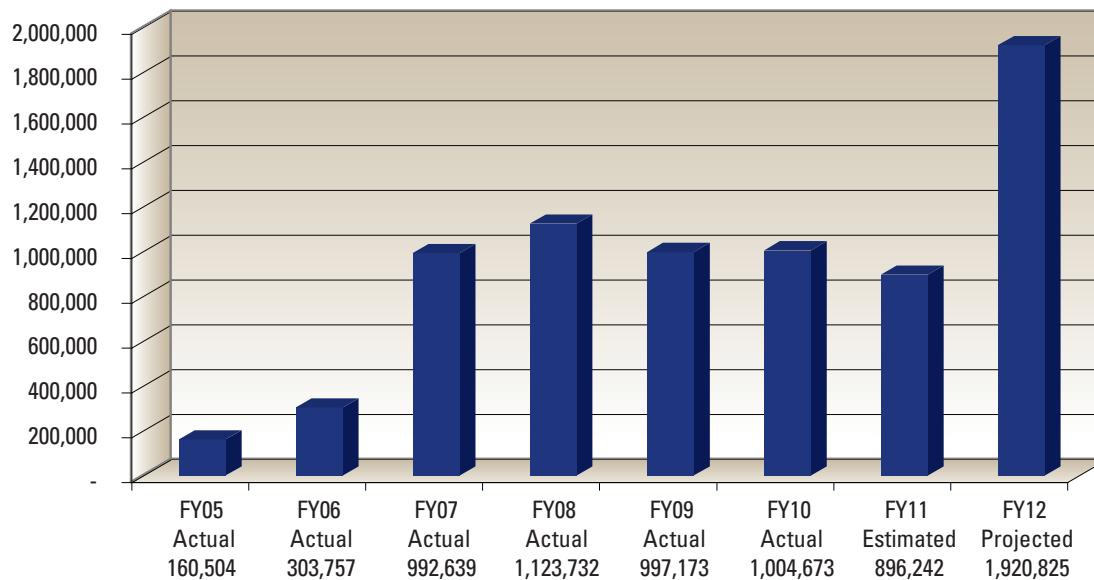
**STATE INCOME TAX**



**Vehicle License Tax.** Approximately 20% of the revenues collected for the licensing of motor vehicles are distributed to incorporated cities and towns. (Thirty-eight percent of the total revenues from this source are distributed to the highway user revenue fund (HURF) and four percent to the state highway fund.) A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended on a public purpose.

Fiscal Year 2012 estimates were based on trends from the last few years with adjustments for current economic conditions.

### VEHICLE LICENSE TAX



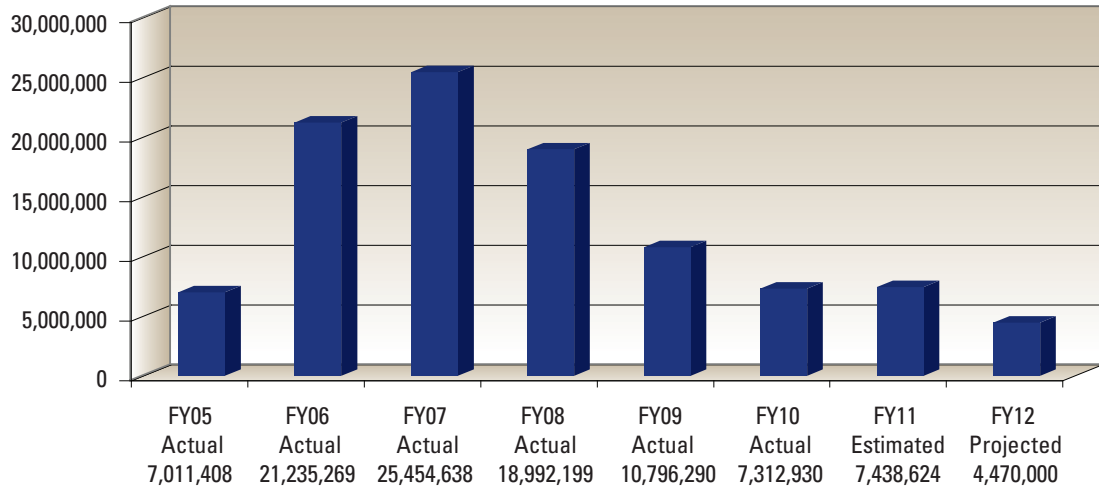
## Local Revenues

**Transaction Privilege (Sales) Tax.** The transaction privilege (sales) tax is obtained on the sale of goods and various business activities. Economic activity, especially in the area of construction and retail sales, has a direct effect on collections and collections have declined significantly in the last few years due to the economic slowdown and sharply reduced construction activity. This revenue may be expended for any municipal public purpose.

**Use Tax.** Another revenue source which is being used more in recent years is the use tax. Essentially, a use tax is an excise tax on the use or consumption of tangible personal property that is purchased without payment of a municipal tax to any city or town.

Fiscal Year 2012 estimates for local sales tax were based on construction sales tax at a rate of five homes per month of construction production and annual trend estimates for retail/other sales tax.

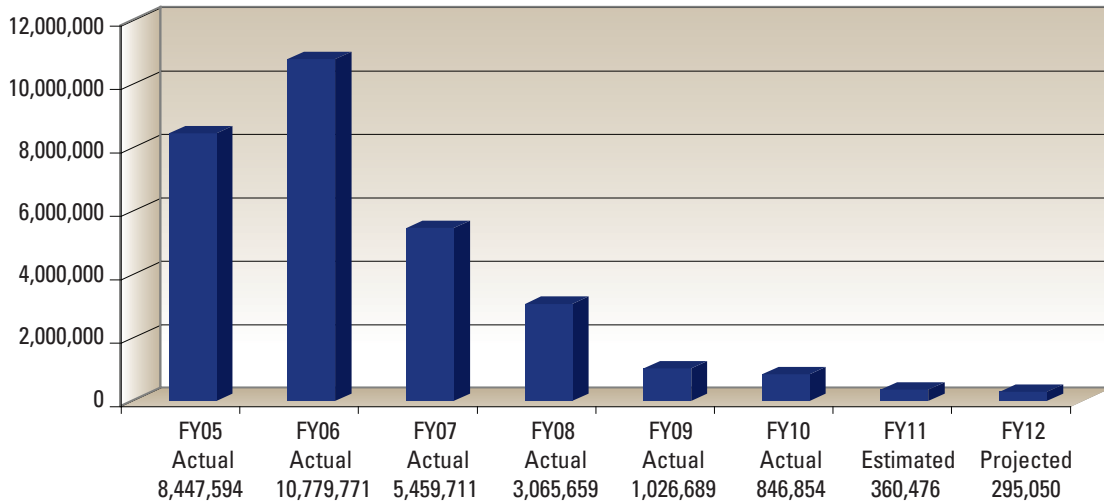
### LOCAL TRANSACTION PRIVILEGE (SALES) TAX



**Permit Fees.** Revenues from this source include the fees collected from building permits, zoning permits and a variety of other programs. Residential and commercial permitting fees have had a drop off given recent economic conditions in the real estate market.

Fiscal Year 2012 revenue estimates for permit activities were based on five homes per month level estimate.

### PERMITS & RELATED FEES



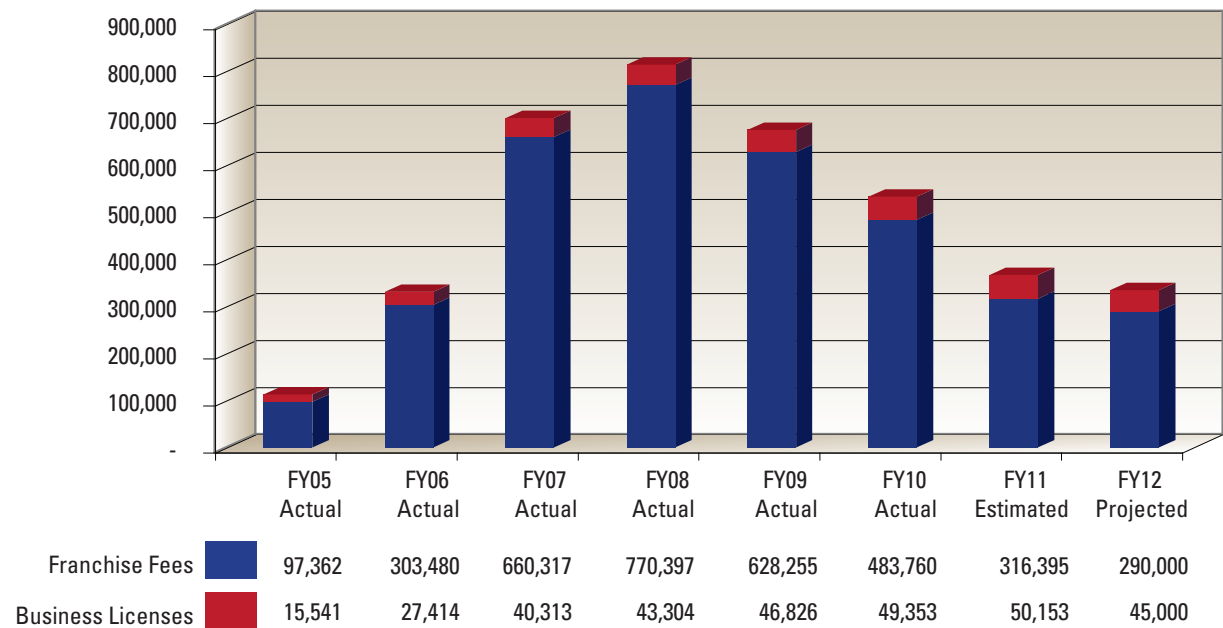
**Business Licenses.** The general law authority for a city or town to initiate a local sales tax is the same authority which allows a municipality to place a license tax on professions, occupations or businesses within the community. State law stipulates that a business license tax can only be issued for the period of one year and may not be less than ten dollars or more than five thousand dollars.

Fiscal Year 2012 estimates were based on current level of business licenses with an adjustment for current economic conditions.

**Franchise Fees.** Cities and towns in Arizona are given exclusive control over all rights-of-way dedicated to the municipality. This exclusive control enables the municipality to grant franchise agreements to utilities using the city or town’s streets in the distribution of utility services. The City of Maricopa has several franchise agreements with various communications providers in the area as well as some utilities serving Maricopa.

Fiscal Year 2012 estimates were based on trends from previous year averages with adjustments for current economic conditions.

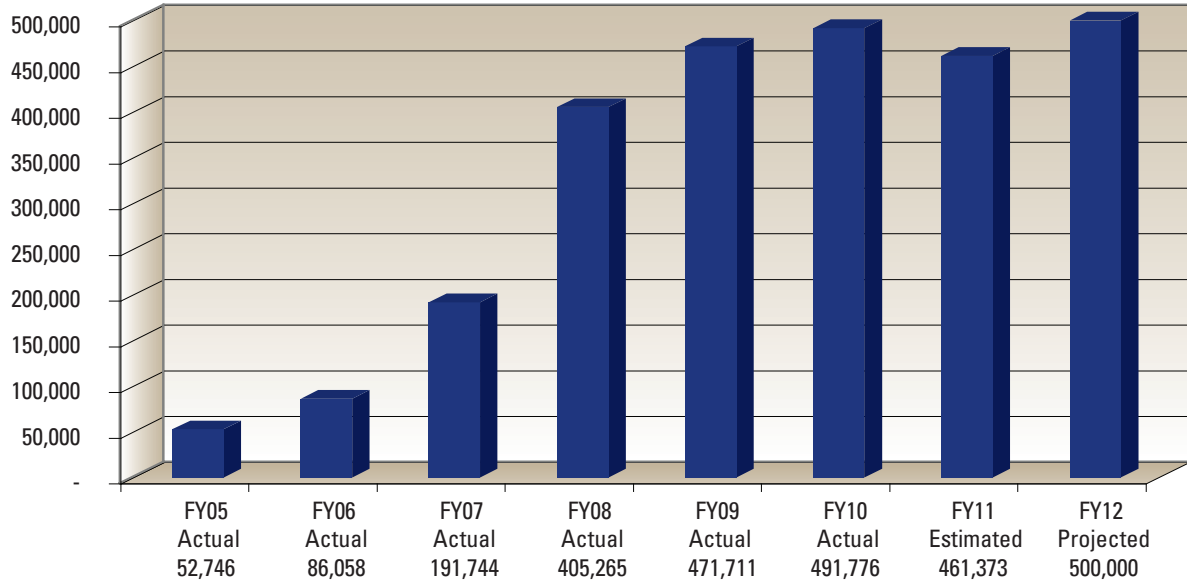
***BUSINESS LICENSES AND FRANCHISE FEES***



**Magistrate Court Fines.** This revenue source is derived from traffic violations and other fines paid for the violation of municipal ordinances. The courts, counties, cities and towns have the authority to contract with the Motor Vehicle Division to require payment of traffic fines, sanctions and penalties that total in excess of \$200 prior to the renewal of automobile registrations.

Fiscal Year 2012 revenues are based on current levels of activities.

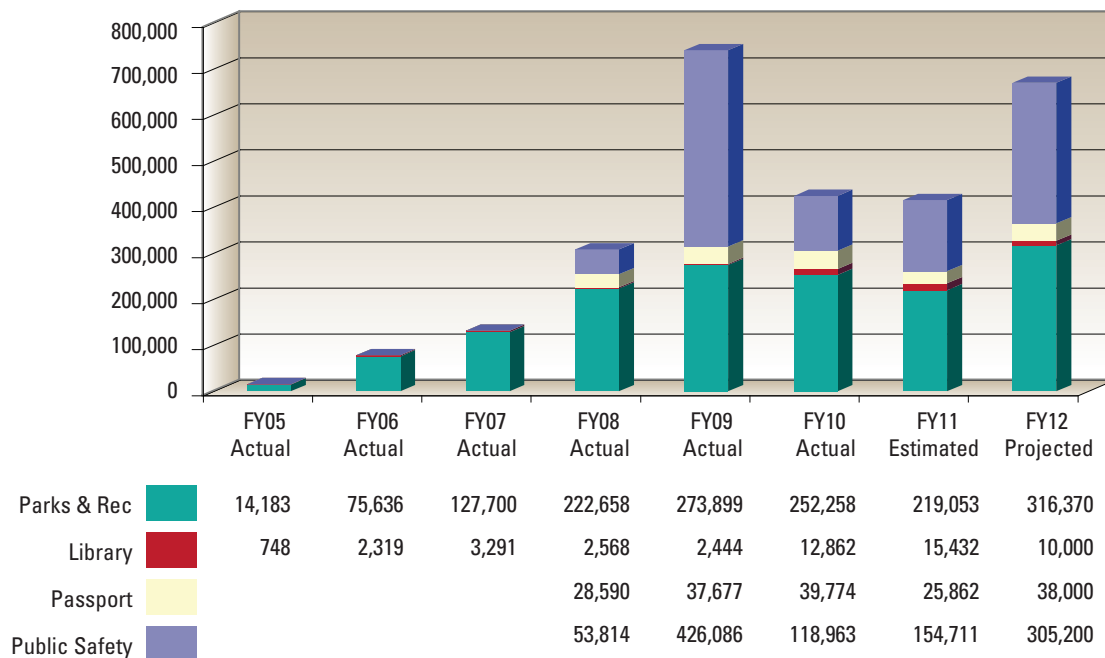
## MAGISTRATE COURT FINES



**User Charges.** User fees are collected from residents for the use of certain city and town facilities or services. City of Maricopa charges user fees for parks and recreation activities, passport charges, transit services charges and public safety hearing charges. All these services will continue to grow with the growth in population and expansion of programs offered to citizens.

Fiscal Year 2012 revenue estimates are based on current levels of activities.

## USER CHARGES

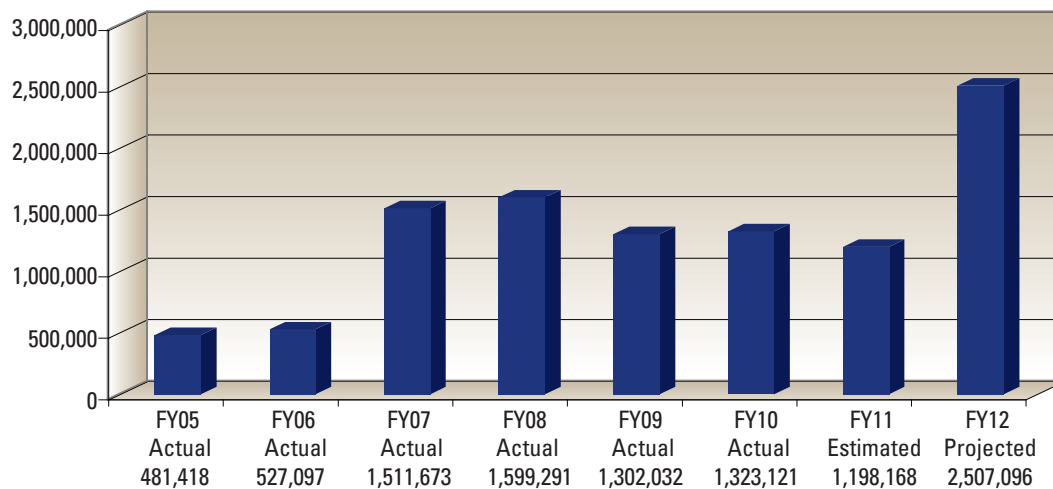


## Revenue Summary Special Revenue Funds

**Highway User Revenues.** This revenue source is commonly referred to as the gasoline tax; however, there are a number of additional transportation-related fees including a portion of vehicle license taxes which are placed in the highway user revenue fund. Cities and towns receive 27.5% of the highway user revenues. One-half of the monies that a city or town receives under this formula is distributed on the basis of the municipality's population in relation of all incorporated cities and towns in the state according to the decennial census. The remaining half of the highway user revenue monies is allocated on the basis of "county of origin" of gasoline sales and the relation of a municipality's population to all incorporated cities and towns in the county. The intent of the distribution formula is to spread a portion of the money across the state solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales.

Fiscal Year 2012 estimates were provided by the State of Arizona.

### *HIGHWAY USER REVENUE FUNDS*



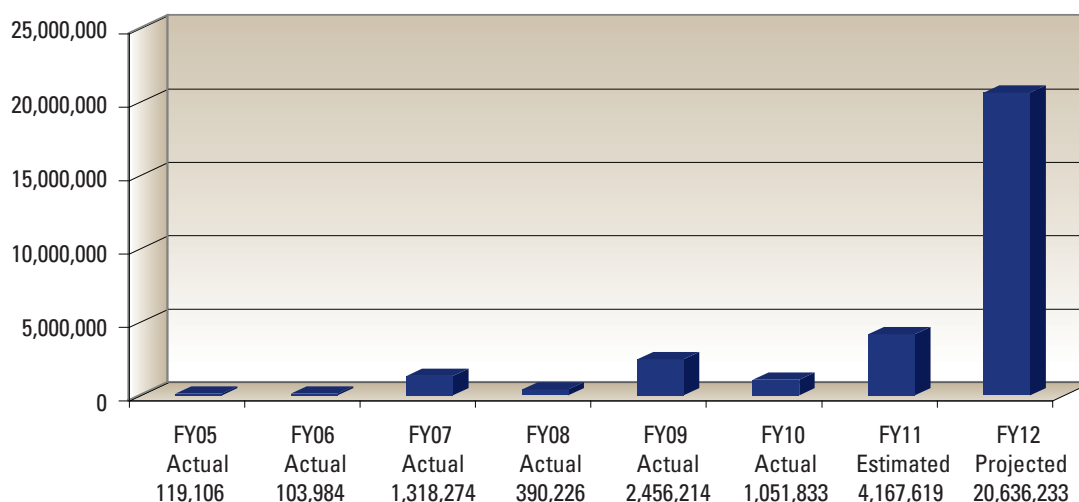
**Grants.** This revenue source consists of federal, state and local grants. With the condition of the recent economy, most assistance is available from the Federal level, with some state grants still available. The amount of assistance, type of programs and the projects for which the money can be expended from other sources are constantly changing. Revenues from grants can vary widely from year to year depending on the funds available for distribution and the number of competing jurisdictions. Summarized below are the two general categories of federal grant revenue sources which remain.



- Block Grant Programs.** A block grant program, in theory, is designed to fund various federal programs within a broadly defined area. An example of a block grant program is the Community Development Block Grant program (CDBG). This particular block grant program is designed to fund a variety of housing, public works and physical construction projects. A portion of the CDBG program is directed to smaller cities and towns whereby the state allocates community development monies to cities and towns with populations of less than 50,000 persons. This is not an entitlement program, cities and towns must apply to receive these grants. In most areas, the council of governments receives the applications and determines the allocation from this program.
- Categorical Grants.** Categorical grants are special federal and state appropriations of money to fund specific projects of a definite limitation and scope. For example, a federal grant to fund the construction of a wastewater treatment facility would be a categorical grant, since the construction of this facility would have the limited use and scope of "wastewater treatment." Categorical grants are usually awarded within a strict framework of guidelines governing this single purpose program and cities and towns must meet these specific guideline requirements. Securing a categorical grant also involves competition between various levels of government. At one point in time, categorical grants were more prevalent; however, this source of funding has become very limited in recent years.

Fiscal Year 2012 estimates were based on all possible grants for the year.

### GRANT REVENUE

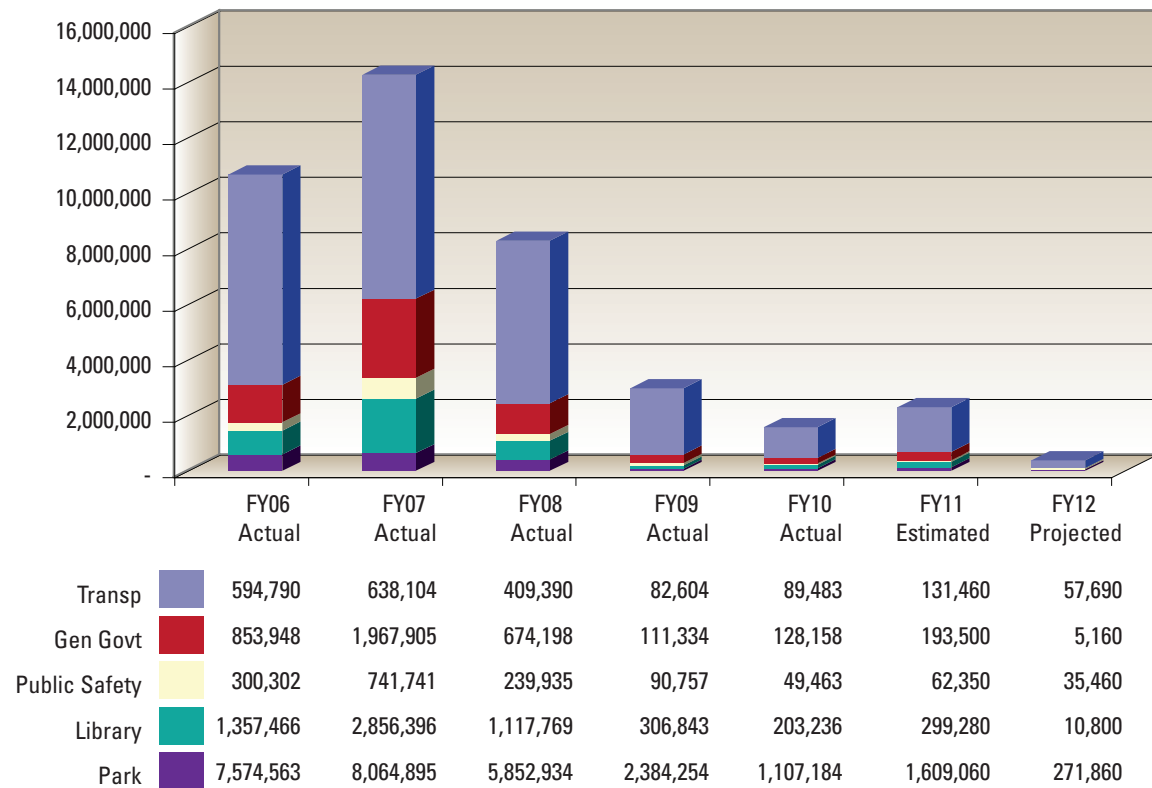


## Revenue Summary Capital Projects Funds

**Development (Impact) Fees.** Cities and towns have the authority to impose fees that provide a direct benefit to the newly developed area. The City of Maricopa adopted Development Impact Fees in September 2005 and started collections in November 2005. Fees were revised in December 2010, and state legislation passed in 2011 restricted the types of projects that could be funded with development fees.

Fiscal Year 2012 revenue projections are based on five single family homes permitted per month at an average level for the year and one commercial project.

### DEVELOPMENT IMPACT FEE COLLECTIONS



## Summary of Tax Levy and Tax Rate Information

	2009	2010	2011	2012
<b>Property tax levy amounts</b>				
Primary property taxes	\$7,818,059	\$9,407,713	\$9,846,318	\$10,038,102
Secondary property taxes	-	-	1,432,368	1,437,724
<b>Total property tax levy amounts</b>	<b>\$7,818,059</b>	<b>\$9,407,713</b>	<b>\$11,278,686</b>	<b>\$11,475,826</b>
<b>Property tax rates per \$100 of assessed value</b>				
City/Town tax rate				
Primary property tax rate	3.2326	2.8941	4.0168	4.8105
Secondary property tax rate	-	-	0.5514	0.6528
<b>Total city/town tax rate</b>	<b>3.2326</b>	<b>2.8941</b>	<b>4.5682</b>	<b>5.4633</b>







# Departmental Summaries

The following section contains the FY2011/2012 budget divided into department and divisional sections. Included are descriptions of each work unit, performance measurements with results, comparisons to previous fiscal years and authorized positions.



Front row, left-to-right: Vice Mayor Edward Farrell, Mayor Anthony Smith, Councilmember Marvin Brown  
Back row, left-to-right: Councilmembers Marquisha Griffin, Carl Diedrich, Alan Marchione, Julia Gusse

# General Government

## Mayor and Council



### Mission

The City of Maricopa will be open, responsive and accountable while serving the public with integrity.

## Department Description

The Mayor and six City Council members are the only elected officials in the municipality. The Mayor and City Council members serve two and four-year terms, respectively. The Mayor and City Council members are elected at large on a nonpartisan ballot. The City Council is elected on a rotating basis, so three seats are up for election every two years. The Mayor is elected every two years. There are no term limits for the Mayor or City Council members.

Primary elections are held the second Tuesday in March in even-numbered years. General elections are held the third Tuesday in May in even-numbered years. If a candidate obtains an adequate number of votes for election in the primary, then he/she is not required to participate in the general election.

The City Council is responsible for setting public policy, approving the City's annual budget, entering agreements, providing executive leadership, making planning and development decisions and adopting new codes and ordinances.

## Goals and Objectives

### Economic Sustainability

- Continue implementation of the City of Maricopa's internal programs for Economic Development
- Facilitate Maricopa's physical infrastructure development.
- Continue efforts to attract new and retain existing jobs and economic development projects



### **Quality of Life**

- Connect with residents
- Continue implementation of the City's parks, trails and open space master plan
- Implement the strategies for capital improvement program
- Build high-quality developments and public amenities
- Create partnerships with community organizations and institutional interests
- Address environmental concerns
- Improve offerings for youth, education and families

### **Transportation**

- Enhance safety, mobility and connectivity of our regional and intra-regional transportation system
- Enhance safety, mobility and connectivity of our intra-city transportation system
- Work with the Union Pacific Railroad and other interests to improve safety and support Maricopa's economic development efforts
- Develop an effective mass transit system to serve all Maricopa residents
- Continue development of a general aviation airport to serve Maricopa residents and businesses

### **Public Safety**

- Enhance service to the community
- Build and enhance effective regional relationships
- Address communications systems
- Enhance positive organizational culture
- Evaluate operational practices for cost-efficiency and effectiveness

### **Quality Municipal Services**

- Implement the Council's policy direction and strategic plan
- Support and engage strategic partners
- Ensure residents are informed about and satisfied with municipal services
- Create a positive organizational culture



## FY2012 BUDGET

### Mayor & Council

Cost Center: #10011111

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$174,267	\$171,732	\$149,179	\$143,702	\$181,941
Professional and Technical	46,077	5,168	25,053	20,355	401,100
Purch. Property Services	16,054	8,070	5,000	585	-
Other Purchased Services	115,850	108,331	132,904	114,835	109,484
Supplies	7,798	1,337	41,000	48,685	108,532
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$360,046</b>	<b>\$294,638</b>	<b>\$353,136</b>	<b>\$328,162</b>	<b>\$801,057</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Mayor	1.0	1.0	1.0	1.0	1.0
City Council	6.0	6.0	6.0	6.0	6.0
Administrative Assistant	-	-	-	-	1.0
<b>Departmental Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>

## City Attorney

### Department Description

The City Attorney's Office provides legal service, advice and representation to the Mayor, City Council, City Manager, City departments and City boards and commissions. The City Attorney works closely with the City Manager and her staff to carry out the City Council's goals. Ongoing responsibilities of the City Attorney's Office include:

- Serve as General Counsel for all agencies after being formed by the City.
- Advocate the City's interest in lawsuits filed against or on behalf of the City, its officers, employees and agencies in administrative venues, before boards and commissions and in the state and federal court systems.
- Assist the City's insurers in the investigation and defense of claims for damages filed against the City.
- Provide legal advice in the areas of finance, land use, personnel, elections, conflicts of interest, open government laws, economic development, redevelopment and code enforcement, among others.
- Provide legal services such as drafting and reviewing contracts, ordinances, resolutions and other documents.
- Provide counsel to and attend meetings of the City Council, Planning and Zoning Commission (as required) and subcommittees (as required).
- Train staff, the City Council and Planning Commission on compliance with critical laws.

The functions of the City Attorney's office are contracted out to a local law firm.

### FY2012 BUDGET

#### City Attorney

Cost Center: #10011414

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	629,690	651,204	644,959	673,118	660,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	41	41	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$629,690</b>	<b>\$651,204</b>	<b>\$645,000</b>	<b>\$673,159</b>	<b>\$660,000</b>

## City Magistrate

### Department Description

The City Magistrate department is responsible for costs of operating the City-related judicial issues of the Maricopa Justice Court. It is a court of limited jurisdiction under the supervision and mandates of the Arizona Supreme Court and the Pinal County Superior Court. The purpose of the Justice Court is to provide due process, case resolution and records management services to court users so they can receive equal access, timely resolution in all court matters and complete their court business. The City's portion of the Justice Court is operated by Pinal County through an inter-governmental agreement with the City.

### FY2012 BUDGET

#### City Magistrate

Cost Center: #10011010

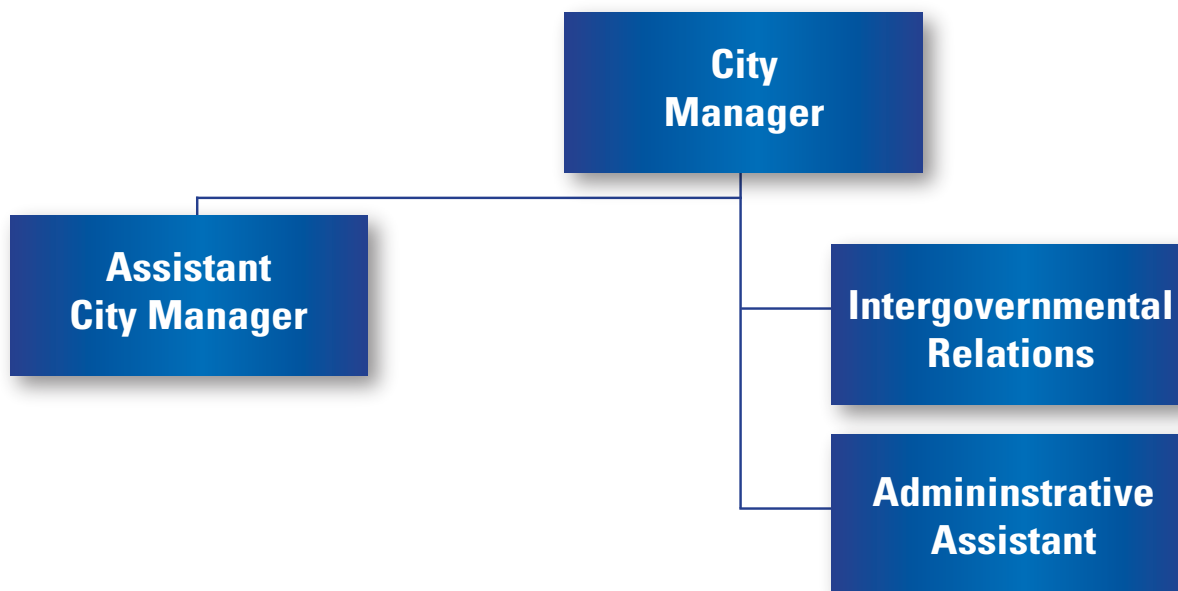
#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$68,194	\$70,735	\$55,116	\$67,168	\$74,115
Professional and Technical	112,922	173,413	204,000	172,168	220,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	3,027	3,520	9,500	1,349	7,000
Supplies	3,383	3,380	5,000	1,803	4,000
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$187,526</b>	<b>\$251,049</b>	<b>\$273,616</b>	<b>\$242,488</b>	<b>\$305,115</b>

### AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
City Magistrate	0.5	0.5	0.5	0.5	0.5
Court Clerks	4.0	4.0	4.0	4.0	5.0
<b>Departmental Totals</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>4.5</b>	<b>5.5</b>

## City Manager



### Mission

To provide clear centralized direction and leadership for the effective administration and operation of all municipal services for the City of Maricopa as directed by the Mayor & City Council; serve as the focal point for administrative direction, communication and coordination of the City's departmental operations; and to direct the City's operations and activities effectively and efficiently and guide it with the use of the City's policies and principles.

### Department Description

The City Manager is responsible for executing the policies of the City Council. The City Manager is the chief administrative officer of the City and has responsibility for overseeing the City's operations and service delivery by providing management direction and leadership for the organization, aligning service delivery with community needs, Council priorities and organizational goals and advancing community relations and civic engagement. One Assistant City Manager assists the City Manager in overseeing the various departments within the City. The City Manager's Office also provides the functions of intergovernmental relations for the City.

### Goals and Objectives

1. To maintain a strong Council/Manager partnership to accomplish focused, consensual Council priorities.
  - a. Create and implement City Council Work Plan for FY 11/12
  - b. Implement elements of the City Council Strategic Plan
  - c. Structure a municipal environment in which businesses flourish and economic activity increases

2. Develop a strong City management team capable of cooperatively and creatively working together to address changing local government service needs.
  - a. Hold weekly executive team meetings
  - b. Develop and implement a performance measurement system
  - c. Provide the management direction and focus to continuously improve internal and external customer service
3. Assist the City Council with increasing the City's influence and visibility in shaping local, regional and state governance priorities
  - a. Protecting the concept of local control under legislative activities
  - b. Taking a leadership role at the County level to create a unified voice with State legislators.
4. Keep Council and the community informed of the City's financial position
  - a. Provide quarterly financial reports to Council and the citizens
  - b. Provide timely information on changing financial conditions that affect the City of Maricopa

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of residents who feel the quality of life in Maricopa is excellent/good	N/A*	78%	N/A*	80%
% of residents who feel the City provides services in an efficient and economical manner	N/A*	63%	N/A*	80%
% of residents who feel the City keeps them informed about City business	N/A*	69%	N/A*	80%

\*City Survey performed every two years





## FY2012 BUDGET

City Manager

Cost Center: #10011115

### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$611,213	\$788,257	\$832,639	\$817,561	\$490,407
Professional and Technical	38,046	139,915	157,544	139,448	5,000
Purch. Property Services	-	338	-	-	21,600
Other Purchased Services	83,955	90,936	43,001	40,353	30,134
Supplies	11,211	15,071	500	2,775	529
Capital Outlay	39,211	-	-	-	-
<b>Departmental Totals</b>	<b>\$783,636</b>	<b>\$1,034,517</b>	<b>\$1,033,684</b>	<b>\$1,000,137</b>	<b>\$547,670</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	1.0	2.0	2.0	1.0
Assistant to the City Manager	2.0	2.0	1.0	1.0	-
Marketing/ Communications Mgr.	1.0	-	-	-	-
Public Information Officer	-	1.0	-	-	-
Media Production Specialist	-	1.0	-	-	-
Administrative Assistant II	0.5	-	-	-	-
Administrative Assistant	-	-	-	-	1.0
Executive Assistant	-	0.5	0.5	0.5	-
Intergovernmental Manager	-	-	1.0	1.0	1.0
Intergovernmental Technician	-	1.0	-	-	-
<b>Departmental Totals</b>	<b>5.5</b>	<b>7.5</b>	<b>5.5</b>	<b>5.5</b>	<b>4.0</b>

Notes: One Assistant City Manager position reclassified to Police Chief. Assistant to the City Manager reclassified to Administrative Assistant

# Facilities Management

## Department Description

Facilities Management is responsible for providing quality support for maintenance of City facilities and making the work environments safe while maintaining fiscal responsibility.

## Goals and Objectives

1. To ensure building integrity and quality operation of building systems.
  - a. Perform preventative maintenance as scheduled
  - b. Respond to service calls within three days
  - c. Respond to emergency service calls within 24 hours
2. Maintain weekly custodial routine.
  - a. Perform custodial routines as defined in the daily/weekly schedule

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of non-emergency service calls responded to within 3 days	100%	100%	100%	100%
% of emergency service calls responded to within 24 hours	100%	100%	100%	100%



## FY2012 BUDGET

### Facilities Management

Cost Center: #10033138

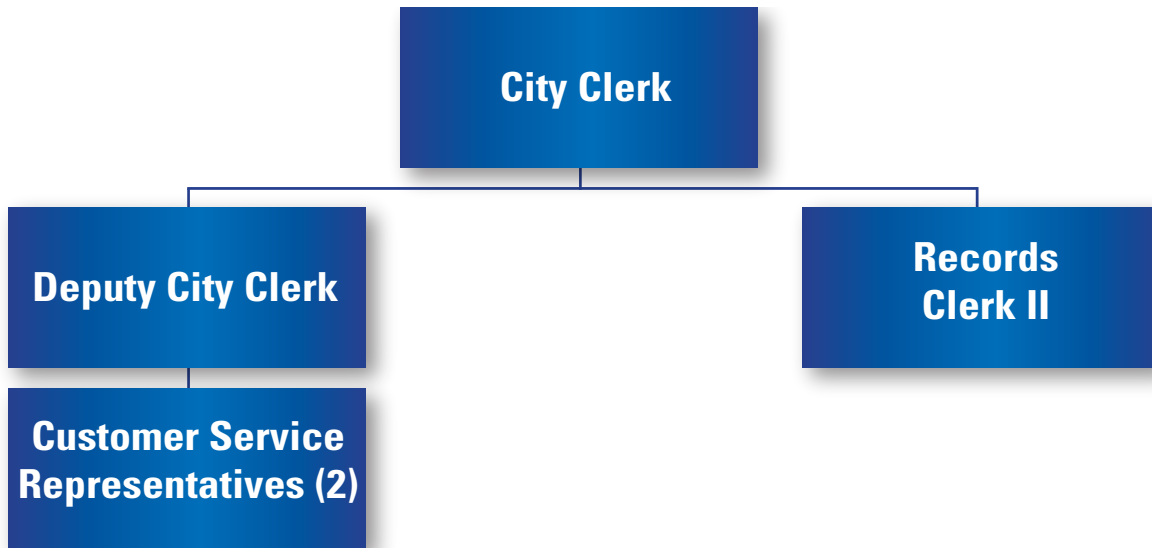
#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$110,865	\$116,473	\$143,776	\$110,271	\$118,108
Professional and Technical	6,745	-	-	-	-
Purch. Property Services	12,502	103,132	110,628	105,702	108,228
Other Purchased Services	145,187	280,583	358,114	259,237	320,776
Supplies	5,092	3,012	1,625	651	2,000
Capital Outlay	3,181,767	18,504	54,000	23,386	85,000
<b>Departmental Totals</b>	<b>\$3,462,158</b>	<b>\$521,704</b>	<b>\$668,143</b>	<b>\$499,247</b>	<b>\$634,112</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Facility Manager	-	1.0	1.0	1.0	1.0
Maintenance Worker	1.0	1.0	1.5	1.5	1.5
<b>Departmental Totals</b>	<b>2.0</b>	<b>2.0</b>	<b>2.5</b>	<b>2.5</b>	<b>2.5</b>

## City Clerk



### Mission Statement

The Office of the City Clerk is dedicated to serving the City Council, staff and citizens of the community in an efficient, courteous and professional manner; accurately record and preserve the history of the City of Maricopa; ensure the preservation, management and maintenance of all City records from creation to disposition and diligently conduct the City's elections pursuant to state statute.

### Department Description

The Office of the City Clerk is recognized as the hub of local government and provides contact between the citizens and government. The Office of the City Clerk is responsible for the maintenance of all official records in compliance with state statute. The City Clerk acts as the official custodian of the City seal and attests to all contracts, agreements, leases, resolutions, ordinances and other documents to which the City is a party. The office prepares agendas for all public meetings ensuring compliance with Open Meeting Law as well as transcribes minutes of all City Council proceedings. The City Clerk is also responsible for conducting all municipal elections for Maricopa. In addition, the department is responsible for processing all public record requests, issuing business licenses, solicitor licenses, as well as processing passport applications. Preparation of proclamations, ordinances, resolutions and maintaining the City Code for the City of Maricopa are also among the many duties performed by this department.

### Goals and Objectives

1. Administer the 2012 municipal elections and serve as the filing officer for the City of Maricopa.
  - a. Effectively administer and coordinate the municipal elections
  - b. Serve as the filing officer by accepting the candidates election forms and ensuring their name properly appears on the ballot
  - c. Ensure that the right steps are taken to have the City's first ever all-mail ballot election

2. Respond to the legislative needs of the City Council and their constituents.
  - a. Prepare, distribute and post on the website all City Council packet materials in a timely manner
  - b. Implement the Legistar Agenda Management Program and ensure everyone is properly trained to use the program
3. Administer the City's records management program.
  - a. Effectively maintain custody of City records
  - b. Process all public record requests in a timely manner
  - c. Comply with all applicable state laws for legal advertisements and record retention requirements
  - d. Implement Tyler Forms as the new records management program
  - e. Transfer all records stored in Laserfiche to Tyler Forms
  - f. Train staff to scan, store and retrieve records in Tyler Forms
4. Deliver excellent customer service.
  - a. Answer all incoming phone calls in an expeditious manner
  - b. Provide accurate information to all of our walk-in customers
  - c. Respond quickly and accurately to customer requests
  - d. Provide current and accurate information to meet customers' needs
  - e. Continue to provide U.S. passport services
  - f. Efficiently process all business licenses and renewals

## PERFORMANCE MEASURES

MEASURES	2008-09 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of open records requests processed within three days	82%	86%	89%	90%
% of City Council meeting minutes prepared on time	96%	71%	87%	97%
# of business licenses issued	341	929	782	750
# of passports processed	953	923	746	700



## FY2012 BUDGET

### City Clerk

Cost Center: # 10011212

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$381,379	\$312,332	\$341,325	\$344,252	\$320,070
Professional and Technical	29,894	38,732	-	-	70,932
Purch. Property Services	-	-	-	-	-
Other Purchased Services	22,794	10,594	13,435	9,491	10,853
Supplies	8,502	112	3,000	1,936	3,500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$442,569</b>	<b>\$361,770</b>	<b>\$357,760</b>	<b>\$355,679</b>	<b>\$405,355</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
City Clerk	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	-	1.0	1.0	1.0	1.0
Administrative Asst. II	1.0	-	-	-	-
Records Clerk I	1.0	1.0	1.0	1.0	-
Record Clerk II	-	-	-	-	1.0
Customer Service Representative	3.0	2.0	2.0	2.0	2.0
<b>Departmental Totals</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>



## Human Resources



### Mission Statement

To provide quality service to enable people to lead healthier, more secure, independent and productive lives; treat all people fairly, promoting dignity and self-respect; and administer public resources in a fiscally responsible and ethical manner.

### Department Description

The department is responsible for developing and maintaining a high quality-of-work life, adhering to equitable and ethical personnel standards, updating and composing job descriptions for City positions and providing employee development opportunities. Human Resources staff ensures that performance is appropriately rewarded and that employees receive salary and benefits competitive with the marketplace. The mission of Human Resources is to develop a staff and workforce philosophy that embraces the City Council's vision, citywide goals and core values in daily decision making.

### Goals and Objectives

1. Human Resources (HR) will seek to assist departments in their efforts to recruit, retain and develop a diverse staff that possess the core competencies needed for personal and City of Maricopa success.
  - a. To develop recruitment tools and strategies that attract and promote staff from diverse groups who enhance the reputation and distinctiveness of City of Maricopa
  - b. To work with the Department leaders to revise selection procedures and testing
  - c. Select and develop the kind of leaders the City of Maricopa will require in the future through succession planning
  - d. In an effort to maintain transparency, develop and provide hiring and benefit participation metrics
2. In an effort to assist employees in reaching their full potential, establish a development process that provides employees with the skills and competencies necessary for personal and career success.
  - a. Work with Management staff to identify specific core competencies and skills needed for job success and then use this knowledge to develop tools to assist staff in assessing their skill levels and in formulating effective strategies for achieving their goals

- b. Work with supervisors to ensure workplace equity and equality of opportunity
- 3. To administer compensation programs and performance management systems that link rewards and recognition to performance, strategic plan and competencies necessary for job success.
  - a. Provide consistent performance management results and additional compensation awards to recognize employees
  - b. Research programs designed to implement awards and recognition programs for professional and classified staff
- 4. To design and administer innovative and cost-effective benefit programs that meet the needs of today's diverse workforce and enhance the City of Maricopa's ability to attract, retain and reward employees.
  - a. To develop and implement strategies to strengthen benefit communications to staff, including electronic enrollment
- 5. Improve City of Maricopa effectiveness and individual performance through internal consulting and training and development of managers.
  - a. Offer a core curriculum for management development corresponding to the core competencies expected of all managers in an effort to raise the overall level of management capacity throughout the City of Maricopa and comply with the Arizona State Statutes mandatory training requirements
- 6. Engage in continuous improvement efforts to provide high quality and useful human resource information system management services in an effort to simplify and/or reduce human resource related processes.
  - a. Train and educate managers to accommodate easy entry and approval of position creation, vacancy authorization, offer letters and employee changes
  - b. Implement and simplify the applicant tracking processes
  - c. To utilize a web-based file system to house applications electronically submitted or scanned into the system so that applications may be kept on file, updated as needed and e-mailed to departments for their consideration
- 7. To steadily redeploy HR resources away from lower value-added administrative activities to new practices and services that impact directly on the future success of the City of Maricopa.
  - a. To better define HR customers' priorities, develop new, valued competencies and focus on valued processes
- 8. In an effort to assist employees in reaching their full potential, establish an interactive process that provides employees with the opportunities necessary for personal and career success.
  - a. Work with the City Manager to determine specific core competencies needed for achieving staff's goals and for job success and then use this knowledge to develop and communicate them to staff through employee meetings with the City Manager

## PERFORMANCE MEASURES

MEASURES	FY09 ACTUAL	FY 10 ACTUAL	FY 11 ACTUAL	FY 12 ESTIMATED
Turnover	N/A	N/A	N/A	<10%
% of new hires that successfully complete probation	N/A	91%	100%	100%
% of citizens satisfied with City's efforts to maintain a qualified workforce	N/A	71%	-	75%

## FY2012 BUDGET

### Human Resources

Cost Center: #10011555

The Support Services Department was formed in FY10 and contained the Administration, Human Resources and Information Technology Divisions. For FY12, the Administration division was absorbed into the Human Resources Department and the Information Technology Division was transferred to the Finance/Administrative Services Department. The information shown is Human Resources and Support Services Administration combined for historical clarity.

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$264,570	\$274,718	\$282,996	\$275,609	\$280,528
Professional and Technical	4,758	2,305	7,200	1,996	17,414
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,853	4,135	4,772	4,010	3,588
Supplies	1,236	2,199	4,800	3,542	3,151
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$275,416</b>	<b>\$283,357</b>	<b>\$299,768</b>	<b>\$285,157</b>	<b>\$304,681</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Support Services Director	1.0	1.0	1.0	1.0	-
Human Resources Director	-	-	-	-	1.0
HR Generalist/Analyst	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	-	-	-	-
Administrative Assistant II	-	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## Economic Development



### Mission Statement

Maricopa will be a leading regional partner, providing growth opportunities for new companies, entrepreneurs and expanding companies by delivering high quality services, sites and talent to local, regional, national and international businesses.

### Department Description

Maricopa's economic development strategy is centered on building a sustainable city – one that features an economy characterized by diversity, competitiveness and success in the global economy. All efforts are designed to assist on job creation, retention, tax base enhancement and overall quality of life improvement for the community. Services include City and economic development marketing, business advocacy and technical assistance, incentive and toolkit development, business attraction and prospect generation, small business development and relationship-building. The Economic Development Office also coordinates with regional economic development partners and offers staff support to groups such as the City of Maricopa Industrial Development Authority and the Heritage District Citizen Advisory Committee, and provides a City staff liaison to the Maricopa Chamber of Commerce, the Maricopa Economic Development Alliance and regional and state level economic development partners.

The Public Information and Media Services offices also offer serves as part of the Economic Development Department. They serve both internal and external customers, facilitating all City-wide media inquiries, producing and reviewing City publications, managing advertising placements, producing and maintaining all aspects of video production and Maricopa20 and maintenance and development of the City website as well as all social media platforms.

### Goals and Objectives

1. To be a regional leader in economic development with properly aligned resources and tools.
  - a. Build local capacity for economic development
  - b. Pursue retention and expansion efforts for existing businesses
  - c. Support local entrepreneurs in the start-up of new business
2. To be a community recognized by site selectors and companies in target industries as having a high quality real estate product.
  - a. Plan for adequate sites and infrastructure to support business development and attraction in Maricopa
  - b. Assist in the development of a business park to attract industrial employers

- c. Ensure the City includes mixed-use activities in its development plans for the new City center
3. To have effective marketing that positions the community as a preferred destination for new investment opportunities among key target sectors and audiences.
  - a. Raise awareness of economic development opportunities among local residents and businesses
  - b. Initiate an external marketing campaign for Maricopa and its target industries
4. To be known as a community with a unique quality of place with the region
  - a. Strengthen and leverage existing educational institutions, workforce development and other training assets serving Maricopa
  - b. Continue to support the expansion of additional quality of place amenities

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
<b>BUSINESS DEVELOPMENT</b>				
Estimated number of jobs attracted, created or retained with City assistance	300	31	63	100
Average hourly wage of job attracted, created or retained with City assistance	\$10.86	\$12.19	\$15.83	\$35.00
Estimated new commercial capital investment created with City assistance	\$13M	\$287k	\$1.1M	\$12M
New commercial square footage constructed	190,000	13,400	19,100	100,000
Average commercial occupancy rate	95.5%	94.5%	92.8%	94%
# of small businesses and/or entrepreneur clients directly assisted	16	41	53	25
% of citizens satisfied with City's efforts to encourage economic growth	52%	N/A	41%	N/A
<b>PUBLIC INFORMATION, MARKETING AND MEDIA SERVICES</b>				
% of citizens satisfied with City's communications efforts	44%	N/A	69%	N/A
Total impressions generated	>14.5M	>6M	>17.5M	>20M
Total requests for service satisfied	N/A	N/A	480	513
Website measures:				
# unique visitors	N/A	N/A	100,486	112,844
# of visits	N/A	N/A	192,160	216,589
Avg. time on site	N/A	N/A	2:45	2:30
Bounce rate	N/A	N/A	46.49%	42.0%
Social media measures:				
# Twitter followers (began 2010)	N/A	170	754	1,500
# Facebook fans (began 2011)	N/A	N/A	168	1,000
# of E-newsletter	1,570	2,897	2,985	3,200
# YouTube views	N/A	210	5,256	5,700
# of A/V projects produced and delivered	25	35	62	100

## FY2012 BUDGET

### Economic Development

Cost Center: #10011616

#### Summary by Category

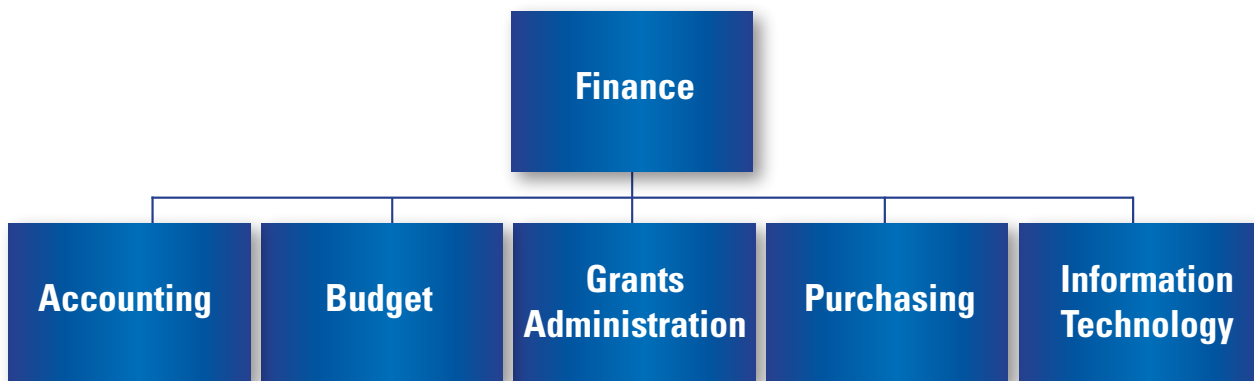
EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$90,239	\$94,595	\$320,928	\$303,990	\$402,105
Professional and Technical	485,443	144,529	77,925	56,569	134,248
Purch. Property Services	-	300	1,000	150	1,000
Other Purchased Services	115,244	356,978	365,912	328,717	356,459
Supplies	3,760	4,868	16,550	13,087	7,318
Capital Outlay	70,000	44,324	613,000	610,208	400,000
<b>Departmental Totals</b>	<b>\$764,686</b>	<b>\$645,594</b>	<b>\$1,395,315</b>	<b>\$1,312,721</b>	<b>\$1,301,130</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Economic Development Manager	1.0	-	-	-	-
Economic Development Director	-	1.0	1.0	1.0	1.0
Economic Development Coordinator	-	-	-	-	1.0
Economic Development Analyst	-	-	-	-	1.0
Public Information Officer	-	-	1.0	1.0	1.0
Media Production Specialist	-	-	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>1.0</b>	<b>1.0</b>	<b>3.0</b>	<b>3.0</b>	<b>5.0</b>



## Finance/Administrative Services



### Mission Statement

The Finance/Administrative Services Department is committed to ensuring the production of high quality financial information, providing support for City departments and management and monitoring the fiscal condition of the City of Maricopa.

### Department Description

The Finance/Administrative Services Department ensures that the City is fiscally responsible in the management and safeguarding of the City's assets by maintaining reasonable internal controls, policies and systems that ensure legal compliance and fiscal stability. Finance/Administrative provides support for the operations of City Departments. Finance/Administrative provides timely advice to the City's elected officials and senior management on items affecting the current and future financial affairs of the City. The Finance/Administrative Services Department is made up of several work units to include:

- Accounting - maintains the general ledger, prepares Citywide payroll, handles Citywide payments of accounts payable, manages the City's cash and investments, tracks capital asset activity and depreciation, manages debt service, prepares financial analysis, reports financial activity, coordinates the annual audit and prepares the annual financial statements (CAFR).
- Budget - coordinates and prepares the annual budget.
- Grants Administration – applies for grants, monitors and reports activity for all awarded grants for City departments.
- Purchasing – support of City staff through the use of solicitations in procuring goods and/or services that are required to meet the needs of the City.

### Goals and Objectives

1. Provide timely and accurate financial information to the public, auditors, grantors, City Council and City management.
  - a. Provide quarterly financial reports
  - b. Receive an unqualified audit opinion for the fiscal year

2. Facilitate and prepare the City budget.
  - a. Coordinate with the departments to develop the Capital Improvement Program budget
  - b. Coordinate with the departments to develop and prepare the annual operating budget
3. Seek out grants that will supplement departmental budgets.
  - a. Find grant opportunities that match with City Council Goals and the Strategic Plan
  - b. Expand use of Grants Research System
4. Procure goods and services to meet the needs of City departments.
  - a. Process purchase orders within five business days

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
Unqualified audit opinion received	Yes	Yes	Yes	Yes
GFOA's distinguished budget presentation award received	Yes	Yes	Yes	Yes
Grant dollars awarded	\$976,232	\$1,195,918	\$572,993	\$1,200,000
% of purchase orders processed within 5 business days	62%	92%	87%	95%

## FY2012 BUDGET

### Finance/Administrative Services

Cost Center: #10011313

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$793,465	\$762,454	\$903,222	\$712,557	\$811,012
Professional and Technical	83,763	107,762	110,500	78,781	88,400
Purch. Property Services	-	-	-	-	-
Other Purchased Services	31,573	16,031	20,859	15,579	10,240
Supplies	4,874	156	800	664	625
Capital Outlay	38,028	238,550	325,000	236,295	92,000
<b>Departmental Totals</b>	<b>\$951,703</b>	<b>\$1,124,953</b>	<b>\$1,360,381</b>	<b>\$1,043,876</b>	<b>\$1,002,277</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Finance/Administrative Services Director	1.0	1.0	1.0	1.0	1.0
Grants Manager	1.0	1.0	1.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0	1.0	1.0
Purchasing Manager	1.0	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0	-
A/P - Payroll Clerks	2.0	3.0	3.0	3.0	3.0
Buyer I	1.0	1.0	1.0	1.0	1.0
Grants Writer	1.0	1.0	1.0	-	-
Administrative Assistant II	0.5	-	-	-	1.0
Executive Assistant	-	0.5	0.5	0.5	-
Grants Intern	-	-	-	-	-
Budget Manager	1.0	-	-	-	-
Budget Analyst	-	-	-	1.0	1.0
<b>Departmental Totals</b>	<b>9.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.0</b>



# Finance/Administrative Services – Information Technology

## Department Description

Information Technology coordinates the use of information technology across the various departments of the City of Maricopa to ensure that accurate and timely information is provided to citizens, elected officials, management and staff. The Information Technology division plays an integral role in managed city growth, focusing on the establishment of efficient system architectures that enhance productivity.

## Goals and Objectives

1. **Reliability:** Maintain a secure and robust infrastructure in order to provide consistent and uninterrupted technology service with the capacity to address future growth.
  - a. Provide a redundant and secure network backbone connecting all physical City locations with secure wireless technologies where possible
  - b. Maintain productivity and data reliability with continued enhancement and redundancy of the City's SAN (Storage Area Network) for files, e-mail, ERP and GIS data
2. **Optimization:** Maximize City staff productivity and control cost through technology innovation, management and reliability.
  - a. Streamline application and hardware acquisition and distribution by continuing to develop guidelines and policies
  - b. Expand the functionality for the ERP system with the implementation of an enterprise content manager for records retention and storage
  - c. Optimize hardware capacities, disaster recovery capabilities and consolidation by continuing to develop a complete virtualized server environment
3. **Security:** Maintain data integrity and access through both structural and procedural enhancements.
  - a. Maintain reliability and redundancy to public safety communication systems
4. **Centralization:** Consolidate assets and standardize technical systems, when possible, for ease of management, improved intra-communication and to reduce the total cost of ownership.
  - a. Continue to support and define the role of Graphical Information Systems (GIS) services with the City and all department needs
5. **Accessibility:** Support City efforts to enhance citizen access to information and services.
  - a. Broaden interoperability of systems and resources through server, desktop and application software upgrades
6. **Customer Service:** Strengthen the technology support division by increased response times and cost effective technical solutions.
  - a. Provide an arena for innovative technical ideas and solutions by enhancing the Maricopa Information Technology Steering (MITS) Committee
  - b. Support the goals and efforts of the public safety departments by seeking cost-effective technical alternatives and initiatives for radio communication narrow banding and conversion
7. **Professional Management:** Identify, develop and implement better business practices through project planning, procedure development, documentation, metrics and municipal partnerships.
  - a. Maintain existing administrative applications and systems
  - b. Enhance department performance and productivity through continued cross training, focused task areas and additional training opportunities

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of emergency service calls responded to within 24 hours	100%	100%	100%	100%
Average Time to Resolve Help Desk Request:				
- Critical Priority	2 hours	2 hours	2.5 hours	2 hours
- Medium Priority	26 hours	10 hours	11 hours	10 hours
- Low Priority	60 hours	42 hours	36 hours	35 hours

## FY2012 BUDGET

### Finance/Administrative Services – Information Technology

Cost Center: #10011553

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$588,816	\$399,053	\$420,457	\$429,397	\$416,273
Professional and Technical	63,905	168,403	246,263	232,610	234,845
Purch. Property Services	-	-	-	-	-
Other Purchased Services	12,619	2,525	600	949	9,485
Supplies	10,630	10,660	14,620	14,132	21,940
Capital Outlay	23,685	28,698	22,996	18,857	114,445
<b>Departmental Totals</b>	<b>\$699,655</b>	<b>\$609,339</b>	<b>\$704,936</b>	<b>\$695,945</b>	<b>\$796,988</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
IT Manager	1.0	1.0	1.0	1.0	1.0
Network Admin. - Fire	1.0	1.0	1.0	1.0	1.0
Network Administrator	1.0	1.0	1.0	1.0	1.0
Client Administrator	1.0	-	-	-	-
Network Engineer/ Architect	1.0	1.0	1.0	1.0	1.0
GIS Coordinator	1.0	-	-	-	-
<b>Departmental Totals</b>	<b>6.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

## Non-Departmental

### Department Description

The Non-Departmental cost center is used to account for items that are for general City benefit and difficult to assign to one department. Items budgeted include the City-wide general liability insurance, repair and maintenance for City Hall, general office supplies and postage, general City CIP projects and the General Fund contingency.

### FY2012 BUDGET

#### Non-Departmental

Cost Center: #10010000

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	1,053,573	-	2,570	2,570	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	284,610	360,247	550,430	371,938	560,000
Supplies	44,197	54,113	108,888	33,493	90,141
Capital Outlay	-	1,199,352	5,849,434	5,886,221	530,000
Contingency	-	-	4,174,287	-	3,200,227
<b>Departmental Totals</b>	<b>\$1,382,380</b>	<b>\$1,613,712</b>	<b>\$10,685,609</b>	<b>\$6,294,222</b>	<b>\$4,380,368</b>

Notes: When contingency funds are utilized, they are transferred into the departmental line item approved by Council. Actual use of funds is contained in the other departmental actual totals.



# Community Services

## Community Services – Administration



### Mission

The City of Maricopa Community Services Department is committed to providing services and amenities to enhance the quality of life of its residents.

### Department Description

The department offers a variety of diversified programs, activities and special events that focus on family fun, recreational needs and physical wellness of children, adults and seniors. Parks and other public facilities enhance the quality of life of Maricopa residents, provide a place for families and friends to gather and add to the amenities offered to many visitors.

### Goals and Objectives – Administration

1. Administer and evaluate the delivery of services of the department to be financially responsible and beneficial to the citizens.
  - a. Develop recreation programs within available budget
  - b. Set fees to recover a portion of expenses while still maintaining affordability to the community
2. Develop means for enhanced revenues and decreased expenditures to provide quality programs and services.
  - a. Develop joint sponsorship opportunities with outside agencies
  - b. Seek alternative revenues from grants and sponsorships

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of citizens rating overall satisfaction with Maricopa leisure opportunities and services as good or better	51%	N/A	80%	85%
% of citizens rating leisure facility cleanliness and safety as satisfactory or better	78%	N/A	82%	85%

## FY2012 BUDGET

### Community Services – Administration

Cost Center: #10033130

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$135,571	\$170,876	\$173,380	\$170,164
Professional and Technical	-	-	112,361	112,361	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	2,331	6,150	1,767	1,738
Supplies	-	-	250	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$137,902</b>	<b>\$289,637</b>	<b>\$287,508</b>	<b>\$171,902</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Community Services Director	-	1.0	1.0	1.0	1.0
Administrative Assistant II	-	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>-</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Community Services – Library

### Department Description

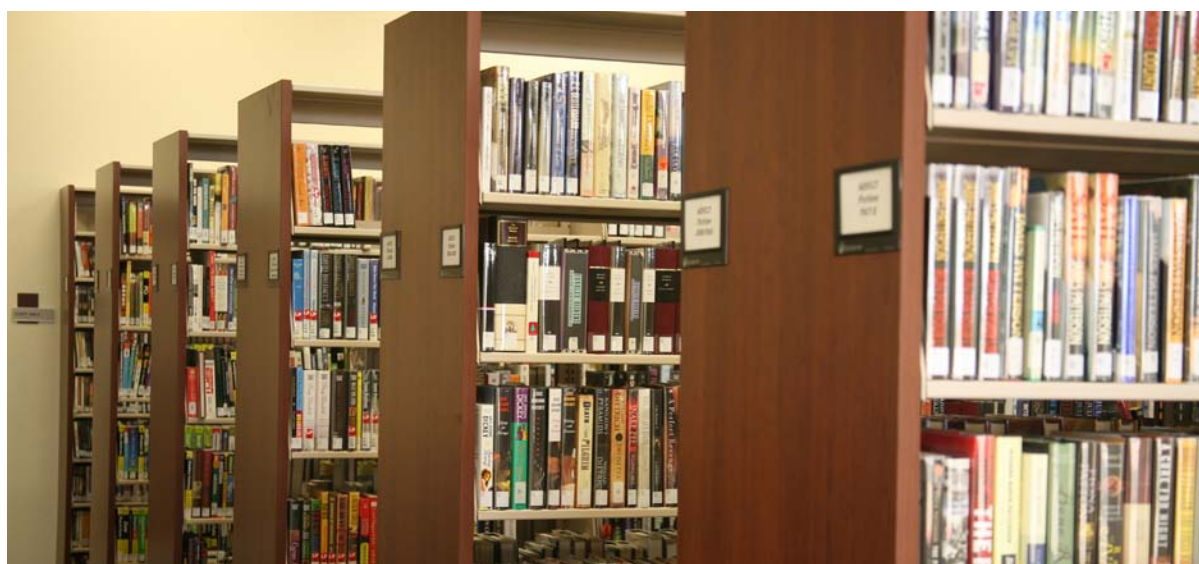
The Library is responsible for the selection and circulation of materials in a variety of mediums. The Library serves as a learning, educational and cultural center for the community and promotes the development of appreciation for reading and learning.

### Goals and Objectives

1. Maintain and enhance utilization of the library and its resources.
  - a. Provide appropriate resources of interest for check out by library users
  - b. Provide access to computer technology and electronic resources
  - c. Increase use of Library materials and services by customers
2. Support literacy and education in the community.
  - a. Provide literacy programs for young families and adults
  - b. Provide facilities that support literacy efforts

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of collection less than 5 years old	30%	30%	30%	35%
% increase (decrease) in children's program attendance	114%	N/A	40%	45%
% of citizens rating Library services as good or excellent	39%	80%	85%	85%



## FY2012 BUDGET

### Community Services – Library

Cost Center: #10033135

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$235,837	\$303,452	\$371,148	\$373,418	\$419,789
Professional and Technical	30,000	7,512	5,500	2,130	-
Purch. Property Services	1,629	-	-	-	-
Other Purchased Services	24,066	6,985	7,308	4,523	7,250
Supplies	15,533	43,780	9,500	7,057	36,000
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$307,065</b>	<b>\$361,729</b>	<b>\$393,456</b>	<b>\$387,128</b>	<b>\$463,039</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Library Manager	1.0	1.0	1.0	1.0	1.0
Library Coordinator I	1.0	1.0	1.0	1.0	1.0
Library Assistant	2.0	5.0	5.0	5.0	6.0
<b>Departmental Totals</b>	<b>4.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>

## Community Services – Parks Maintenance

### Department Description

This division is responsible for community park facilities including playgrounds, courts, restroom buildings and ramadas. This division is also responsible for the oversight and management of maintenance contracts for school district field per the intergovernmental agreement with the Maricopa Unified School District.

### Goals and Objectives

1. Provide safe, clean and aesthetically pleasing parks and municipal landscapes for citizens and visitors in Maricopa.
  - a. Manage and staff multi-use community parks as a destination for year-round use
  - b. Provide safe, clean and aesthetically pleasing landscaping on City maintained property
2. Utilize cost effective procedures in maintaining and repairing park facilities for safe use.
  - a. Maintain overall safe operations
  - b. Maintain park amenities

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of citizens rating parks maintenance services as good or excellent	78%	N/A	89%	90%



## FY2012 BUDGET

### Community Services – Parks Maintenance

Cost Center: #10033132

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$76,202	\$149,145	\$149,558	\$137,806
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	190,473	307,126	272,232	476,977
Supplies	-	5,687	-	-	21,631
Capital Outlay	-	32,400	307,344	46,431	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$304,762</b>	<b>\$763,615</b>	<b>\$468,221</b>	<b>\$636,414</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Maintenance Workers	-	2.0	2.0	2.0	2.0
Recreation Coordinator I	-	-	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>-</b>	<b>2.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>



## Community Services – Recreation

### Department Description

Recreation provides a year-round program that includes coordinating adult sports leagues and tournaments, youth sports, special events, instructional classes and programs for youth, teens, special needs and senior citizens.

### Goals and Objectives

1. To meet the needs and desires of the citizens of Maricopa by developing, implementing and maintaining quality recreation programs which are cost-effective, creative, safe, responsive to citizen input and meet the needs for all ages.
  - a. Offer programs to enhance the quality of life for senior adults
  - b. Develop and implement programs to enhance the quality of life for youth in the community
  - c. Develop and implement a variety of special events for participants of all ages, including family-oriented events, holiday celebrations and other occasions
2. To provide affordable, quality and diverse recreational sports league and tournament opportunities for youth and adults both male and female.
  - a. Provide sports programs that encourage and promote lifelong leisure pursuits
  - b. To provide quality programs, trained coaches and educated parents that positively impact the participants' social, emotional and physical wellbeing

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of change in in-house recreation program participation	60%	30%	70%	40%
% of contracted recreation program participation	55%	40%	40%	40%
% of citizens rating recreation services as good or excellent	51%	N/A	66%	75%



## FY2012 BUDGET

### Community Services – Recreation

Cost Center: #10033131

#### Summary by Category

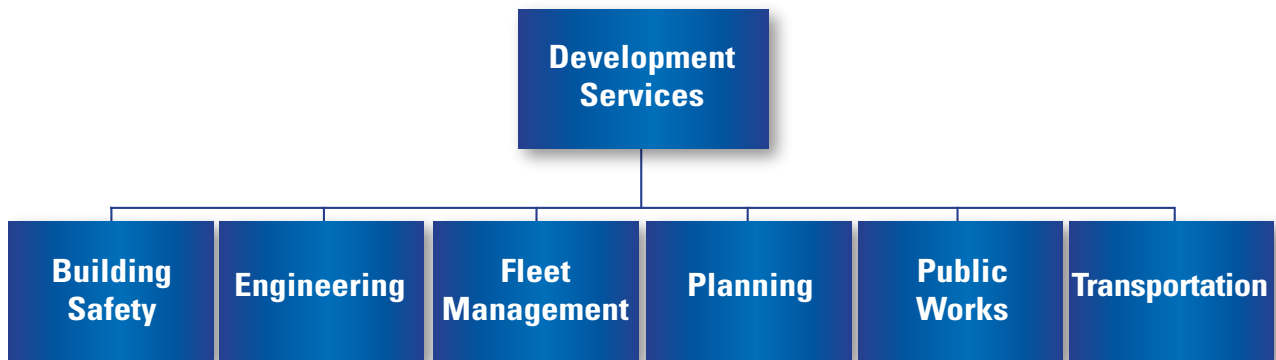
EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$512,858	\$227,825	\$238,987	\$221,591	\$201,057
Professional and Technical	101,304	75,776	60,000	47,505	60,000
Purch. Property Services	975	-	-	-	8,400
Other Purchased Services	175,360	3,683	8,042	3,173	158,078
Supplies	381,939	442,737	499,781	411,161	488,923
Capital Outlay	1,829,967	282,007	-	-	-
<b>Departmental Totals</b>	<b>\$3,002,403</b>	<b>\$1,032,028</b>	<b>\$806,810</b>	<b>\$683,430</b>	<b>\$916,458</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Community Services Director	1.0	-	-	-	-
Recreation Coordinator II	1.0	1.0	1.0	1.0	1.0
Recreation Coordinator I	1.0	1.0	1.0	1.0	-
Recreation Programmer	1.0	1.0	-	-	-
Recreation Services Lead	-	-	-	-	1.0
Maintenance Workers	2.0	-	-	-	-
Administrative Assistant II	1.0	-	-	-	-
Youth Coordinator	-	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>7.0</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

# Development Services

## Development Services – Administration



### Mission

The City of Maricopa Development Services Department is committed to being an enthusiastic partner in the development process.

### Department Description

The Development Services Department is responsible for protecting the health, safety and quality of life of the residents of Maricopa through provision of quality infrastructure, orderly development and excellent customer service. The department seeks to facilitate an efficient and effective development process that supports the Maricopa General Plan and Regional Transportation Plan while promoting quality growth and economic development. Processes include regional and community planning, fleet management, public works maintenance, airport planning, engineering design and review, transportation planning, subdivision mapping/parcel addressing, zoning and subdivision administration, building code administration, sign regulation and traffic impact analysis. Since city development involves partnerships with regional partners and outside agencies, the department seeks to facilitate coordination of regional and local efforts to provide responsive customer service throughout the development process and to ensure consistency and buy-in with our stakeholders.

### Goals and Objectives

1. Interact with private, public and quasi-public organizations to facilitate services and eliminate wasteful duplication.
  - a. Encourage an effective, efficient working relationship with community organizations, school districts, utility providers, the County and surrounding communities for the benefit of the needs of all agencies
2. Promote comfortable, safe and affordable development that meets the physical and psychologi-

cal needs of community members and promotes vibrant mixed use neighborhoods.

- a. Eliminate and prevent conditions that contribute to and perpetuate blight in residential areas
  - b. Encourage redevelopment that is compatible with neighborhood character
  - c. Encourage a variety of housing designs, types and values to meet the residential needs of all segments of the City's present and future population
  - d. Facilitate continued economic development by providing excellent customer service including a faster, friendlier and cheaper development process
3. Provide a guiding pattern of compatible land uses that is responsive to the needs and desires of the citizens and to the opportunities and limitations of both natural and man-made environments.
- a. Sustain functional environments for each major land use, such as residential, commercial and industrial, by reserving appropriate areas for their development, expansion and redevelopment needs

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of cases reviewed and approved within specified turnaround times	80%	95%	90%	90%
# of high-profile projects and expedited reviews completed	5	4	5	5
% of citizens satisfied with customer service received at the "One-Stop Shop"	80%	N/A	66%	75%



## FY2012 BUDGET

### Development Services – Administration

Cost Center: #10044140

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$338,646	\$284,434	\$289,696	\$249,164
Professional and Technical	-	-	15,000	1,188	10,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	4,216	8,370	4,362	12,203
Supplies	-	46	200	100	205
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$342,908</b>	<b>\$308,004</b>	<b>\$295,346</b>	<b>\$271,572</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Development Services Director	-	1.0	1.0	1.0	1.0
Administrative Assistant	-	1.0	1.0	1.0	1.0
Development Expeditor	-	1.0	1.0	1.0	1.0
Engineering Technician	-	1.0	-	-	-
<b>Departmental Totals</b>	<b>-</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

## Development Services – Building Safety

### Mission

To protect the lives and safety of Maricopa residents through the implementation of building, plumbing, mechanical and electrical codes.

### Department Description

Building Safety is the central resource for building construction, code information, plan review, permit issuance and building construction inspection. The division consists of building inspectors, plan reviewers and counter services staff. Services provided include reviewing plans to ensure compliance with building, plumbing, electrical and mechanical codes, as well as, adherence to City engineering and zoning requirements; processing permit applications and issuing permits; conducting scheduled inspections at various phases of building projects to ensure that the construction is in accordance with the approved plans and City-adopted safety codes; serving in a backup role to other divisions and departments, as time permits, until development picks up.

### Goals and Objectives

1. Protect the public through the implementation and enforcement of appropriate building and fire codes and standards. Ensure the safest building with the latest materials methods.
  - a. Continue reviewing building and civil plans for compliance with all applicable building code, subdivision code, fire code and other regulatory requirements and standards
2. Maintain quality customer service through a welcoming service oriented workgroup.
  - a. Create a customer service “telephone protocol” policy for all staff members to use
  - b. Create a DSD customer service survey to solicit direct service feedback. (Distribute postcard-size survey via the City’s website, to walk-in customers, with plan review comments, issued permits, inspection visits, etc.)
3. Continue to develop submittal checklists/prescreening of submittals.
  - a. Develop complete and thorough checklists for all major permit types
  - b. Provide information regarding submittal pre-requisites, applicable codes and ordinances, submittal package requirements and basic plan content requirements
  - c. Consolidate information from various departments and put all information in a consistent format for customers
  - d. Create training program to prescreen all the different submittal types for completeness and basic content requirement
4. Continue to build a steadfast relationship with citizens, developers and homebuilders.
  - a. Meet regularly with HBA to address issues, communicate new policy initiatives, updates or changes to existing policy
  - b. Create and expand monthly construction activity reports to include revenues directly associated with construction activity



5. Continue funding for contracted plan review and inspection services. Staffing for peak periods is impractical and understaffing results in poor customer service.
  - a. Respond to all building construction inspection request within 24 hours. Utilize contracted services on an "as-needed" basis to effectively manage the division in the most efficient, economical way possible allowing staff to adjust to unexpected workloads associated with market trends, future annexation and economic development recruitments
6. Build a Construction Plans and Documents Retention Schedule, per State law.
  - a. Work with the City Clerk's office to implement the disposal of records management
  - b. Provide staff with the appropriate resources to keep permanent records
7. Continue implementing the GIS/Permit tracking system.

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of plan reviews completed within specified time frames	80%	100%	95%	100%
% of inspections performed within 24 hours of request	100%	100%	100%	100%
% of standard home permits issued within specified time frame	100%	100%	100%	100%

## FY2012 BUDGET

### Development Services – Building Safety

Cost Center: #10044142

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$1,124,187	\$580,226	\$531,050	\$588,325	\$578,901
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	22,674	9,508	9,500	6,030	30,132
Supplies	10,576	265	800	393	805
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$1,157,438</b>	<b>\$589,999</b>	<b>\$541,350</b>	<b>\$594,748</b>	<b>\$609,838</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Development Services Dir.	1.0	-	-	-	-
Chief Building Official	1.0	1.0	1.0	1.0	1.0
Development Expeditor	1.0	-	-	-	-
Plan Review/Insp. Supervisor	1.0	1.0	1.0	1.0	1.0
Building Plans Examiner	1.0	1.0	1.0	1.0	1.0
Senior Building Inspector	1.0	1.0	1.0	1.0	1.0
Building Inspector	4.0	1.0	1.0	1.0	1.0
Permit Technician	3.0	1.0	1.0	1.0	1.0
Administrative Assistant I	1.0	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>14.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>



## Development Services – Engineering

### Department Description

The Engineering division plans and directs a diverse program of public works designs, new development coordination, construction and administration. Responsibilities include, but are not limited to, plan review of design and construction of improvements in public right-of-way and review and inspection of private development plans, reports and plats, including geotechnical reports and survey documents. Engineering acts as the City’s liaison with Pinal County and FEMA for flood plain administration. The Engineering division manages some capital improvement projects and is responsible for ensuring all public improvements are built to City standards.

### Goals and Objectives

1. To provide engineering support services to Maricopa, including guidelines and plan review.
  - a. Provide current updates of the City’s engineering guidelines
  - b. Provide engineering guidance and comment for all projects proposed within the city by attending meetings and being available for assistance
  - c. Establish an official benchmark (a monument that all surveys and projects must use so City projects will be based on the same datum) for the City of Maricopa through a survey of the entire city
  - d. Conduct monthly utility coordination meetings
2. To provide engineering inspection services for all construction projects performed within Maricopa.
  - a. Complete the Santa Rosa Bridge on Honeycutt Road, including inspection and monitoring of construction
3. To provide floodplain management in conjunction with Pinal County to the citizens and businesses of Maricopa.
4. To provide a master drainage study to the City of Maricopa.
  - a. Complete a master drainage plan for the City of Maricopa which will include a study to potentially remove the flood prone areas of the city, out of the floodplain

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of engineering inspections completed within specified time frames	90%	100%	100%	100%
% of engineering plan reviews completed within specified turnaround times	90%	90%	90%	90%
% of CIP projects completed within budget	95%	100%	100%	100%

## FY2012 BUDGET

### Development Services – Engineering

Cost Center: #10044145

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$302,428	\$177,900	\$247,945	\$184,289	\$140,035
Professional and Technical	268,733	89,277	2,210,000	625,571	2,805,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	3,959	1,873	2,960	2,540	1,435
Supplies	10,710	-	500	103	1,074
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$585,830</b>	<b>\$269,051</b>	<b>\$2,461,405</b>	<b>\$812,503</b>	<b>\$2,947,544</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
City Engineer	1.0	-	-	-	-
Sr. Engineer Plans Examiner	1.0	1.0	1.0	1.0	1.0
PW Inspector	1.0	1.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	-
<b>Departmental Totals</b>	<b>4.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>

## Development Services – Fleet Management

### Department Description

Fleet Management is responsible for maintaining safe, efficient, dependable vehicles and equipment for City departments; reviewing new vehicle and equipment specifications and providing recommendations on vehicle and equipment replacement schedules. Fleet Management also monitors fuel purchases and fuel consumption for each vehicle, as well as per department. Fleet Management maintains all equipment and vehicle maintenance records in accordance with the State’s Department of Transportation regulations. Fleet also takes care of all vehicle licensing and registrations through the Department of Motor Vehicles.

### Goals and Objectives

1. Provide the City of Maricopa’s departments and divisions with safe, dependable vehicles and equipment necessary to perform their duties.
  - a. Continue performing preventative maintenance as specified by the manufacturer
  - b. Perform safety inspections that meet Federal and State DOT requirements
2. Provide this service at the most efficient price available.
  - a. Continue to request government pricing on purchases and service on vehicle and equipment
  - b. Search for vendors that can provide the same quality product at a reduced price
3. Receive the best quality of workmanship at a reasonable price.
  - a. Work with vendors that can provide certified technicians performing the repairs on the City’s vehicles and equipment
4. Acquire vehicles and equipment that will fit the departments’ future needs at the best possible price.
  - a. Continue searching and purchasing vehicles and equipment through vehicle auctions and state surplus facilities

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
# of accidents attributed to equipment failure	0	0	0	0
% of preventative maintenance completed within manufactures suggested timeframes	80%	100%	100%	100%
% of vehicle/equipment purchases made within budgeted amount	100%	95%	95%	95%

## FY2012 BUDGET

### Development Services – Fleet Management

Cost Center: #10010017

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$82,452	\$83,486	\$87,214	\$83,459
Professional and Technical	-	45	-	-	5,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	230,074	112,250	102,532	16,758
Supplies	-	-	170,844	157,556	1,547
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$312,571</b>	<b>\$366,580</b>	<b>\$347,302</b>	<b>\$106,764</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Fleet Manager	1.0	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>



## Development Services – Planning

### Department Description

The Planning division provides support to the City Council, Planning and Zoning Commission, City administration and local boards, committees and task forces. Complex tasks include preparing and implementing the General Plan, development regulations (zoning and subdivision ordinances), sub-area plans, strategic plans coordinating special planning, annexations and reviewing land use applications and development proposals for compliance with applicable regulations.

### Goals and Objectives

1. Provide excellent internal and external customer service.
  - a. Improve responsiveness to customers by providing correct answers
  - b. Emphasize teamwork
  - c. Provide timely assistance to other departments
  - d. Ensure accuracy and availability of applications
  - e. Continue to provide timely reviews
2. Ensure services are regionally consistent, appropriate and current.
  - a. Analyze and review service provision for the regional consistency
  - b. Emphasize professional development of staff
3. Improve participation in development process.
  - a. Market the “one-stop shop” approach to the development process
  - b. Participate in monthly development team meetings
4. Partner with Emergency Services, GIS, Pinal County, Postal Services.
  - a. Establish inter-agency database of addressing information

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of citizens satisfied with the City's efforts to plan for the future	60%	N/A	61%	50%
# of regional planning efforts participated in	6	6	5	5
% of planning cases reviewed within specific turnaround times	80%	90%	90%	95%



## FY2012 BUDGET

### Development Services – Planning

Cost Center: #10044141

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$390,897	\$208,716	\$169,787	\$173,714	\$168,809
Professional and Technical	-	-	150,000	50	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	11,705	6,977	7,950	2,985	4,552
Supplies	1,748	-	200	-	529
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$404,350</b>	<b>\$215,693</b>	<b>\$327,937</b>	<b>\$176,749</b>	<b>\$173,890</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Planning Manager	1.0	1.0	1.0	1.0	1.0
Planner II	1.0	1.0	1.0	1.0	-
Planner I	-	-	1.0	-	1.0
Assistant Planner	1.0	1.0	-	1.0	-
Administrative Assistant II	1.0	-	-	-	-
Planner Assistant	1.0	-	-	-	-
<b>Departmental Totals</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>

## Development Services – Public Works

### Department Description

The Public Works division provides safe, efficient, economical and responsive infrastructure systems in Maricopa to include streets, sidewalks and public facilities.

### Goals and Objectives

1. To provide clean, well maintained and accessible public infrastructure.
  - a. Decrease City liability through provision of clean, well maintained and accessible streets, sidewalks and public facilities
  - b. Manage and maintain the City’s infrastructure to beautify our community
2. To focus on high quality service and customer satisfaction to be the “provider of choice” for our customers.
  - a. Provide high quality service and customer satisfaction for our customers
3. To foster collaborative opportunities with other agencies to improve service delivery.
4. To provide smooth, crack free, aesthetically pleasing, drivable streets.
  - a. Maintain City streets through an annual operations and maintenance program
5. To utilize the Pinal County ½ cent sales tax for cost effective street maintenance, minor improvements to the arterial street system and other special transportation services.
  - a. Resurface various streets throughout the City based on condition rating and available funds
  - b. Establish a pavement management program; evaluate the impacts of pavement restoration with pavement rating and maintenance dollar requirements
6. To satisfy the intent of the 2005 Small Area Transportation Study through provision of arterial street improvements as specified in the Capital Improvement Program.
  - a. Design and construct public improvement projects established in the Capital Improvement Program (CIP)

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of annual lane mile maintenance completed	70%	80%	70%	80%
% of emergency calls responded to within four hours	100%	100%	100%	100%
% of citizens rating street condition as “good” or “excellent”	74%	75%	81%	80%

## FY2012 BUDGET

### Development Services – Public Works

Cost Center: #20055151

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$482,864	\$512,595	\$536,754	\$534,520	\$659,486
Professional and Technical	7,947	11,782	7,500	90	5,315
Purch. Property Services	101	101	101	101	101
Other Purchased Services	235,582	278,317	580,870	304,862	603,161
Supplies	37,342	57,165	58,011	80,894	132,768
Capital Outlay	333,519	94,472	440,000	10,528	1,895,872
<b>Departmental Totals</b>	<b>\$1,097,355</b>	<b>\$954,432</b>	<b>\$1,623,236</b>	<b>\$930,995</b>	<b>\$3,296,703</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Streets Superintendent	1.0	1.0	1.0	1.0	1.0
Maintenance Foreman	1.0	1.0	1.0	1.0	1.0
Equipment Operator	3.0	4.0	4.0	4.0	4.0
Maintenance Worker	3.0	2.0	2.0	2.0	2.0
<b>Departmental Totals</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>

## Development Services – Transportation

### Department Description

The Transportation division provides Maricopa with a comprehensive, safe and modern transportation system that integrates all modes of travel and provides mobility and accessibility in a convenient, safe and cost-effective manner. In addition to transportation planning, Safe Routes to School, traffic engineering and transit administration, many of the City CIP projects are managed by the Transportation Department.

### Goals and Objectives

1. To provide a safe and efficient transportation system for the citizens of Maricopa.
  - a. Provide technical support and guidance to the organization, departments and community on infrastructure needs and projects
  - b. Provide a sustainable city by delivering cost effective, efficient transportation projects
2. To provide orderly and efficient movement people, goods and services.
  - a. Reduce air pollution, energy consumption, automobile traffic, thereby reducing the number of accidents and need for capacity improvements
  - b. Provide community access as a social service by providing transportation to youth, seniors and persons with disabilities
3. To serve the public through a number of diverse services including streets, traffic signalization, sidewalks, bikeways and public transit.
  - a. Preserve the environment and enhance neighborhood livability of Maricopa by providing viable transportation alternatives for all citizens
  - b. Improve citizen involvement in long-term planning and transportation projects

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ACTUAL	2012 ESTIMATED
% of transportation plan reviews completed within specified turnaround times	90%	90%	90%	90%
% of intersections addressed once MUTCD signal warrants are met within a 24-month period	75%	85%	85%	100%
% of citizens rating the transit system as "good" or "excellent"	N/A	N/A	51%	30%
% increase in transit ridership from previous grant year	N/A	0%	10%	0%

## FY2012 BUDGET

### Development Services – Transportation

Cost Center: #10044146

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$208,200	\$98,413	\$101,806	\$112,341	\$64,767
Professional and Technical	211,116	377,886	2,496,473	887,193	50,000
Purch. Property Services	8,225	7,612	1,772	1,772	-
Other Purchased Services	4,217	1,712	6,853	1,013	3,050
Supplies	7,994	14,749	5,250	332	823
Capital Outlay	430,363	212,631	409,612	218,811	2,607,064
<b>Departmental Totals</b>	<b>\$870,115</b>	<b>\$713,004</b>	<b>\$3,021,766</b>	<b>\$1,221,462</b>	<b>\$2,725,704</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Transportation Manager	1.0	1.0	1.0	1.0	1.0
Transit Coordinator	1.0	1.0	-	-	1.0
<b>Departmental Totals</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>



# Fire Department

## Fire Department – Administration



### Mission

To protect life and property through fire suppression, fire code enforcement, arson investigation and fire cause determination, fire and life safety education, emergency medical and rescue services, community emergency preparedness and hazardous materials response.

### Department Description

Fire Administration directs the activities and operations of the Fire Department to protect life and property and is responsible for the personnel, morale and general efficiency of the Fire Department. Administration keeps records, prepares and administers the department’s budget, serves as the emergency services planner and coordinator and plans for the long-range fire safety needs of the city.

### Goals and Objectives

1. Fire Administration shall reduce the loss of life and property by providing executive leadership, guidance and coordination of Department Divisions.
  - a. 80% or more of citizens surveyed will rate Fire Department services as good or excellent

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
# of buildings inspected as a % of total buildings	53%	71%	61%	70%
% of citizens rating Fire Department services as good or excellent	N/A	80%	N/A	80%

## FY2012 BUDGET

### Fire Department – Administration

Cost Center: #10022525

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$213,564	\$283,676	\$281,076	\$288,119	\$278,649
Professional and Technical	-	-	-	-	-
Purch. Property Services	374	-	-	-	-
Other Purchased Services	6,950	6,819	4,395	3,679	3,534
Supplies	837	1,734	4,900	4,183	4,900
Capital Outlay	1,344	-	-	-	-
<b>Departmental Totals</b>	<b>\$223,068</b>	<b>\$292,229</b>	<b>\$290,371</b>	<b>\$295,981</b>	<b>\$287,083</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Public Safety Director	0.5	-	-	-	-
Fire Chief	-	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	-	-	-	-
Record Mgmt. Coordinator	1.0	1.0	1.0	1.0	1.0
Training/EMS	1.0	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>3.5</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>



# Fire Department – Fire Operations

## Department Description

The Operations division provides fire, emergency medical, hazardous material and technical rescue emergency responses within the community. This is accomplished through the rapid deployment of equipment and trained personnel.

## Goals and Objectives

For all emergency incidents, the Fire Department shall arrive in a timely manner with sufficient resources to stop the escalation of the incident; rescue, care for, and support victims; and salvage property, while providing for the safety of the responders and general public.

1. Fire Dispatch Center effectiveness:
  - a. 911 calls will be dispatched in one (1) minute or less, 95% of the time
2. Emergency response effectiveness:
  - a. Turnout time, the length of time between unit dispatch and the unit starting its response, will be one minute or less 90% of the time
  - b. First unit travel time, the length of time between the first unit starting its response and the unit arriving on scene, will be four minutes or less 50% of the time and seven minutes or less 90% of the time
  - c. An effective response force shall arrive on scene of all working structure fires in eight minutes or less, 50% of the time and 12 minutes 30 seconds or less, 90% of the time. An effective response force shall be measured as two engines, one ladder and one command officer

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of 911 call process time of 1 minute or less	95%	98%	98%	95%
% of turnout time of 1 minute or less	70%	85%	83%	70%
% of turnout time of 1 minute, 19 seconds or less	90%	95%	90%	90%
% of first unit travel time (initial responders) of 4 minutes or less	47%	44%	42%	50%
% of first unit travel time (initial responders) of 6 minutes, 51 seconds or less	90%	90%	90%	90%
% of effective response time <sup>1</sup> 8 minutes or less	51%	72%	23%	50%
% of effective response time <sup>1</sup> 13 minutes or less	90%	90%	90%	90%

<sup>1</sup>Effective response time is calculated as the time it takes to get the necessary number of responders on scene to stop fire progression.

## FY2012 BUDGET

### Fire Department – Fire Operations

Cost Center: #10022527

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$5,813,890	\$5,642,648	\$6,085,027	\$5,863,226	\$5,996,780
Professional and Technical	28,454	19,293	28,000	20,799	27,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	46,400	55,821	47,973	45,493	36,902
Supplies	34,864	35,615	36,750	32,601	38,350
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$5,923,608</b>	<b>\$5,753,377</b>	<b>\$6,197,750</b>	<b>\$5,962,119</b>	<b>\$6,099,532</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Battalion Chief	3.0	3.0	3.0	3.0	3.0
Shift Captain	14.0	14.0	13.0	13.0	13.0
Firefighter/EMT	41.0	41.0	39.0	39.0	40.0
<b>Departmental Totals</b>	<b>58.0</b>	<b>58.0</b>	<b>55.0</b>	<b>55.0</b>	<b>56.0</b>

## Fire Department – Fire Prevention

### Department Description

The Fire Prevention division is responsible for enforcing all fire and life safety codes, ordinances, laws and regulations of the City and State; arson investigation and fire cause determination; and for planning and providing fire and life safety education to the community. The Fire Prevention Division is also responsible for assisting with community emergency preparedness and disaster planning.

### Goals and Objectives

The Fire Prevention division shall reduce the loss of life and property by ensuring the structural fire safety of buildings; promoting fire-safe behaviors in target populations; determining the cause and origin of fires, explosions, or hazardous materials leaks; and planning for disasters.

1. Fire investigation effectiveness:
  - a. Cause is determined in 30% or more of all working incidents
2. Public education program effectiveness:
  - a. Fire safety instruction is presented to 90% or more of elementary educational institutions and licensed child care facilities serving children grades 1-5
3. Code enforcement effectiveness:
  - a. All hazardous occupancies, public institutions, places of assembly, child-care facilities with five or more persons, and residential occupancies with three or more dwelling units are inspected annually. Provide facilities that support literacy efforts
  - b. All hazardous occupancies have an updated electronic copy of their HMIS or HMMP on file with the Fire Department

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of cause determinations of working incidents	52%	70%	77%	50%
% of presentations of fire safety instruction to educational institutions and child care facilities	100%	100%	100%	100%
% of inspections of public educational institutions	100%	100%	100%	100%
% of inspections of all hazardous occupancies, public institutions, places of assembly, child-care facilities with five or more persons, and residential occupancies with three or more dwelling units annually	100%	100%	100%	100%
% of hazardous occupancies that have an updated electronic copy of their HMIS or HMMP on file with the Fire Department	100%	100%	100%	100%

## FY2012 BUDGET

### Fire Department – Fire Prevention

Cost Center: #10022526

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$260,039	\$209,037	\$208,258	\$206,423	\$198,696
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	10,570	5,316	4,180	3,165	5,250
Supplies	3,404	5,879	5,000	4,426	5,000
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$274,012</b>	<b>\$220,233</b>	<b>\$217,438</b>	<b>\$214,014</b>	<b>\$208,946</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Division Chief	1.0	1.0	1.0	1.0	1.0
Fire Marshal	1.0	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Fire Department – Support Services

### Department Description

Fire Support Services has three main management responsibilities: Fire Department fleet and facilities maintenance, firefighting equipment acquisition and maintenance and Fire Department logistics.

### Goals and Objectives

Fire Support Services will manage and maintain fire apparatus, equipment and facilities so that the Fire Department can arrive at emergency incidents in a timely manner with sufficient resources to stop the escalation of the incident; rescue, care for and support victims; and salvage property; while providing for the safety of the responders and general public.

1. Fleet management and maintenance effectiveness:
  - a. A reserve apparatus is available for front line vehicle replacement 95% of the time
  - b. Apparatus inspections and periodic maintenance are completed on time
2. Equipment management and maintenance effectiveness:
  - a. Power tool preventive maintenance is completed on schedule 95% of the time

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of time that a reserve unit is available for front line vehicle replacement	99%	95%	99%	99%
% of power tool preventive maintenance completed on schedule	98%	80%	75%	99%
% complete inspections and periodic maintenance completed on time	100%	98%	91%	99%



## FY2012 BUDGET

### Fire Department – Support Services

Cost Center: #10022528

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$245,200	\$168,994	\$282,646	\$278,461	\$280,872
Professional and Technical	144,408	198,565	270,840	252,556	256,059
Purch. Property Services	137,194	-	-	-	-
Other Purchased Services	53,234	346,312	450,849	327,423	486,068
Supplies	243,997	185,248	92,085	176,810	132,802
Capital Outlay	655,341	370,152	755,865	753,173	3,639,691
<b>Departmental Totals</b>	<b>\$1,479,375</b>	<b>\$1,269,272</b>	<b>\$1,852,285</b>	<b>\$1,788,423</b>	<b>\$4,795,492</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Division Chief	-	-	-	1.0	1.0
Master Mechanic	1.0	1.0	1.0	1.0	1.0
Mechanic	1.0	1.0	1.0	1.0	1.0
EMS Coordinator	1.0	1.0	1.0	-	-
<b>Departmental Totals</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

# Police Department

## Police Department – Administration



### Mission

The Maricopa Police Department is committed to working in partnership with our community to improve the quality of life in our city. The department is dedicated to solving community problems, the reduction of crime, the protection of life and property, and upholding the laws, ordinances and the constitutional rights of all persons. We strive to accomplish these objectives without prejudice, with the highest of integrity and with the support of the citizens we serve.

### Department Description

Police Administration provides leadership and resources for the accomplishment of the department's mission of public safety for the citizens of Maricopa. Many of the goals, objectives and performance measures were established during last fiscal year and prior data is unavailable.

### Goals and Objectives

1. Protect lives and property by providing professional police services in a timely, efficient and effective manner.
  - a. Respond to hot calls (Priority H) calls for service in five minutes or less
  - b. Respond to life threatening (Priority 1) calls for service in six minutes or less
  - c. Respond to urgent but non-emergency (Priority 2) calls in 35 minutes or less
  - d. Respond to non-emergency (Priority 3) calls in 60 minutes or less
  - e. Respond to reports only calls (Priority 4) calls in less than two hours
  - f. Maintain the crime rate for major crimes (Uniform Crime Reporting Part 1 Crimes) against persons at 2 per 1,000 population and against property at 35 per 1,000 population



2. Coordinate departmental volunteer programs.
  - a. Coordinate departmental volunteer activity to enhance citizen interaction and service to our community
3. Provide crime and disorder analysis in support of department members and the public.
  - a. Provide crime analysis services (tactical crime bulletins, statistical administrative reports, crime maps, etc.)
4. Conduct regularly scheduled inspections and audits as directed by the Chief of Police to assess the procedural quality control for both departmental and accreditation standards to include yearly policy review and proofs of compliance.
  - a. Attain CALEA accreditation this year and maintain annual compliance
  - b. Review all policies annually for compliance with legal and City requirements, practice and CALEA standards
  - c. Less than a 3.0% error rate for all stored property and evidence stored on the annual Property/Evidence Audit
5. To instill citizen and employee confidence in the department by maintaining the professional standards of the department and its employees.
  - a. Maintain less than one sustained external citizen complaint per 10,000 population

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
Priority H (hot calls) average response time (min:sec)	N/A	N/A	N/A	5:00
Priority 1 average response time (min:sec)	N/A	N/A	8:17	6:00
Priority 2 average response time (min:sec)	N/A	N/A	11:49	35:00
Priority 3 average response time (min:sec)	N/A	N/A	17:20	65:00
Priority 4 average response time (min:sec)	N/A	N/A	23:42	120:00
Part 1 Crimes Against Persons per 1,000 population	N/A	N/A	1.4	2.0
Part 1 Crimes Against Property per 1,000 population	N/A	N/A	24.7	35.0
# of volunteer hours donated	N/A	N/A	2039 hrs	4000 hrs
% of policies reviewed	N/A	N/A	100%	100%
Annual Property Audit error rate	N/A	N/A	N/A	3%

## FY2012 BUDGET

### Police Department – Administration

Cost Center: #10022121

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$5,814,095	\$1,131,710	\$675,099	\$678,799	\$650,188
Professional and Technical	453,044	5,237	5,495	1,968	9,596
Purch. Property Services	-	-	-	-	-
Other Purchased Services	355,402	23,888	27,418	22,071	12,070
Supplies	111,146	9,764	17,105	17,770	16,430
Capital Outlay	989	11	-	-	-
<b>Departmental Totals</b>	<b>\$6,734,675</b>	<b>\$1,170,609</b>	<b>\$725,117</b>	<b>\$720,608</b>	<b>\$688,284</b>

Notes: Prior to FY10, Police Department was not separated into divisions



## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Public Safety Director	0.5	1.0	-	-	-
Chief of Police	-	1.0	1.0	1.0	1.0
Assistant Chief of Police	1.0	-	-	-	1.0
Commander	1.0	-	-	-	-
Lieutenants	2.0	-	-	-	-
Sergeants	10.0	2.0	1.0	1.0	1.0
Detectives	5.0	3.0	-	-	-
Police Officers	41.0	1.0	2.0	2.0	1.0
Records Mgmt. Manager	1.0	-	-	-	-
Crime Analyst	1.0	-	-	-	-
Property Evidence Manager	1.0	-	-	-	-
Alarm Coordinator	-	1.0	1.0	1.0	1.0
Crime Scene Technician	1.0	-	-	-	-
Administrative Assistant	3.0	2.0	2.0	2.0	1.0
Administrative Assistant II	-	1.0	1.0	1.0	-
<b>Departmental Totals</b>	<b>67.5</b>	<b>12.0</b>	<b>8.0</b>	<b>8.0</b>	<b>6.0</b>

# Police Department – Code Compliance

## Department Description

Code Compliance provides public information and compliance for residents to comply with City zoning and nuisance code requirements. This division also engages in specialized activities such as graffiti removal/abatement and education. Code Compliance operates under the philosophy that proactive educational and awareness efforts, combined with communication and intervention, are the most desirable approaches to achieving voluntary compliance.

## Goals and Objectives

### Code Compliance Cases

1. Resolve code compliance cases within 45 days by voluntary compliance.
  - a. Case clearance rate of at least 90%
  - b. Respond to all complaints within 72 hours
  - c. Resolution with no additional enforcement action needed
2. Reduce number of violations.
  - a. Educate citizens about laws, rights, and responsibilities
3. Enhanced public relations.
  - a. Improved customer service through expanded networking and direct communication
  - b. Proactive educational brochures, mailings and other publications

### Graffiti Abatement

1. Abate images within 24 business hours from time of report, or upon discovery by graffiti abatement staff or Code Compliance Officer.

### Animal Care and Control

1. Transition to in-house animal control from contracted service.

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of voluntary compliance	N/A	N/A	97%	95%
% of cases closed	N/A	N/A	93%	90%
# of total images abated	N/A	N/A	564	550

## FY2012 BUDGET

### Police Department – Code Compliance

Cost Center: #10022929

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$86,736	\$86,958	\$88,669	\$90,240	\$126,102
Professional and Technical	61,300	68,643	82,000	68,498	86,657
Purch. Property Services	-	-	-	-	-
Other Purchased Services	2,558	3,215	6,885	1,959	20,046
Supplies	12,501	18,032	22,462	10,788	30,550
Capital Outlay	44,965	-	-	-	-
<b>Departmental Totals</b>	<b>\$208,060</b>	<b>\$176,848</b>	<b>\$200,016</b>	<b>\$171,485</b>	<b>\$263,355</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Sr. Code Compliance Officer	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	-	-	-	-	1.0
<b>Departmental Totals</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>



# Police Department – Professional Development

## Department Description

Professional Development coordinates and documents all training for officers and civilians within the Police Department.

## Goals and Objectives

1. Provide and maintain records on police personnel training.
  - a. Provide complete training to police personnel by meeting or exceeding the Arizona Peace Officer Standards and Training (AZ POST) of eight hours of continual training per officer per year, and eight hours of proficiency training per officer every three years and all mandatory accreditation training requirements

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
Maintain AZ Post training standards	100%	100%	100%	100%

## FY2012 BUDGET

### Police Department – Professional Development

Cost Center: #10022123

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$262,349	\$364,730	\$280,904	\$356,103
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	1,369	8,380	6,895	18,425
Supplies	-	27,049	40,157	40,341	52,063
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$290,767</b>	<b>\$413,267</b>	<b>\$328,140</b>	<b>\$426,591</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Lieutenants	-	1.0	1.0	1.0	1.0
Sergeants	-	-	2.0	2.0	-
Accreditation Manager	-	1.0	1.0	1.0	1.0
Police Officer	-	1.0	1.0	1.0	2.0
<b>Departmental Totals</b>	-	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>





## Police Department – Support Services

### Department Description

The Police Records Unit receives request for police report copies, distributes and files all offense reports generated by police officers.

### Goals and Objectives

1. Accept, process, store and retrieve police reports, court records, traffic citations, accident reports, automated database information (including criminal justice information and the records management system) and other official information. Provide information as requested in an accurate and timely manner to the public, private and public sector organizations and members of the Police Department.
  - a. Respond to requests for report copies within seven business days in 90% of all cases

### PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
% of timeliness of response to requests for report copies in seven business days	N/A	N/A	90%	90%

### FY2012 BUDGET

#### Police Department – Support Services

Cost Center: #10022124

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$225,428	\$252,675	\$195,243	\$376,804
Professional and Technical	-	489,087	503,250	508,842	573,250
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	3,292	2,170	1,851	1,959
Supplies	-	8,801	11,321	11,173	13,500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$726,608</b>	<b>\$769,416</b>	<b>\$717,109</b>	<b>\$965,513</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Lieutenant	-	1.0	1.0	1.0	1.0
Evidence Manager	-	1.0	1.0	1.0	1.0
Records Clerk I	-	-	-	-	3.0
Records Clerk II	-	-	-	-	1.0
Crime Scene Technician	-	1.0	1.0	1.0	-
<b>Departmental Totals</b>	-	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>6.0</b>



# Police Department – Uniformed Services

## Department Description

The Uniformed Services Division is composed of Patrol and its various special functions and Criminal Investigations. Sworn police officers representing the Chief of Police are the primary personnel responsible for enforcing the law and investigating crime that takes place within the city of Maricopa.

Patrol is responsible for patrolling and traffic control of the city’s roadways. Patrol is comprised of traditional patrol officers, the motorcycle unit, the K-9 team and Police Explorers and Reserve Officers Programs. The Community Oriented Policing (COP) program consists of three beats where officers and citizens work to identify and resolve problems.

Criminal Investigations is responsible for thoroughly investigating serious crimes committed against persons, property and/or the State of Arizona.

## Goals and Objectives

1. To protect lives and property by providing professional police services in a timely, efficient and effective manner.
  - a. Reduce number of speed related injuries by 20%
  - b. Conduct six high profile speed enforcement details by end of year
  - c. Develop and communicate effective crime reduction strategies for each beat on an ongoing basis
  - d. Complete or forward first responder investigations within five days 80% of the time
2. Provide specialized investigative skills and appropriate proactive techniques to aid in solving crimes involving persons, property, narcotics and gangs
  - a. Maintain a clearance rate of at least 80% for all cases assigned to the Criminal Investigations Section
  - b. Ensure quality, complete and thorough investigations are being submitted for criminal prosecution
  - c. Routinely analyze and address crime trends with proactive investigative strategies

## PERFORMANCE MEASURES

MEASURES	2009 ACTUAL	2010 ACTUAL	2011 ESTIMATED	2012 PROJECTED
Reduce number of speed related injuries by 20%	N/A	N/A	48	39
Conduct six high profile speed enforcement details per year	N/A	N/A	6	6
% of first responder reports completed or forwarded to Investigations within 5 days	N/A	N/A	80%	80%
Criminal Investigations clearance rate (Part 1 Crimes)	N/A	N/A	80%	80%
% of submitted cases requiring no further investigation	N/A	N/A	90%	90%

## FY2012 BUDGET

### Police Department – Uniformed Services

Cost Center: #10022122

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$3,923,279	\$4,317,913	\$4,514,375	\$4,729,204
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	41,191	28,828	30,133	401,682
Supplies	-	56,695	61,418	59,114	53,531
Capital Outlay	-	-	-	-	355,000
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$4,021,165</b>	<b>\$4,408,159</b>	<b>\$4,603,622</b>	<b>\$5,539,417</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Lieutenants	-	2.0	2.0	2.0	2.0
Sergeants	-	8.0	7.0	7.0	7.0
Police Officers	-	37.0	37.0	37.0	42.0
<b>Departmental Totals</b>	<b>-</b>	<b>47.0</b>	<b>46.0</b>	<b>46.0</b>	<b>51.0</b>

# Other Budgets

## Debt Service

### Department Description

This cost center is used to account for debt service payments on the City's outstanding bonds.

### FY2012 BUDGET

#### Debt Service

Cost Center: #40000000

Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Principal	\$ -	\$ -	\$ -	\$730,000	\$ -
Interest	-	-	1,252,973	1,460,707	1,757,846
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$1,252,973</b>	<b>\$2,190,707</b>	<b>\$1,757,846</b>

# Local Road Maintenance

## Department Description

This cost center is used to account for revenue from developers to perform maintenance on roads associated with their developments.

### FY2012 BUDGET

#### Local Road Maintenance

Cost Centers: #20544145 & 20555151

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	556,393	147,552	1,200,000	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$556,393</b>	<b>\$147,552</b>	<b>\$1,200,000</b>	<b>\$ -</b>	<b>\$ -</b>



## Local Transportation Assistance Fund (LTAF)

### Department Description

These funds are used to help operate the City's demand-response transit system. The services are contracted out to a local transportation company.

### FY2012 BUDGET

#### Local Transportation Assistance Fund (LTAF)

Cost Centers: #21044145 & 21044146

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$10,856	\$23,789	\$85,704	\$27,357	\$29,767
Professional and Technical	55,120	186,399	210,540	208,505	55,745
Purch. Property Services	-	-	-	3,084	-
Other Purchased Services	650	1,797	26,360	3,481	7,018
Supplies	52	3	100	5,336	-
Capital Outlay	-	-	9,000	-	9,100
<b>Departmental Totals</b>	<b>\$66,678</b>	<b>\$211,988</b>	<b>\$331,704</b>	<b>\$247,763</b>	<b>\$101,630</b>



## Grants

### Department Description

This fund is used to account for all grant activity for the City. Grants awarded are for operations and capital projects for all City departments.

### FY2012 BUDGET

#### Grants Fund

Cost Center: #220

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$167,957	\$235,356	\$2,052,365	\$394,312	\$1,538,516
Professional and Technical	493,564	738,111	34,402,443	2,684,405	6,975,563
Purch. Property Services	82	-	-	-	-
Other Purchased Services	5,055	13,322	167,237	29,176	51,342
Supplies	182,993	96,367	6,370,077	107,621	6,246,101
Capital Outlay	126,582	548,003	8,858,435	594,983	5,824,701
<b>Departmental Totals</b>	<b>\$976,232</b>	<b>\$1,631,159</b>	<b>\$51,850,557</b>	<b>\$3,810,497</b>	<b>\$20,636,223</b>

# County Road Tax

## Department Description

This cost center is used to provide funds for street maintenance and street CIP projects.

### FY2012 BUDGET

#### County Road Tax

Cost Center: #30044145

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	41,074	15,572	57,607	33,821	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	946,153	976,816	887,934	689,140	-
Supplies	-	-	-	-	-
Capital Outlay	580,636	238,388	654,459	109,973	1,000,000
<b>Departmental Totals</b>	<b>\$1,567,863</b>	<b>\$1,230,776</b>	<b>\$1,600,000</b>	<b>\$832,934</b>	<b>\$1,000,000</b>

# Voluntary Regional Transportation Fund

## Department Description

This cost center was used to provide funds for street maintenance and street CIP projects.

### FY2012 BUDGET

#### Voluntary Regional Transportation Fund

Cost Center: #31044145

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	1,483,466	-	-	-	-
<b>Departmental Totals</b>	<b>\$1,483,466</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Parks Bond Fund

## Department Description

This cost center is used to account for park and recreation improvements constructed with the revenue bonds issued in 2010.

### FY2012 BUDGET

#### Parks Bond Fund

Cost Center: #33033132 & 33033138

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	825,330	84,075	3,880,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	309,115	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	6,740,425	8,694,006	755	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$7,049,540</b>	<b>\$9,519,336</b>	<b>\$84,830</b>	<b>\$3,880,000</b>



## Development Impact Fee Funds

### Parks Development Impact Fee Fund

#### Department Description

This cost center is used to accumulate and provide funds for park improvements needed to maintain existing levels of service to new growth in the community.

#### FY2012 OPERATIONAL BUDGET

##### Parks Development Impact Fee Fund

Cost Center: #32033131

##### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	442,665	-	150,000	-	-
<b>Departmental Totals</b>	<b>\$442,665</b>	<b>\$ -</b>	<b>\$150,000</b>	<b>\$ -</b>	<b>\$ -</b>

# Library Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for library facilities needed to maintain existing levels of service to new growth in the community.

### FY2012 BUDGET

#### Library Development Impact Fee Fund

Cost Center: #32133135

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	2,943,318	-	50,000	24,393	-
<b>Departmental Totals</b>	<b>\$2,943,318</b>	<b>\$ -</b>	<b>\$50,000</b>	<b>\$24,393</b>	<b>\$ -</b>

# Public Safety Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for public safety facilities needed to maintain existing levels of service to new growth in the community. This fund accumulated fees until December 21, 2010, at which time revised fees were effective and two new funds were established for police specific projects and fire specific projects. This fund will be used for approved police and fire facilities until funds are depleted.

## FY2012 BUDGET

### Public Safety Development Impact Fee Fund

Cost Center: #32222121 & 32222528

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	27,241	242,600	437	927,278
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$27,241</b>	<b>\$242,600</b>	<b>\$437</b>	<b>\$927,278</b>





# General Government Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for general government improvements needed to maintain existing levels of service to new growth in the community.

### FY2012 BUDGET

#### General Government Development Impact Fee Fund

Cost Center: #32333138

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	5,000	1,806,133	583,105	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	56,897	1,193,867	-	-
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$61,897</b>	<b>\$3,000,000</b>	<b>\$583,105</b>	<b>\$ -</b>

# Transportation Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for transportation and road improvements needed to maintain existing levels of service to new growth in the community. This fund accumulated fees until December 21, 2010, at which time revised fees were effective and a new fund was established to account for the projects related to the revised fees.

### FY2012 BUDGET

#### Transportation Development Impact Fee Fund

Cost Center: #32444145 & 32444146

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	27,626	22,056	67,382	49,004	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	1,420,829	506,684	11,969,757	855,071	2,500,000
<b>Departmental Totals</b>	<b>\$1,448,456</b>	<b>\$528,804</b>	<b>\$12,037,139</b>	<b>\$904,075</b>	<b>\$2,500,000</b>

# Police Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for police facilities needed to maintain existing levels of service to new growth in the community. This fund was established to collect revised fees effective after December 2010.

### FY2012 BUDGET

#### Police Development Impact Fee Fund

Cost Center: #32322121

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	155,509
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$155,509</b>

## General Government Development Impact Fee Fund #2

### Department Description

This cost center is used to accumulate and provide funds for general government facilities needed to maintain existing levels of service to new growth in the community. This fund was established to collect revised fees effective after December 2010.

### FY2012 BUDGET

#### General Government Development Impact Fee Fund #2

Cost Center: #34633138

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	600,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	6,353,413
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$6,953,413</b>

## Transportation Development Impact Fee Fund #2

### Department Description

This cost center is used to accumulate and provide funds for transportation and road improvements needed to maintain existing levels of service to new growth in the community. This fund was established to collect revised fees effective after December 2010.

### FY2012 BUDGET

#### Transportation Development Impact Fee Fund #2

Cost Center: #34644146

#### Summary by Category

EXPENDITURE CATEGORY	FY 09 ACTUAL	FY 10 ACTUAL	FY11 AMENDED	FY11 ESTIMATED ACTUAL	FY12 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	-	-	-	-	500,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	382,087	11,547,064
<b>Departmental Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$382,087</b>	<b>\$12,047,064</b>





# Capital Improvement Plan

The following section contains the 2011/2012 Capital Improvement Plan along with project budgets and related cash flows.

## Capital Improvement Plan

### What is a Capital Improvement Plan?

- The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining and operating publicly-financed facilities and improvements with a total cost over \$25,000. Capital expenditures that are less than \$25,000 are considered Operating Capital and are expended from the City's operating funds.
- It not only includes the short-term, defined herein as being the next five fiscal years, but also encompasses projects anticipated into the indefinite future.
- All costs for the five-year plan are stated in current year dollars, with no adjustments for inflationary factors; as a result, actual construction costs may be higher due to inflation.
- The Plan is reviewed and updated annually, with a target date set in December of each year or in conjunction with operations budget.
- The Plan also serves as a foundation to the City's annual review of Development Fees and Operating Budgets to ensure that certain capital and operating costs are sufficiently recovered and budgeted.

### What is a Capital Improvement Program?

- The Capital Improvements Program includes the first five years of the Capital Improvement Plan.
- Projects included within the five-year program must have sound cost estimates, an identified site and verified financing sources, as well as confirmation that they can be staffed and maintained within budgetary constraints.



Adherence to these requirements will ensure responsible planning and management of resources.

- The identification of a project within the five-year program, however, does not guarantee construction. The initiation of any project requires other evaluations and approvals which must be completed for a project to advance to design and ultimately construction.

## **The Process**

The Capital Improvement Plan (CIP) and Program are reviewed and approved by the City Council in December of each year or soon thereafter. The final approval of the CIP is provided through the City Council which, once projects are initiated, will result in the commitment of financial resources and the construction of publicly owned, operated and maintained facilities.

It is beneficial to have the capital planning process completed prior to the annual budgeting process to ensure that sufficient capital and operating funding are included in the subsequent Annual Operational Budget. The process, however, remains flexible regarding timing and inclusion of the information in the CIP, to take advantage of opportunities or respond to issues as they arise.

The following identifies major areas of responsibility in completing the Capital Improvement Program:

### ***FINANCE/ADMINISTRATIVE SERVICES DEPARTMENT***

The calendar, coordination, development and preparation of the Capital Improvement Program are completed through the Finance/Administrative Services Department. The Finance/Administrative Services Department coordinates and reviews estimates of available financial resources and assumptions regarding their availability for each of the five years within the program.

The Finance/Administrative Services Department also serves as the focus for all information, scheduling and funding resources for departments in updating, preparing and submitting projects. It is also responsible for the completion of the final draft of the Capital Improvement Program.

### ***DEPARTMENTS***

Reality is the determining factor that all projects must meet in order to be submitted for inclusion in the program. Submittals have to be credible, meet demonstrated needs and be sustainable for the capital improvements planning process to be successful.

Departments are responsible for preparing and submitting capital projects, which may include consultation with advisory committees, where appropriate. Departmental requests are to be realistic and cognizant of available sources of funding to construct improvements, as well as the ability to afford to maintain and operate them when completed.

All projects within the first two years of the program need to meet the additional standard of having clearly available and approved sources of funding and allowances for maintenance and operating costs.

## ***MAYOR AND COUNCIL***

The preliminary Capital Improvement Program will be presented to the City Council in January of each fiscal year with proposed adoption in March for the following fiscal year. The schedule is flexible to allow for unusual circumstances regarding revenues or expenses that must be taken into account prior to adoption. Prior to the initiation of any individual project, additional approval must be provided by the City Council. Capital project authorizations are taken up subsequently by the City Council on a project by project basis.

## **Economic Assumptions and Financial Resources**

### ***ECONOMIC ASSUMPTIONS***

This Plan is based upon the following general assumptions:

- All costs are stated in current year dollars with no adjustments for inflation.
- The rate of growth in the community will continue on the following schedule of additional single family units per year:

FY 2012 60 units  
FY 2013 120 units  
FY 2014 240 units  
FY 2015 240 units  
FY 2016 250 units

### ***FINANCIAL RESOURCES***

#### **Development Impact Fees**

One of the most significant source of capital project funding are Development Impact Fees (DIF), which are charged to new growth in the community at the time building permits are issued. By state statute, DIF may only pay for the costs of projects associated with growth, so only growth-related projects are DIF eligible. The following resource categories explain the available resources to fund and construct improvements:

#### **Parks, Recreation and Trails DIF**

This fee is assessed on a per unit charge for residential construction. These funds are limited to expanding parks, trails and associated recreation infrastructure to serve new growth in the community.

#### **Library DIF**

This fee is assessed on a per unit charge for residential construction. These funds are limited to expanding library facilities and associated library infrastructure to serve new growth in the community.

#### **Police DIF**

This fee is assessed on a per unit charge for residential and a per square foot charge for non-residential. These funds are limited to expanding Police facilities and infrastructure to serve new growth in the community.

**Fire DIF**

This fee is assessed on a per unit charge for residential and a per square foot charge for non-residential. These funds are limited to expanding Fire facilities and infrastructure to serve new growth in the community.

**General Government DIF**

This fee is assessed on a per unit charge for residential construction and a per square foot charge for non-residential structures. These funds are limited to expanding General Government facilities and infrastructure to serve new growth in the community. This includes administration, courts and similar improvement areas.

**Transportation DIF**

This fee is assessed on a per unit charge for residential construction and a per square foot charge for non-residential structures. These funds are limited to expanding the transportation infrastructure within the City limits to serve new growth in the community.

**GRANTS**

Grants are available for various types of projects through different sources and governmental agencies. If capital grants are listed as the funding source, the project will not proceed until the grant is awarded. A grant funded project may also require City matching funds, which should also be clearly stated in the project description. The City may use the appropriate DIF as the matching portion for most grants.

**LONG TERM DEBT**

Bonds, Certificates of Participation, Loans and Capital Leases are various forms of long-term financing tools available to the City. One or more of these financing tools may be utilized to complete a project earlier than would be possible if the City waited until it had the funds on hand to fully pay for the project. However, each of these financing tools requires a revenue stream with which to repay the debt. On November 4, 2008, voters of the City of Maricopa authorized bonding authority to sell bonds for the construction of projects for Park, Recreation and Library as defined in the CIP in the amount of \$65.5 million.

**DEVELOPER (PRIVATE) CONTRIBUTIONS**

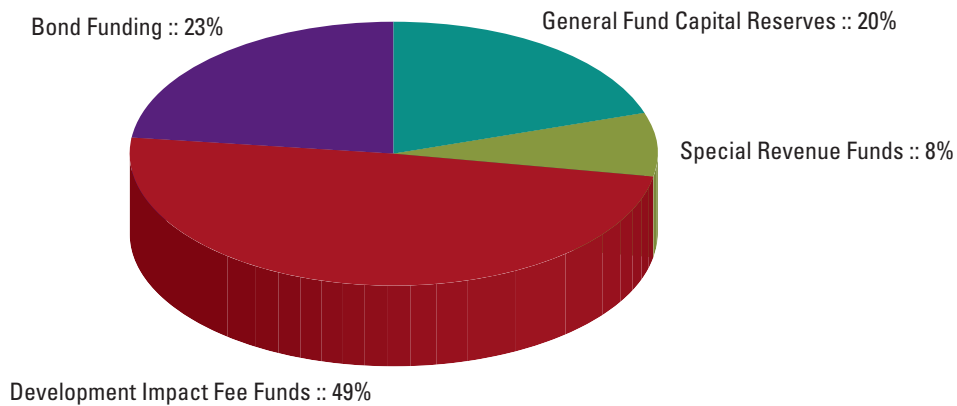
Developers contribute toward costs of capital projects when the construction is of direct benefit to their development and a requirement of the stipulations placed on the development's final plat. In some cases, funds are contributed toward a project from private sources as well. These sources are described as developer (if required) and private (if voluntary).

**CURRENT AND ONE TIME REVENUES**

Dedicated one-time and current revenues are also used to fund capital projects. The City has dedicated one-half of all construction related revenues, including sales taxes to capital reserves to fund future capital projects.

## CAPITAL EXPENDITURES BY FUND TYPE

FUND TYPE	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
General Fund Capital Reserves	\$9,434,730	\$10,450,000	\$1,117,400	\$2,272,400	\$2,587,400
Special Revenue Funds	1,860,000	2,620,872	1,975,000	1,755,000	1,935,000
Development Impact Fee Funds	22,104,136	9,979,039	10,107,760	12,241,760	8,657,900
Bond Funding	3,880,000	23,492,982	-	2,261,328	-
<b>Totals</b>	<b>\$37,278,866</b>	<b>\$46,542,893</b>	<b>\$13,200,160</b>	<b>\$18,530,488</b>	<b>\$13,180,300</b>



## CAPITAL RESERVE FUNDING

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Beginning Cash Available	\$27,000,000	\$17,565,270	\$7,365,270	\$6,622,870	\$4,750,470
Revenue Contribution	-	250,000	375,000	400,000	400,000
<b>Parks Development</b>					
Santa Rosa Wash Trail Study/System	-	-	-	1,265,000	450,000
Pacana Park Improvements	180,000	67,000	30,000	-	-
Totals	\$180,000	\$67,000	\$30,000	\$1,265,000	\$450,000
<b>Police Department</b>					
Police Replacement Vehicles	280,000	308,000	532,400	532,400	532,400
Replace Laptop Computers	75,000	75,000	75,000	75,000	-
Spillman Rec. Mgmt. System Upgrade	-	-	80,000	-	-
Totals	\$355,000	\$383,000	\$687,400	\$607,400	\$532,400
<b>Fire Department</b>					
Apparatus Replacement	780,000	-	-	-	-
Radio End User Equipment	34,926	-	-	-	-
Self Contained Breathing Apparatus	-	-	-	-	205,000
Fire Station #575	2,700,000	-	-	-	-
Ladder Truck	-	-	-	-	1,000,000
Totals	\$3,514,926	-	-	-	\$1,205,000

## CAPITAL RESERVE FUNDING

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>General Government</b>					
City Hall Roof Repair	60,000	-	-	-	-
Windows & office upgrade	52,740	-	-	-	-
Santa Cruz Wash Flood Control	2,250,000	5,200,000	-	-	-
Economic Development Projects	400,000	400,000	400,000	400,000	400,000
<b>Totals</b>	<b>\$2,762,740</b>	<b>\$5,600,000</b>	<b>\$400,000</b>	<b>\$400,000</b>	<b>\$400,000</b>
<b>Transportation</b>					
AmTrak Relocation	1,500,000	-	-	-	-
Quiet Zone Study	25,000	-	-	-	-
Park & Ride Lot	-	1,000,000	-	-	-
Signal at White & Parker/ Honeycutt Rd	-	400,000	-	-	-
Signal at Honeycutt Road/Glennwilde Dr	350,000	-	-	-	-
CLOMR/LOMR Improvements	500,000	3,000,000	-	-	-
Public Works/Fleet Maint Yard/Equip	247,064	-	-	-	-
<b>Totals</b>	<b>\$2,622,064</b>	<b>\$4,400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Capital Reserve Funding</b>	<b>\$9,434,730</b>	<b>\$10,450,000</b>	<b>\$1,117,400</b>	<b>\$2,272,400</b>	<b>\$2,587,400</b>

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>HURF Fund</b>					
2.5 Yard Loader	-	-	200,000	-	-
10 Yard Dump Truck	90,000	-	-	-	-
Air Vacuum Sweeper	200,000	-	-	-	-
Backhoe	90,000	-	-	-	-
Skip Loader	-	-	-	80,000	-
Small Dump 1-Ton	-	-	50,000	-	-
Street Sweepers	-	-	225,000	-	225,000
Tandem-axle Dump Truck	-	-	-	-	110,000
Crack Seal Machine	-	-	-	75,000	-
Road Broom	30,000	-	-	-	-
PW Vehicles	-	55,000	50,000	-	-
PW Maintenance Bldg	-	1,485,872	-	-	-
<b>Totals</b>	<b>\$410,000</b>	<b>\$1,540,872</b>	<b>\$525,000</b>	<b>\$155,000</b>	<b>\$335,000</b>



## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>County Road Tax</b>					
Street Maintenance	1,000,000	1,000,000	1,200,000	1,600,000	1,600,000
Roosevelt & Lexington Drainage	-	80,000	250,000	-	-
<b>Totals</b>	<b>\$1,000,000</b>	<b>\$1,080,000</b>	<b>\$1,450,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>
<b>Library Development Fund</b>					
Collection Development	-	-	-	-	-
<b>Parks Development Fund</b>					
Pacana Park Improvements	180,000	67,000	30,000	-	-
Santa Rosa Wash Master Study	-	-	-	65,000	-
Santa Rosa Wash Trail System	-	-	-	1,200,000	450,000
Skate Park	-	-	300,000	-	-
<b>Totals</b>	<b>\$180,000</b>	<b>\$67,000</b>	<b>\$330,000</b>	<b>\$1,265,000</b>	<b>\$450,000</b>
<b>Parks Bond Fund</b>					
Recreation/Aquatic Center	2,380,000	11,618,672	-	2,261,328	-
Regional Park/Sports Complex	1,500,000	11,874,310	-	-	-
<b>Totals</b>	<b>\$3,880,000</b>	<b>\$23,492,982</b>	<b>-</b>	<b>\$2,261,328</b>	<b>-</b>

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>Police Development Fund</b>					
Police Vehicles	280,000	308,000	532,400	532,400	532,400
Police Laptop Computer Replacement	75,000	75,000	75,000	75,000	-
Police Radio End User Equipment	336,000	286,000	286,000	-	-
City Complex	746,587	-	-	-	-
Spillman Records Mgmt. Sys. Upgrade	-	-	80,000	-	-
<b>Totals</b>	<b>\$1,437,587</b>	<b>\$669,000</b>	<b>\$973,400</b>	<b>\$607,400</b>	<b>\$532,400</b>
<b>Fire Development Fund</b>					
Fire Engine Replacement	780,000	390,000	-	-	-
Fire Station #575	2,700,000	-	-	-	-
Fire Station #572	-	-	-	-	4,608,000
Ladder Truck	-	-	-	-	1,000,000
Car & Light Truck Replacement	-	50,000	-	120,000	-
Fire Radio End User Equipment	34,926	49,900	71,760	71,760	49,900
Self Contained Breathing Apparatus	-	-	-	-	205,000
<b>Totals</b>	<b>\$3,514,926</b>	<b>\$489,900</b>	<b>\$71,760</b>	<b>\$191,760</b>	<b>\$5,862,900</b>

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>General Govt. Development Fund</b>					
City Hall Roof Repair	60,000	-	-	-	-
City Complex	6,953,413	3,403,139	-	-	-
Windows & Office Upgrade	52,740	-	-	-	-
Economic Development Projects	400,000	400,000	400,000	400,000	400,000
Santa Cruz Wash Flood Control CFD	2,250,000	5,200,000	-	-	-
Totals	\$9,716,153	\$9,003,139	\$400,000	\$400,000	\$400,000



## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
<b>Transportation Development Fund</b>					
MCG Highway Interim Improvements	3,300,000	1,000,000	3,500,000	1,300,000	3,500,000
Honeycutt Road from SR347 to MCG Highway	1,500,000	500,000	2,000,000	-	-
Honeycutt Road - Santa Cruz Bridge	-	-	750,000	3,000,000	-
Honeycutt Road - White/Parker to Santa Cruz	-	-	350,000	3,000,000	-
Honeycutt Road at Seven Ranch (South)	3,500,000	-	-	-	-
Hartman Road - MCG to Bowlin Road	-	-	-	-	500,000
White/Parker - at City Property Frontage East 1/2	1,500,000	1,250,000	-	-	-
White/Parker-Honeycutt Rd South (Seven Ranches)	-	2,500,000	-	-	-
Bowlin Road for remaining City Hall Frontage	-	-	1,000,000	-	-
Bowlin Road Half Street Improvements	2,000,000	-	-	-	-
Smith Enke/Porter Road	-	500,000	1,000,000	-	-
Signal at Hartman/Honeycutt Road	-	50,000	350,000	-	-
Signal at White & Parker Road/Honeycutt	-	400,000	-	-	-
Signal at Honeycutt/Glenwilde	350,000	-	-	-	-
Public Works Fleet Maintenance Yard/Equipment	2,490,000	-	-	-	-

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Quiet Zone Study	50,000	-	-	-	-
Park & Ride Lot	-	1,000,000	-	-	-
Am Trak Station Relocation	1,500,000	-	-	-	-
Murphy Road at Tortosa	-	-	250,000	2,000,000	-
Hartman Road at Tortosa	-	-	250,000	2,500,000	-
Bowlin Road at Tortosa	-	-	-	250,000	-
UPRR Grade Separation Study/ Design	450,000	-	-	-	-
CLOMR/LOMR Downtown Area	500,000	3,000,000	-	-	-
Totals	\$17,140,000	\$10,200,000	\$9,450,000	\$12,050,000	\$4,000,000
<b>Total All Funds</b>	<b>\$37,278,666</b>	<b>\$46,542,893</b>	<b>\$13,200,160</b>	<b>\$18,530,488</b>	<b>\$13,180,300</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Capital Expenditures for Out Years

FUND	FY 2017-2030
<b>HURF Fund</b>	
Street Sweeper	\$250,000
<b>County Road Tax</b>	
Street Maintenance	20,800,000
<b>Library Development Fund</b>	
New Main Library	15,227,816
<b>Parks Development Fund</b>	
Santa Cruz Wash Trail System	13,300,000
Santa Rosa Wash Trail System	950,000
<b>Parks Bond Fund</b>	
Eagle Shadow Park	12,296,118
<b>Police Development Fund</b>	
Police Vehicles	2,420,000
Replace Laptop Computers	900,000
Radio Infrastructure 800 mHz	5,000,000
Regional Training Facility	15,910,000
<b>Fire Development Fund</b>	
FD Fire Engine Replacement	1,285,000
FD Car & Light Truck Replacement	185,000
Fire Station #573	15,566,000
Fire Station #576	5,566,000
Haz Mat/Special OPS Response Vehicle	1,400,000
FD Radio Infrastructure	5,000,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Capital Expenditures for Out Years

FUND	FY 2017-2030
<b>General Government Development Fund</b>	
Economic Development Projects	6,000,000
<b>Transportation Development Fund</b>	
<b>Bridge Improvements:</b>	
Porter/Santa Rosa	3,000,000
White/Parker/Santa Rosa	3,000,000
Farrell Road/Santa Rosa	3,000,000
Steen Road/Santa Rosa	3,000,000
Farrell Road/Santa Cruz	3,000,000
Bowlin Road/Santa Cruz	3,000,000
<b>Street/Road Improvements:</b>	
Bowlin Road at Tortosa	2,500,000
Hartman Rd - MCG Hwy to Bowlin Road	2,000,000
MCG Highway Interim Improvements	10,000,000
MCG Highway Project	121,000,000
<b>UPRR Grade Separation:</b>	
Loma Grade Separation	20,000,000
White/Parker Grade Separation	40,000,000
Hartman and Anderson	50,000,000
<b>Total Out Year Projects</b>	<b>\$385,555,934</b>

These capital project estimates represent costs for future fiscal years (beyond FY 2016).



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>HURF FUND</b>							
Beginning Cash Available	\$2,400,000	\$3,224,051	\$3,040,417	\$3,823,800	\$4,929,350	\$5,908,111	\$2,400,000
<b>Revenues:</b>							
Motor Vehicle Fuel Tax	2,507,096	2,557,238	2,608,383	2,660,550	2,713,761	15,000,000	28,047,028
Total Sources of Cash	4,907,096	5,781,289	5,648,800	6,484,350	7,643,111	20,908,111	30,447,028
<b>Expenditures:</b>							
Operations	1,273,045	1,200,000	1,300,000	1,400,000	1,400,000	21,000,000	27,573,045
<b>Capital</b>							
2.5 Yard Loader	-	-	200,000	-	-	-	200,000
10 Yard Dump Truck	90,000	-	-	-	-	-	90,000
Air Vacuum Sweeper	200,000	-	-	-	-	-	200,000
Backhoe	90,000	-	-	-	-	-	90,000
Skip Loader	-	-	-	80,000	-	-	80,000
Small Dump 1-Ton	-	-	50,000	-	-	-	50,000
Street Sweepers	-	-	225,000	-	225,000	250,000	700,000
Tandem-axle Dump Truck	-	-	-	-	110,000	-	110,000
Crack Seal Machine	-	-	-	75,000	-	-	75,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
Road Broom	30,000	-	-	-	-	-	30,000
PW Vehicles	-	55,000	50,000	-	-	-	105,000
PW Maintenance Bldg	-	1,485,872	-	-	-	-	1,485,872
Total Uses of Cash	1,683,045	2,740,872	1,825,000	1,555,000	1,735,000	21,250,000	30,788,917
<b>Ending Cash Available - HURF Fund</b>	<b>\$3,224,051</b>	<b>\$3,040,417</b>	<b>\$3,823,800</b>	<b>\$4,929,350</b>	<b>\$5,908,111</b>	<b>\$(341,889)</b>	<b>\$(341,889)</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>COUNTY ROAD TAX</b>							
Beginning Cash Available	\$3,600,000	\$3,100,000	\$2,620,000	\$1,870,000	\$984,000	\$112,280	\$3,600,000
<b>Revenues:</b>							
County Road Tax	500,000	600,000	700,000	714,000	728,280	11,250,000	14,492,280
Total Sources of Cash	4,100,000	3,700,000	3,320,000	2,584,000	1,712,280	11,362,280	18,092,280
<b>Expenditures:</b>							
Street Maintenance	1,000,000	1,000,000	1,200,000	1,600,000	1,600,000	20,800,000	27,200,000
Roosevelt & Lexington Drainage	-	80,000	250,000	-	-	-	330,000
Total Uses of Cash	1,000,000	1,080,000	1,450,000	1,600,000	1,600,000	20,800,000	27,530,000
<b>Ending Cash Available - County Road Tax</b>	<b>\$3,100,000</b>	<b>\$2,620,000</b>	<b>\$1,870,000</b>	<b>\$984,000</b>	<b>\$112,280</b>	<b>\$(9,437,720)</b>	<b>\$(9,437,720)</b>

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>LIBRARY DEVELOPMENT FUND</b>							
Beginning Cash Available	\$761,585	\$766,745	\$771,905	\$782,225	\$792,545	\$802,865	\$761,585
<b>Revenues:</b>							
Development Impact Fee Revenue	5,160	5,160	10,320	10,320	10,320	154,800	196,080
Bond funding	-	-	-	-	-	14,727,816	14,727,816
Total Sources of Cash	766,745	771,905	782,225	792,545	802,865	15,685,481	15,685,481
<b>Expenditures:</b>							
<b>Main Library</b>							
Planning & Design	-	-	-	-	-	1,000,000	1,000,000
Construction	-	-	-	-	-	11,000,000	11,000,000
Equipment/ Furnishings	-	-	-	-	-	1,202,816	1,202,816
Land/Land Prep	-	-	-	-	-	500,000	500,000
Technology	-	-	-	-	-	900,000	900,000
Collections	-	-	-	-	-	500,000	500,000
Communications	-	-	-	-	-	125,000	125,000
Total Uses of Cash	-	-	-	-	-	15,227,816	15,227,816
<b>Ending Cash Available - Library Dev. Fund</b>	<b>\$766,745</b>	<b>\$771,905</b>	<b>\$782,225</b>	<b>\$792,545</b>	<b>\$802,865</b>	<b>\$457,665</b>	<b>\$457,665</b>

# CAPITAL IMPROVEMENT PLAN FY2012-2031

## Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>PARKS DEVELOPMENT FUND</b>							
Beginning Cash Available	\$106,405	\$164,095	\$260,695	\$153,895	\$347,095	\$540,295	\$106,405
<b>Revenues:</b>							
Development Impact Fee Revenue	57,690	96,600	193,200	193,200	193,200	2,898,000	3,631,890
Transfer from Capital Reserve	180,000	67,000	30,000	1,265,000	450,000	-	1,992,000
Total Sources of Cash	344,095	327,695	483,895	1,612,095	990,295	3,438,295	5,730,295
<b>Expenditures:</b>							
<b>Pacana Park Improvements</b>							
Ballfield #2 Renovation	80,000	-	30,000	-	-	-	110,000
Park Pathway Lights	-	67,000	-	-	-	-	67,000
Playground Surface Renovation	100,000	-	-	-	-	-	100,000
Santa Cruz Wash Trail System	-	-	-	-	-	-	-
Construction	-	-	-	-	-	13,300,000	13,300,000
Santa Rosa Wash Master Study	-	-	-	65,000	-	-	65,000
<b>Santa Rosa Wash Trail System</b>							
Construction	-	-	-	1,200,000	450,000	950,000	2,600,000

# CAPITAL IMPROVEMENT PLAN FY2012-2031

## Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>Skate Park</b>							
Construction	-	-	300,000	-	-	-	300,000
Total Uses of Cash	180,000	67,000	330,000	1,265,000	450,000	14,250,000	16,542,000
<b>Ending Cash Available - Parks Dev. Fund</b>	<b>\$164,095</b>	<b>\$260,695</b>	<b>\$153,895</b>	<b>\$ 347,095</b>	<b>\$ 540,295</b>	<b>\$(10,811,705)</b>	<b>\$(10,811,705)</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>PARKS BOND FUND</b>							
Beginning Cash Available	\$13,025,000	\$9,145,000	\$652,018	\$652,018	\$(1,609,310)	\$(1,609,310)	\$13,025,000
<b>Revenues:</b>							
Bond Funding	-	15,000,000	-	-	-	14,000,000	29,000,000
Total Sources of Cash	13,025,000	24,145,000	652,018	652,018	(1,609,310)	12,390,690	42,025,000
<b>Expenditures:</b>							
<b>Eagle Shadow Park</b>							
Planning & Design	-	-	-	-	-	125,000	125,000
Construction	-	-	-	-	-	6,500,000	6,500,000
Equipment/Furnishings	-	-	-	-	-	5,396,118	5,396,118
Technology	-	-	-	-	-	150,000	150,000
Communications	-	-	-	-	-	125,000	125,000
<b>Recreation/Aquatic Center</b>							
Planning & Design	2,380,000	-	-	-	-	-	2,380,000
Construction	-	8,718,672	-	2,261,328	-	-	10,980,000
Equipment/Furnishings	-	2,500,000	-	-	-	-	2,500,000
Technology	-	225,000	-	-	-	-	225,000



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
Communications	-	175,000	-	-	-	-	175,000
<b>Regional Park/Sports Complex</b>							
Construction	-	11,874,310	-	-	-	-	11,874,310
Planning & Design	1,500,000	-	-	-	-	-	1,500,000
Total Uses of Cash	3,880,000	23,492,982	-	2,261,328	-	12,296,118	41,930,428
<b>Ending Cash Available - Parks Bond Fund</b>	<b>\$9,145,000</b>	<b>\$652,018</b>	<b>\$652,018</b>	<b>\$(1,609,310)</b>	<b>\$(1,609,310)</b>	<b>\$94,572</b>	<b>\$94,572</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>POLICE DEVELOPMENT FUND</b>							
Beginning Cash Available	\$938,753	\$(136,414)	\$(414,794)	\$(685,554)	\$(670,314)	\$(655,074)	\$938,753
<b>Revenues:</b>							
Development Impact Fee Revenue	7,620	7,620	15,240	15,240	15,240	228,600	289,560
Transfer from Capital Reserve	355,000	383,000	687,400	607,400	532,400	-	2,565,200
Total Sources of Cash	1,301,373	254,206	287,846	(62,914)	(122,674)	(426,474)	3,793,513
<b>Expenditures:</b>							
Spillman Records Mgmt. Sys. Upgrade	-	-	80,000	-	-	-	80,000
PD Police Vehicles	280,000	308,000	532,400	532,400	532,400	2,420,000	4,605,200
PD Radio End User Equipment (800mHz)	336,200	286,000	286,000	-	-	-	908,200
PD Replace Laptop Computers	75,000	75,000	75,000	75,000	-	900,000	1,200,000
<b>City Complex</b>							
Planning/Design	100,000	-	-	-	-	-	100,000
Construction	646,587	-	-	-	-	-	646,587
Equipment/Furnishings	-	-	-	-	-	-	-
Technology	-	-	-	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
Communications	-	-	-	-	-	-	-
Radio Infrastructure (800mHz)	-	-	-	-	-	5,000,000	5,000,000
<b>Regional Training Facility</b>							
Land & Land Prep	-	-	-	-	-	3,200,000	3,200,000
Planning & Design	-	-	-	-	-	1,460,000	1,460,000
Construction	-	-	-	-	-	10,000,000	10,000,000
Equipment/ Furnishings	-	-	-	-	-	750,000	750,000
Technology	-	-	-	-	-	250,000	250,000
Communications	-	-	-	-	-	250,000	250,000
Total Uses of Cash	1,437,787	669,000	973,400	607,400	532,400	24,230,000	28,449,987
<b>Ending Cash Available - Police Dev. Fund</b>	<b>\$(136,414)</b>	<b>\$(414,794)</b>	<b>\$(685,554)</b>	<b>\$(670,314)</b>	<b>\$(655,074)</b>	<b>\$(24,656,474)</b>	<b>\$(24,656,474)</b>

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>FIRE DEVELOPMENT FUND</b>							
Beginning Cash Available	\$ -	\$27,840	\$(406,380)	\$(366,780)	\$(447,180)	\$(4,993,720)	\$ -
<b>Revenues:</b>							
Development Impact Fee Revenue	27,840	55,680	111,360	111,360	111,360	1,670,400	2,088,000
Transfer from Capital Reserve	3,514,926	-	-	-	1,205,000	-	4,719,926
Total Sources of Cash	3,542,766	83,520	(295,020)	(255,420)	869,180	(3,323,320)	6,807,926
<b>Expenditures:</b>							
FD Fire Engine Replacement	780,000	390,000	-	-	-	1,285,000	2,455,000
FD Car & Light Truck Replacement	-	50,000	-	120,000	-	185,000	355,000
<b>FD Fire Station #572 (Hartman &amp; Bowlin)</b>							
Land & Land Prep	-	-	-	-	408,000	-	408,000
Construction	-	-	-	-	3,700,000	-	3,700,000
Equipment/Furnishings	-	-	-	-	100,000	-	100,000
Technology	-	-	-	-	200,000	-	200,000
Communications	-	-	-	-	200,000	-	200,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>FD Fire Station #573 (Porter &amp; Steen)</b>							
Land & Land Prep	-	-	-	-	-	600,000	600,000
Planning & Design	-	-	-	-	-	100,000	100,000
Construction	-	-	-	-	-	3,800,000	3,800,000
Personnel	-	-	-	-	-	10,000,000	10,000,000
Equipment/ Furnishings	-	-	-	-	-	100,000	100,000
Technology	-	-	-	-	-	200,000	200,000
Communications	-	-	-	-	-	200,000	200,000
Vehicle	-	-	-	-	-	566,000	566,000
<b>FD Fire Station #575</b>	2,700,000	-	-	-	-	-	2,700,000
<b>FD Fire Station #576</b>							
Construction	-	-	-	-	-	5,000,000	5,000,000
Vehicle	-	-	-	-	-	566,000	566,000
FD Haz Mat./ Special OPs Response Vehicle	-	-	-	-	-	1,400,000	1,400,000
FD Ladder Truck	-	-	-	-	1,000,000	-	1,000,000
FD Radio End User Equipment (800mHz)	34,926	49,900	71,760	71,760	49,900	-	278,246

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
FD Radio Infrastructure	-	-	-	-	-	5,000,000	5,000,000
FD Self Contained Breathing Apparatus	-	-	-	-	205,000	-	205,000
Total Uses of Cash	3,514,926	489,900	71,760	191,760	5,862,900	29,002,000	39,133,246
<b>Ending Cash Available - Fire Development Fund</b>	<b>\$27,840</b>	<b>\$(406,380)</b>	<b>\$(366,780)</b>	<b>\$(447,180)</b>	<b>\$(4,993,720)</b>	<b>\$(32,325,320)</b>	<b>\$(32,325,320)</b>



# CAPITAL IMPROVEMENT PLAN FY2012-2031

## Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>GENERAL GOVERNMENT DEVELOPMENT FUND</b>							
Beginning Cash Available	\$5,402,739	\$(1,539,874)	\$(4,932,213)	\$(4,910,613)	\$(4,889,013)	\$(4,867,413)	\$5,402,739
<b>Revenues:</b>							
Development Impact Fee Revenue	10,800	10,800	21,600	21,600	21,600	324,000	410,400
Transfer from Capital Reserve	2,762,740	5,600,000	400,000	400,000	400,000	-	9,562,740
Total Sources of Cash	8,176,279	4,070,926	(4,510,613)	(4,489,013)	(4,467,413)	(4,543,413)	15,375,879
<b>Expenditures:</b>							
City Hall Roof Repair	60,000	-	-	-	-	-	60,000
<b>City Services Complex</b>							
Planning & Design - Govt. Complex	600,000	-	-	-	-	-	600,000
Construction - Govt. Complex	6,353,413	1,403,139	-	-	-	-	7,756,552
Equip./Furnishings - Govt. Complex	-	500,000	-	-	-	-	500,000
Technology - Govt. Complex	-	1,000,000	-	-	-	-	1,000,000
Communications - Govt. Complex	-	500,000	-	-	-	-	500,000
Windows & Office Upgrade	52,740	-	-	-	-	-	52,740
Economic Development	400,000	400,000	400,000	400,000	400,000	6,000,000	8,000,000



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>Santa Cruz Wash - Flood Control</b>							
Planning & Design	850,000	-	-	-	-	-	850,000
Construction	-	5,200,000	-	-	-	-	5,200,000
Other	1,400,000	-	-	-	-	-	1,400,000
Total Uses of Cash	9,716,153	9,003,139	400,000	400,000	400,000	6,000,000	25,919,292
<b>Ending Cash Available - Gen. Govt. Dev. Fund</b>	<b>\$(1,539,874)</b>	<b>\$(4,932,213)</b>	<b>\$(4,910,613)</b>	<b>\$(4,889,013)</b>	<b>\$(4,867,413)</b>	<b>\$(10,543,413)</b>	<b>\$(10,543,413)</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>TRANSPORTATION INFRASTRUCTURE</b>							
Beginning Cash Available	\$20,653,800	\$6,857,724	\$1,262,804	\$(7,777,036)	\$(19,416,876)	\$(23,006,716)	\$20,653,800
<b>Revenues:</b>							
Development Impact Fee Revenue	271,860	205,080	410,160	410,160	410,160	6,152,400	7,859,820
Transfers from Capital Reserves	2,622,064	4,400,000	-	-	-	-	7,022,064
Grant Funds	450,000	-	-	-	-	-	450,000
Total Sources of Cash	23,997,724	11,462,804	1,672,964	(7,366,876)	(19,006,716)	(16,854,316)	35,985,684
<b>Expenditures:</b>							
Am Trak Station Relocation	1,500,000	-	-	-	-	-	1,500,000
<b>BRIDGE IMPROVEMENTS:</b>							
Porter/Santa Rosa	-	-	-	-	-	3,000,000	3,000,000
White/Parker/Santa Rosa	-	-	-	-	-	3,000,000	3,000,000
Farrell Road/Santa Rosa	-	-	-	-	-	3,000,000	3,000,000
Steen Road/Santa Rosa	-	-	-	-	-	3,000,000	3,000,000
Farrell Road/Santa Cruz	-	-	-	-	-	3,000,000	3,000,000
Bowlin Road/Santa Cruz	-	-	-	-	-	3,000,000	3,000,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>CLOMR/LOMR DOWNTOWN AREA</b>							
Design	500,000	-	-	-	-	-	500,000
Construction	-	3,000,000	-	-	-	-	3,000,000
Park & Ride Lot	-	1,000,000	-	-	-	-	1,000,000
Quiet Zone Study	50,000	-	-	-	-	-	50,000
<b>SIGNAL IMPROVEMENTS</b>							
<b>Signal at Hartman Road/Honeycutt Road</b>							
Design	-	50,000	-	-	-	-	50,000
Construction	-	-	350,000	-	-	-	350,000
<b>Signal at Honeycutt/Glenwilde Drive</b>							
Construction	350,000	-	-	-	-	-	350,000
<b>Signal at White &amp; Parker Road/Honeycutt Road</b>							
Design	-	50,000	-	-	-	-	50,000
Construction	-	350,000	-	-	-	-	350,000
<b>STREET IMPROVEMENTS</b>							
<b>Bowlin for remaining City Hall Frontage</b>							
Construction	-	-	1,000,000	-	-	-	1,000,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>Bowlin Road Half Street Imp.</b>							
Construction	2,000,000	-	-	-	-	-	2,000,000
<b>Bowlin Road at Tortosa</b>							
Engineering	-	-	-	250,000	-	-	250,000
Construction	-	-	-	-	-	2,500,000	2,500,000
<b>Hartman Road at Tortosa</b>							
Planning & Design	-	-	250,000	-	-	-	250,000
Construction	-	-	-	2,500,000	-	-	2,500,000
<b>Hartman Road - MCG Highway to Bowlin Road</b>							
Planning & Design	-	-	-	-	500,000	-	500,000
Construction	-	-	-	-	-	2,000,000	2,000,000
<b>Honeycutt Road at Seven Ranch (South)</b>							
Land	1,000,000	-	-	-	-	-	1,000,000
Construction	2,500,000	-	-	-	-	-	2,500,000
<b>Honeycutt Road - Santa Cruz Bridge</b>							
Planning & Design	-	-	750,000	-	-	-	750,000
Construction	-	-	-	3,000,000	-	-	3,000,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
<b>Honeycutt Road - White/Parker to Santa Cruz</b>							
Planning & Design	-	-	350,000	-	-	-	350,000
Construction	-	-	-	3,000,000	-	-	3,000,000
<b>Honeycutt Road from SR347 to MCG Highway</b>							
Land & Land Prep	1,500,000	-	-	-	-	-	1,500,000
Planning & Design	-	500,000	-	-	-	-	500,000
Construction	-	-	2,000,000	-	-	-	2,000,000
<b>MCG Highway Interim improvements:</b>							
Land & Land Prep	300,000	-	-	-	-	2,000,000	2,300,000
Construction Interim Improvements	3,000,000	-	3,500,000	-	3,500,000	-	10,000,000
Planning & Design	-	1,000,000	-	1,300,000	-	8,000,000	10,300,000
MCG Highway Project	-	-	-	-	-	121,000,000	121,000,000
<b>Murphy Road @ Tortosa</b>							
Engineering	-	-	250,000	-	-	-	250,000
Construction	-	-	-	2,000,000	-	-	2,000,000
<b>Smith Enke/Porter Road</b>							
Land & Land Prep	-	500,000	-	-	-	-	500,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Fund Cash Flows

FUND	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017-31	TOTAL CIP
Construction	-	-	1,000,000	-	-	-	1,000,000
<b>White/Parker-Honeycutt Rd South (Seven Ranches)</b>							
Construction	-	2,500,000	-	-	-	-	2,500,000
<b>White/Parker at City Property Frontage East 1/2</b>							
Planning & Design	500,000	-	-	-	-	-	500,000
Land & Land Prep	1,000,000	-	-	-	-	-	1,000,000
Construction	-	1,250,000	-	-	-	-	1,250,000
UPRR Grade Separation Study/ Design	450,000	-	-	-	-	-	450,000
<b>UPRR Grade Separations:</b>							
Loma Grade Separation	-	-	-	-	-	20,000,000	20,000,000
White/Parker Grade Separation	-	-	-	-	-	40,000,000	40,000,000
Hartman and Anderson	-	-	-	-	-	50,000,000	50,000,000
Public Works/Fleet Maint Yard/Equip	2,490,000	-	-	-	-	-	2,490,000
<b>Total Uses of Cash</b>	<b>17,140,000</b>	<b>10,200,000</b>	<b>9,450,000</b>	<b>12,050,000</b>	<b>4,000,000</b>	<b>263,500,000</b>	<b>316,340,000</b>
<b>Ending Cash Available - Trans. Dev. Fund</b>	<b>\$6,857,724</b>	<b>\$1,262,804</b>	<b>\$(7,777,036)</b>	<b>\$(19,416,876)</b>	<b>\$(23,006,716)</b>	<b>\$(280,354,316)</b>	<b>\$(280,354,316)</b>





# Supplemental Information



The following section contains additional information to help the user understand the City's budget document.



**RESOLUTION NO. 11-35**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MARICOPA, ARIZONA, ADOPTING BUDGET FOR THE FISCAL YEAR 2011-2012.**

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Mayor and the Maricopa City Council did, on May 17, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing fiscal year, also an estimate of revenues from sources other than direct taxation; and

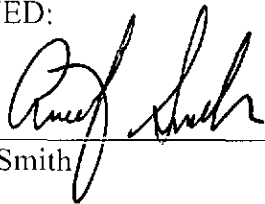
**WHEREAS**, in accordance with said chapter of said title, and following due public notice, the Mayor and the Maricopa City Council met on June 7, 2011 and June 14, 2011, at which meetings any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses; and

**WHEREAS**, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Mayor and the Maricopa City Council would meet on June 7, 2011 and June 14, 2011, at the Maricopa Unified School District Administration Building for the purpose of hearing taxpayers.

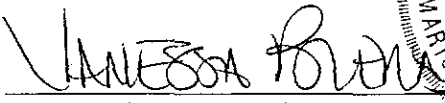
**NOW, THEREFORE, BE IT RESOLVED** by the Mayor and City Council of the City of Maricopa, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedule, as now increased, reduced, or changed are hereby adopted as the budget of the City of Maricopa for the fiscal year 2011-2012.

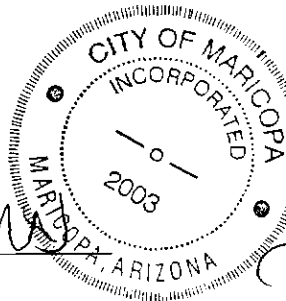
**PASSED AND ADOPTED** by the Mayor and City Council of the City of Maricopa, Arizona, this 14<sup>th</sup> day of June, 2011.

APPROVED:


  
\_\_\_\_\_  
Anthony Smith  
Mayor

ATTEST:

  
\_\_\_\_\_  
Vanessa Bueras, CMC  
City Clerk



APPROVED AS TO FORM:

  
\_\_\_\_\_  
Denis Fitzgibbons  
City Attorney

**OFFICIAL BUDGET FORMS**

**CITY OF MARICOPA**

**Fiscal Year 2012**

**CITY OF MARICOPA**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2012**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2011	ACTUAL EXPENDITURES/EXPENSES ** 2011	FUND BALANCE/ NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 41,379,091	\$ 28,717,247	\$ 57,041,023	Primary: \$ 10,038,102 Secondary: 1,437,724	\$ 16,038,581	\$	\$	\$	\$ 1,757,846	\$ 81,359,860	\$ 39,436,089
2. Special Revenue Funds	56,588,245	6,084,031	8,623,771		23,658,319			1,757,846		33,719,814	25,034,556
3. Debt Service Funds Available		806,324								1,757,846	1,757,846
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	27,021,936	806,324						1,757,846		1,757,846	1,757,846
6. Capital Projects Funds		2,644,475	40,891,092		447,295					41,338,387	26,463,265
7. Permanent Funds											
8. Enterprise Funds Available											
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds											
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 124,989,272	\$ 38,252,077	\$ 106,555,886	\$ 11,475,826	\$ 40,144,195	\$	\$	\$ 1,757,846	\$ 1,757,846	\$ 158,175,907	\$ 92,691,756

**EXPENDITURE LIMITATION COMPARISON**

	2011	2012
1. Budgeted expenditures/expenses	\$ 124,989,272	\$ 92,691,756
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	124,989,272	92,691,756
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 124,989,272	\$ 92,691,756
6. EEC or voter-approved alternative expenditure limitation	\$ 299,645,086	\$ 334,147,259

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY OF MARICOPA**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2012**

	<b>2011</b>	<b>2012</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 9,846,318	\$ 10,238,102
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 9,846,318	\$ 10,038,102
B. Secondary property taxes	1,432,368	1,437,724
C. Total property tax levy amounts	\$ 11,278,686	\$ 11,475,826
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 7,000,140	
(2) Prior years' levies	254,705	
(3) Total primary property taxes	\$ 7,254,845	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 999,600	
(2) Prior years' levies	-	
(3) Total secondary property taxes	\$ 999,600	
C. Total property taxes collected	\$ 8,254,445	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	4.0168	4.8105
(2) Secondary property tax rate	0.5514	0.6528
(3) Total city/town tax rate	4.5682	5.4633

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating no special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**CITY OF MARICOPA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2012**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2011</b>	<b>REVENUES* 2011</b>	<b>ESTIMATED REVENUES 2012</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Transaction Privilege	\$ 7,250,000	\$ 6,490,229	\$ 4,470,000
Personal Property	207,566	328,684	275,000
<b>Licenses and permits</b>			
Building Permits	1,105,100	252,854	186,000
Business Licenses	50,000	49,390	45,000
Franchise Fees	500,000	316,395	290,000
<b>Intergovernmental</b>			
Urban Revenue	1,550,668	1,662,727	3,670,065
State Sales and Use	1,195,405	1,108,976	3,289,692
Vehicle License	991,648	896,242	1,920,825
<b>Charges for services</b>			
Planning/Engineering Fees	116,600	87,959	109,050
Parks/Recreation Fees	456,915	240,752	341,370
<b>Fines and forfeits</b>			
Police Hearings	211,734	130,934	305,200
Court	475,500	424,550	500,000
<b>Interest on investments</b>			
Investment Earnings	200,000	54,363	200,000
<b>In-lieu property taxes</b>			
<b>Contributions</b>			
Voluntary contributions			
<b>Miscellaneous</b>			
Miscellaneous	126,500	333,386	436,379
<b>Total General Fund</b>	<b>\$ 14,437,636</b>	<b>\$ 12,377,441</b>	<b>\$ 16,038,581</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.







**CITY OF MARICOPA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2012**

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	REVENUES* 2011	ESTIMATED REVENUES 2012
<b>DEBT SERVICE FUNDS</b>			
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
_____	\$ _____	\$ _____	\$ _____
<b>Total Debt Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ _____</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b><u>Parks Development Fee Fund</u></b>			
Contributions from Developers	131,460	3,756	57,690
Investment Income	500	94	325
_____	\$ 131,960	\$ 3,850	\$ 58,015
<b><u>Library Development Fee Fund</u></b>			
Contributions from Developers	193,500	(4,792)	5,160
Investment Income	3,000	686	1,600
_____	\$ 196,500	\$ (4,106)	\$ 6,760
<b><u>Police/Fire Development Fee Funds</u></b>			
Contributions from Developers	62,350	1,725	35,460
Investment Income	4,500	812	2,300
_____	\$ 66,850	\$ 2,537	\$ 37,760
<b><u>General Government Develop Impact Fee</u></b>			
Contributions from Developers	299,280	(5,010)	10,800
Investment Income	15,000	5,000	1,100
_____	\$ 314,280	\$ (10)	\$ 11,900
<b><u>Transportation Development Impact Fee</u></b>			
Contributions from Developers	1,609,060	37,058	271,860
Investment Income	75,000	18,294	41,000
_____	\$ 1,684,060	\$ 55,352	\$ 312,860
<b><u>Parks Bond Fund</u></b>			
Investment Income	75,000	11,275	20,000
_____	\$ 75,000	\$ 11,275	\$ 20,000
<b>Total Capital Projects Funds</b>	<b>\$ 2,468,650</b>	<b>\$ 68,898</b>	<b>\$ 447,295</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.





**CITY OF MARICOPA**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2012**

FUND	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Debt Service	\$	\$	\$	\$ 1,757,846
<b>Total General Fund</b>	\$	\$	\$	\$ 1,757,846
<b>SPECIAL REVENUE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Special Revenue Funds</b>	\$	\$	\$	\$
<b>DEBT SERVICE FUNDS</b>				
General Fund	\$	\$	\$ 1,757,846	\$
<b>Total Debt Service Funds</b>	\$	\$	\$ 1,757,846	\$
<b>CAPITAL PROJECTS FUNDS</b>				
	\$	\$	\$	\$
<b>Total Capital Projects Funds</b>	\$	\$	\$	\$
<b>PERMANENT FUNDS</b>				
	\$	\$	\$	\$
<b>Total Permanent Funds</b>	\$	\$	\$	\$
<b>ENTERPRISE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Enterprise Funds</b>	\$	\$	\$	\$
<b>INTERNAL SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 1,757,846	\$ 1,757,846

SCHEDULE D

**CITY OF MARICOPA**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2012**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
<b>GENERAL FUND</b>				
City Magistrate	273,616	-	147,886	305,115
Mayor and Council	350,136	3,000	318,085	801,057
City Manager	1,001,024	15,000	950,855	547,670
City Clerk	357,760	-	328,843	405,355
Financial Services	1,405,016	(44,635)	978,168	1,002,277
Legal	460,000	-	502,161	660,000
Support Services	1,053,624	(48,920)	932,015	1,101,669
Economic Development	1,218,545	(36,230)	682,443	1,301,130
Police	6,511,684	(195,724)	5,957,739	7,619,805
Fire	8,029,006	113,280	7,333,289	11,391,052
Code Enforcement	260,016	(60,000)	179,953	263,355
Community Services	2,974,726	(165,426)	2,048,455	2,821,924
Development Services	6,445,988	214,474	4,228,937	6,728,547
Non-Departmental	9,631,226	358,932	4,128,418	4,487,133
Debt Service	1,252,973	-	-	-
<b>Total General Fund</b>	<b>\$ 41,225,340</b>	<b>\$ 153,751</b>	<b>\$ 28,717,247</b>	<b>\$ 39,436,089</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$ 1,623,236	-	\$ 957,118	\$ 3,296,703
Local Road Maintenance	1,200,000	-	-	-
Local Transportation Assistance	297,704	34,000	245,351	101,630
Grants Fund	51,912,056	(78,751)	3,867,556	20,636,223
County Road Tax Fund	1,600,000	-	1,014,006	1,000,000
<b>Total Special Revenue Funds</b>	<b>\$ 56,632,996</b>	<b>\$ (44,751)</b>	<b>\$ 6,084,031</b>	<b>\$ 25,034,556</b>
<b>DEBT SERVICE FUNDS</b>				
Debt Service	-	-	\$ 806,324	\$ 1,757,846
<b>Total Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 806,324</b>	<b>\$ 1,757,846</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Parks Development Impact Fee	150,000	-	-	-
Library Develop Impact Fee	50,000	-	28,547	-
Public Safety Impact Fee	351,600	(109,000)	437	927,278
General Gov Impact Fee	3,000,000	-	1,806,133	-
Transportation Impact Fee	14,060,000	-	383,772	2,500,000
Parks Bond Fund	9,519,336	-	425,586	3,880,000
Police Impact Fee #2	-	-	-	155,509
General Gov Impact Fee #2	-	-	-	6,953,413
Transportation Impact Fee #2	-	-	-	12,047,065
<b>Total Capital Projects Funds</b>	<b>\$ 27,130,936</b>	<b>\$ (109,000)</b>	<b>\$ 2,644,475</b>	<b>\$ 26,463,265</b>
<b>PERMANENT FUNDS</b>				
	-	-	-	-
<b>Total Permanent Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>ENTERPRISE FUNDS</b>				
	-	-	-	-
<b>Total Enterprise Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>INTERNAL SERVICE FUNDS</b>				
	-	-	-	-
<b>Total Internal Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 124,989,272</b>	<b>\$ 48,992</b>	<b>\$ 38,252,077</b>	<b>\$ 92,691,756</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

SCHEDULE E

**CITY OF MARICOPA**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2012**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2011</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2012</b>
City Magistrate				
General Fund	\$ 273,616	\$ -	\$ 147,886	\$ 305,115
<b>Department Total</b>	<b>\$ 273,616</b>	<b>\$ -</b>	<b>\$ 147,886</b>	<b>\$ 305,115</b>
Mayor and Council				
General Fund	\$ 350,136	\$ 3,000	\$ 318,085	\$ 801,057
<b>Department Total</b>	<b>\$ 350,136</b>	<b>\$ 3,000</b>	<b>\$ 318,085</b>	<b>\$ 801,057</b>
City Manager				
General Fund	\$ 1,001,024	\$ 15,000	\$ 950,855	\$ 547,670
Grants Fund	4,968,300		1,665,500	4,188,300
<b>Department Total</b>	<b>\$ 5,969,324</b>	<b>\$ 15,000</b>	<b>\$ 2,616,355</b>	<b>\$ 4,735,970</b>
City Clerk				
General Fund	\$ 357,760		\$ 328,842	\$ 405,355
Grants Fund	1,000		800	
<b>Department Total</b>	<b>\$ 358,760</b>	<b>\$ -</b>	<b>\$ 329,642</b>	<b>\$ 405,355</b>
Financial Services				
General Fund	\$ 1,405,016	\$ (44,635)	\$ 978,168	\$ 1,002,277
<b>Department Total</b>	<b>\$ 1,405,016</b>	<b>\$ (44,635)</b>	<b>\$ 978,168</b>	<b>\$ 1,002,277</b>
Legal				
General Fund	\$ 460,000	\$ -	\$ 502,161	\$ 660,000
<b>Department Total</b>	<b>\$ 460,000</b>	<b>\$ -</b>	<b>\$ 502,161</b>	<b>\$ 660,000</b>
Support Services/HR				
General Fund	\$ 1,053,624	\$ (48,920)	\$ 932,015	\$ 1,101,669
Grants Fund	175,000	44,523	44,523	75,000
<b>Department Total</b>	<b>\$ 1,228,624</b>	<b>\$ (4,397)</b>	<b>\$ 976,538</b>	<b>\$ 1,176,669</b>
Economic Development				
General Fund	\$ 1,218,545	\$ (36,230)	\$ 682,443	\$ 1,301,130
Grants Fund	4,465,000	-	53,029	842,500
<b>Department Total</b>	<b>\$ 5,683,545</b>	<b>\$ (36,230)</b>	<b>\$ 735,472</b>	<b>\$ 2,143,630</b>
Police				
General Fund	\$ 6,511,684	\$ (195,724)	\$ 5,957,739	\$ 7,619,805
Grants Fund	2,903,312	(51,774)	340,662	1,940,734.00
Public Safety Impact Fee	226,600		437	927,278
Police Impact Fee Fund				155,509
<b>Department Total</b>	<b>\$ 9,641,596</b>	<b>\$ (247,498)</b>	<b>\$ 6,298,838</b>	<b>\$ 10,643,326</b>
Fire				
General Fund	\$ 8,029,006	\$ 113,280	\$ 7,333,289	\$ 11,391,052
Grants Fund	8,133,429	(10,000.00)	164,377	6,574,000
Public Safety Impact Fee	125,000	(109,000)		
<b>Department Total</b>	<b>\$ 16,287,435</b>	<b>\$ (5,720)</b>	<b>\$ 7,497,666</b>	<b>\$ 17,965,052</b>

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2011</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2012</u>
<b>Code Enforcement</b>				
General Fund	\$ 260,016	\$ (60,000)	\$ 179,953	\$ 263,355
<b>Department Total</b>	<b>\$ 260,016</b>	<b>\$ (60,000)</b>	<b>\$ 179,953</b>	<b>\$ 263,355</b>
<b>Community Services</b>				
General Fund	\$ 2,974,726	\$ (165,426)	\$ 2,048,455	\$ 2,821,924
Grants Fund	437,196	-	21,986	258,412
Parks Impact Fee Fund	150,000			-
Library Impact Fee Fund	50,000		28,547	
General Govt Impact Fee	3,000,000		1,806,133	
Parks Bond Fund	9,519,336		425,586	3,880,000
General Govt Impact Fee #2				6,953,413
<b>Department Total</b>	<b>\$ 16,131,258</b>	<b>\$ (165,426)</b>	<b>\$ 4,330,707</b>	<b>\$ 13,913,749</b>
<b>Development Services</b>				
General Fund	\$ 6,445,988	\$ 214,474	\$ 4,228,937	\$ 6,728,547
Highway User Revenue Fund	1,623,236		957,118	3,296,703
Local Road Maintenance	1,200,000			
Local Transportation Assist	297,704	34,000	245,351	101,630
Grants Fund	30,828,819	(61,500)	1,576,680	6,757,277
County Road Tax	1,600,000		1,014,006	1,000,000
Transportation Impact Fee	14,060,000		383,772	2,500,000
Transportation Impact Fee #2				12,047,065
<b>Department Total</b>	<b>\$ 56,055,747</b>	<b>\$ 186,974</b>	<b>\$ 8,405,864</b>	<b>\$ 32,431,222</b>
<b>Non-Departmental</b>				
General Fund	\$ 9,631,226	\$ 358,932	\$ 4,128,418	\$ 4,487,133
<b>Department Total</b>	<b>\$ 9,631,226</b>	<b>\$ 358,932</b>	<b>\$ 4,128,418</b>	<b>\$ 4,487,133</b>
<b>Debt Service</b>				
General Fund	\$ 1,252,973			\$ 1,757,846
Debt Service Fund			806,324	
<b>Department Total</b>	<b>\$ 1,252,973</b>		<b>\$ 806,324</b>	<b>\$ 1,757,846</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.



## SALARY SCHEDULE BY GRADE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Library Page (part-time )	7	\$16,282	\$19,156	\$22,029
Recreation Assistant	11	\$22,446	\$26,407	\$30,367
Custodian	13	\$23,582	\$27,743	\$31,905
Receptionist	13	\$23,582	\$27,743	\$31,905
Library Assistant	15	\$24,776	\$29,148	\$33,520
Library Assistant I	15	\$24,776	\$29,148	\$33,520
Library Coordinator	15	\$24,776	\$29,148	\$33,520
Administrative Assistant I	19	\$27,348	\$32,174	\$37,000
Records Clerk Asst.	19	\$27,348	\$32,174	\$37,000
Recreation Specialist	19	\$27,348	\$32,174	\$37,000
Recreation Specialist	19	\$27,348	\$32,174	\$37,000
Library Assistant II	20	\$28,031	\$32,978	\$37,925
Mechanic Aide	20	\$28,031	\$32,978	\$37,925
Recreation Services Leader	21	\$28,732	\$33,803	\$38,873
Maintenance Worker I	22	\$29,450	\$34,648	\$39,845
Customer Service Representative	23	\$30,187	\$35,514	\$40,841
Human Resources Assistant	23	\$30,187	\$35,514	\$40,841
Parks Maintenance Worker	23	\$30,187	\$35,514	\$40,841
Transit Operator (Driver)	23	\$30,187	\$35,514	\$40,841
Accounting Clerk	24	\$30,941	\$36,402	\$41,862
Library Assistant III	25	\$31,715	\$37,312	\$42,908
Records Clerk	25	\$31,715	\$37,312	\$42,908
Mechanic	26	\$32,508	\$38,244	\$43,981
Permit Technician	26	\$32,508	\$38,244	\$43,981
Accounts Payable Clerk	28	\$34,154	\$40,181	\$46,208
Payroll/Accounts Payable Clerk	28	\$34,154	\$40,181	\$46,208
Records Clerk II	28	\$34,145	\$40,181	\$46,208
Administrative Assistant II	29	\$35,007	\$41,185	\$47,363
Building Maintenance Technician	29	\$35,007	\$41,185	\$47,363
Parks Maintenance Worker Senior	29	\$35,007	\$41,185	\$47,363
Accountant Associate	30	\$35,883	\$42,215	\$48,547
Data Technician	30	\$35,883	\$42,215	\$48,547
Equipment Mechanic	30	\$35,883	\$42,215	\$48,547
Equipment Operator	30	\$35,883	\$42,215	\$48,547
Planning Assistant	30	\$35,883	\$42,215	\$48,547
Recreation Coordinator I	30	\$35,883	\$42,215	\$48,547
Library Assistant Manager	31	\$36,780	\$43,270	\$49,761

## SALARY SCHEDULE BY GRADE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Special Events Coordinator	31	\$36,780	\$43,270	\$49,761
Court Clerk	32	\$37,699	\$44,352	\$51,005
Signal Technician	32	\$37,699	\$44,352	\$51,005
Crime Scene/Evidence Technician	33	\$38,642	\$45,461	\$52,280
Human Resources Assistant Senior	33	\$38,642	\$45,461	\$52,280
Human Resources Benefit Specialist	33	\$38,642	\$45,461	\$52,280
Librarian	35	\$40,598	\$47,762	\$54,926
Librarian I, Children's Services	35	\$40,598	\$47,762	\$54,926
Librarian I, Technical Services	35	\$40,598	\$47,762	\$54,926
Sr. Library Coordinator	35	\$40,598	\$47,762	\$54,926
Accountant	36	\$41,613	\$48,956	\$56,300
Alarm Coordinator	36	\$41,613	\$48,956	\$56,300
Assistant Planner	36	\$41,613	\$48,956	\$56,300
Buyer	36	\$41,613	\$48,956	\$56,300
Code Compliance Officer	36	\$41,613	\$48,956	\$56,300
Equipment Operator - Streets Maintenance Senior	36	\$41,613	\$48,956	\$56,300
IT/Telco Assistant	36	\$41,613	\$48,956	\$56,300
IT/Telco Client Assistant	36	\$41,613	\$48,956	\$56,300
Lead Equipment Mechanic	36	\$41,613	\$48,956	\$56,300
Maintenance Foreman	36	41,613	48,956	56,300
Master Mechanic	36	\$41,613	\$48,956	\$56,300
Permit Technician Senior	36	\$41,613	\$48,956	\$56,300
Police Management Analyst	36	\$41,613	\$48,956	\$56,300
Accreditation Manager/Crime Analyst-PD	37	\$42,653	\$50,180	\$57,707
Accreditation Manager-Fire	37	\$42,653	\$50,180	\$57,707
Executive Administrative Assistant	39	\$44,812	\$52,720	\$60,629
Building Inspector	40	\$45,933	\$54,038	\$62,144
Economic Development Coordinator	40	\$45,933	\$54,038	\$62,144
Planner I/Addresser	40	\$45,933	\$54,038	\$62,144
PW Construction Inspector	40	\$45,933	\$54,038	\$62,144
Recreation Coordinator II	40	\$45,933	\$54,038	\$62,144
Deputy City Clerk	41	\$47,081	\$55,389	\$63,698
Police Officer	41	\$47,081	\$55,389	\$63,698
Police Records Management Specialist	41	\$47,081	\$55,389	\$63,698

## SALARY SCHEDULE BY GRADE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Police Records Supervisor	41	\$47,081	\$55,389	\$63,698
Police Senior Management Analyst	41	\$47,081	\$55,389	\$63,698
Property/Evidence Manager	41	\$47,081	\$55,389	\$63,698
Transit Coordinator	42	\$48,258	\$56,774	\$65,290
Building Plans Examiner	43	\$49,464	\$58,194	\$66,923
Engineering Technician	43	\$49,464	\$58,194	\$66,923
GIS Technician/Client Assistant	43	\$49,464	\$58,194	\$66,923
Human Resources Generalist/ Analyst	43	\$49,464	\$58,194	\$66,923
Plans Examiner	43	\$49,464	\$58,194	\$66,923
Detective/Background Investigator	45	\$51,969	\$61,140	\$70,310
Librarian II, Adult Services	45	\$51,969	\$61,140	\$70,310
Manager Facilities	45	\$51,969	\$61,140	\$70,310
Police Investigator	45	\$51,969	\$61,140	\$70,310
Accountant Senior	46	\$53,268	\$62,668	\$72,068
Economic Development Specialist	46	\$53,268	\$62,668	\$72,068
Grants Writer	46	\$53,268	\$62,668	\$72,068
Management Assistant I	46	\$53,267	\$62,667	\$72,067
Permit Center Supervisor	46	\$53,268	\$62,668	\$72,068
Planner II	46	\$53,268	\$62,668	\$72,068
Senior Building Inspector	46	\$53,268	\$62,668	\$72,068
Sr. Accountant	46	\$53,268	\$62,668	\$72,068
Budget Analyst	46	\$53,268	\$62,668	\$72,068
Engineering Technician/GIS	47	\$54,600	\$64,235	\$73,870
Engineering Projects Manager	48	\$55,965	\$65,841	\$75,717
Fleet Manager	48	\$55,965	\$65,841	\$75,717
Public Affairs Manager	48	\$55,965	\$65,841	\$75,717
Public Information Officer	48	\$55,965	\$65,841	\$75,717
GIS Coordinator	49	\$57,364	\$67,487	\$77,610
Media Services Administrator	49	\$57,364	\$67,487	\$77,610
Sr. Plans Examiner	49	\$57,364	\$67,487	\$77,610
Assistant to the City Manager	50	\$58,797	\$69,173	\$79,549
Grant Coordinator	50	\$58,798	\$69,174	\$79,550
Management Assistant II	50	\$58,798	\$69,174	\$79,550
Public Works Superintendent	50	\$58,798	\$69,174	\$79,550
Police Sergeant	51	\$56,723	\$70,903	\$85,084
Aviation Director	52	\$58,141	\$72,676	\$87,211

## SALARY SCHEDULE BY GRADE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Development Process Expeditor	52	\$58,141	\$72,676	\$87,211
Development Project Administrator	52	\$58,141	\$72,676	\$87,211
Engineering Plans Examiner	52	\$58,141	\$72,676	\$87,211
Finance Manager	52	\$58,141	\$72,676	\$87,211
Long-Term Planner	52	\$58,141	\$72,676	\$87,211
Marketing and Communications Manager	52	\$58,141	\$72,676	\$87,211
Public Information Marketing Manager	52	\$58,141	\$72,676	\$87,211
Purchasing Manager	52	\$58,141	\$72,676	\$87,211
Recreation Programmer	52	\$58,141	\$72,676	\$87,211
Senior Planner	52	\$58,141	\$72,676	\$87,211
Transportation Planner	52	\$58,141	\$72,676	\$87,211
Client Administrator	53	\$59,594	\$74,493	\$89,391
Engineering Technician Senior	53	\$59,594	\$74,493	\$89,391
Network Administrator	53	\$59,594	\$74,493	\$89,391
Engineering Projects Manager Senior	54	\$61,084	\$76,355	\$91,626
Library Manager	55	\$62,611	\$78,264	\$93,917
Budget Manager	56	\$64,176	\$80,220	\$96,264
Counter Services Manager	56	\$64,176	\$80,220	\$96,264
Economic Development Manager	56	\$64,176	\$80,220	\$96,264
Grants Manager	56	\$64,176	\$80,220	\$96,264
Intergovernmental Manager	56	\$64,176	\$80,220	\$96,264
Network Engineer	56	\$64,176	\$80,220	\$96,264
Plan Review & Inspections Supervisor	56	\$64,176	\$80,220	\$96,264
Supervisor Plan Review/Inspections	56	\$64,176	\$80,220	\$96,264
Transportation Manager	56	\$64,176	\$80,220	\$96,264
Director City Clerk	57	\$65,781	\$82,226	\$98,671
IT Manager	57	\$65,781	\$82,226	\$98,671
Planning Manager	58	\$67,425	\$84,282	\$101,138
Principal Planner	58	\$67,425	\$84,282	\$101,138
Sr. Engineer/Plans Examiner	58	\$67,425	\$84,282	\$101,138
Chief Building Official	60	\$70,839	\$88,548	\$106,258
Transportation Director	60	\$70,839	\$88,548	\$106,258
Police Lieutenant	61	\$72,610	\$90,762	\$108,914
Commander	63	\$76,285	\$95,357	\$114,428

## SALARY SCHEDULE BY GRADE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Human Resource - Manager	63	\$76,285	\$95,357	\$114,428
Information Technology Manager	63	\$76,285	\$95,357	\$114,428
City Engineer	64	\$78,193	\$97,741	\$117,289
Planning Director	64	\$78,193	\$97,741	\$117,289
Deputy Police Chief	65	\$80,147	\$100,184	\$120,221
Director of Community Services	65	\$80,147	\$100,184	\$120,221
Parks, Recreation and Library Director	65	\$80,147	\$100,184	\$120,221
Director of Finance/Administrative Services	66	\$82,151	\$102,689	\$123,227
Director of Economic Development	67	\$84,205	\$105,256	\$126,307
Director of Support Services	67	\$84,205	\$105,256	\$126,307
Public Works Director	69	\$88,468	\$110,585	\$132,702
Director of Development Services	70	\$90,679	\$113,349	\$136,019
Assistant City Manager	71	\$92,946	\$116,183	\$139,420
Chief of Police	71	\$92,946	\$116,183	\$139,420
Director of Public Safety	72	\$95,270	\$119,088	\$142,905
Fire Chief	78	\$110,484	\$138,105	\$165,726
City Manager	81	\$118,979	\$148,724	\$178,469
Firefighter/EMT	56G	\$47,319	\$54,702	\$62,086
Deputy Fire Marshal	58G	\$49,714	\$57,472	\$65,229
Fire Mechanic	58G	\$49,714	\$57,472	\$65,229
Firefighter/Paramedic	60G	\$52,231	\$60,831	\$68,531
Engineer/EMT	62G	\$54,875	\$63,438	\$72,001
Firefighter/Engineer	62G	\$54,875	\$63,438	\$72,001
Master Cert Mechanic	64G	\$57,653	\$66,649	\$75,646
Engineer/Paramedic	66G	\$60,572	\$70,024	\$79,475
Capt -Fire Incident Tech	68G	\$63,638	\$73,569	\$83,499
EMS Coordinator	68G	\$63,638	\$73,569	\$83,499
Fire Shift Captains	68G	\$63,638	\$73,569	\$83,499
Captain/Paramedic	72G	\$70,245	\$73,569	\$92,167
Captain/Paramedic - FIT	72G	\$70,245	\$73,569	\$92,167
Fire Administrative Service Director	78G	\$81,462	\$94,174	\$106,886
Fire Battalion/Division Chief	78G	\$81,462	\$94,174	\$106,886
Fire Marshal	78G	\$81,462	\$94,174	\$106,886
Support Services Battalion Chief	78G	\$81,462	\$94,174	\$106,886
Fire Deputy Chief	80G	\$85,586	\$98,942	\$112,297
Assistant Fire Chief	85G	\$96,833	\$111,943	\$127,053



## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Accountant	36	\$41,613	\$48,956	\$56,300
Accountant Associate	30	\$35,883	\$42,215	\$48,547
Accountant Senior	46	\$53,268	\$62,668	\$72,068
Accounting Clerk	24	\$30,941	\$36,402	\$41,862
Accounts Payable Clerk	28	\$34,154	\$40,181	\$46,208
Accreditation Manager/Crime Analyst-PD	37	\$42,653	\$50,180	\$57,707
Accreditation Manager-Fire	37	\$42,653	\$50,180	\$57,707
Administrative Assistant I	19	\$27,348	\$32,174	\$37,000
Administrative Assistant II	29	\$35,007	\$41,185	\$47,363
Alarm Coordinator	36	\$41,613	\$48,956	\$56,300
Assistant City Manager	71	\$92,946	\$116,183	\$139,420
Assistant Fire Chief	85G	\$96,833	\$111,943	\$127,053
Assistant Planner	36	\$41,613	\$48,956	\$56,300
Assistant to the City Manager	50	\$58,797	\$69,173	\$79,549
Aviation Director	52	\$58,141	\$72,676	\$87,211
Budget Analyst	46	\$53,268	\$62,668	\$72,068
Budget Manager	56	\$64,176	\$80,220	\$96,264
Building Inspector	40	\$45,933	\$54,038	\$62,144
Building Maintenance Technician	29	\$35,007	\$41,185	\$47,363
Building Plans Examiner	43	\$49,464	\$58,194	\$66,923
Buyer	36	\$41,613	\$48,956	\$56,300
Capt -Fire Incident Tech	68G	\$63,638	\$73,569	\$83,499
Captain/Paramedic	72G	\$70,245	\$73,569	\$92,167
Captain/Paramedic - FIT	72G	\$70,245	\$73,569	\$92,167
Chief Building Official	60	\$70,839	\$88,548	\$106,258
Chief of Police	71	\$92,946	\$116,183	\$139,420
City Engineer	64	\$78,193	\$97,741	\$117,289
City Manager	81	\$118,979	\$148,724	\$178,469
Client Administrator	53	\$59,594	\$74,493	\$89,391
Code Compliance Officer	36	\$41,613	\$48,956	\$56,300
Commander	63	\$76,285	\$95,357	\$114,428
Counter Services Manager	56	\$64,176	\$80,220	\$96,264
Court Clerk	32	\$37,699	\$44,352	\$51,005
Crime Scene/Evidence Technician	33	\$38,642	\$45,461	\$52,280
Custodian	13	\$23,582	\$27,743	\$31,905
Customer Service Representative	23	\$30,187	\$35,514	\$40,841

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Data Technician	30	\$35,883	\$42,215	\$48,547
Deputy City Clerk	41	\$47,081	\$55,389	\$63,698
Deputy Fire Marshal	58G	\$49,714	\$57,472	\$65,229
Deputy Police Chief	65	\$80,147	\$100,184	\$120,221
Detective/Background Investigator	45	\$51,969	\$61,140	\$70,310
Development Process Expeditor	52	\$58,141	\$72,676	\$87,211
Development Project Administrator	52	\$58,141	\$72,676	\$87,211
Director City Clerk	57	\$65,781	\$82,226	\$98,671
Director of Community Services	65	\$80,147	\$100,184	\$120,221
Director of Development Services	70	\$90,679	\$113,349	\$136,019
Director of Economic Development	67	\$84,205	\$105,256	\$126,307
Director of Finance/Administrative Services	66	\$82,151	\$102,689	\$123,227
Director of Public Safety	72	\$95,270	\$119,088	\$142,905
Director of Support Services	67	\$84,205	\$105,256	\$126,307
Economic Development Coordinator	40	\$45,933	\$54,038	\$62,144
Economic Development Manager	56	\$64,176	\$80,220	\$96,264
Economic Development Specialist	46	\$53,268	\$62,668	\$72,068
EMS Coordinator	68G	\$63,638	\$73,569	\$83,499
Engineer/EMT	62G	\$54,875	\$63,438	\$72,001
Engineer/Paramedic	66G	\$60,572	\$70,024	\$79,475
Engineering Plans Examiner	52	\$58,141	\$72,676	\$87,211
Engineering Projects Manager	48	\$55,965	\$65,841	\$75,717
Engineering Projects Manager Senior	54	\$61,084	\$76,355	\$91,626
Engineering Technician	43	\$49,464	\$58,194	\$66,923
Engineering Technician Senior	53	\$59,594	\$74,493	\$89,391
Engineering Technician/GIS	47	\$54,600	\$64,235	\$73,870
Equipment Mechanic	30	\$35,883	\$42,215	\$48,547
Equipment Operator	30	\$35,883	\$42,215	\$48,547
Equipment Operator - Streets Maintenance Senior	36	\$41,613	\$48,956	\$56,300
Executive Administrative Assistant	39	\$44,812	\$52,720	\$60,629
Finance Manager	52	\$58,141	\$72,676	\$87,211
Fire Administrative Service Director	78G	\$81,462	\$94,174	\$106,886
Fire Battalion/Division Chief	78G	\$81,462	\$94,174	\$106,886
Fire Chief	78	\$110,484	\$138,105	\$165,726



## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Fire Deputy Chief	80G	\$85,586	\$98,942	\$112,297
Fire Marshal	78G	\$81,462	\$94,174	\$106,886
Fire Mechanic	58G	\$49,714	\$57,472	\$65,229
Fire Shift Captains	68G	\$63,638	\$73,569	\$83,499
Firefighter/EMT	56G	\$47,319	\$54,702	\$62,086
Firefighter/Engineer	62G	\$54,875	\$63,438	\$72,001
Firefighter/Paramedic	60G	\$52,231	\$60,831	\$68,531
Fleet Manager	48	\$55,965	\$65,841	\$75,717
GIS Coordinator	49	\$57,364	\$67,487	\$77,610
GIS Technician/Client Assistant	43	\$49,464	\$58,194	\$66,923
Grant Coordinator	50	\$58,798	\$69,174	\$79,550
Grants Manager	56	\$64,176	\$80,220	\$96,264
Grants Writer	46	\$53,268	\$62,668	\$72,068
Human Resource - Manager	63	\$76,285	\$95,357	\$114,428
Human Resources Assistant	23	\$30,187	\$35,514	\$40,841
Human Resources Assistant Senior	33	\$38,642	\$45,461	\$52,280
Human Resources Benefit Specialist	33	\$38,642	\$45,461	\$52,280
Human Resources Generalist/ Analyst	43	\$49,464	\$58,194	\$66,923
Information Technology Manager	63	\$76,285	\$95,357	\$114,428
Intergovernmental Manager	56	\$64,176	\$80,220	\$96,264
IT Manager	57	\$65,781	\$82,226	\$98,671
IT/Telco Assistant	36	\$41,613	\$48,956	\$56,300
IT/Telco Client Assistant	36	\$41,613	\$48,956	\$56,300
Lead Equipment Mechanic	36	\$41,613	\$48,956	\$56,300
Librarian	35	\$40,598	\$47,762	\$54,926
Librarian I, Children's Services	35	\$40,598	\$47,762	\$54,926
Librarian I, Technical Services	35	\$40,598	\$47,762	\$54,926
Librarian II, Adult Services	45	\$51,969	\$61,140	\$70,310
Library Assistant	15	\$24,776	\$29,148	\$33,520
Library Assistant I	15	\$24,776	\$29,148	\$33,520
Library Assistant II	20	\$28,031	\$32,978	\$37,925
Library Assistant III	25	\$31,715	\$37,312	\$42,908
Library Assistant Manager	31	\$36,780	\$43,270	\$49,761
Library Coordinator	15	\$24,776	\$29,148	\$33,520
Library Manager	55	\$62,611	\$78,264	\$93,917
Library Page (part-time )	7	\$16,282	\$19,156	\$22,029

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Long-Term Planner	52	\$58,141	\$72,676	\$87,211
Maintenance Foreman	36	41,613	48,956	56,300
Maintenance Worker I	22	\$29,450	\$34,648	\$39,845
Management Assistant I	46	\$53,267	\$62,667	\$72,067
Management Assistant II	50	\$58,798	\$69,174	\$79,550
Manager Facilities	45	\$51,969	\$61,140	\$70,310
Marketing and Communications Manager	52	\$58,141	\$72,676	\$87,211
Master Cert Mechanic	64G	\$57,653	\$66,649	\$75,646
Master Mechanic	36	\$41,613	\$48,956	\$56,300
Mechanic	26	\$32,508	\$38,244	\$43,981
Mechanic Aide	20	\$28,031	\$32,978	\$37,925
Media Services Administrator	49	\$57,364	\$67,487	\$77,610
Network Administrator	53	\$59,594	\$74,493	\$89,391
Network Engineer	56	\$64,176	\$80,220	\$96,264
Parks Maintenance Worker	23	\$30,187	\$35,514	\$40,841
Parks Maintenance Worker Senior	29	\$35,007	\$41,185	\$47,363
Parks, Recreation and Library Director	65	\$80,147	\$100,184	\$120,221
Payroll/Accounts Payable Clerk	28	\$34,154	\$40,181	\$46,208
Permit Center Supervisor	46	\$53,268	\$62,668	\$72,068
Permit Technician	26	\$32,508	\$38,244	\$43,981
Permit Technician Senior	36	\$41,613	\$48,956	\$56,300
Plan Review & Inspections Supervisor	56	\$64,176	\$80,220	\$96,264
Planner I/Addresser	40	\$45,933	\$54,038	\$62,144
Planner II	46	\$53,268	\$62,668	\$72,068
Planning Assistant	30	\$35,883	\$42,215	\$48,547
Planning Director	64	\$78,193	\$97,741	\$117,289
Planning Manager	58	\$67,425	\$84,282	\$101,138
Plans Examiner	43	\$49,464	\$58,194	\$66,923
Police Investigator	45	\$51,969	\$61,140	\$70,310
Police Lieutenant	61	\$72,610	\$90,762	\$108,914
Police Management Analyst	36	\$41,613	\$48,956	\$56,300
Police Officer	41	\$47,081	\$55,389	\$63,698
Police Records Management Specialist	41	\$47,081	\$55,389	\$63,698
Police Records Supervisor	41	\$47,081	\$55,389	\$63,698

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Police Senior Management Analyst	41	\$47,081	\$55,389	\$63,698
Police Sergeant	51	\$56,723	\$70,903	\$85,084
Principal Planner	58	\$67,425	\$84,282	\$101,138
Property/Evidence Manager	41	\$47,081	\$55,389	\$63,698
Public Affairs Manager	48	\$55,965	\$65,841	\$75,717
Public Information Marketing Manager	52	\$58,141	\$72,676	\$87,211
Public Information Officer	48	\$55,965	\$65,841	\$75,717
Public Works Director	69	\$88,468	\$110,585	\$132,702
Public Works Superintendent	50	\$58,798	\$69,174	\$79,550
Purchasing Manager	52	\$58,141	\$72,676	\$87,211
PW Construction Inspector	40	\$45,933	\$54,038	\$62,144
Receptionist	13	\$23,582	\$27,743	\$31,905
Records Clerk	25	\$31,715	\$37,312	\$42,908
Records Clerk Asst.	19	\$27,348	\$32,174	\$37,000
Records Clerk II	28	\$34,145	\$40,181	\$46,208
Recreation Assistant	11	\$22,446	\$26,407	\$30,367
Recreation Coordinator I	30	\$35,883	\$42,215	\$48,547
Recreation Coordinator II	40	\$45,933	\$54,038	\$62,144
Recreation Programmer	52	\$58,141	\$72,676	\$87,211
Recreation Services Leader	21	\$28,732	\$33,803	\$38,873
Recreation Specialist	19	\$27,348	\$32,174	\$37,000
Recreation Specialist	19	\$27,348	\$32,174	\$37,000
Senior Building Inspector	46	\$53,268	\$62,668	\$72,068
Senior Planner	52	\$58,141	\$72,676	\$87,211
Signal Technician	32	\$37,699	\$44,352	\$51,005
Special Events Coordinator	31	\$36,780	\$43,270	\$49,761
Sr. Accountant	46	\$53,268	\$62,668	\$72,068
Sr. Engineer/Plans Examiner	58	\$67,425	\$84,282	\$101,138
Sr. Library Coordinator	35	\$40,598	\$47,762	\$54,926
Sr. Plans Examiner	49	\$57,364	\$67,487	\$77,610
Supervisor Plan Review/Inspections	56	\$64,176	\$80,220	\$96,264
Support Services Battalion Chief	78G	\$81,462	\$94,174	\$106,886
Transit Coordinator	42	\$48,258	\$56,774	\$65,290
Transit Operator (Driver)	23	\$30,187	\$35,514	\$40,841
Transportation Director	60	\$70,839	\$88,548	\$106,258
Transportation Manager	56	\$64,176	\$80,220	\$96,264
Transportation Planner	52	\$58,141	\$72,676	\$87,211

## Glossary

The Annual Budget is structured to be understandable and meaningful to the general public and organizational users. This glossary is provided to assist those who are unfamiliar with budgeting terms or terms specific to City of Maricopa's budgeting process.

**Account** - An organizational budget/operating unit within each City department or division.

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Actual vs. Budgeted** - Difference between what was projected (budgeted) in revenues or expenditures at the beginning of the fiscal year and the actual receipts or expenses which are incurred by the end of the year.

**Adopted** - Formal action by the City Council which permits the City to incur obligations and to make expenditures of resources.

**Adopted Budget** - Used in fund summaries and department and division summaries within the budget document. Represents the 2012 budget as approved by formal action of the City Council, which sets the spending limits for the fiscal year.

**Allocation** - A part of a lump sum appropriation which is designated for expenditure by specific organization units and/or for special purposes, activities, or subjects.

**Appropriation** - An authorization made by the City Council which permits the City to incur obligations to make expenditures for specific purposes.

**Assessed Valuation** - A value that is established for real and personal property for use as a basis for levying property taxes. Property values are established by the County Assessor and the State as a basis for levying taxes.

**Asset** - Resources owned or held by a government which have monetary value.

**Balanced Budget** - A budget where revenues equal expenses.

**Basis of Accounting** - Defined by the Government Accounting Standards Board by Fund type as the method of accounting for various activities. It is determined when a transaction or event is recognized in the fund's operating statement.

**Beginning Balance** - The beginning balance is the residual non-restricted funds brought forward from the previous fiscal year (ending balance).

**Bond** - A long term "IOU" or promise to pay. It is a promise to repay a specified amount of money (the face value of the bond) on a particular date (maturity date). Bonds are used primarily for financing capital projects.

**Budget** - A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. This official public document reflects decisions, assesses service needs, establishes allocation of resources and is the monetary plan for achieving City goals and objectives.

**Budget Calendar** - The schedule of key dates or milestones which the City follows in preparation, adoption, and administration of the budget.

**Budget Document** - The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.

**Budget Message** - The opening section of the budget document which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the previous fiscal year and recommendations regarding the financial policy for the upcoming period.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Budget** - The first year of the five-year Capital Improvement Plan becomes the fiscal commitment to develop projects for the current year. These numbers reflect all appropriations for items that have a value of \$10,000 or more, have a useful life of more than one year, and add to the capital assets or infrastructure of the City.

**Capital Projects** - Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvement Program** - The Capital Improvement Plan (CIP) is a comprehensive projection of capital investment projects which identifies priorities as to need, method of financing and project costs and revenues that will result during a five-year period. The plan is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget. The capital plan for the ensuing year must be formally adopted during the budget process.

**Capital Outlay** - Fixed assets that have a value of \$10,000 or more and have a useful economic life of more than one year.

**Carry Over** - Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds also pay for encumbrances from the prior year.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Commodities** - Expendable items used by operating or construction activities. Examples include office supplies, repair and replacement parts for equipment, fuels and lubricants etc.

**Contingency Fund** - A budgetary reserve set aside for emergency or unanticipated expenses and/or revenue shortfalls. The City Council must approve all contingency expenditures.

**Debt Service** - The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Department** - A major administrative division of the City which indicates overall management responsibility for an operation or a group of related operations.

**Depreciation** - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

**Development Impact Fee** - Cities and towns have the authority to impose fees that provide a direct benefit to the newly developed area, to offset costs for newly developed area's infrastructure costs.

**Disbursement** - The expenditure of money from an account.

**Division** - An organized unit within a department.

**Employee Benefits** - Contributions made by a government to meet commitments or obligations for employee benefits. Included are the government's share of costs for social security and the various pension, health and life insurance plans.

**Encumbrance** - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

**Ending Balance** - The residual non-restricted funds that are spendable or available for appropriation at the end of the fiscal year.

**Enterprise Fund** - A governmental accounting fund in which the services provided, such as water, sewer or sanitation, are financed and operated similarly to those of a private business. The rate schedules for those services are established to ensure that user revenues are adequate to meet necessary expenditures.

**Expenditure** - Actual outlay of funds for an asset obtained or goods and services obtained regardless of when expense is actually paid.

**Expenditure Limitation** - An amendment to the Arizona State Constitution which limits annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation. All municipalities have the option of Home Rule, under which voters approve a four-year expenditure limit based on revenues received.

**Fees** - Fees are charges for specific services.

**Fiscal Policy** - A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

**Fiscal Year** - The time period designated by the City signifying the beginning and end of the financial reporting period. The City has established July 1 to June 30 as the municipal fiscal year.

**Fixed Assets** - Assets of a long-term character which are intended to be held or use, such as land, buildings, machinery, furniture and other equipment.

**Fund** - An accounting entity which has a set of self-balancing accounts and records all financial transactions for specific activities or government functions.

**Fund Balance** - Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

**Fund Summary** - A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures and changes in fund balance for the prior year's actual, adopted and estimated budgets and the current year's adopted budgets.

**General Fund** - The general operating fund established to account for resources and uses of general operating functions of City departments. A majority of resources are provided by local and state shared taxes.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**General Plan** - A planning and legal document that outlines the community vision in terms of land use.



**Goal** - The end toward which effort is directed.

**Government Finance Officers Association (GFOA) Budget Presentation Award** - The GFOA Budget Presentation Awards Program is an international awards program for governmental budgeting. Its purpose is to encourage exemplary budgeting practices and to provide peer recognition for government finance officers preparing budget documents. Award criteria include coverage of four areas of interest: policy orientation, financial planning, operational focus and effective communications.

**Governmental Funds** - Funds which account for most general governmental functions and include the general fund, special revenue funds, debt service funds, capital projects funds and permanent funds.

**Grants** - This funding source includes State and Federal subsidies received in aid of a public undertaking. In some instances, grants are not currently available and a program may be set back due to lack of funding.

**Highway User Revenue Fund (HURF)** - A fund with revenues consisting of state taxes collected on gasoline, vehicle licenses and other transportation related fees. These funds must be used for street and highway purposes.

**Improvement Districts** - Improvement districts consist of property owners who desire improvements that will benefit all properties within the district. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance or custodial services.

**Infrastructure** - Facilities on which the continuance and growth of a community depend such as roads, water lines, sewers, public buildings, parks, airports, et cetera.

**Inter-fund Transfer** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Agreement** - A contract between governmental entities as authorized by state law.

**Intergovernmental Revenues** - Revenues levied by one government but shared on a pre-determined basis with another government or class of governments.

**Internal Service Funds** - Funds which account for the activities of government departments that do work for other government departments, rather than the public.

**Line-Item Budget** - A budget prepared along departmental lines that focuses on what is to be bought.

**Local Transportation Assistance Fund (LTAF)** - Revenues are generated by the State Lottery. Distribution of these funds is based on population. Funds must be used for public transit or streets, but a small portion may be used for cultural purposes.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Major Funds** - Funds whose revenues, expenditures/expenses, assets or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least five percent of the aggregate amount for all governmental and enterprise funds.



**Modified Accrual Basis** - Under the modified accrual basis of accounting recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**Objective** - A specific measurable statement of the actual service(s) which a City program aims to accomplish.

**Operating Budget** - This budget, associated with providing on-going services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, supplies and operational capital items.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance** - An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**Per Capita** - A unit of measure that indicates the amount of some quantity per person in the City.

**Personal Services** - The classification of all salaries, wages and fringe benefits expenditures. Fringe benefits include FICA, Arizona State Retirement System, medical insurance, life insurance and workers compensation. In some cases, benefits may also include clothing allowances, and education assistance.

**Policy** - A plan, course of action or guiding principle, designed to set parameters for decisions and actions. A policy could also be a more precise statement of a desired course of action.

**Property Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance. In Arizona, the property tax system is divided into a primary and secondary rate.

**Primary Property Tax** - A limited tax levy used for general government operations based on the Primary Assessed Valuation and Primary tax rate. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction and population increases.

**Property Tax Rate** - The amount of tax stated in terms of a unit of the tax base expressed as dollar per \$100 of equalized assessed valuation.

**Secondary Property Taxes** - An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Secondary Assessed Valuation and Secondary Tax rate.

**Proprietary funds** - Funds which account for the business type activities of government, which include enterprise funds and internal service funds.

**Reserve/Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for. The City Council must approve all contingency expenditures.

**Resolution** - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

**Revenue** - Receipts from items such as taxes, intergovernmental sources and user fees or resources from voter-authorized bonds, system development fees and grants.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Special Revenue Fund** - Created out of receipts of specific taxes or other earmarked revenues. Such funds are authorized by statutory or charter provisions to pay for specific activities with a special form of continuing revenues.

**Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.

**Transfers** - All inter-fund transactions except loans or advances, quasi-external transactions and reimbursements.

**Unreserved Fund Balance** - The portion of a fund's balance which is not restricted for a specific purpose and is available for general appropriation.

**User Fees or Charges** - The payment of a fee for direct receipt of a public service by the party who benefits from the service.



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Gayle Whittle, Interim Finance/Administrative Services Director  
John Nixon, Community Services Director  
Karen Shaffer, Human Resources Director  
Patrick Melvin, Police  
Vanessa Bueras, City Clerk  
Wade Brannon, Fire

An extra special thanks to Brenda Fischer, City Manager; Roger Kolman, Assistant City Manager; and LaTricia Woods, Public Information Officer; without whose unwavering dedication the entire budget process and resulting publication would unrecognizably suffer.

## City of Maricopa Facts

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Date of Incorporation  
October 15, 2003

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Population  
43,482

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Square Miles  
approx. 45

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Number of Building Permits Issued  
183

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Budgeted FTEs  
221

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General Fund Budget  
\$39,436,089

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All Funds Budget  
\$92,691,756

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Assessed Valuation  
\$220,239,658

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Average Age  
31

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Median Income  
\$75,000

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Housing Units  
17,240

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Anthony Smith  
Mayor

Edward Farrell  
Vice-Mayor

Marvin Brown  
Councilmember

Carl Diedrich  
Councilmember

Marquisha Griffin  
Councilmember

Julia Gusse  
Councilmember

Alan Marchione  
Councilmember

Brenda S. Fischer  
City Manager

Gayle Whittle, CPA  
Interim Finance/Administrative  
Services Director

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