



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

*A Comprehensive Road Map  
to the Future*

**2012-2013 Annual Budget Book**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Maricopa  
Arizona**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davison Jeffrey R. Egan*

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 the 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 Fiscal Year 2012-2013 (FY12-13) Annual Budget. This budget 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.

Maricopa is not exempt from the difficulties the current economic climate presents and this budget relies on an organizational alignment to maintain efficiency and service levels. Solid financial planning has resulted in matching planned expenditures to anticipated revenues. Sales tax revenue has declined significantly over the past several years but has been relatively stable since FY09-10. This lower sales tax base 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 indicates only modest revenue growth in this area. This budget strives to ensure the City's fiscal stability, while providing the essential services afforded to all Maricopa citizens. Continued weak economic conditions coupled with anticipated expenditure increases are the primary driver behind the FY12-13 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 challenging 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 financial stability while still providing quality municipal services.

Although the City continues to grow, it is at a rate much lower than experienced in the mid 2000s. The relatively weak economy continues to contribute to reduced sales tax collections at both state and local levels, low numbers of residential building permits and continued weakness in development-related revenues. While most aspects of the local economy seem to be holding steady as compared to the prior budget year, the City continues to estimate conservatively, as the growth and stability of the economy's future is unknown.

To balance the budget, the City adopted a "zero-based" budget approach developed around the first-ever Council adopted five-year Comprehensive Financial Plan. City departments endured an extensive budget process balancing the needs of service to the community with the local economic realities. Additionally, the Comprehensive Financial Plan and budget were developed considering the operational impacts of future CIP projects, most notably the recreation/aquatic center and regional park/sports complex projects whose full operational impact begin in FY14-15.

I present to you a budget that represents the tenets of the City Council Strategic Plan, the continued commitment to financial stability, and 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 \$175.2 million, which is \$82.5 million more than last year's budget, as adopted June 5, 2012, and is an 89% increase. The major increases in this budget relate to increases in grant-funded expenditures and notable capital projects initiated in previous budget years. Grant-funded expenditures increased by \$53.5 million, going from an adopted FY11-12 budget of \$20.6 million to an adopted FY12-13 budget of \$74.2 million. No expenditures from grant funds occur without successful award of a grant to the City. Notable capital projects include Parks Bond Fund projects increasing by \$19.0 million in FY12-13 due to substantial park construction and creation of the General Governmental Bond Fund for construction of the City Hall Complex totaling \$8.6 million in FY12-13.
- The General Fund budget includes an overall decrease from the FY11-12 amended budget of \$39.4 million to the currently adopted FY12-13 budget of \$29.8 million. This represents a decrease of \$9.6 million. The primary reason for this significant decrease is due to FY11-12 pay-as-you-go capital projects totaling \$9.8 million budgeted in the City's General Fund that were transferred to the newly-created General Governmental CIP Fund during the year. Pay-as-you-go capital projects are now budgeted in the General Governmental CIP Fund beginning in FY12-13. The General Fund budget includes the \$2.0 million Contingency Fund, which decreased by \$1.2 million from last year's contingency of \$3.2 million.
- Citywide carry forward fund balances from FY11-12 to FY12-13 are estimated at \$93.2 million for all funds in the budget, including General Fund (\$21.0 million), Special Revenue Funds (\$8.8 million), and Capital Projects Funds (\$63.3 million). Total resources available for FY12-13 are estimated to be \$232.4 million. This includes \$93.2 million in carry forward fund balance, \$109.0 million in budgeted revenue, and \$30.2 million in other financing sources (bond proceeds) for specified capital projects. It is notable that the \$109.0 million in projected revenue includes \$74.2 million in projected grant revenue. Although budgeted, grant projects can only proceed if successfully awarded.

## **REVENUES**

This operating budget continues to convey operation levels at a lower rate of growth than previous years. Overall, operating revenues are expected to decrease in FY12-13 from \$51.2 million to \$46.1 million due primarily to the decreased operating grant fund revenue budget.

Primary property tax assessments remain relatively unchanged with a slight decrease of \$5,455 in total assessments despite an increasing primary property tax rate from \$4.8105 to \$4.8753 per \$100 in assessed valuation. This is due to the continued decline in the property valuation base from the current economic downturn tied primarily to the housing market.

Despite significant sales tax reductions from the peak in FY06-07, due to significant reductions in construction sales tax revenue, overall sales tax revenue has stabilized over the past three fiscal years and is budgeted to be \$6.8 million in FY12-13 compared with FY11-12 revised estimates of \$6.9 million. For FY12-13, sales tax revenue is budgeted at \$6.1 million in the General Fund and \$0.7 million in the General Governmental CIP Fund.

Revenues passed through the State of Arizona to Arizona municipalities, otherwise known as state shared revenues, increased significantly starting in FY11-12. This is due to the effect of the 2010 census, which increased Maricopa’s population relative to the state population as a whole. The FY12-13 state shared revenues increased in the General Fund and one Special Revenue Fund (Highway User Revenue Fund) by 10.8% and 8.3%, respectively.

The revenue budget for the Capital Improvement Funds totals \$93.1 million in FY12-13 compared to \$0.4 million in FY11-12. The primary reason for the increase is the Grants CIP projects budget totaling \$61.5 million designated for the grade separation grant application. It is important to note that the Grants CIP projects can only commence if the project is successfully awarded. Included in the total Capital Improvement Funds revenue and other sources, below, is \$30.2 million in bond proceeds expected to be received during FY12-13. These other financing sources will be recognized in the Parks Bond Fund and the General Government Bond Fund for various projects.

**REVENUE SUMMARY BY FUND TYPE**

FUND TYPE	FY11-12 BUDGET	FY12-13 BUDGET
General Fund	\$ 27,514,407	\$ 27,906,917
Special Revenue Funds	23,658,319	16,430,165
Debt Service Fund	-	1,770,502
Total Operating Revenue Budget	51,172,726	46,107,584
Capital Improvement Funds	447,295	93,123,040
Total Revenue Budget	\$51,620,021	\$139,230,624

## **EXPENDITURES**

Estimated expenditures are comprised of the same funds as revenues. The total budget for General Fund expenditures is \$29.8 million, composed of the following categories:

- \$19.4 million in personal services (salaries and related benefits)
- \$3.6 million in professional & technical services (contracted professional services and other contracted services)
- \$139 thousand in purchased property services (rental costs)
- \$3.0 million in other purchased services (utilities, repairs, maintenance, dues, phone, advertising, printing, postage, training, meals, and mileage)
- \$574 thousand in supplies (office supplies, fuel/oil, books/periodicals, and non-capital equipment)
- \$88 thousand in capital outlay (capital projects)
- \$986 thousand in debt service (debt repayment for City Complex project)
- \$2.0 million in contingency reserve, or 6.7% 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 department with the four highest costs as follows:

- Police with the majority of allocations, \$7.8 million or 26.1%
- Fire with \$7.7 million or 25.7%
- Community Services with \$2.4 million or 8.0%
- Development Services with \$2.4 million or 8.0%

There was a net decrease of two full-time personnel positions due to utilization of part-time personnel for various services. Total budgeted full-time positions for the City are 214 for FY12-13. The allocations of personnel were similar to spending trends as follows:

- Police at 30.8%, or 66 positions total
- Fire at 29.4%, or 63 positions
- Development Services with 13.6%, or 29 positions, with 9.65 of those positions funded outside the General Fund
- Community Services and Finance/Administrative Services with 6.5%, or 14 positions in each department

Major highlights of the General Fund budget are as follows:

- Overall, the FY12-13 adopted budget represents a decrease of \$9.6 million from the FY11-12 adopted budget. This is due primarily to capital projects being budgeted in the General Fund in FY11-12. Subsequent to the FY11-12 budget adoption, Council directed staff to create the General Governmental CIP Fund to account for pay-as-you-go financed projects originally appropriated in the General Fund. The General Governmental CIP Fund was established during FY11-12 and resulted in a \$9.8 million transfer from the General Fund to the newly created CIP fund. A more useful comparison of General Fund operating budget is to compare the FY12-13 adopted budget to the FY11-12 revised budget.

- Other than non-departmental, Police, and Community Services, all departments saw decreases in operating appropriations when comparing FY12-13 adopted budget with FY11-12 revised budgets. Reduced appropriations were due to cost saving efforts in anticipation of the operational impacts of upcoming recreation/aquatic center and regional park/sports complex capital projects. The first full year of operating costs for these projects is expected in FY14-15.
- Non-Departmental expenditures increased due primarily to FY12-13 merit increase appropriations which will subsequently be transferred to departments as needed during the fiscal year. Additionally, the City's public service awards, once budgeted in Mayor and Council appropriations, are now budgeted as non-departmental expenditures.
- The Police Department budget increased by \$30,169 due primarily to increased retirement contributions and increased police dispatch service costs. These increases were basically offset by planned reductions in overtime. Total full-time employees remained the same.
- The Community Services budget increased by \$87,274. This is due to budgeted impacts of partially funding operational costs of the recreation/aquatic center capital project.
- There are no planned "across-the-board" salary increases, cuts, furloughs, or layoffs. However, this budget includes salary merit increases that are based on employee performance.

The adopted budget for Special Revenue Funds decreased by approximately \$6.0 million. This is due primarily to a decrease in anticipated grant funding from FY11-12 to FY12-13 by \$7.6 million offset by budgeted increases in County Road Tax expenditures of approximately \$814,000.

For FY12-13, the Debt Service Fund appropriation of principal and interest totaled \$2.1 million for the City's current and anticipated General Obligation bonds. This includes payment toward the FY09-10, \$20.0 million debt issuance and estimated payments on the planned \$17.4 million G.O. debt issuance.

The original FY11-12 Capital Improvement Funds budget increased by \$9.2 million in FY11-12. This is due primarily to the creation and budgetary transfer of \$9.8 million from the General Fund to the newly created General Governmental CIP Fund as discussed previously. The FY12-13 Capital Improvement Funds budget increased over the FY11-12 revised budget by \$88.5 million. This is due primarily to Grants CIP projects budget totaling \$61.5 million designated primarily for the grade separation grant application, Parks Bond CIP projects budget (totaling \$22.9 million for construction of the recreation/aquatic center and regional park/sports complex capital projects), and the General Governmental Bond fund budget of \$8.6 million for the construction of the City Complex. As stated previously, the Grants CIP projects funds can only be spent if the grant is successfully awarded.

**EXPENDITURES BY FUND TYPE**

FUND TYPE	FY11-12 BUDGET	FY11-12 REVISED BUDGET	FY12-13 BUDGET
General Fund	\$39,436,090	\$29,708,983	\$29,795,508
Special Revenue Funds	\$25,034,556	\$25,215,956	\$19,059,412
Debt Service Fund	\$1,757,846	\$2,092,402	\$2,121,048
Total Operating Budget	\$66,228,492	\$57,017,341	\$50,975,968
Capital Improvement Funds	\$26,463,265	\$35,674,416	\$124,199,473
<b>Total Budget</b>	<b>\$92,691,757</b>	<b>\$92,691,757</b>	<b>\$175,175,441</b>

**BONDED INDEBTEDNESS**

In November 2008, City of Maricopa voters authorized \$65.5 million in general obligation (G.O.) bonds be issued for Parks, Recreation and Library projects. In FY09-10, the City issued its first G.O. bonds in the amount of \$20.0 million. These bonds were issued via the Greater Arizona Development Authority Infrastructure Revenue Bonds, Series 2010A. It is anticipated that an additional \$17.4 million in G.O. bonds will be issued in FY12-13 to fund completion of Phase 1 of the recreation/aquatic center and regional park/sports complex projects, thus leaving the remaining bond authorization at \$28.1 million. However, Arizona state statues limit the amount of outstanding debt for these types of projects to 26% of the net assessed value of taxable property within the City. This "legal debt capacity," after issuance of \$17.4 million is calculated to be \$18.1 million. Although the City would have remaining authorization of \$28.1 million, it would be limited to only issuing \$18.1 million for additional projects.

## **ACKNOWLEDGEMENTS**

This budget reflects the hard work and cooperative efforts of 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 services possible 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



Tom Duensing, CPA  
Finance and Administrative Services Director

## 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. Mayor 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



### Vice Mayor Edward Farrell

Edward Farrell is a life long resident of Maricopa. He graduated in 1984 from Maricopa High School and then attended the University of Arizona until 1989. Vice Mayor Farrell was a founding board member, and is currently the vice president, of Pinal Partnership and the property manager of the Maricopa Manor Business Center. He is a Project Central Class XVI Alumnus and recipient of the "Outstanding Leadership Award for Public Policy" in 2009. Vice Mayor Farrell was also the Maricopa Rotary Club's "Rotarian of the Year" in 1994.

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

On May 3, 2004, Vice Mayor Farrell received the "2004 American Society for Public Administration Superior Service Award." He currently serves on the Central Arizona Economic Development Foundation Board and represents the City of Maricopa with the Central Arizona Association of Governments. As a fourth generation Farrell in Maricopa, he has started a fifth generation of Farrells with his twins, Luke and Selah, and continues the growing roots of this historic Maricopa Family.

Current Council Term: 2010-2014





## **Councilmember Marvin L. Brown**

Marvin L. Brown, and his wife Helen, joined the Maricopa community in June 2006. Selected as one of the original members of the City's Merit Board, he had to step down when elected to the City Council in May 2008.

As the Council representative to the Industrial Development Authority Board, and Pinal County Augmentation Authority, and the liaison to the Gila River and Ak-Chin Indian Communities, Brown demonstrates his strong commitment to regional relationships and economic development.

Brown most recently lived in Detroit, Michigan where he held many leadership positions: 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, Brown has his 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



## **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



## **Councilmember Marquisha Griffin**

Councilmember Marquisha Griffin was elected to the Maricopa City Council in March 2008. Prior to being elected as a Councilmember, 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's in political science from Arizona State University and a master's degree in public administration.

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 for the National League of Cities and the NLC's Youth, Families and Education committee.

Current Council Term: 2008-2012



## **Councilwoman Julia R. Gusse**

Councilwoman Julia R. Gusse was born and raised in East Los Angeles and has lived in Maricopa since 2005. She served in the United States Air Force as a Cryptologic Technician/Morse Code Operator at the National Security Agency (NSA) of the United States. She holds a Bachelor of Arts degree in Spanish from California State University, Los Angeles and a Master of Arts degree in Information Resources and Library Science from the University of Arizona. She is currently employed by one of the Maricopa Community Colleges in Phoenix.

Councilwoman Gusse is serving her second year on the Council with term ending in 2014. She has helped implement the Maricopa Let's Move Program and Maricopa Operation Welcome Home in the last two years on Council. Councilwoman Gusse is involved with various Maricopa Unified School District clubs and organizations and serves as the Vice Commander of the American Legion Post 133, President of the Maricopa Legion Auxiliary and Vice President of the Maricopa Optimist Club.

Councilwoman Gusse is married to Kevin Gusse and they have three children. She also has two brothers who reside in Maricopa with their families. The Gusse and Romero families are members of Our Lady of Grace Catholic Church of Maricopa.

Current Council Term: 2010-2014



## **Councilmember Alan Marchione**

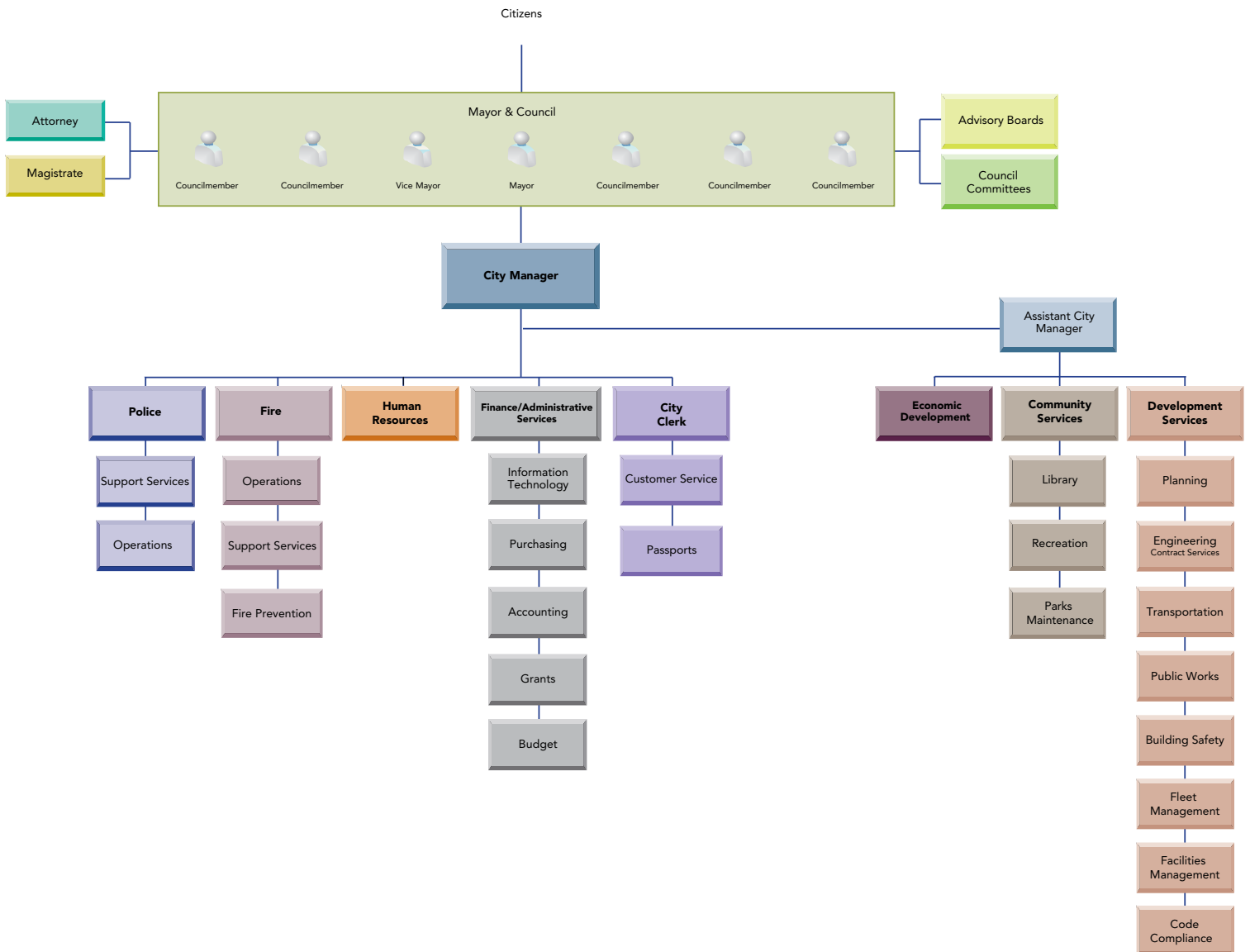
Councilmember Alan Marchione was elected to the Maricopa City Council in May 2010, but prior to his service he was a member of Maricopa's Public Safety Advisory Committee. It was here he played a key role in helping to draft the City's graffiti ordinance.

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

# 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. **Develop properly aligned resources and tools required to become a regional leader in economic development.**
  - a. Continue to build internal resources for economic development
  - b. Pursue business retention and expansion efforts for existing businesses
  - c. Expand support for entrepreneurial ventures
2. **Become a comity recognized by decision makers as having developable shovel ready sites, processes, and the tools to satisfy the needs of companies in our targeted industries as identified in the Economic Development Strategic Plan (EDSP).**
  - a. Update and improve the City's development process cycle times, zoning code and land use plan
  - b. Plan for adequate sites and infrastructure development to support business growth and attraction
  - c. Conduct a feasibility study for the development of a business park to attract employers
  - d. Include mixed-use activities in the development plans for all applicable City-owned properties
3. **Effectively market the community to become a preferred destination for new investment opportunities among targeted sectors and audiences (as identified in the EDSP).**

- a. Work with Maricopa Chamber of Commerce, Maricopa Economic Development Alliance (MEDA), Industrial Development Authority, Greater Phoenix Economic Development Council, and other interested organizations to develop Business Leadership and Ambassador groups
- b. Expand the external marketing campaign and promote business successes

4. **Become known as a community that delivers high quality projects and public amenities.**
  - a. Pursue the initiation and completion of development plans to improve the quality of place for all residents
  - b. Follow the guidelines and recommendations in the Redevelopment District (Heritage) Area Plan
  - c. Complete the Planning Assistance Document Project to obtain professional recommendations on proceeding with a Special Area Plan for the Seven Ranches District
  - d. Continue to support the expansion and additional retail, entertainment and hospitality amenities

## Quality of Life

### OBJECTIVES AND ACTIVITIES

1. **Create and expand the opportunities that Maricopa residents have to participate in quality indoor and outdoor recreation.**
  - a. Review the existing Parks, Recreation and Open Space Master Plan to determine citywide need for parks, recreation, and open space
  - b. Coordinate with regional partners to avoid duplication of efforts and to ensure system continuity

- c. Complete the design and establish construction timeline of a regional sports park and multi-generational center to serve the needs of Maricopa's current and future residents
  - d. Explore partnership opportunities for the design, management and operation of the multigenerational center/ recreation center and other City facilities as appropriate
- 2. Design and implement a capital improvement plan which prioritizes projects and allocates adequate fiscal resources to those projects.**
    - a. Seek innovative and alternative financing opportunities to fund the five-year Capital Improvement Plan (CIP)
    - b. Ensure that bond financing is utilized in a timely and efficient manner to minimize the cost to the taxpayer while providing capital funding to projects
  - 3. Provide adequately planned, promoted and funded programs and services for the youth seniors and families of Maricopa.**
    - a. Form and maintain partnerships with community organizations, educational institutions, governmental agencies, local businesses, and non-profit agencies to provide a variety of services and programs to Maricopa's youth, seniors, and families.
    - b. Expand Youth Council program
  - 4. Address environmental concerns to protect the health, safety and welfare of Maricopa's citizens.**
    - a. Continue to play a leadership role with federal, state and local organizations charged with addressing environmental concerns in the Maricopa area
    - b. As funding is available, continue the City's Green Business and Solar Rebate programs
    - c. Partner with local utility providers to educate the public on conservation methods and programs
    - d. Utilize the planning process to encourage developers, HOAs and the general public to support and implement environmentally-friendly design principals.
  - 5. Create partnerships with community organizations and institutional interests to address the social services needs of Maricopa.**
    - a. Support the organizations and initiatives that address the social service needs of Maricopa
    - b. Strengthen and leverage existing educational institutions and other training assets

## 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
- 2. Enhance safety, mobility, and connectivity of our intra-city transportation system.**
  - a. Implement arterial system improvements as determined in the Maricopa Regional Transportation Plan and City Council-approved Capital Improvement Program
  - b. Ensure that an annual preventive maintenance program remains a priority to provide quality infrastructure to the traveling public and decrease lifecycle costs

- c. Continue to pursue grade separation of key City and State of Arizona infrastructure from the UPRR mainline including completion of the SR-347 DCR and White and Parker EA
- d. Partner with the tribal communities at the federal level on mutually-beneficial transportation projects

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

- a. As opportunities are presented, support businesses seeking rail access in coordination and negotiation with UPRR
- b. Continue to work with UPRR and AMTRAK on relocating the existing passenger terminal to the Estrella (Gin) Property

**4. Pursue an effective mass transit system to serve the city.**

- a. Design and support the Estrella (Gin) Property to be a future Maricopa Transit Center
- b. Reach out beyond our existing political and jurisdictional boundaries to create transit partnerships that foster expansion of the destinations and timeframes that are currently available

## Public Safety

### OBJECTIVES AND ACTIVITIES

**1. Ensuring public confidence by maintaining a welcoming and safe environment in the City of Maricopa.**

- a. Achieve Police Department accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- b. Support Copia Cares and community outreach and education activities
- c. Present a Fire Department Standards of Cover document consistent with the accreditation requirements established by the Center for Public Safety Excellence for Council adoption

- d. Improve telecommunications redundancy in the primary Emergency Operation Center (EOC)
- e. Develop an alternate Emergency Operation Center (EOC) location

**2. Update public safety communications systems to provide seamless operable and interoperable essential public safety communications system.**

- a. Conduct a needs assessment evaluating City emergency radio communications
- b. Accomplish full transfer to 800MHz radio system
- c. Complete FCC mandated VHF narrow banding by December 2012
- d. Needs assessment for Police dispatch center to determine a short-term solution and a long-term strategy
- e. Evaluate Police Department Mobile Computing Terminal data connectivity
- f. Evaluate Fire Station and Emergency Operations Center data connectivity

## Quality Municipal Services

### OBJECTIVES AND ACTIVITIES

**1. Encourage citizen engagement and communication.**

- a. Offer and promote greater opportunities for residents to connect with the City
- b. Continue to provide and enhance effective means for the community to get information
- c. Effectively market all City programs and services
- d. Communicate and promote City accomplishments and goals

**2. Build and enhance effective regional relationships to meet the City’s objectives.**

- a. Establish rapport with possible partner agencies

**3. Deliver the highest quality municipal services.**

- a. Implement the Citizens Survey to determine priority of services and benchmark to prior survey responses
- b. As appropriate, obtain and consider feedback from consumers of the City's services and/or programs
- c. As appropriate, benchmark the City with other comparable municipalities to determine and implement best practices
- d. Attract, train, evaluate, and retain a high-quality municipal workforce
- e. Provide training, tools, and equipment to employees in order to maintain quality services
- f. Adopt and follow building, zoning and fire safety codes which encompass the best practices in public health and safety
- g. Utilize the latest technology while maintaining personal service
- h. Research and initiate the process to become a charter city

**4. Create and maintain a positive and productive organizational culture which values excellent customer service, is responsive and accessible.**

- a. Foster a culture of teamwork among all employees
- b. Support a culture of professionalism







# Budgetary Policies

## Introduction

*The City of Maricopa, AZ, 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 1 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 fund, department and division 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. A public hearing 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). The City formally adopts an annual budget for all operating funds and the accounts within those funds and utilizes fund accounting.
  - a. 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. Governmental funds are used to account for the government's general government activities and include the General, Special Revenue and Capital Project funds for the City of Maricopa.
  - b. Governmental funds use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service resources are provided during the current year for payment of long-term debt principal and interest due early in the following year (not to exceed one month) and, therefore, the expenditures and related liabilities have been recognized. Compensated absences and claims and judgments are recorded only when payment is due. Property taxes, sales taxes, franchise taxes, and investment income associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. Grants and similar awards are recognized as revenue as soon as all eligibility requirements imposed by the grantor or provider have been met. Miscellaneous revenue is not susceptible to accrual because generally it is not measurable until received in cash. Deferred revenues arise when resources are received by the City before it has legal claim to them, as when grant monies are received prior to meeting all eligibility requirements imposed by the provider. 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. All annual appropriations lapse at fiscal year-end. Under the City's budgetary process, outstanding encumbrances are evaluated and re-appropriated, as deemed necessary 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. The City will continue utilizing the accounting and budgeting processes as described in paragraphs #1

and #2 of this section. However, GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting and requires extensive reconciliations 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. The City does not currently utilize proprietary funds. However, individual funds will continue to be examined to determine 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 when applicable.

## 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 and 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 carry-out the goals and objectives set by the City Council. Requests for such transfers will be initiated and recorded in a manner 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 and Administrative Services Department will 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 the criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program which includes the annual audit report prepared by independent, certified public accountants designated by the City Council.
2. The CAFR shall show the status of the City's finances on the basis of generally accepted accounting principles (GAAP) and presents both government-wide financial statements and fund financial statements.
  - a. The government-wide financial statements (i.e., the statement of net assets and the statement of activities) present financial information about the City as a whole. The reported information includes all of the non-fiduciary activities of the City. For the most part, the effect of internal activity has been removed from these statements. These statements are to distinguish between the governmental and business-type activities of the City. Governmental activities normally are supported by sales taxes and intergovernmental revenues, and are reported separately from business-type

activities, which rely to a significant extent on fees and charges for support. As of June 30, 2011, the City had no business-type activities.

- b. As described in the Basis of Accounting and Budgeting section, fund financial statements present governmental fund financial information using the flow of current financial resources measurement focus and the modified accrual basis of accounting.
3. 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 property 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, pursuant to 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, pursuant to state law, by the second Monday in August of each fiscal year.
5. If the City of Maricopa is subject to "Truth in Taxation" requirements, 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. The requirements in this section only apply 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 pursuant to Arizona Revised Statute (A.R.S.) 42-17151
7. The City of Maricopa will attempt to 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 Service 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% of current year budget expenditures. After completion of the annual audit, if the undesignated fund balance exceeds 10%, 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. There will be no operating transfers between funds without the approval of the City Council.
2. Fund transfers between funds may occur, with approval of the City Council, 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, but a manageable, debt retirement policy. 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 typically with a total cost over \$25,000. Capital expenditures that are less than \$25,000 are typically 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 beyond the five-year horizon.
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.
6. The Capital Improvements Program includes the first five years of the Capital Improvement Plan.
7. Projects included within the five-year program should 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.

## Long-Term Financial Plans

1. The City will adopt the annual budget in the context of a comprehensive 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
January 17, 2012	Mid-year review and budget kickoff for City Council
January 25-27, 2012	Budget software training for the departments
February 3, 2012	Capital Improvement Project (CIP) budget requests due
February 17, 2012	Department operational budget requests due
February 24, 2012	Department goals, objectives and performance measures due
March 5-9, 2012	City Manager budget review meetings with departments
March 20, 2012	Ten-year CIP plan review at City Council Work Session
March 26-29, 2012	Council Budget, Finance and Operations Subcommittee budget review Review and revise budget requests with departments
April 3, 2012	Ten-year CIP plan adoption
April 27, 2012	Special all day budget retreat
May 15, 2012	Tentative budget adoption
May 22, 2012	Publish tentative budget in newspaper-first notice Publish Truth-in-Taxation-first notice
May 29, 2012	Publish tentative budget in newspaper-second notice Publish Truth-in-Taxation-second notice
June 5, 2012	Public hearing for final budget Public hearing for primary property tax levy Final budget adoption (special meeting required)
June 19, 2012	Final adoption of primary and secondary property tax levies



## 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 municipality 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.



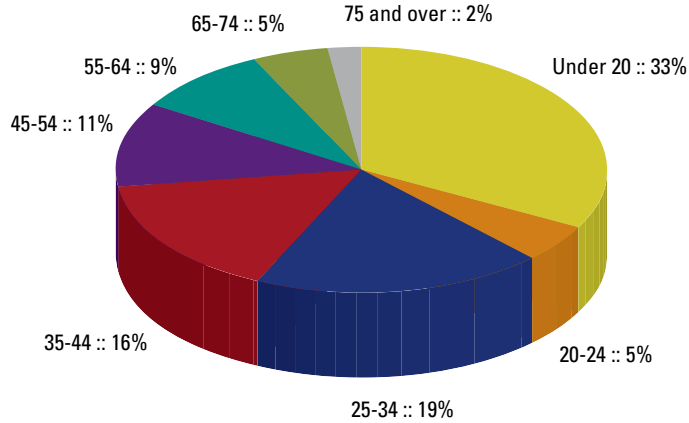
### POPULATION GROWTH SINCE INCORPORATION

FISCAL YEAR	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%

2011-2012	44,450	2%	774%
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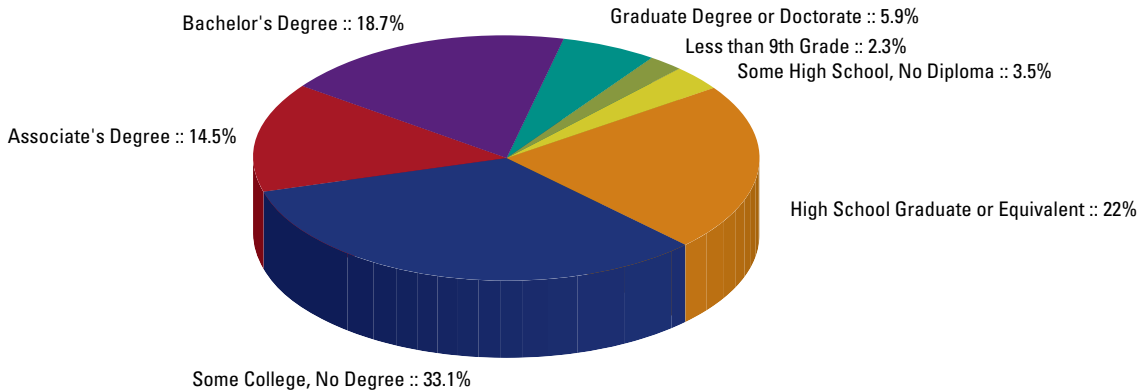
**POPULATION AGE**

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.



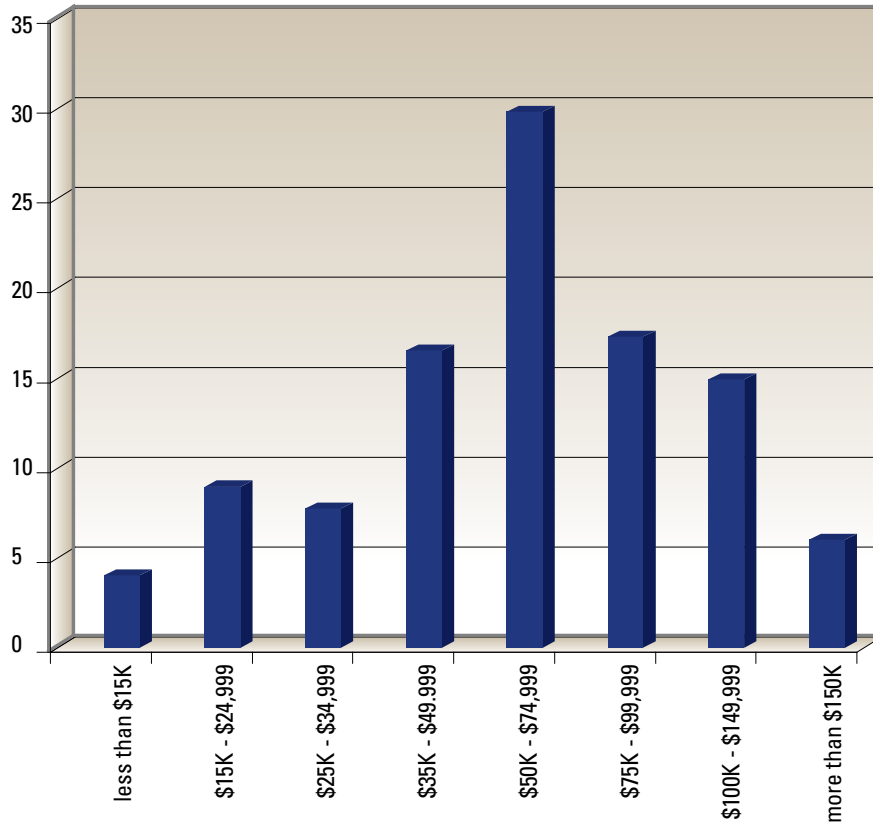
**EDUCATION LEVELS**

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.



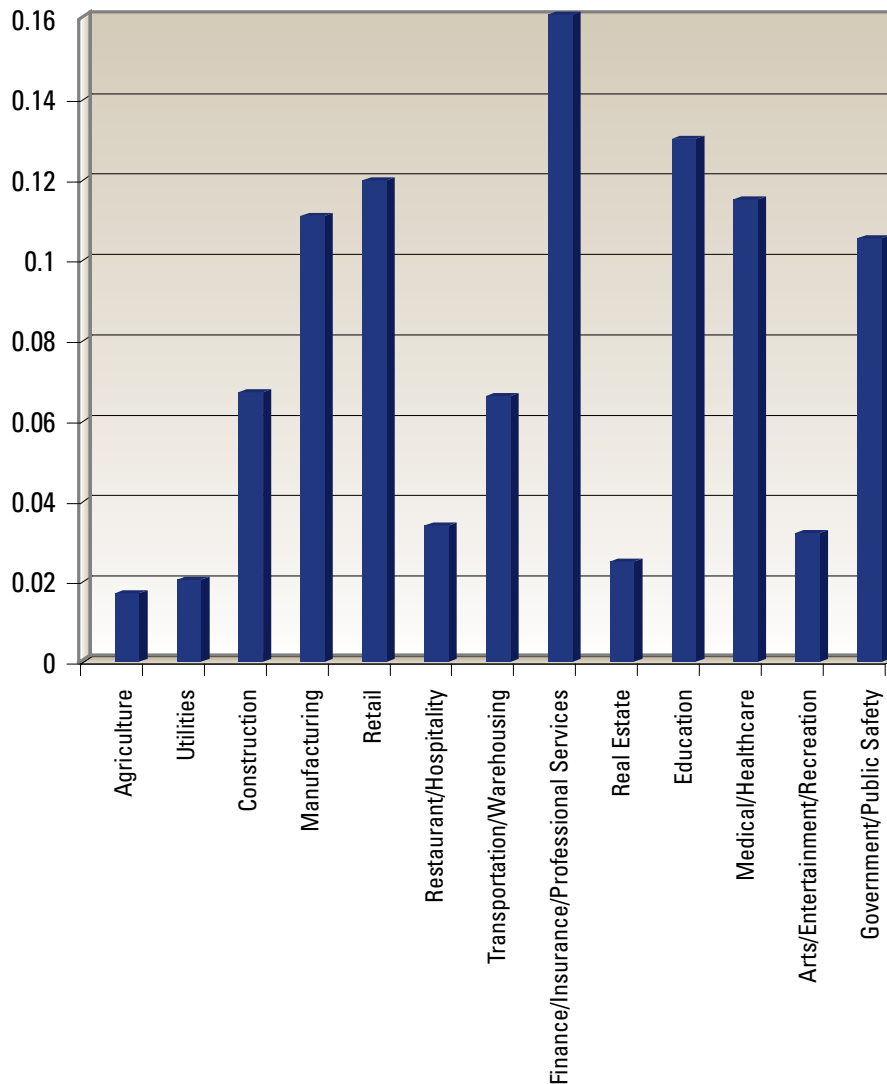
## HOUSEHOLD INCOME

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.







# Comprehensive Financial Plan



## Comprehensive Financial Plan Overview

### INTRODUCTION

The Comprehensive Financial Plan, provides a five-year perspective on the financial condition of the City's General Fund and any other appropriated funds deemed necessary. For the FY12-13 budget process, a Comprehensive Financial Plan was prepared for both the General Fund and the Highway User Revenue Fund (HURF) as these are the two largest operating funds in the City. This plan provides a long-range context for staff and the City Council to make budgetary decisions for the upcoming fiscal year.

The FY12-13 financial forecast was utilized to examine the revenue and expenditure structures for the period of FY10-11 through FY16-17. These forecast models include forecasted fund balance information.

It is important to note that the forecast models presented herein were presented to the City Council in January 2012 and provided five-year perspectives that were representative of the City's projected financial position at that time. The FY12-13 operating budgets for the General Fund and Highway User Revenue Fund (HURF) were formulated using this forecast as a starting point. As such, the forecast provides the long-term context used as the foundation for budget development and does not serve to provide a prospective look at the future impacts of current year budget choices.

The City was impacted significantly from the severe economic recession which resulted in a steep decline in sales tax and less dramatic decreases in state shared revenues starting in FY07-08 and continuing through FY09-10. Offsetting this decrease in state shared revenues was the readjustment, and resulting increase, in these revenues beginning in FY11-12. This is due to the 2010 census which recalculated the City's population versus statewide population. In essence, Maricopa's population increased at a greater rate than the state population as a whole; therefore, Maricopa's share of these revenues increased.

The General Fund was projected to experience a deficit of \$0.9 million in FY11-12. Due largely to increasing personnel costs, relatively small revenue

growth projections and anticipated debt service costs, the General Fund was forecasted to experience approximately \$4 million in annual deficits. A budget balancing plan was adopted that chose to substantially eliminate this deficit spread out over a four year period. The FY12-13 budget, as approved, represents the first year of deficit elimination and budgets a planned deficit of \$1.9 million versus \$3.7 million as forecasted.

## Forecast Methodology

Forecasting used in this report refers to estimating future values of revenue and expenditures. It provides an estimate of how much revenue will be available and the resources required to meet current service levels and programs over the forecast period, along with an understanding of how the total financial program will be affected by economic factors. The value of forecasting lies in estimating whether or not, given assumptions about local financial policies and economic trends, the City will have sufficient resources to meet the requirements of ongoing, planned, or mandated programs. Forecasting provides an estimate of the financial flexibility of the City, as well as insight into tax, revenue and service options the Council must address.

The forecasting methodology reflects a combination of internal analysis covering such factors as development activity, retail sales and inflation. Specifically, for revenue forecasts, past collections are analyzed and used to model future revenue based on the prior year patterns. External sources such as the State Finance Advisory Committee (FAC), which provides a forecast of major state revenue sources on a quarterly basis, were also utilized. Typically, these forecasts cover the state as a whole. Therefore, adjustments, to reflect unique conditions in Maricopa, are sometimes necessary.

Expenditure growth is most closely linked to three major factors in the models: 1) growth in the components of personnel costs, 2) inflation in non-personnel costs (including general inflation, fuel and utility inflation) and 3) City financial policies related to new programs and/or the expansion of existing programs as well as including new operational and debt service funding associated with Capital Improvements Program projects.

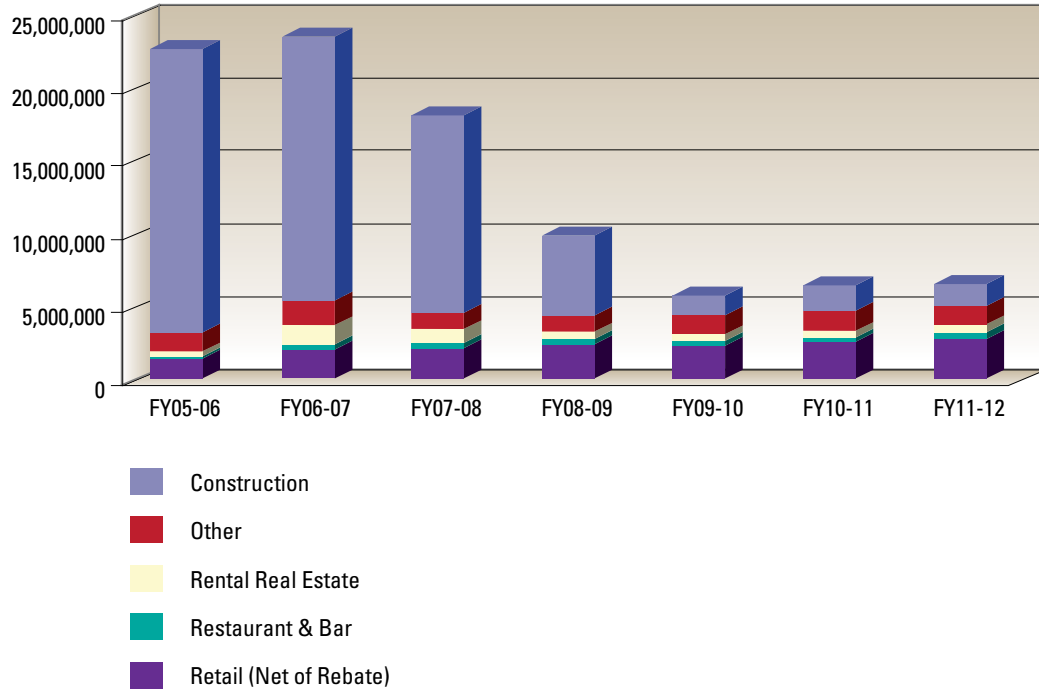
## Major Revenue Assumptions

The general approach to Maricopa forecasting is to apply a conservative philosophy that does not overstate revenue nor understate expenditures. However, economic forecasting is not an exact science and at times relies on professional judgment to adjust the accuracy of revenues or expenditures. The City's revenues are affected by many unique elements that respond to a variety of external factors such as population growth, development, inflation and interest rates. The following provides the assumptions relating to major revenues and expenditures.



## LOCAL SALES TAX

Maricopa was incorporated in 2003 and grew from a population of 5,088 in FY03-04 to 43,482 in FY10-11. Likewise, construction sales tax revenue increased tremendously over this time period. With the effects of the recession, construction sales tax revenues have fallen sharply and are forecasted to remain at relatively the same, low levels as have been experienced since FY09-10. The graph below highlights the decline in construction sales taxes.



Despite the decrease in construction sales tax revenues, non-construction sales tax revenues have increased slightly over the past four years. Overall taxable sales are expected to increase modestly throughout the forecast period; therefore, sales tax revenues are expected to increase 2% per year starting in from FY12-13 through FY16-17 anticipating slow economic recovery.

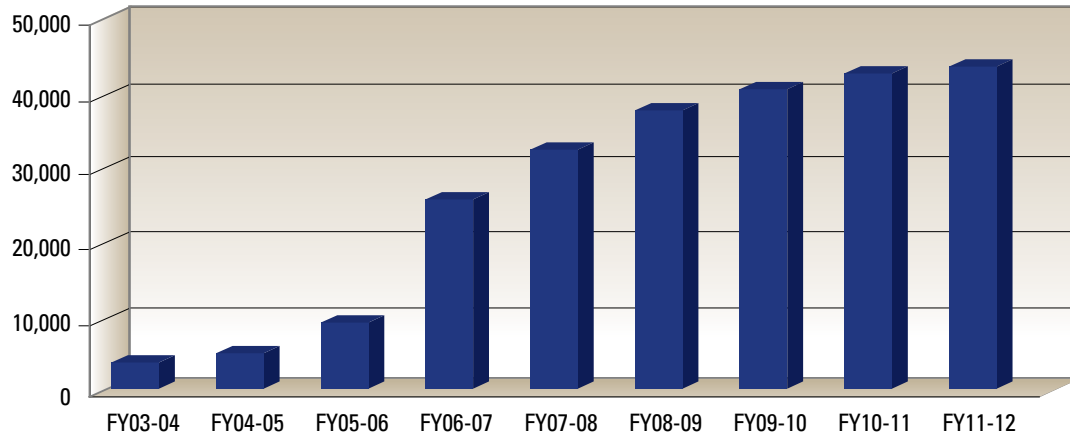
## PRIMARY PROPERTY TAX

Arizona public finance statutes provide for two different property tax bases, distinguished by both their allowable use as well as the extent to which they can grow in successive years. The first is the primary property tax base, which is the base used for financing current government operating expenditures in the General Fund. This portion of the property tax is limited in the extent to which the levy can grow each year to a level of 2% plus new construction. Although the forecast assumed the City would take advantage of the 2% allowable growth, the FY12-13 adopted budget did not include this levy increase.

The other property tax base is the secondary, which is used to generate revenue to pay annual debt service for the City's general governmental bonded debt through the City's Debt Service Fund. This tax base is statutorily unlimited in terms of annual growth. The Debt Service Fund is not presented in this Comprehensive Financial Plan Overview section.

## POPULATION

As referenced earlier, Maricopa experienced some of the strongest population growth in the United States. Since incorporation in October 2003 through the 2010 population census, the City has grown 755% with the population growing from 5,088 to 43,482 in that time period. The most current population estimate as of July 1, 2011 and used to distribute FY12-13 state shared revenue for Maricopa was 44,450. This represents a one-year increase of 2.2%.



Population is typically used to forecast growth in revenues such as parks and recreation fees, public safety fees, licenses and permits. Additionally, population is the basis of distribution of state shared revenues. Despite the significant population growth experienced in the past, Maricopa's population is forecasted to grow only modestly through the forecast period. Because of the modest growth forecasted, revenues linked to population growth were held constant.

The disparity between growth in local and state populations is significant since several major revenue categories are dependent upon Maricopa's population as a percentage of the state. For example, if the populations of other municipalities in the state continue to grow at a slower rate than Maricopa's population, Maricopa's relative share of state shared revenue increases. Every five years the sharing formula is recalculated and the differences in growth rates inevitably impacts Maricopa's share of the total revenue pool. The initial fiscal year impacted by of the most recent recalculation is FY11-12.

## STATE SHARED REVENUES

State shared revenues in the City's General Fund include state share sales tax, state shared income tax and vehicle license tax. These "intergovernmental revenues" increased sharply due to the 2010 population census despite sharply negative revenues received state-wide. The forecast was for state sales tax and state shared income tax, combined, to grow between 3.9% and 4.7% throughout the forecast period. This is due to a modest state economic recovery and consistent with projections from the FAC. Vehicle license tax was forecasted to grow at a slightly lower 2% per year throughout the forecast period.

The City's Highway User Revenue Fund (HURF) also received state shared revenue commonly referred to as the gasoline tax. The distribution formula for this revenue is slightly different than state shared sales and income tax and is expected to grow by an average 4.7% throughout the forecast period.

Also of importance are state laws related to revenue, including future rate cuts and changes to the revenue sharing formula. It is impossible to predict the actions of future legislatures; therefore, the forecast assumes status quo with regard to future state shared revenue formulae.

### ***INVESTMENT EARNINGS***

Investment earnings are expected to be minimal over the forecast period. This is primarily the result of continued historically low short term interest rates.

### ***ECONOMIC OUTLOOK***

Following a mild recession in 2001 to 2002, the state economies enjoyed a period of strong economic growth. However, that trend reversed sharply beginning in FY 2008-09 as the economic recession gripped the national, state and local economies. Adverse impacts on revenues were substantial. Recent economic forecasts anticipate a slow recovery. Therefore, this forecast generally anticipates slow revenue growth.

## **Major Expenditure Assumptions**

The following major expenditure assumptions drive the expenditure forecasts.

### ***PERSONNEL COSTS***

The largest component of General Fund expenditures is personnel costs. These costs primarily include the costs of salaries and wages, health insurance and retirement contributions.

### ***SALARIES AND WAGES***

The salaries and wage costs assume annual merit increases each year over the forecast period. The City's normal salary structure allows for a 2.5% to 5% merit increase, depending upon employee performance. The forecast assumes increases occur annually on each employee's anniversary date.

### ***GROUP INSURANCE***

Group health insurance costs are forecasted to increase in excess of inflation estimates over the next five years. The significant cost of group health insurance to the total operating budget, the unknown impact of recent federal legislation and the significant cost increases require the City to monitor this item closely. This forecast assumed 8% annual increases in group health insurance.

### ***RETIREMENT CONTRIBUTIONS***

City of Maricopa employees contribute to two public retirement plans: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS) for

the City's sworn police and fire personnel. The annual employer's portion of the contribution rates differ by retirement system. With the recent reduction in the value of plan assets in both retirement systems, it is anticipated the contributions to the plans will increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY13-14 through FY16-17 were estimated as follows.

	FY13-14	FY14-15	FY15-16	FY16-17
Arizona State Retirement	10.70%	11.00%	11.30%	11.60%
Public Safety Personnel Retirement - Police	14.63%	15.36%	16.13%	16.93%
Public Safety Personnel Retirement - Fire	11.46%	11.96%	12.46%	12.96%

### ***INFLATION***

General inflation is expected to fluctuate from 2.5% to 2.0% in the later years of the forecast.

### ***LIMITS ON DISCRETIONARY BUDGET INCREASES***

For this forecast and also for the adopted FY12-13 budget, no new programs were authorized, as the focus was to maintain basic services and plan for the operational impact of upcoming capital projects.

### ***CAPITAL IMPROVEMENTS PROGRAM OPERATING BUDGET IMPACTS***

An important aspect of the City's Capital Improvements Program is the identification of operating budget impacts associated with capital projects. Since long-range planning takes place prior to the adoption of the Capital Budget, future impacts of new programs are not included. However, operating impacts for projects approved in prior years' Capital Budgets are considered in the out-years of the forecast. Currently, the City anticipates the completion of two significant capital projects, recreation/aquatic center and regional park/sports in FY13-14 with the full operating impact not being felt until FY14-15. Although the operating costs are offset somewhat by program revenues, the FY14-15 General Fund impact will be refined as studies are complete.

## **General Fund Forecast Discussion**

In the mid-2000's, Maricopa experienced significant growth in population, construction and resulting sales taxes primarily related to construction. This resulted in significant fund balances in the General Fund. During FY11-12, the City established the General Governmental CIP Fund and transferred a significant portion of the fund balances for pay-as-you-go financing of capital projects. In the forecast, the remaining portion of unreserved fund balance was estimated to be \$18.1 million at June 30, 2012 which is 64% of estimated operating expenditures for FY11-12.

The largest component of General Fund revenues are local taxes (which include City sales and property taxes) which represents 60% of estimated operating revenue for FY11-12. Due to the state and national recession that began in FY07-08, the City's General Fund saw a significant decline in City construction sales tax revenues. As discussed in the Local Sales Tax section, a modest economic recovery is anticipated resulting in modest sales tax growth. The forecast anticipated 2% growth in property tax revenue; however, the FY12-13 adopted budget, subsequently approved, did not include a levy increase.

The next largest source of General Fund revenues is intergovernmental revenue, which is comprised of state sales, income, and vehicle license taxes (commonly referred to as state shared revenues). This category represented 33% of estimated operating revenue for FY11-12. Similar to local sales taxes, each of these categories experienced a decline in the most recent economic recession. However, beginning in FY11-12, the City experienced a significant increase in these revenues due to the significant population increase captured in the 2010 census. The forecast anticipates modest increases in intergovernmental revenues due to the modest anticipated statewide economic recovery.

From an expenditure perspective, personnel costs (primarily salaries, wages, group insurance and retirement contributions) have traditionally been the largest operating cost and were estimated to be 65% of projected FY11-12 General Fund operating expenditures. In prior years, as a result of the economic downturn, annual salary adjustments were suspended. This forecast assumes the resumption of "merit-based" increases, beginning in FY12-13. Health care costs for employees were anticipated to increase 8% annually.

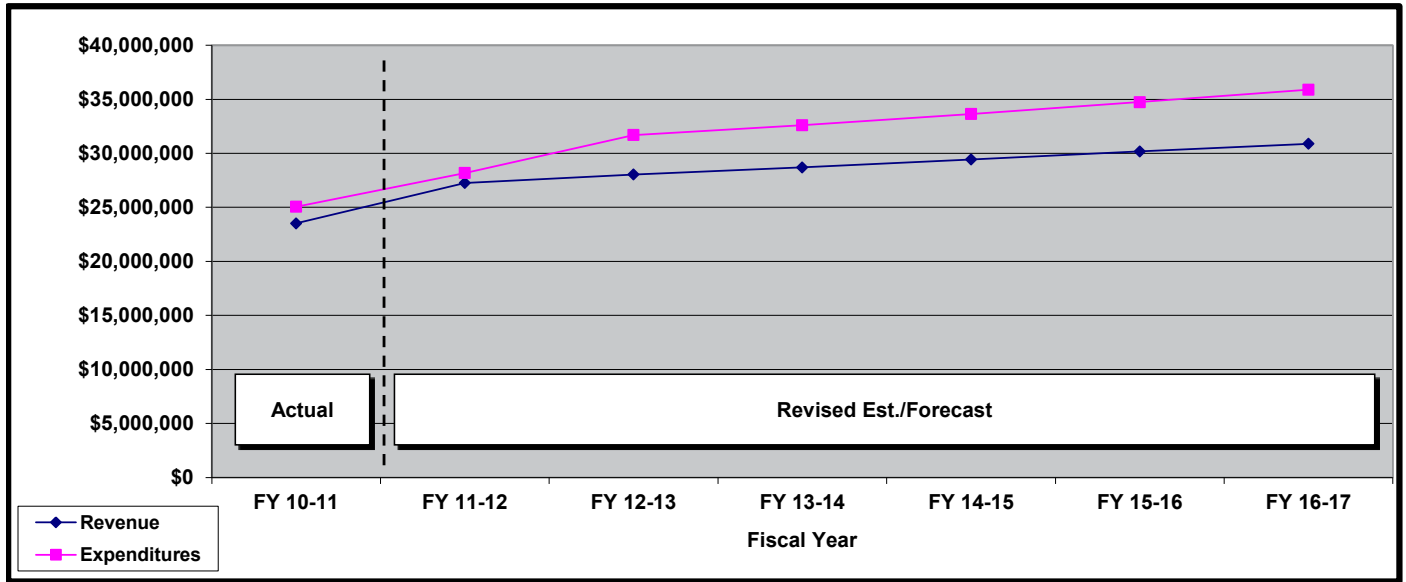
Two additional costs components projected in the General Fund forecast are annual appropriation debt service, beginning in FY12-13, and contingency. The forecast assumed debt financing of the City Complex CIP project totaling \$18.0 million, resulting in annual appropriation debt service of \$1.44 million per year. The subsequently approved FY12-13 budget debt financed a reduced \$13.4 million for the City Complex project, resulting in annual appropriation debt service totaling \$986,000 per year. Contingency amounts are appropriated for unplanned or emergency expenditures. The forecast assumes \$3.2 million in annual contingency amounts spent which is approximately 10% of the total operating budget.

Due to the operational impact of the recreation/aquatic center and regional park/sports park capital improvement projects late in FY13-14, the forecast did not include any additional FTE's and no new programs. Additionally, the operational impact of these projects was projected in personnel, professional and technical, and contracted services increases, as percentage increases, until cost components studies are completed. The full operating impact of these projects will be felt beginning in FY14-15.

The unreserved fund balance was estimated to be \$18.1 million at June 30, 2012. This forecast estimates that approximately \$4 million of the balance would be spent each year. A budget balancing plan was adopted during FY11-12 that chose to substantially eliminate this deficit over a four year period. As reviewed in the Comprehensive Financial Plan Overview section, the FY12-13 budget, as approved, represents the first year of deficit elimination and budgets a planned deficit of \$1.9 million versus \$3.7 million as forecasted. The General Fund forecast, as presented in January 2012, follows.



**General Fund Five-Year Forecasted Revenue, Expenditures and Fund Balance - Status Quo**



	Actual FY 10-11	Revised Est. FY 11-12		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Operating Revenue</b>								
Local Taxes	17,288,866	16,313,102	60%	16,734,245	17,063,430	17,399,199	17,741,683	18,091,017
Intergovernmental Revenue	3,742,038	8,880,582	33%	9,234,090	9,559,946	9,956,261	10,351,643	10,724,125
Licenses & Permits	726,724	630,050	2%	630,050	630,050	630,050	630,050	630,050
Fees, Fines & Charges	876,181	1,159,570	4%	1,159,570	1,159,570	1,159,570	1,159,570	1,159,570
Investment Earnings	126,128	210,000	1%	210,000	210,000	210,000	210,000	210,000
Miscellaneous	748,981	75,600	0%	75,600	75,600	75,600	75,600	75,600
<b>Total Operating Revenue</b>	<b>23,508,918</b>	<b>27,268,904</b>	<b>100%</b>	<b>28,043,555</b>	<b>28,698,596</b>	<b>29,430,680</b>	<b>30,168,546</b>	<b>30,890,362</b>
<b>Operating Expenditures</b>								
Personnel	17,987,473	18,352,827	65%	19,366,304	20,115,675	21,005,612	21,941,392	22,925,771
Professional & Technical	3,913,036	3,141,146	11%	3,219,675	3,284,069	3,349,750	3,416,745	3,485,080
Contracted and Other Services	2,356,477	3,590,187	13%	3,297,241	3,363,186	3,430,450	3,499,059	3,569,040
Supplies	797,504	1,139,906	4%	1,168,404	1,191,772	1,215,607	1,239,919	1,264,717
Annual Appropriation Debt	-	-	0%	1,444,367	1,444,367	1,444,367	1,444,367	1,444,367
Contingency	-	1,958,728	7%	3,200,000	3,200,000	3,200,000	3,200,000	3,200,000
<b>Total Operating Expenditures</b>	<b>25,054,490</b>	<b>28,182,794</b>	<b>100%</b>	<b>31,695,991</b>	<b>32,599,069</b>	<b>33,645,786</b>	<b>34,741,482</b>	<b>35,888,975</b>
<b>Excess/(Deficiency)</b>	<b>(1,545,572)</b>	<b>(913,890)</b>		<b>(3,652,436)</b>	<b>(3,900,473)</b>	<b>(4,215,106)</b>	<b>(4,572,936)</b>	<b>(4,998,613)</b>
<b>Unreserved Fund Balance</b>	<b>19,031,523</b>	<b>18,117,633</b>		<b>14,465,197</b>	<b>10,564,725</b>	<b>6,349,618</b>	<b>1,776,683</b>	<b>(3,221,930)</b>
<b>Unreserved Fund Balance as a % of Expenditures</b>	<b>76%</b>	<b>64%</b>		<b>46%</b>	<b>32%</b>	<b>19%</b>	<b>5%</b>	<b>-9%</b>
<b>Unreserved Fund Balance as a % of Expenditures-Policy</b>	<b>10%</b>	<b>10%</b>		<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>	<b>10%</b>

Note 1: The presentation is for operating revenue and expenditures and does not include capital outlay which is funded by the General Fund's Capital Outlay Reserve.

Note 2: The presentation does not include secondary property tax revenue or debt service expenditures supported by secondary property taxes. The Debt Service Fund was established in FY 10-11 this purposes.

Note 3: The annual appropriation debts assumes \$18 million financed for the City Hall project over 20 years at 5%.

## Highway User Revenue Fund Forecast Discussion

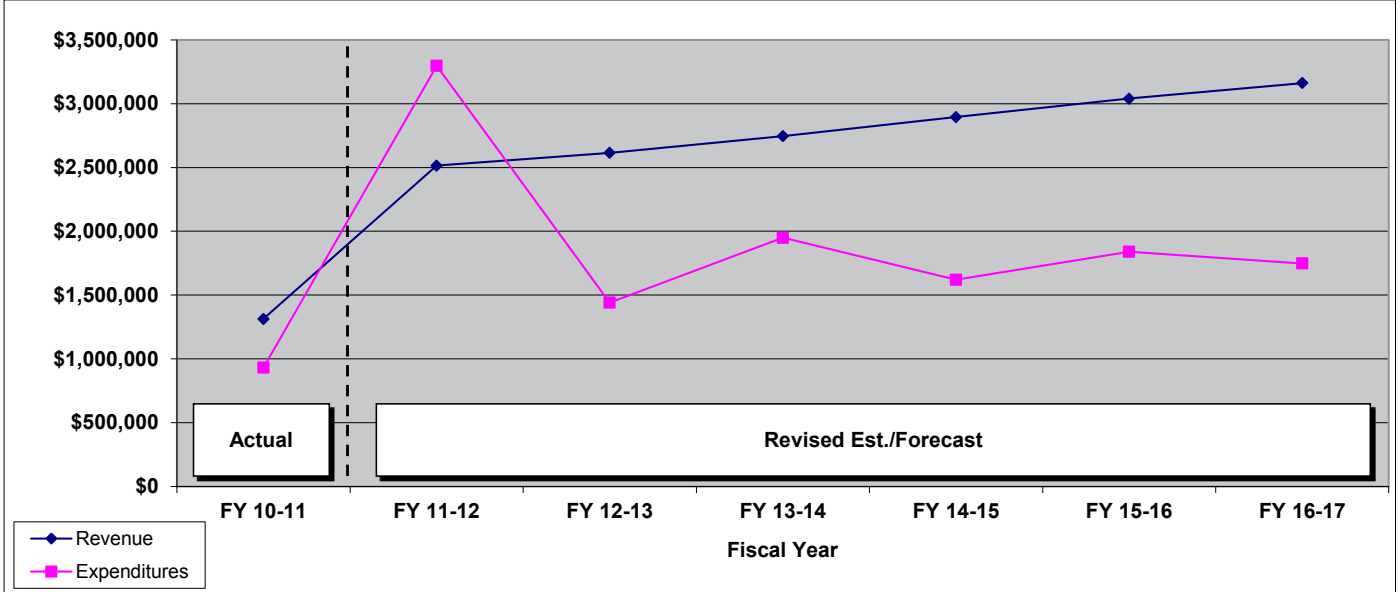
The Highway User Revenue Fund (HURF) revenue source is commonly referred to as the gasoline tax despite the fact there are a number of additional fees included in this state shared revenue distribution. Like the state shared sales, income, and vehicle license taxes, the City saw a substantial increase in HURF revenue distributions beginning in FY11-12 due to the 2010 population census. Consistent with the General Fund state shared revenues, the forecast anticipates modest increases in HURF revenues due to the modest anticipated statewide economic recovery.

Personnel costs, contracted street maintenance, right of way acquisition and related equipment acquisition for street maintenance make up the majority of costs in the HURF fund. Currently, it is forecasted that operating revenues will exceed operating expenditures from FY12-13 to FY16-17. The HURF forecast, as presented in January 2012, follows.





**HURF Five-Year Forecasted Revenue, Expenditures and Fund Balance - Status Quo**



	Actual	Revised Est.		Forecast				
	FY 10-11	FY 11-12		FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
<b>Revenue</b>								
Intergovernmental Revenue	1,309,994	2,507,096	100%	2,607,380	2,737,749	2,888,325	3,032,741	3,154,051
Investment Earnings	3,287	7,500	0%	7,500	7,500	7,500	7,500	7,500
Miscellaneous	500		0%					
<i>Total Operating Revenue</i>	<u>1,313,781</u>	<u>2,514,596</u>	<u>100%</u>	<u>2,614,880</u>	<u>2,745,249</u>	<u>2,895,825</u>	<u>3,040,241</u>	<u>3,161,551</u>
<b>Expenditures</b>								
Personnel	534,743	659,486	20%	678,509	702,733	728,058	754,549	782,274
Professional & Technical	90	5,315	0%	5,448	5,557	5,668	5,781	5,897
Contracted and Other Services	347,356	682,572	21%	699,636	713,629	727,902	742,460	757,309
Supplies	38,501	2,811	0%	2,881	2,939	2,998	3,058	3,119
Capital Outlay & Equipment	10,529	1,946,520	59%	55,000	525,000	155,000	335,000	200,000
<i>Total Operating Expenditures</i>	<u>931,219</u>	<u>3,296,704</u>	<u>100%</u>	<u>1,441,475</u>	<u>1,949,858</u>	<u>1,619,625</u>	<u>1,840,847</u>	<u>1,748,599</u>
<i>Excess/(Deficiency)</i>	<u>382,562</u>	<u>(782,108)</u>		<u>1,173,405</u>	<u>795,391</u>	<u>1,276,200</u>	<u>1,199,394</u>	<u>1,412,952</u>
<b>Fund Balance Restricted for Streets &amp; Highways</b>								
	2,514,988	1,732,880		2,906,285	3,701,677	4,977,876	6,177,270	7,590,222

Note 1: As HURF revenues are restricted to only street and highway purposes, the capital outlay is included in the expenditures and any remaining funds are available for both capital and non-capital purposes.



# Budget Summary



The Maricopa City Council adopted the City's FY12-13 budget of \$175,175,441 on June 5, 2012. The adopted budget includes an operating budget of \$46,034,997 and a capital projects budget of \$129,140,444. The FY12-13 budget is a balanced budget. Annual expenditures for FY12-13 total less than the City's total available resources (revenues and the prior year fund balance).

The following pages contain additional summary information including comparisons to previous fiscal years.



## 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. The City's annual budgets for the funds listed below were adopted on a basis consistent with generally accepted accounting principles for all the governmental 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, the 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.

**General Governmental CIP Fund.** This fund is used to account for CIP expenditures supported by construction sales tax and other dedicated one-time funding resources.

**General Governmental Bond Fund.** This fund is used to account for the construction of the City Complex = project funded with anticipated annual appropriation debt.

**Debt Service Fund.** The Debt Service Fund is used 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.

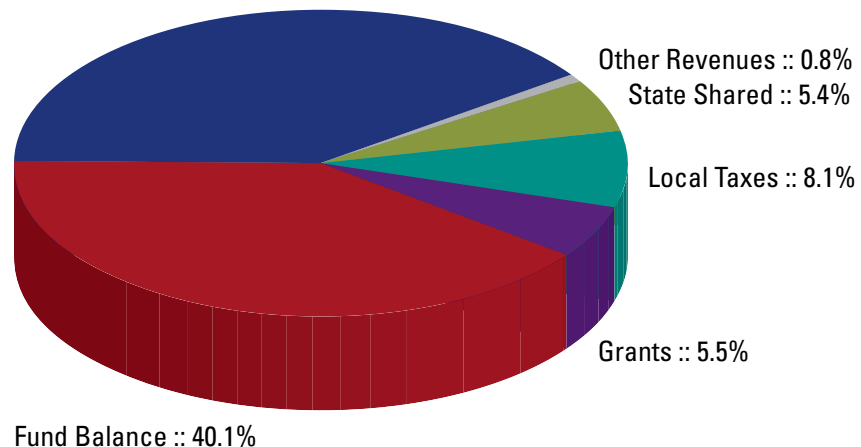
**County Road Tax Fund.** This fund accounts for the City’s share of the County ½ cent tax on fuel. These revenues are used to fund street and road maintenance projects.

## Budget Summary

### WHERE THE MONEY COMES FROM

Capital Improvement Program Revenues	\$93,123,040
Charges for Services	284,970
Fines & Forfeitures	496,500
Grants	12,704,750
Interest	110,000
State Shared	12,564,605
Licenses & Permits	680,250
Local Taxes	18,865,371
Miscellaneous	401,138
<b>Total Revenues</b>	<b>\$139,230,624</b>
Fund Balance	93,216,692
<b>Total All Funding Sources</b>	<b>\$232,447,316</b>

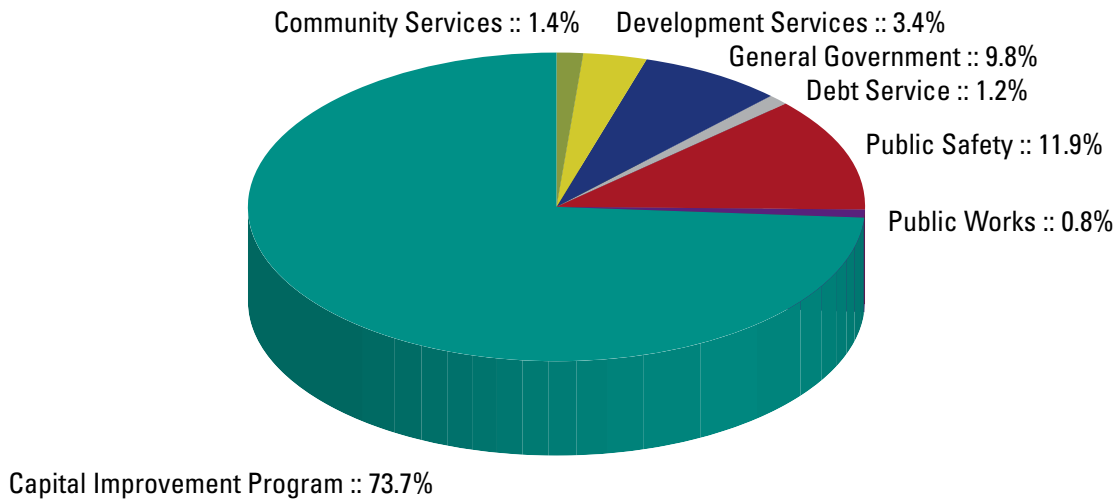
Capital Improvement Program Revenues :: 40.1%



## Budget Summary continued

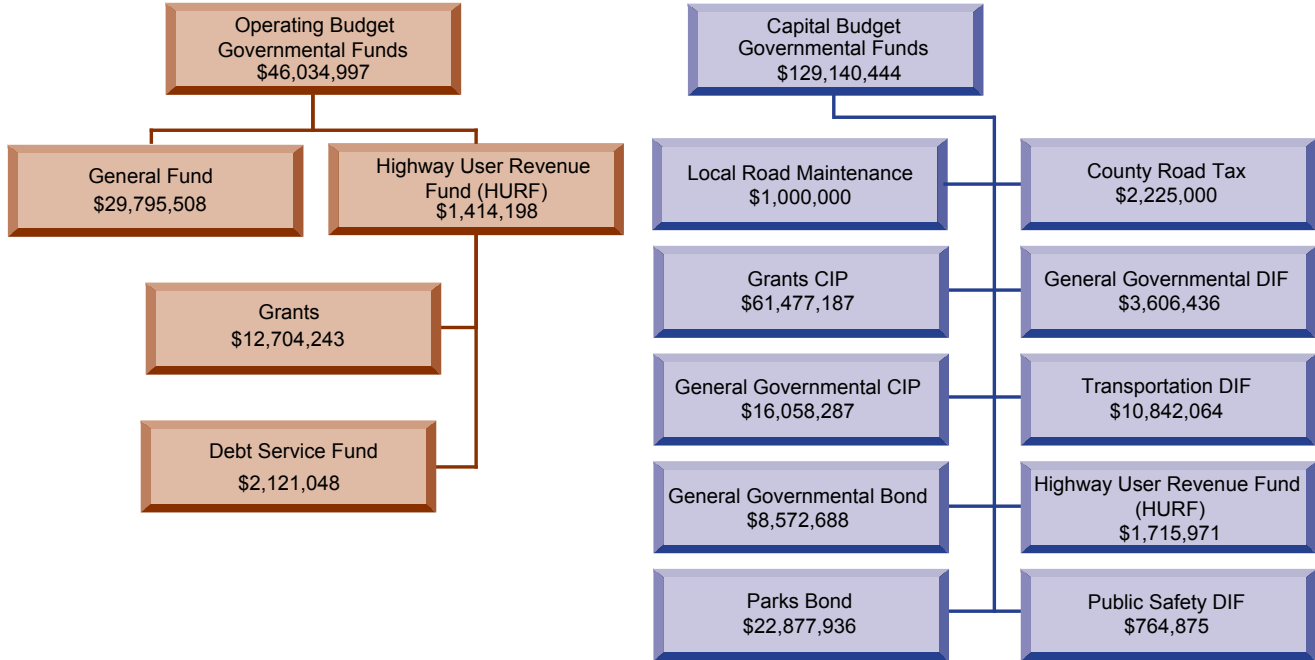
### WHERE THE MONEY GOES

Community Services	\$2,687,000
Development Services	5,874,650
General Government	13,074,249
Debt Service	2,121,048
Public Safety	20,863,852
Public Works	1,414,198
Capital Improvement Program	129,140,444
<b>Total Expenditures</b>	<b>\$175,175,441</b>



## Total Financial Program

**FY12-13 TOTAL BUDGET \$175,175,441**



## FY2013 Budget Summary

### Total Financial Resources

FUND	FY11-12 BUDGET	FY12-13 FUND BALANCES	FY12-13 ESTIMATED REVENUES	FY12-13 TOTAL FUNDS AVAILABLE	FY12-13 ADOPTED BUDGET
General Fund	\$39,436,089	\$21,086,831	\$27,906,917	\$48,993,748	\$29,795,508
Highway User Revenue Fund (HURF)	3,296,703	2,101,487	2,723,415	4,824,902	3,130,169
Local Road Maintenance	-	2,180,677	2,000	2,182,677	1,000,000
Local Transportation Assistance Fund (LTAF)	101,630	(8,744)	-	(8,744)	-
Grants	20,636,223	2,011,885	12,704,750	14,716,635	12,704,243
County Road Tax	1,000,000	2,504,555	1,000,000	3,504,555	2,225,000
Debt Service	1,757,846	-	1,770,502	1,770,502	2,121,048
Parks DIF Funds	-	166,473	105,840	272,313	-
Library DIF Funds	-	766,054	1,360	767,414	-
Public Safety/ Police/Fire DIF Funds	1,082,787	330,663	72,320	402,983	764,875
Gen Govt DIF Funds	-	1,871,497	-	1,871,497	3,606,436
Transportation DIF Funds	9,453,413	14,724,617	207,120	14,931,737	10,842,064
Parks Bond Fund	15,927,065	12,360,510	17,167,525	29,528,035	22,877,936
General Governmental Bond	-	-	13,022,688	13,022,688	8,572,688
General Governmental CIP	-	33,120,187	1,069,000	34,189,187	16,058,287
Grants CIP	-	-	61,477,187	61,477,187	61,477,187
<b>Total - Financial Resources</b>	<b>\$92,691,756</b>	<b>\$93,216,692</b>	<b>\$139,230,624</b>	<b>\$232,447,316</b>	<b>\$175,175,441</b>

## FY2013 Budget Summary

### Summary by Revenue Source/Fund

REVENUE SOURCE	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
General Property Tax	\$9,221,110	\$11,214,844	\$11,750,826	\$10,313,102	\$10,307,647
Local Sales Tax	7,312,630	7,438,624	4,470,000	6,000,000	6,120,000
Franchise Fees	483,760	316,395	290,000	272,000	272,000
Business Licenses	49,353	50,154	45,000	45,000	45,000
Permits	846,854	360,476	295,050	363,250	363,250
State Shared Revenues	4,231,497	3,853,864	8,880,582	8,880,582	9,841,190
Public Safety Fees	118,962	154,711	305,200	26,500	26,500
Recreational Fees	265,120	219,053	341,370	258,970	258,970
Fines & Forfeitures	523,026	461,373	500,000	470,000	470,000
Investment Earnings	206,362	126,128	200,000	110,000	110,000
Other Miscellaneous	217,616	367,015	436,379	439,379	92,360
<b>Total General Fund</b>	<b>\$23,476,290</b>	<b>\$24,562,637</b>	<b>\$27,514,407</b>	<b>\$27,178,783</b>	<b>\$27,906,917</b>
Highway User Revenue Fund (HURF)	1,328,383	1,201,955	2,514,596	2,514,596	2,723,415
Local Road Maintenance	48,261	3,346	2,000	2,000	2,000
LTAF	142,733	31,996	500	500	-
Grants	1,051,833	4,167,619	20,636,223	20,636,223	12,704,750
County Road Tax	1,136,851	1,125,757	505,000	505,000	1,000,000
Voluntary Regional Trans.	30,123	-	-	-	-
Parks DIF Funds	84,052	5,475	58,015	58,015	105,840

## FY2013 Budget Summary

### Summary by Revenue Source/Fund continued

REVENUE SOURCE	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Library DIF Funds	122,321	(3,233)	6,760	6,760	1,360
Public Safety/Police/Fire DIF	46,517	3,639	37,760	37,760	72,320
Gen Govt DIF Funds	205,930	4,090	11,900	11,900	-
Transportation DIF Funds	1,094,168	80,934	312,860	312,860	207,120
Parks Bond Fund	20,108,123	18,822	20,000	20,000	17,167,525
Gen Governmental Bond	-	-	-	-	13,022,688
General Governmental CIP	-	-	-	-	1,069,000
Grants CIP	-	-	-	-	61,477,187
Debt Service Fund	-	469,588	-	1,437,724	1,770,502
<b>Total - Other Funds</b>	<b>\$25,399,295</b>	<b>\$7,109,988</b>	<b>\$24,105,614</b>	<b>\$25,543,338</b>	<b>\$111,323,707</b>
<b>Total - All Revenue Sources</b>	<b>\$48,875,585</b>	<b>\$31,672,625</b>	<b>\$51,620,021</b>	<b>\$52,722,121</b>	<b>\$139,230,624</b>



## FY2013 Budget Summary

### Fund Revenue and Expenditure Summary

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUND	TOTAL
<b>Revenues</b>					
General Property Tax	\$10,307,647	-	-	\$1,437,724	\$11,745,371
Local Sales Tax	6,120,000	-	719,000	-	6,839,000
Franchise Fees	272,000	-	-	-	272,000
Business Licenses	45,000	-	-	-	45,000
Development Permits	363,250	-	-	-	363,250
Intergovernmental Revenue	9,841,190	16,430,165	61,477,187	-	87,748,542
Public Safety Fees	26,500	-	-	-	26,500
Recreational Fees	258,970	-	-	-	258,970
Fines & Forfeitures	470,000	-	-	-	470,000
Impact Fees	-	-	370,100	-	370,100
Investment Earnings	110,000	-	16,540	-	126,540
Contributions	-	-	350,000	-	350,000
Other Miscellaneous	92,360	-	-	332,778	425,138
Debt Proceeds	-	-	30,190,213	-	30,190,213
<b>Total - Revenues</b>	<b>\$27,906,917</b>	<b>\$16,430,165</b>	<b>\$93,123,040</b>	<b>\$1,770,502</b>	<b>\$139,230,624</b>

## FY2013 Budget Summary

### Fund Revenue and Expenditure Summary continued

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUND	TOTAL
<b>Expenditures</b>					
Personal Services	19,350,749	1,816,275	-	-	21,167,024
Professional and Technical	3,637,405	2,509,925	-	-	6,147,330
Purch. Property Services	139,218	-	-	-	139,218
Other Purchased Services	3,019,789	753,943	-	-	3,773,732
Supplies	573,929	3,400,408	-	-	3,974,337
Capital Outlay	88,418	10,578,861	124,199,473	-	134,866,752
Contingency	2,000,000	-	-	-	2,000,000
Debt Service	986,000	-	-	2,121,048	3,107,048
<b>Total - Expenditures</b>	<b>\$29,795,508</b>	<b>\$19,059,412</b>	<b>\$124,199,473</b>	<b>\$2,121,048</b>	<b>\$175,175,441</b>
<b>Net Increase (Decrease) in Fund Balance</b>	<b>(1,888,591)</b>	<b>(2,629,247)</b>	<b>(31,076,433)</b>	<b>(350,546)</b>	<b>(35,944,817)</b>
<b>% Change</b>	<b>-9.0%</b>	<b>-29.9%</b>	<b>-49.1%</b>	<b>-</b>	<b>-38.6%</b>
<b>Fund Balance, July 1 2012</b>	<b>21,086,831</b>	<b>8,789,860</b>	<b>63,340,001</b>	<b>-</b>	<b>93,216,692</b>
<b>Fund Balance, June 30, 2013</b>	<b>19,198,240</b>	<b>6,160,613</b>	<b>32,263,568</b>	<b>(350,546)</b>	<b>52,271,875</b>

## FY2013 Budget Summary

### Expenditure Summary by Fund/Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
<b>General Fund Expenditures</b>					
Personal Services	\$17,153,831	\$17,953,823	\$18,301,908	\$18,207,293	\$19,350,749
Professional and Technical	2,762,751	3,906,276	5,715,001	3,600,979	3,637,405
Purch. Property Services	119,452	108,209	139,228	139,228	139,218
Other Purchased Services	2,178,936	1,990,284	3,116,129	3,121,809	3,019,789
Supplies	950,990	1,054,717	1,140,398	1,200,828	573,929
Capital Outlay	2,426,629	7,793,382	7,823,200	2,426,588	88,418
Contingency	-	-	3,200,227	1,012,257	2,000,000
Debt Service	-	2,190,707	1,757,846	-	986,000
<b>Total - General Fund</b>	<b>\$25,592,589</b>	<b>\$34,997,398</b>	<b>\$41,193,937</b>	<b>\$29,708,982</b>	<b>\$29,795,508</b>
<b>Other Funds Expenditures</b>					
Personal Services	\$771,740	\$956,189	\$2,227,769	\$2,157,016	\$1,816,275
Professional and Technical	978,920	3,643,005	12,016,623	15,124,460	2,509,925
Purch. Property Services	147,653	3,185	101	101	-
Other Purchased Services	1,579,431	1,026,659	740,831	1,728,612	753,943
Supplies	153,535	193,851	6,314,560	6,327,202	3,450,308
Capital Outlay	8,212,110	1,978,227	30,197,937	35,552,983	134,728,434
Debt Service	-	-	-	2,092,402	2,121,048
<b>Total - Other Funds</b>	<b>\$11,843,389</b>	<b>\$7,801,116</b>	<b>\$51,497,821</b>	<b>\$62,982,776</b>	<b>\$145,379,933</b>

## FY2013 Budget Summary

### Expenditure Summary by Fund/Category continued

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
<b>Total Expenditures</b>					
Personal Services	\$17,925,571	\$18,910,012	\$20,529,677	\$20,364,309	\$21,167,024
Professional and Technical	3,741,671	7,549,281	17,731,624	18,725,439	6,147,330
Purch. Property Services	267,105	111,394	139,329	139,329	139,218
Other Purchased Services	3,758,367	3,016,943	3,856,960	4,850,421	3,773,732
Supplies	1,104,525	1,248,568	7,454,958	7,528,030	4,024,237
Capital Outlay	10,638,739	9,771,609	38,021,137	37,979,571	134,816,852
Contingency	-	-	3,200,227	1,012,257	2,000,000
Debt Service	-	2,190,707	1,757,846	2,092,402	3,107,048
<b>Total City Expenditures</b>	<b>\$37,435,978</b>	<b>\$42,798,514</b>	<b>\$92,691,758</b>	<b>\$92,691,758</b>	<b>\$175,175,441</b>



## FY2013 Budget Summary

### Expenditure Summary by Department

DEPARTMENT / FUND	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Mayor & Council	\$294,638	\$328,162	\$801,057	\$761,057	\$402,527
City Attorney	651,204	673,159	660,000	735,000	600,000
City Clerk	361,770	355,679	405,355	405,355	356,916
City Magistrate	251,049	242,488	305,115	305,115	283,745
City Manager	1,034,517	1,000,137	547,670	685,341	622,660
Human Resources	283,357	285,157	304,681	309,681	299,147
Economic Development	645,594	1,312,721	1,301,130	1,972,571	780,199
Finance & Administrative Services					
Finance	1,124,953	1,043,876	1,002,277	975,102	898,433
Information Technology	609,339	695,945	796,988	789,868	717,814
Subtotal:	\$1,734,292	\$1,739,821	\$1,799,265	\$1,764,970	\$1,616,247
Community Services					
Administration	137,902	287,508	171,902	201,902	375,222
Library	361,729	387,128	463,039	477,674	482,418
Park Maintenance	304,762	468,221	636,414	688,395	770,897
Recreation	1,032,028	683,430	916,458	941,986	768,693
Subtotal:	\$1,836,421	\$1,826,287	\$2,187,813	\$2,309,957	\$2,397,230
Development Services					
Administration	342,908	295,346	271,572	279,732	311,935
Building Safety	589,999	594,748	609,838	615,696	570,215
Code Compliance	176,848	171,485	263,355	230,837	282,075
Engineering	269,051	812,503	2,947,544	172,544	164,385

## FY2013 Budget Summary

### Expenditure Summary by Department continued

DEPARTMENT / FUND	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Facilities Management	521,704	499,247	634,112	634,112	548,641
Fleet Management	312,571	347,302	106,764	106,764	106,059
Planning & Zoning	215,693	176,749	173,890	209,590	176,732
Public Works (HURF)	See Development Services - Public Works Section				
Transportation	713,004	1,221,462	2,725,704	159,410	225,952
Subtotal:	\$3,141,778	\$4,118,842	\$7,732,779	\$2,408,685	\$2,385,994
Fire Department					
Administration	292,229	295,981	287,083	288,233	302,476
Prevention	220,232	214,014	208,946	208,602	214,682
Operations	5,753,377	5,962,119	6,099,532	6,099,200	5,967,163
Support Services	1,269,271	1,788,423	4,795,492	1,499,300	1,187,869
Subtotal:	\$7,535,109	\$8,260,537	\$11,391,053	\$8,095,335	\$7,672,190
Police Department					
Office of the Chief	1,170,610	720,608	688,284	753,154	731,043
Operations	4,021,165	4,603,622	5,539,417	5,283,051	5,661,274
Support Services	1,017,375	1,045,249	1,392,104	1,699,471	1,373,528
Subtotal:	\$6,209,150	\$6,369,479	\$7,619,805	\$7,735,676	\$7,765,845
Non-Departmental Fund	1,613,712	6,294,222	4,380,368	2,220,241	3,626,808
Debt Service	-	2,190,707	1,757,846	-	986,000
<b>Total - General Fund:</b>	<b>\$25,592,590</b>	<b>\$34,997,398</b>	<b>\$41,193,937</b>	<b>\$29,708,984</b>	<b>\$29,795,508</b>

## FY2013 Budget Summary

### Expenditure Summary by Department

DEPARTMENT / FUND	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
<b>ALL OTHER FUNDS</b>					
Highway User Revenue Fund (HURF)	954,432	930,995	3,296,703	3,296,703	3,130,169
Local Road Maintenance	147,552	-	-	145,200	1,000,000
LTAFF	211,988	247,763	101,630	101,630	-
Grants	1,631,159	3,810,497	20,636,223	20,261,223	12,704,243
County Road Tax	1,230,776	832,934	1,000,000	1,411,200	2,225,000
Debt Service	-	-	-	2,092,402	2,121,048
General Governmental CIP	-	-	-	9,767,552	16,058,287
Grants CIP	-	-	-	-	61,477,187
General Governmental Bond	-	-	-	-	8,572,688
Parks Bond	7,049,540	84,830	3,880,000	3,880,000	22,877,936
Fire DIF	-	-	-	-	49,900
Library DIF	-	24,393	-	-	-
General Governmental DIF	61,897	583,105	6,953,413	6,953,413	3,606,436
Public Safety DIF	27,241	437	927,278	927,278	434,975
Transportation DIF	528,804	1,286,162	14,547,064	13,990,663	10,842,064
Police DIF	-	-	155,509	155,509	280,000
Subtotal:	\$11,843,389	\$7,801,116	\$51,497,820	\$62,982,773	\$145,379,933
<b>Total - Expenditures</b>	<b>\$37,435,979</b>	<b>\$42,798,514</b>	<b>\$92,691,757</b>	<b>\$92,691,757</b>	<b>\$175,175,441</b>

## FY2013 Budget Summary

### Authorized Positions by Department

DEPARTMENT	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY12-13 ADOPTED
<b>Mayor &amp; Council</b>	7.00	7.00	8.00	8.00
<b>City Attorney</b>	-	-	-	-
<b>City Clerk</b>	5.00	5.00	5.00	5.00
<b>City Magistrate</b>	4.50	4.50	5.00	3.00
<b>City Manager</b>	8.50	5.50	4.00	4.00
<b>Human Resources</b>	3.00	3.00	3.00	3.00
<b>Economic Development</b>	1.00	3.00	5.00	5.00
<b>Finance &amp; Administrative Services</b>				
Finance	10.50	10.50	10.00	10.00
Information Technology	4.00	4.00	4.00	4.00
<b>Department Total:</b>	<b>14.50</b>	<b>14.50</b>	<b>14.00</b>	<b>14.00</b>
<b>Community Services</b>				
Administration	2.00	2.00	2.00	2.00
Library	7.00	7.00	7.00	8.00
Park Maintenance	2.00	3.00	2.00	1.00
Recreation	4.00	3.00	3.00	3.00
<b>Department Total:</b>	<b>15.00</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Development Services</b>				
Administration	4.00	3.00	2.75	3.75
Building Safety	7.00	7.00	7.00	6.00
Code Compliance	-	-	-	2.00
Engineering	3.00	3.00	1.50	1.50
Facilities Management	2.00	2.50	2.00	2.00
Fleet Management	1.00	1.00	1.00	1.00
Planning & Zoning	3.00	3.00	2.00	2.00
Public Works (HURF)	See Highway User Revenue Fund (HURF) in "All Other Funds" Below			



## FY2013 Budget Summary

### Authorized Positions by Department continued

DEPARTMENT	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY12-13 ADOPTED
Transportation	2.00	4.00	1.50	1.10
<b>Department Total:</b>	<b>22.00</b>	<b>23.50</b>	<b>17.75</b>	<b>19.35</b>
<b>Fire Department</b>				
Administration	3.00	3.00	3.00	3.00
Operations	58.00	55.00	55.00	55.00
Prevention	2.00	2.00	2.00	2.00
Support Services	3.00	3.00	3.00	3.00
<b>Department Total:</b>	<b>66.00</b>	<b>63.00</b>	<b>63.00</b>	<b>63.00</b>
<b>Police Department</b>				
Office of the Chief	12.00	8.00	6.00	5.00
Code Compliance	1.00	1.00	2.00	-
Operations	47.00	46.00	50.00	53.00
Support Services	6.00	8.00	10.00	8.00
<b>Department Total:</b>	<b>66.00</b>	<b>63.00</b>	<b>68.00</b>	<b>66.00</b>
<b>TOTAL - General Fund</b>	<b>212.50</b>	<b>207.00</b>	<b>206.75</b>	<b>204.35</b>
<b>ALL OTHER FUNDS</b>				
<b>Development Services</b>				
Public Works (HURF)	8.00	8.00	9.25	9.25
Grants	-	-	-	0.40
<b>TOTAL - Other Funds</b>	<b>8.00</b>	<b>8.00</b>	<b>9.25</b>	<b>9.65</b>
<b>GRANDTOTAL - ALL FUNDS</b>	<b>220.50</b>	<b>215.00</b>	<b>216.00</b>	<b>214.00</b>

## FY2013 Budget Summary

### Capital Improvement Program Summary

FUND	FY12-13
<b>General Governmental CIP Fund</b>	
AmTrak Station Relocation	1,500,000
Ballfield Two Backstop	11,000
City Complex	500,000
CLOMR/LOMR Downtown Area	500,000
DIMS-Digital Image Storage	29,358
ED Infrastructure and Estrella Property Costs	400,000
Edison Road Extension	170,000
Expansion Field Renovation	55,000
FD Car & Light Truck Replacement	50,000
Fire Engine Replacement	410,000
Fire Station #572	1,105,920
Fire Station #575	2,633,083
Flag Pole Lights	12,000
Ladder Engine Overhaul	32,000
Park Maintenance Vehicle	31,000
Pathway Lights	67,000
PD Mobile Data Terminals (MDT)	75,000
Peters & Nall Road Reconstruction	80,000
Regent Drive - CAC Development Agreement	25,000
Regent Drive - CAC Development Agreement	350,000
Santa Cruz Wash-Flood Control	7,450,000
Seven Ranches Water Tank	267,816
Signal @ Honeycutt / Glennwilde	289,110
Tennis Court Screen	15,000
<b>Total - General Governmental CIP Fund</b>	<b>\$16,058,287</b>

## FY2013 Budget Summary

### Capital Improvement Program Summary continued

FUND	FY12-13
<b>Highway User Revenue Fund (HURF) - Special Revenue Fund</b>	
10 Ton Equipment Trailer	20,000
Backhoe	150,000
Edison Road Extension	125,000
Public Works Fleet Maintenance Yard/Equipment	1,390,971
Road Broom	30,000
<b>Total - Highway User Revenue (HURF) Fund</b>	<b>\$1,715,971</b>
<b>Local Road Maintenance Fund - Special Revenue Fund</b>	
Street Maintenance	1,000,000
<b>Total - Local Road Maintenance Fund</b>	<b>\$1,000,000</b>
<b>County Road Tax Fund -Special Revenue Fund</b>	
Roosevelt & Lexington Drainage	100,000
Santa Cruz Pavilion Loop	1,000,000
Vekol Site Offsite Improvements	1,125,000
<b>Total - County Road Tax Fund</b>	<b>\$2,225,000</b>
<b>Grants CIP Fund</b>	
MCG Highway Interim Improvements	540,000
SR347 Grade Separation Project	60,000,000
UPRR Grade Separation-White & Parker	937,187
<b>Total - Grants CIP Fund</b>	<b>\$61,477,187</b>
<b>New Debt Fund</b>	
City Complex	8,572,688
<b>Total - New Debt Fund</b>	<b>\$8,572,688</b>

## FY2013 Budget Summary

### Capital Improvement Program Summary continued

FUND	FY12-13
<b>Parks Bond Fund</b>	
Recreation/Aquatic Center	12,360,570
Regional Park/Sports Complex	10,517,366
<b>Total - Parks Bond Fund</b>	<b>\$22,877,936</b>
<b>Police Development Fund</b>	
City Complex	434,975
Police Replacement Vehicles	280,000
<b>Total - Police Development Fund</b>	<b>\$714,975</b>
<b>Fire Development Fund</b>	
Fire Radio End User Equipment	49,900
<b>Total - Fire Development Fund</b>	<b>\$49,900</b>
<b>General Governmental Development Fund</b>	
City Complex	3,606,436
<b>Total - General Governmental Development Fund</b>	<b>\$3,606,436</b>
<b>Transportation Development Fund</b>	
Honeycutt Road @ 7 Ranch (South)	3,500,000
Honeycutt Road from SR347 to MCG Highway	1,920,000
MCG Highway Interim Improvements	4,000,000
Public Works Fleet Maintenance Yard/Equipment	247,064
Vekol Site Offsite Improvements	675,000
White/Parker - at City Property Frontage East 1/2	500,000
<b>Total - Transportation Development Fund</b>	<b>\$10,842,064</b>
<b>Grand Total - Capital Improvement Program</b>	<b>\$129,140,444</b>

## FY2013 Budget Summary

### Debt Limitations

	6% <sup>(1)</sup>	20% <sup>(2)</sup>
<b>TAX YEAR 2012 SECONDARY ASSESSED VALUE *</b>	<b>\$207,853,562</b>	<b>\$207,853,562</b>
Projected General Obligation (G.O.) Bond Limit	12,471,214	41,570,712
Bonds Outstanding at June 30, 2012 **	-	(18,520,000)
G.O. Proposed Bond Issuance for FY12-13	-	(17,400,000)
Legal Debt Limit	\$12,471,214	\$5,650,712

\*Estimate

\*\*Reflects reduction of July 1, 2012 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.



## FY2013 Budget Summary

### Debt Service Schedule - General Obligation Bonds

FISCAL YEAR	CURRENT DEBT OUTSTANDING		PROPOSED ISSUANCE		TOTAL
	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	
FY12-13	\$775,000	\$998,048		\$348,000	\$2,121,048
FY13-14	800,000	974,796	584,322	696,000	3,055,118
FY14-15	820,000	950,796	607,695	672,627	3,051,118
FY15-16	840,000	921,301	632,003	948,319	3,341,623
FY16-17	865,000	886,735	657,283	623,039	3,032,057
FY17-18	890,000	848,978	683,575	596,748	3,019,301
FY18-19	915,000	806,222	710,918	569,405	3,001,545
FY19-20	945,000	760,436	739,354	540,968	2,985,758
FY20-21	980,000	711,258	768,928	511,394	2,971,580
FY21-22	1,015,000	654,379	799,686	480,637	2,949,702
FY22-23	1,055,000	595,468	831,673	448,649	2,930,790
FY23-24	1,095,000	534,236	864,940	415,382	2,909,558
FY24-25	1,135,000	470,682	899,538	380,785	2,886,005
FY25-26	1,175,000	404,807	935,519	344,803	2,860,129
FY26-27	1,225,000	330,370	972,940	307,383	2,835,693
FY27-28	1,275,000	252,767	1,011,857	268,465	2,808,089
FY28-29	1,330,000	171,995	1,052,332	227,991	2,782,318
FY29-30	1,385,000	87,740	1,094,425	185,897	2,753,062
FY30-31			1,138,202	142,120	1,280,322
FY31-32			1,183,730	96,592	1,280,322
FY32-33			1,231,080	49,243	1,280,323
<b>Totals</b>	<b>\$18,520,000</b>	<b>\$11,361,014</b>	<b>\$17,400,000</b>	<b>\$8,854,447</b>	<b>\$56,135,461</b>

## FY2013 Budget Summary

### Debt Service Schedule - Annual Appropriation Debt

#### PROPOSED ISSUANCE

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
FY12-13	\$449,995	\$536,000	\$985,995
FY13-14	467,995	518,000	985,995
FY14-15	486,715	499,280	985,995
FY15-16	506,184	479,812	985,996
FY16-17	526,431	459,564	985,995
FY17-18	547,488	438,507	985,995
FY18-19	569,388	416,608	985,996
FY19-20	592,163	393,832	985,995
FY20-21	615,850	370,146	985,996
FY21-22	640,484	345,512	985,996
FY22-23	666,103	319,892	985,995
FY23-24	692,747	293,248	985,995
FY24-25	720,457	265,538	985,995
FY25-26	749,276	236,720	985,996
FY26-27	779,247	206,749	985,996
FY27-28	810,416	175,579	985,995
FY28-29	842,833	143,162	985,995
FY29-30	876,546	109,449	985,995
FY30-31	911,609	74,387	985,996
FY31-32	948,073	37,923	985,996
<b>Totals</b>	<b>\$13,400,000</b>	<b>\$6,319,908</b>	<b>\$19,719,908</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.

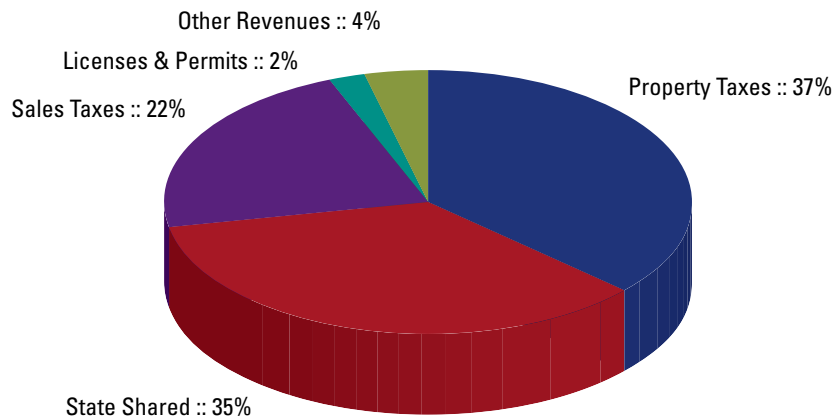


## Revenue Summary General Fund

The General Fund is the largest funding source in the City's operating budget and is comprised of revenue generated from taxes, fines, licenses and fees. Total General Fund revenues for FY12-13 are projected at \$27,906,917. The main components of the fund are displayed in the table and graph below.

### General Fund Revenues

Property Taxes	\$10,307,647
State Shared	9,841,190
Sales Taxes	6,120,000
Licenses & Permits	601,550
Other Revenues	1,036,530
<b>Total</b>	<b>\$27,906,917</b>



## Property Taxes

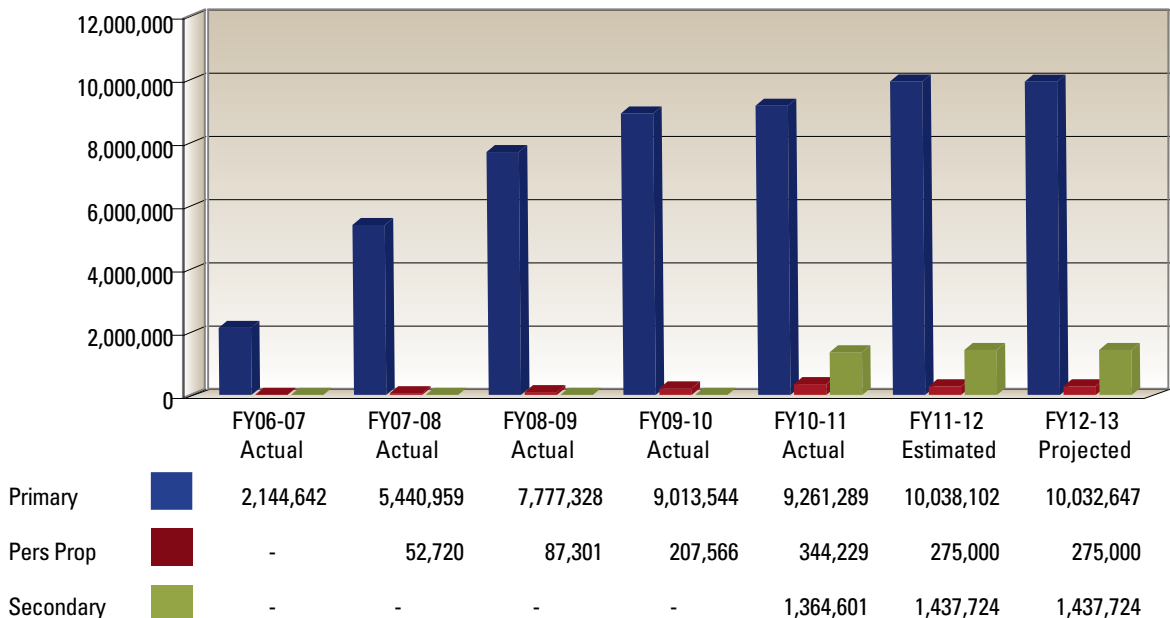
Property taxes have been a traditional means of financing city and town services. While the importance of the property tax has been decreasing in recent years due to increased revenue generated from sales taxes, it is still an important source of local revenue for many Arizona cities and towns. The property tax has also been one of the most stable sources of revenue, because it is not subject to the same fluctuations sometimes experienced with sales 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 issued by the City. The primary property tax levy is utilized for all other public purposes. There are no limits on the amount of a City's secondary property tax, but there are strict limits placed on the level of a City's primary property tax.

In November 2006, voters in the City of Maricopa approved a primary property tax to be used to enhance public safety funding. In November 2008, City voters approved a secondary property tax authorizing the City to sell bonds for parks and recreation projects. The primary levy is deposited in the General Fund and the secondary levy is deposited in the Debt Service Fund.

The City's property tax is based on the assessed value of the property as determined by the Pinal County Assessor. Pinal County also bills, collects and distributes to the City of Maricopa, all property taxes. Historical changes in total revenue collected have primarily been the result of new development. FY12-13 assessed valuations, used to determine the primary property tax, were provided by the Pinal County Assessor's Office. The top five principal property taxpayers for the most recently completed fiscal year are Global Water; Wal-Mart Stores, Inc.; Volkswagen of America; Meritage Homes of Arizona, and Inc.; Pinal Energy LLC.

### PROPERTY TAXES



## State Shared Revenues

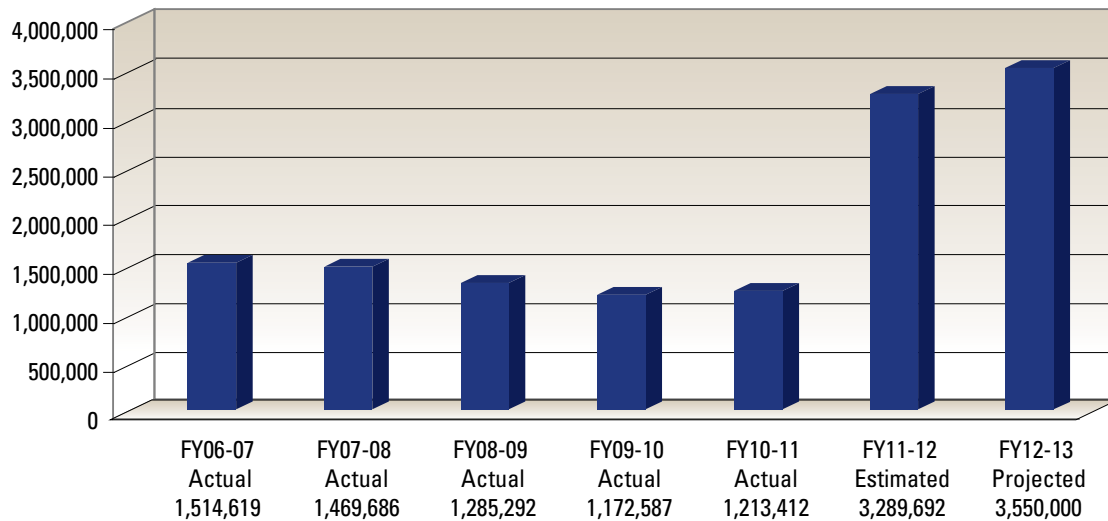
Cities and towns in Arizona are fortunate to be involved in a fairly progressive state shared revenue program which passes funding through to Arizona municipalities from four state revenue sources. Since the shared revenues are based on population, the FY12-13 estimates provided to the City were based 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, starting in FY11-12, due to the increase in Maricopa's population relative to the state population. The following are sources of state shared revenues that are deposited in 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. This revenue may be expended for any municipal public purpose and is distributed on a monthly basis. The significant increase beginning in FY11-12 is due to the 2010 Census adjustment for Maricopa's population relative to the state population.

FY12-13 estimates were provided by the State of Arizona.

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

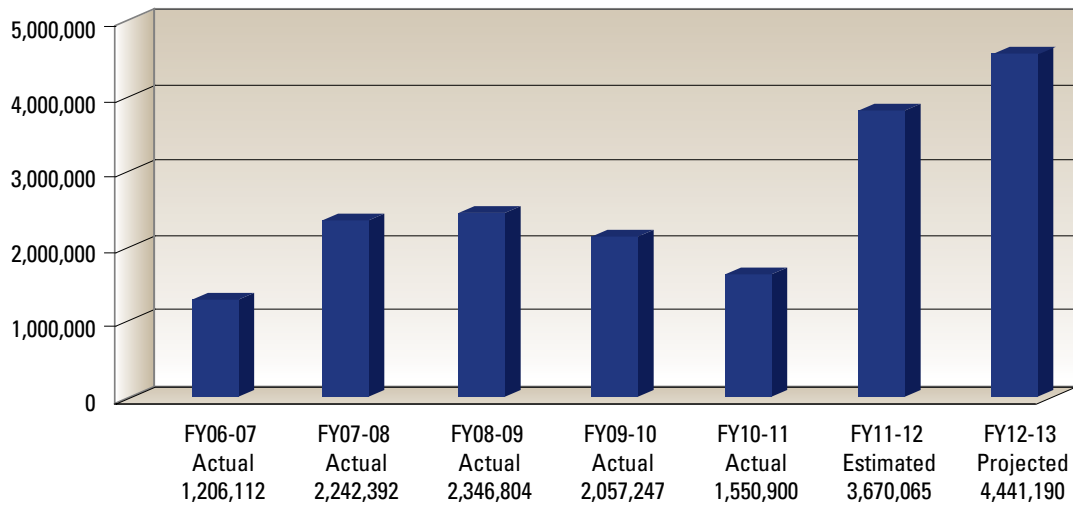


### State Income Tax

A 1972 citizen's initiative provided 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 the state sales tax. Urban revenue sharing monies are distributed based on income tax collections from two years prior to the fiscal year in which the city actually receives the funding. Beginning in FY11-12, even though income tax collections statewide were down from previous years, the City's portion shows an increase from prior years' collections due to the increase in the City's population relative to the state population. This revenue is distributed to the cities monthly and must be expended for a municipal public purpose.

FY12-13 estimates were provided by the State of Arizona.

### STATE INCOME TAX

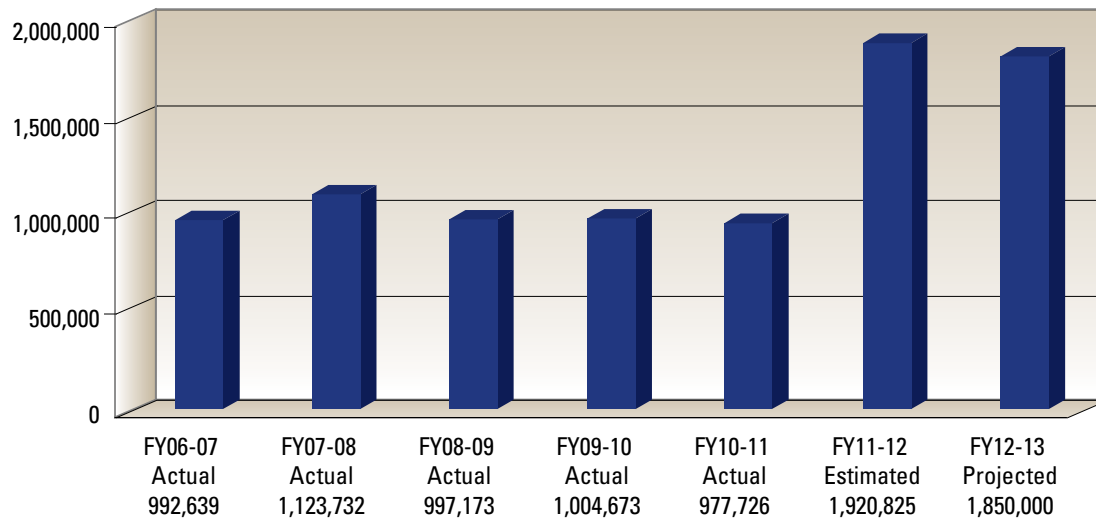


### Vehicle License Tax

Approximately 25% 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]). A city or town receives its share of the vehicle license tax collections based on its population in relation to the county's total incorporated population. The only stipulation on the use of this revenue is that it must be expended on a public purpose.

FY12-13 estimates are based on trends from prior years with adjustments for current economic conditions.

### VEHICLE LICENSE TAX



## Local Revenues

### Transaction Privilege (Sales) Tax

The Transaction Privilege Tax (Sales) 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.

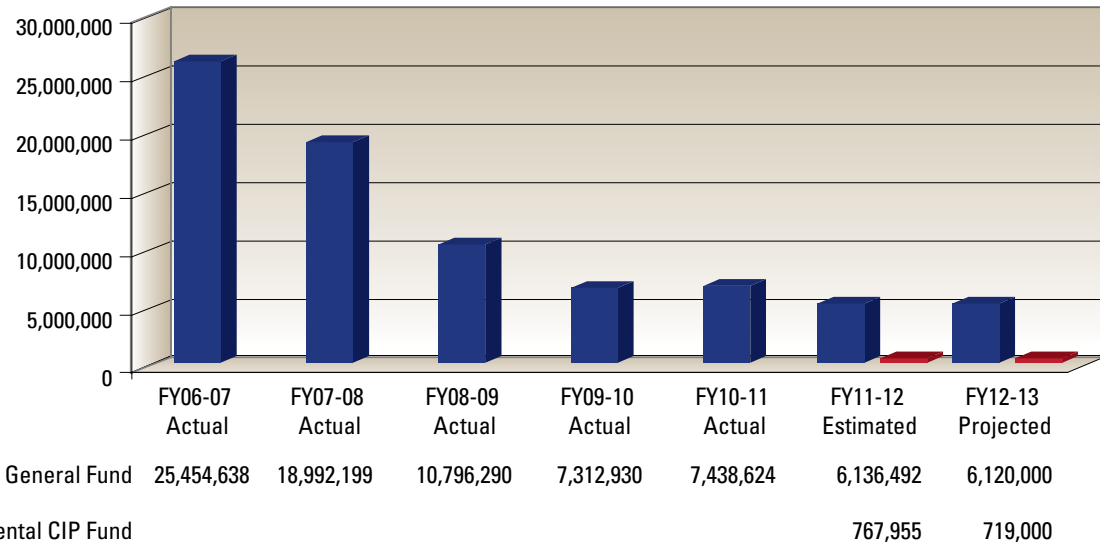
### Use Tax

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.

Consistent with City revenue policies, one-half of all construction related revenues, including sales taxes are dedicated to fund future capital projects. Starting in FY12-13, construction sales tax is budgeted directly in the General Governmental CIP Fund.

FY12-13 estimates are based on annual trend estimates for retail/other sales tax.

**LOCAL TRANSACTION PRIVILEGE (SALES) TAX**

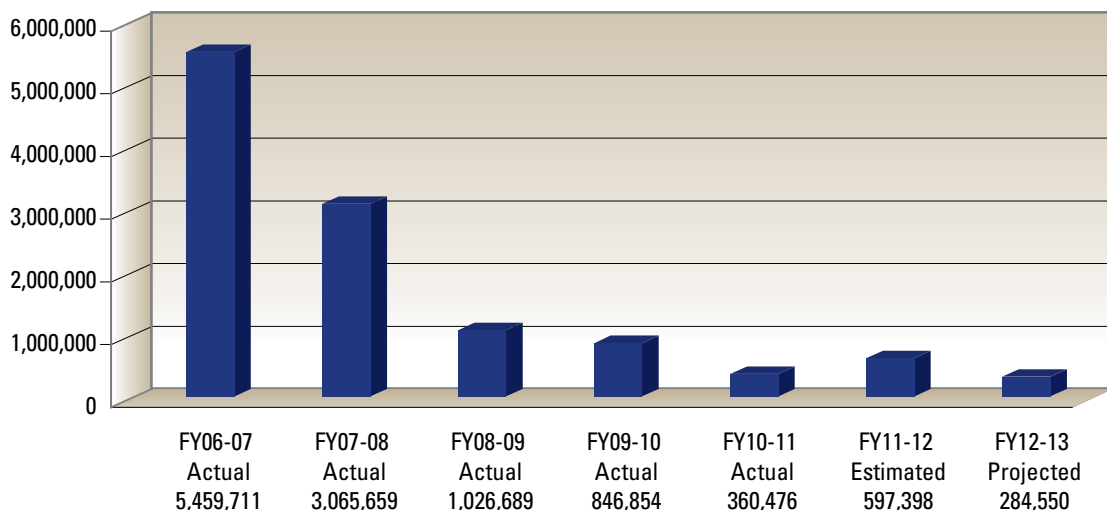


**Permit Fees**

Revenues from this source include fees collected from building permits, zoning permits and a variety of other programs. Residential and commercial permitting fee revenue experienced a significant downturn given recent economic conditions in the real estate market.

FY12-13 revenue estimates for permit activities are based on six 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 10 dollars or more than \$5,000.

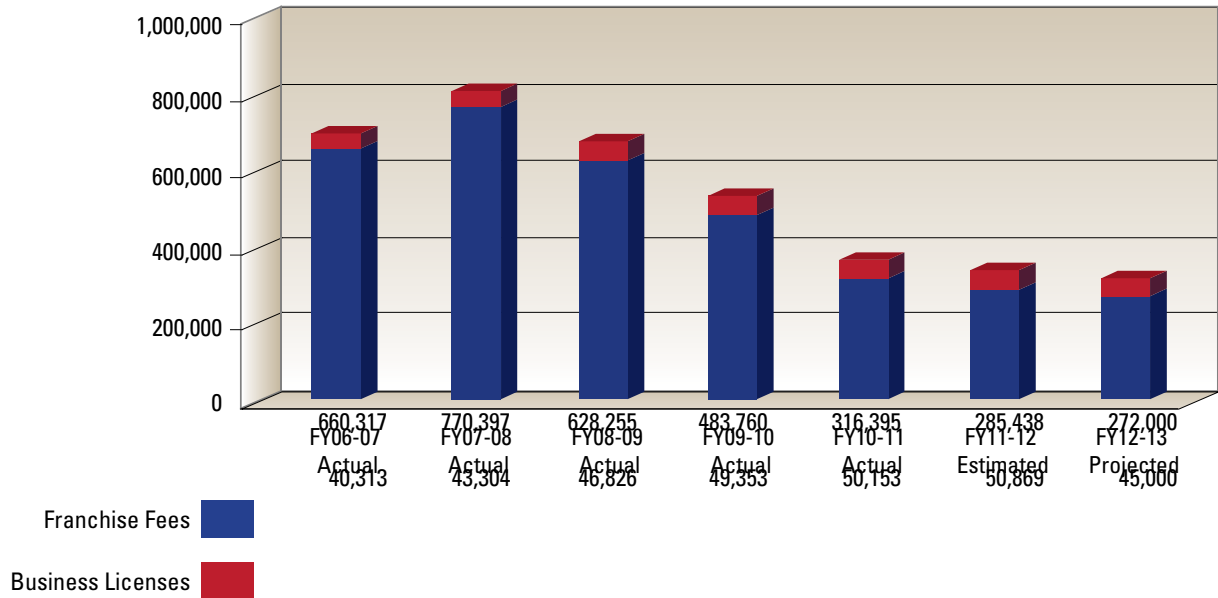
FY12-13 estimates are based on the current level of business licenses with adjustments for current economic conditions.

**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.

FY12-13 estimates are based on trends from previous year averages with adjustments for current economic conditions.

**BUSINESS LICENSES AND FRANCHISE FEES**



**Magistrate Court Fines**

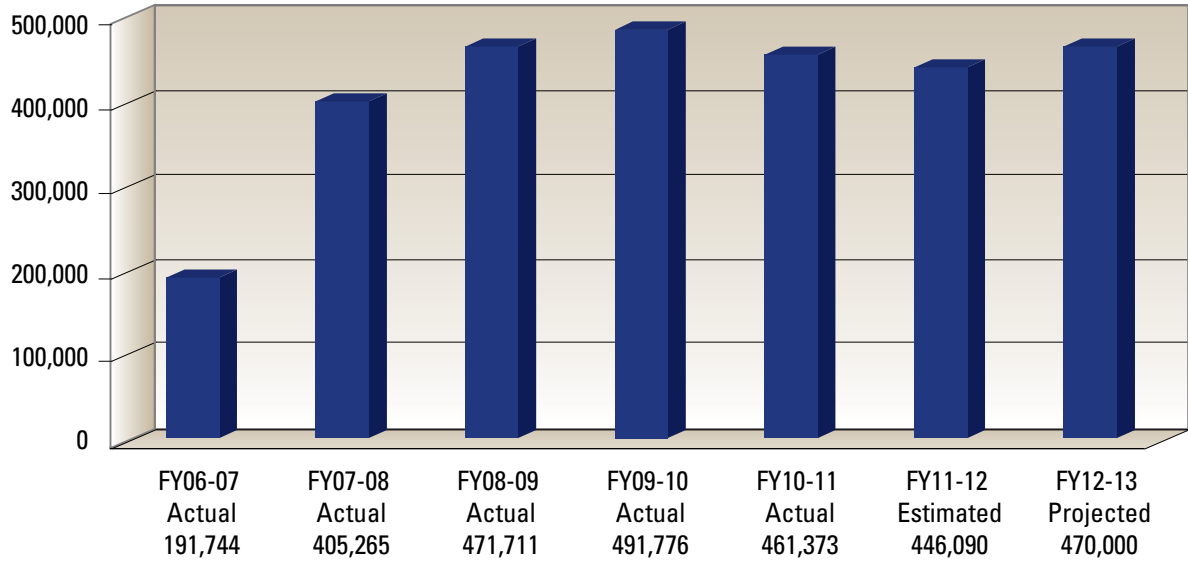
This revenue source is derived from traffic violations and other fines paid for the violation of municipal ordinances. The courts, counties, cities and towns have the authority to contract with the Motor Vehicle Division to require payment of traffic fines, sanctions and penalties



that total in excess of \$200 prior to the renewal of automobile registrations.

FY12-13 estimates are based on current levels of activities.

### MAGISTRATE COURT FINES

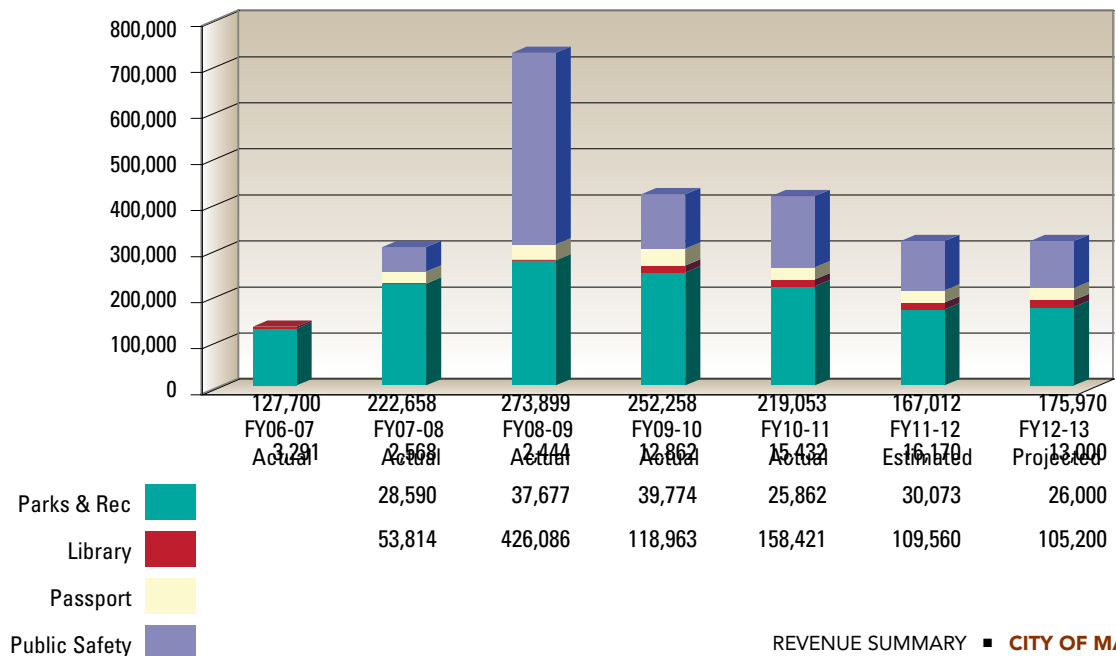


### User Charges

User fees are collected from residents for the use of certain city and town facilities or services. The City of Maricopa charges user fees for parks and recreation activities, passport processing, transit services, and public safety hearings. These services will continue to grow with the City's growth in population and the expansion of programs offered to citizens.

FY12-13 estimates are based on current levels of activities.

### USER CHARGES



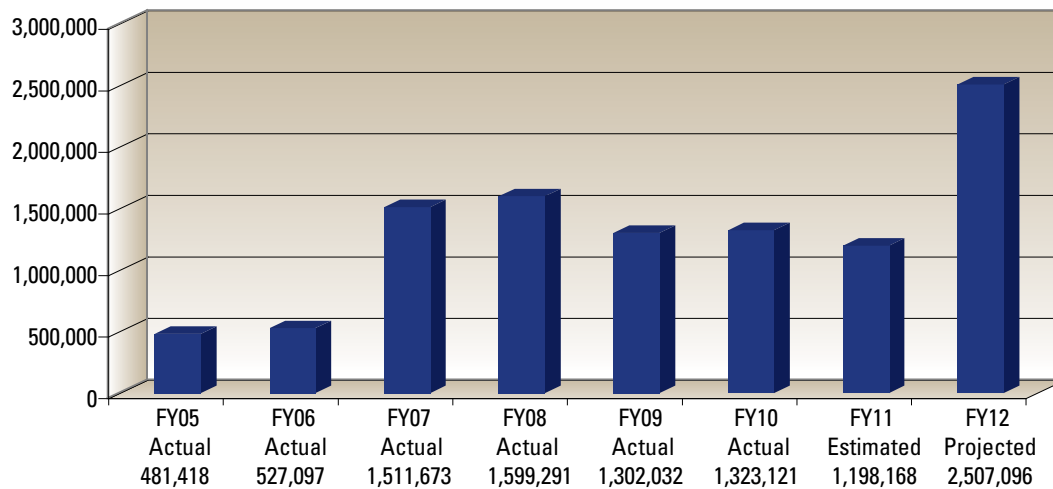
## Revenue Summary Special Revenue Funds

### 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 which a city or town receives under this formula is distributed on the basis of the municipality's population in relation to all incorporated cities and towns in the state according to the decennial census. The remaining half of highway user 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 HURF monies across the state solely on the basis of population while the remaining HURF monies flow to those areas in the state with the highest gasoline and other fuel sales. The City's share of these revenues has increased, beginning in FY11-12, due to the increase in Maricopa's population relative to the state and county population.

FY12-13 estimates were provided by the State of Arizona.

### HIGHWAY USER REVENUE FUNDS



### Grants

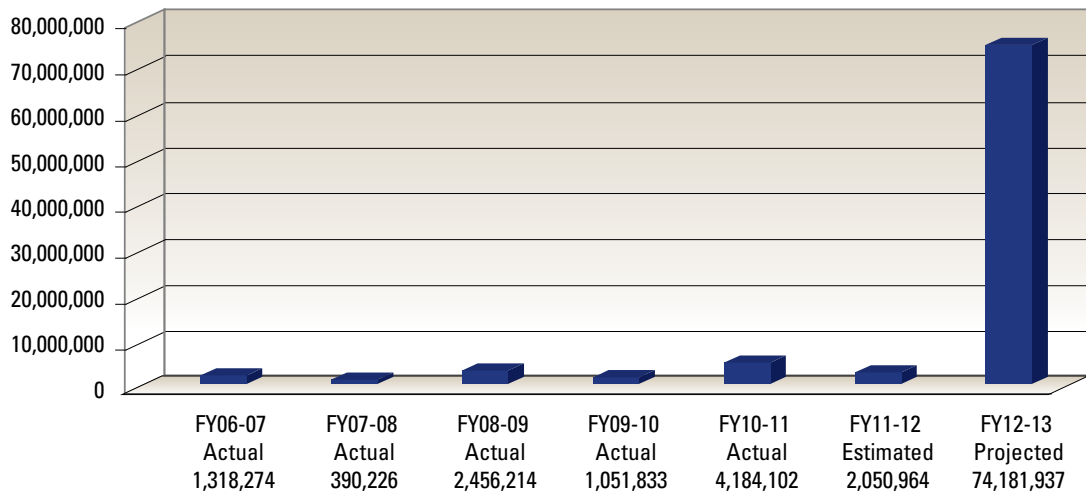
This revenue source consists of federal, state and local grants. With the condition of the recent economy, most assistance is available from the federal level, with some state grants still available. The amount of assistance, the type of programs and projects for which the

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.
- Discretionary Grants.** Discretionary 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 discretionary grant, since the construction of this facility would have the limited use and scope of "wastewater treatment." Discretionary 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 discretionary grant also involves competition between various levels of government. At one point in time, discretionary grants were more prevalent; however, this source of funding has become very limited in recent years.

FY12-13 estimates are based on all possible grants for the fiscal year. The projected increase in FY12-13 revenues is primarily due to \$60.0 million in transportation grant opportunities.

### GRANT REVENUE



# Revenue Summary

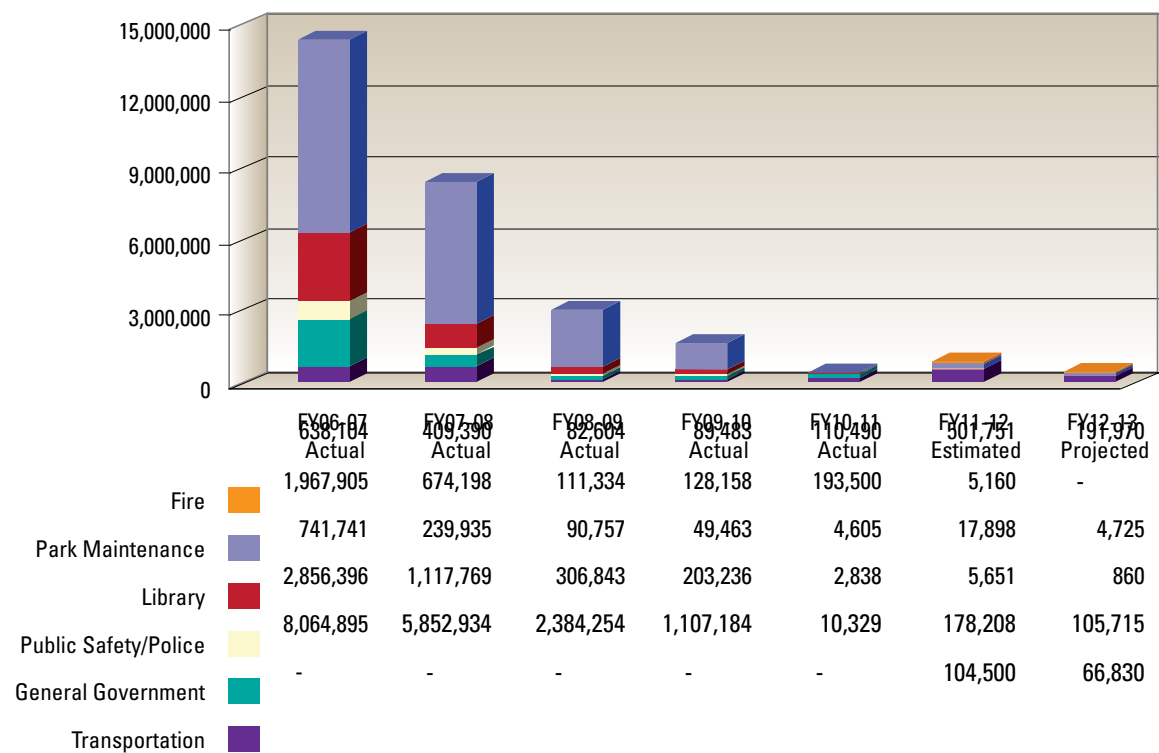
## Capital Projects Funds

### 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 November 2005. Fees were revised in December 2010, and state legislation passed in 2011 that restricted the types of projects that could be funded with development fees. The most recent Development Impact Fee study was completed in November 2011, for fees effective January 1, 2012, which eliminated the collection of General Governmental impact fees and added a Fire Development Impact Fee.

FY12-13 revenue projections are based on 80 single family homes permitted for the year.

### DEVELOPMENT IMPACT FEE COLLECTIONS



## Summary of Tax Levy and Tax Rate Information

	FY08-09	FY09-10	FY10-11	FY11-12	FY12-13
<b>Property tax levy amounts</b>					
Primary property taxes	\$7,818,059	\$9,407,713	\$9,846,318	\$10,038,102	\$10,032,647
Secondary property taxes	-	-	1,432,368	1,437,724	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>\$11,470,371</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	4.8753
Secondary property tax rate	-	-	0.5514	0.6528	0.6917
<b>Total city/town tax rate</b>	<b>3.2326</b>	<b>2.8941</b>	<b>4.5682</b>	<b>5.4633</b>	<b>5.5670</b>







# Departmental Summaries

The following section contains the FY12-13 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.



*Back row, left-to-right: Councilmembers Marquisha Griffin, Carl Diedrich, Alan Marchione, Councilwoman Julia R. Gusse*

*Front row, left-to-right: Vice Mayor Edward Farrell, Mayor Anthony Smith, Councilmember Marvin R. Brown*



# 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 Councilmembers are the only elected officials in the municipality. The Mayor and Councilmembers serve two- and four-year terms, respectively. The Mayor and Councilmembers 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 Councilmembers.

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.

## Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services



## Goals and Objectives

### Economic Sustainability

- Develop properly aligned resources and tools required to become a regional leader in economic developmentFacilitate Maricopa’s physical infrastructure development
- Become a community recognized by decision makers as having developable, shovel ready sites, processes, and the tools to satisfy the needs of companies in our targeted industries as identified in the Economic Development Strategic Plan (EDSP)
- Effectively market the community to become a preferred destination for new investment opportunities among targeted sectors and audiences (as identified in the EDSP)
- Become known as a community that delivers high quality projects and public amenities

### Quality of Life

- Create and expand the opportunities that Maricopa residents have to participate in quality indoor and outdoor recreation
- Design and implement a capital improvement plan which prioritizes projects and allocates adequate fiscal resources to those priority projects
- Provide adequately planned, promoted, and funded programs and services for the youth, seniors and families of Maricopa
- Address environmental concerns to protect the health, safety and welfare of Maricopa’s citizens
- Create partnerships with community organizations and institutional interests to address the social services needs of Maricopa

### Transportation

- Enhance the 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 to improve safety and support of Maricopa’s economic development efforts
- Pursue an effective mass transit system to serve the city

### Public Safety

- Ensuring public confidence by maintaining a welcoming and safe environment in the City of Maricopa
- Update public safety communications systems to provide seamless operable and interoperable essential public safety communications system

### Quality Municipal Services

- Encourage citizen engagement and communication
- Build and enhance effective regional relationships to meet the City’s objectives
- Deliver the highest quality municipal services
- Create and maintain a positive and productive organizational culture which values excellent customer service, is responsive and accessible

## FY2013 BUDGET

### Mayor & Council

Cost Center: #10011111

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$171,732	\$143,702	\$181,941	\$181,041	\$229,091
Professional and Technical	5,168	20,355	401,100	361,100	2,500
Purch. Property Services	8,070	585	-	-	-
Other Purchased Services	108,331	114,835	109,484	111,337	170,436
Supplies	1,337	48,685	108,532	106,680	500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$294,638</b>	<b>\$328,162</b>	<b>\$801,057</b>	<b>\$761,057</b>	<b>\$402,527</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Mayor	1.0	1.0	1.0	1.0	1.0
Vice Mayor	1.0	1.0	1.0	1.0	1.0
City Council	5.0	5.0	5.0	5.0	5.0
Administrative Assistant	-	-	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</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.

### FY2013 BUDGET

#### City Attorney

Cost Center: #10011414

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Technical	651,204	673,118	660,000	735,000	600,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	41	-	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$651,204</b>	<b>\$673,159</b>	<b>\$660,000</b>	<b>\$735,000</b>	<b>\$600,000</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 intergovernmental agreement with the City.

## FY2013 BUDGET

### City Magistrate

Cost Center: #10011010

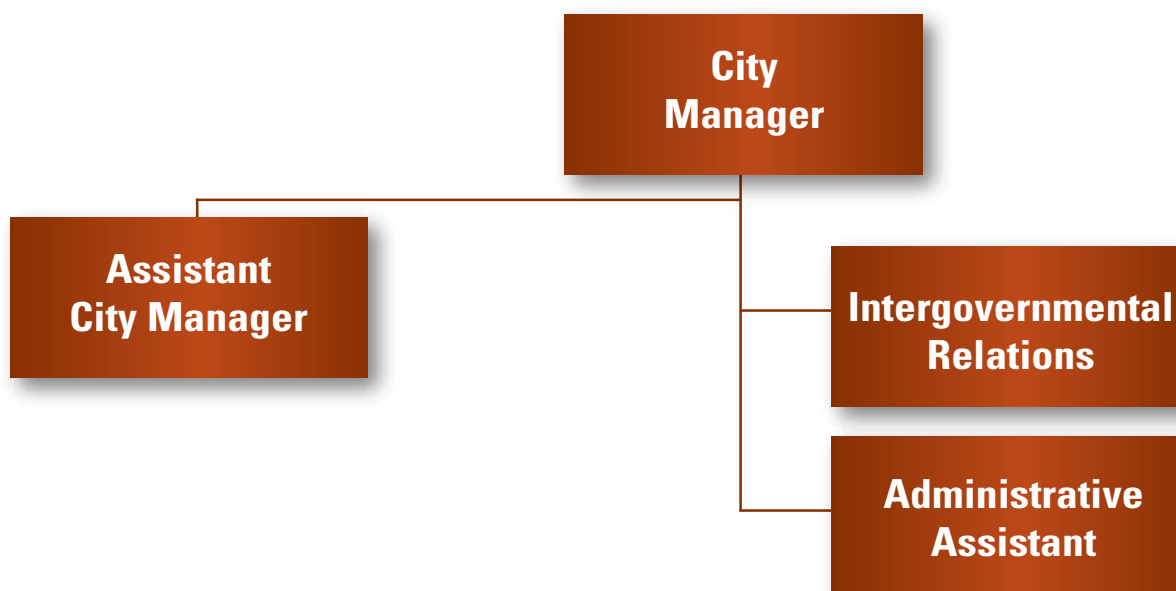
#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$70,735	\$67,168	\$74,115	\$74,115	\$61,745
Professional and Technical	173,413	172,168	220,000	220,000	218,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	3,520	1,349	7,000	7,000	2,000
Supplies	3,380	1,803	4,000	4,000	2,000
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$251,048</b>	<b>\$242,488</b>	<b>\$305,115</b>	<b>\$305,115</b>	<b>\$283,745</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
City Magistrate	0.5	0.5	-	0.5	1.0
Court Clerks	4.0	4.0	5.0	4.0	2.0
<b>Departmental Totals</b>	<b>4.5</b>	<b>4.5</b>	<b>5.0</b>	<b>4.5</b>	<b>3.0</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, marketing, and communications for the City.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### 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 FY12-13
- b. 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. Encourage the enhancement of executive team leadership and creative management skills through various forms of training and group exercises
  - c. Provide the management direction and focus to continuously improve internal and external customer service
  - d. Enhance current tools and continue to implement new ones that will allow for the delivery of City services and information to citizens 24 hours a day, seven days a week
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
5. Promote the City locally and regionally, ensuring it is recognized as a key player poised for the next wave of growth.
  - a. Reach out proactively to representatives capable of acting as ambassadors for Maricopa, such as media representatives, real estate executives, and business executives
  - b. Represent the community at regional and state organizations and events to gain greater community credibility outside the local area

**PERFORMANCE MEASURES** \*City survey conducted every two years

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	8.5	5.5	4	4
Hours of volunteer service received	N/A	N/A	N/A	N/A
% of residents who feel the quality of life in Maricopa is excellent/good	78%	N/A*	84%	N/A*
% of residents who feel the City provides services in an efficient and economical manner	63%	N/A*	70%	N/A*
% of residents who feel the City keeps them informed about City business	69%	N/A*	64%	N/A*
# of City-sponsored and/or coordinated special events, recognitions or programs	6	6	11	10
# of Leadership Academy participants	26	22	26	26
% of participants who graduated	96%	100%	81%	90%
# of requests tracked on Council Request Report	N/A	N/A	101	75
% of requests with completion or strategy determination made in 30 days	N/A	N/A	69%	80%
# of MOUs and/or Intergovernmental Agreements successfully negotiated/executed	18	16	17	15

## FY2013 BUDGET

### City Manager

Cost Center: #10011115

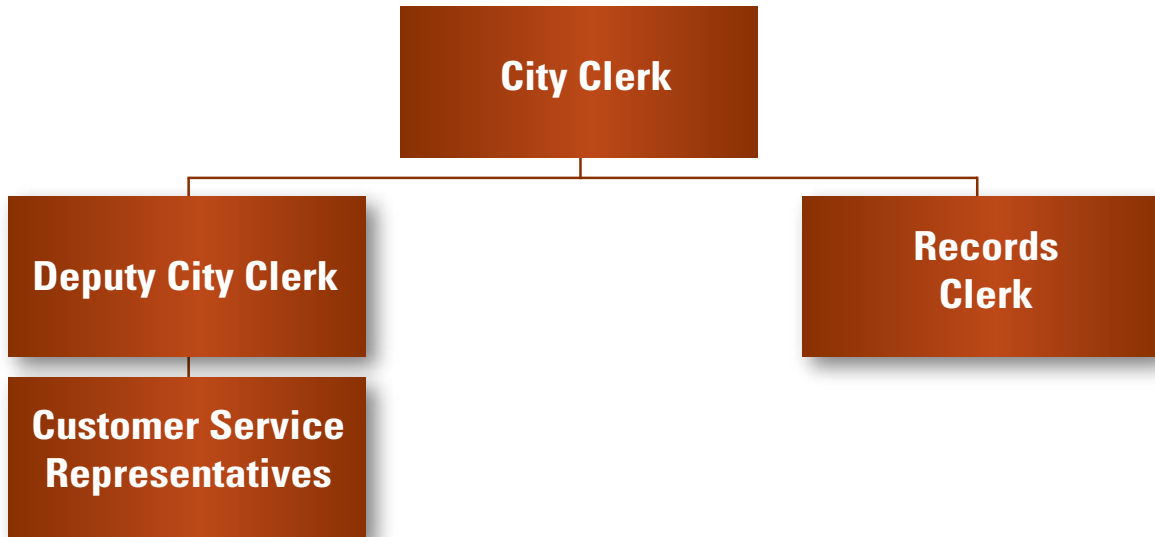
#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$788,257	\$817,561	\$490,407	\$409,407	\$501,696
Professional and Technical	139,915	139,448	5,000	223,671	101,000
Purch. Property Services	338	-	21,600	21,600	-
Other Purchased Services	90,936	40,353	30,134	30,134	19,435
Supplies	15,071	2,775	529	529	529
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$1,034,517</b>	<b>\$1,000,137</b>	<b>\$547,670</b>	<b>\$685,341</b>	<b>\$622,660</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	1.0	2.0	1.0	1.0	1.0
Assistant to the City Manager	2.0	1.0	-	-	1.0
Public Information Officer	1.0	-	-	-	-
Media Production Specialist	1.0	-	-	-	-
Administrative Assistant	-	-	1.0	1.0	1.0
Executive Assistant	0.5	0.5	-	-	-
Intergovernmental Manager	-	1.0	1.0	1.0	-
Intergovernmental Technician	1.0	-	-	-	-
<b>Departmental Totals</b>	<b>7.5</b>	<b>5.5</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</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.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### 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 property 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

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	5	5	5	5
Hours of volunteer service received	N/A	N/A	N/A	N/A
# of public records requests received	N/A	N/A	279	250
% of public records requests processed within three days	86%	89%	75%	80%
# of meeting notices processed (includes Council, boards, commissions, committees, possible quorum, etc.)	139	183	144	150
% of notices processed that were Council related	42%	34%	31%	33%
# of Council meetings for which minutes were prepared and presented for approval	59	62	45	50
% of City Council meeting minutes presented for approval by the next regular City Council meeting	71%	87%	100%	100%
# of City Council agenda items processed	359	354	215	250
# of passports processed	923	746	938	800
Passport funds generated	N/A	N/A	\$29,770	\$25,000
# of community events coordinated or attended to promote departmental services	N/A	N/A	4	4
# of documents scanned per records management	N/A	N/A	362	400

The City Clerk's Office, with consistent staffing levels since FY09-10, has continued to demonstrate success in passport processing. In FY11-12, staff increased its meeting minutes presentation for Council approval rate by 13%

## FY2013 BUDGET

### City Clerk

Cost Center: # 10011212

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$312,332	\$344,252	\$320,070	\$320,070	\$343,163
Professional and Technical	38,732	-	70,932	70,522	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	10,594	9,491	10,853	11,263	11,253
Supplies	112	1,936	3,500	3,500	2,500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$361,770</b>	<b>\$355,679</b>	<b>\$405,355</b>	<b>\$405,355</b>	<b>\$356,916</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
City Clerk	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0
Records Clerk	1.0	1.0	1.0	1.0	1.0
Customer Service Representative	2.0	2.0	2.0	2.0	2.0
<b>Departmental Totals</b>	<b>5.0</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.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### 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. 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 the City's 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 organization 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

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of full-Time employee equivalents	3	3	3	3
Hours of volunteer service received	N/A	7,151.55	13,909.30	20,000
% of citizens satisfied or very satisfied with City's efforts to maintain a qualified workforce	50%	N/A	51%	N/A
Average Citywide employee turnover rate	9.1%	9.6%	10.5%	9.5%
# of City full-time equivalent employees supported	219	208	209	205
# of Citywide volunteers supported	N/A	20	71	71
# of interns employed by the City	3	5	10	10
# of recruitments conducted	18	13	34	40
* Average time for recruitment in days (from request to job offer)	51	71	45	45
# of grievances	N/A	N/A	2	2
* % of grievances resolved	N/A	N/A	1	2
# of Merit Board appeals	2	2	1	2
% of Merit Board appeals upheld	50%	100%	100%	100%
Total cost of workers' compensation claims	\$233,490	\$164,706	\$153,337	\$196,014
# of workers' compensation claims	51	34	40	40
* % of claims with no lost time	88.2%	91.2%	82.5%	86.7%
# of training programs coordinated	7	1	5	8
* % of staff participating in training programs offered	20.1%	2.9%	19.6%	40%

FY11-12 was an active year for the Human Resources Department, as it supported 216 full time equivalent employees, concurrent with an increase from 20 to 71 volunteers also requiring department assistance. The average time for recruitment of new employees was reduced from 71 to 45 days from FY10-11 to FY11-12. Cost for employee benefits was reduced, with a final average cost of benefits per employee of \$11,128. Training programs coordinated increased significantly, as did participation by staff overall. In FY12-13, the department is focused on reducing the amount of lost time in workers compensation claims.

## FY2013 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 FY11-12, the Administration division was absorbed into the Human Resources Department and the Information Technology Division was transferred to the Finance and Administrative Services Department. The information shown is Human Resources and Support Services Administration combined for historical clarity.

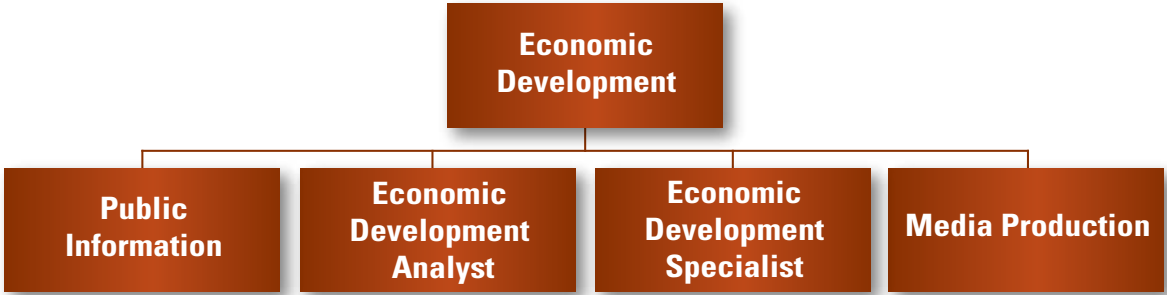
#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$274,718	\$275,609	\$280,528	\$278,828	\$276,755
Professional and Technical	2,305	1,996	17,414	21,840	7,914
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,135	4,010	3,588	3,588	8,126
Supplies	2,199	3,542	3,151	5,425	-
Capital Outlay	-	-	-	-	6,352
<b>Departmental Totals</b>	<b>\$283,357</b>	<b>\$285,157</b>	<b>\$304,681</b>	<b>\$309,681</b>	<b>\$299,147</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Director of Human Resources	1.0	1.0	1.0	1.0	1.0
HR Generalist/Analyst	1.0	1.0	1.0	1.0	-
Management Analyst	-	-	-	-	1.0
Administrative Assistant	1.0	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.

## Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

## Goals and Objectives

- 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
- 1. 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
- 2. 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
- 3. 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	1	1	3	3
Hours of volunteer service received	25	20	0	0
% of citizens satisfied with City's efforts to encourage economic growth	N/A	41%	41%	N/A
Estimated # of jobs attracted, created, or retained with City assistance	31	63	46	47
Average hourly wage of job attracted, created, or retained with City assistance	\$12.19	\$15.83	\$31.69	\$19.90*
Estimated new commercial capital investment created with City assistance	\$287,000	\$1,100,000	\$15,153,570	\$5,513,523
New commercial square footage constructed	13,400	19,100	64,739	32,413*
Average end of year commercial occupancy rate (all types)	94.2%	92.8%	92.8%	93.3%
* End year commercial occupancy rate, retail	94.8%	92.3%	91.0%	92.7%
* End year commercial occupancy rate, industrial	98.1%	98.1%	98.1%	98.1%
* End year commercial occupancy rate, office	76.1%	80.6%	91.5%	82.7%
# of small businesses training program participants	29	36	67	44*
# of business retention and expansion visits conducted	10	12	18	50
# of meetings held with existing or prospective businesses	NA	170	148	200
Total sales tax (retail, construction and bed tax) collections	\$5,928,900	\$6,876,866	\$6,904,365	\$7,089,706
* % increase/decrease in sales tax collections over prior year	-39.6%	16.0%	0.4%	2.7%
# of total calls for assistance responded to via Ombudsman Line	NA	NA	NA	150
# of special events, focus groups, tours, or other programs coordinated and executed	NA	NA	14	15
* # of attendees	113	110	244	250



## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
Economic Development grant funding awarded	\$9,200	\$50,000	\$0	\$50,000

Economic Development activities continued to show a strong year in job creation and new capital investment in FY11-12 with the grand opening of the Banner Health Center in Maricopa. This added a number of jobs with an average hourly wage of \$31.69 for the year overall. In addition, the community demonstrated a continued high occupancy rate for all types of space in the City, indicating the need for additional construction. Sales tax collections held steady from FY10-11 to FY11-12. Finally, 67 small business training program participants benefitted from City-sponsored programs designed to help them succeed.

\* Please note that measurements marked with an asterisk are three-year rolling averages.

## FY2013 BUDGET

### Economic Development

Cost Center: #10011616

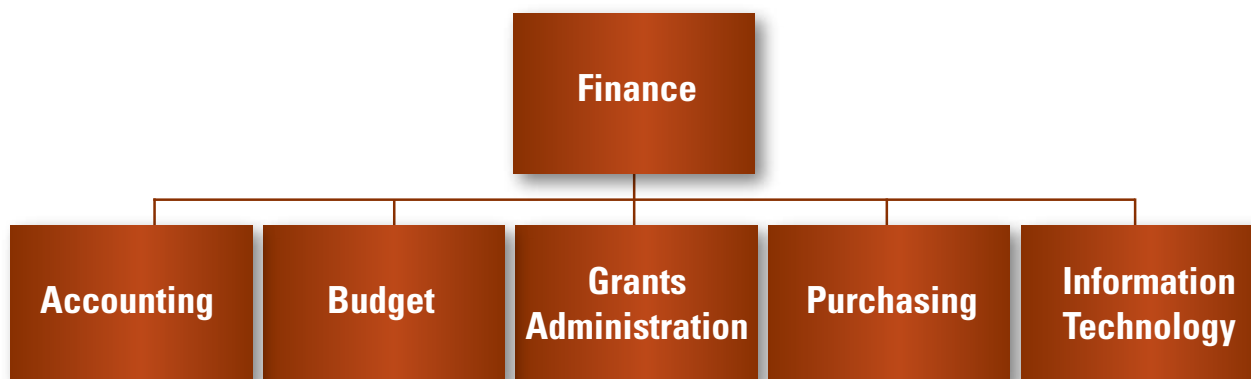
#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$94,595	\$303,990	\$402,105	\$423,428	\$455,689
Professional and Technical	144,529	56,569	134,248	155,865	79,748
Purch. Property Services	300	150	1,000	1,000	500
Other Purchased Services	356,978	328,717	356,459	296,466	240,503
Supplies	4,868	13,087	7,318	20,408	3,759
Capital Outlay	44,324	610,208	400,000	1,075,404	-
<b>Departmental Totals</b>	<b>\$645,594</b>	<b>\$1,312,721</b>	<b>\$1,301,130</b>	<b>\$1,972,571</b>	<b>\$780,199</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Director of Economic Development	1.0	1.0	1.0	1.0	1.0
Economic Development Coordinator	-	-	1.0	1.0	1.0
Economic Development Analyst	-	-	-	-	1.0
Public Information Officer	-	1.0	1.0	1.0	1.0
Media Production Specialist	-	1.0	1.0	1.0	1.0
<b>Departmental Totals</b>	<b>1.0</b>	<b>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

## Finance and Administrative Services



### Mission Statement

The Finance and Administrative Services Department provides high-quality financial information and information technology support; monitors the fiscal condition of the City and is committed to providing exceptional support to policymakers, City departments and staff in accomplishing their goals. This is achieved through professionalism, teamwork, transparent and ethical practices, superior customer service and attention to every detail.

### Department Description

The Finance and Administrative Services Department is made up of two divisions: Finance and Information Technology.

The Finance Division 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 provides support for the operations of City departments. Finance also provides timely advice to the City's elected officials, senior management, and City staff on items affecting the current and future financial affairs of the City. The Finance Division is made up of several work units and includes:

- 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
- Budget: coordinates and prepares the annual budget
- Grants Administration: applies for grants, monitors and reports activity for all awarded grants for City departments
- Purchasing: supports City staff through the use of solicitations in procuring goods and/or services that are required to ensure the departmental needs are met and procurement policy is followed

## Strategic Plan Priority

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### Goals and Objectives

1. Provide timely and accurate financial information to the public, auditors, grantors, City Council and City management.
  - a. Provide informative quarterly financial reports
  - b. Receive an unqualified audit opinion for the fiscal year
  - c. Fully utilize the City Enterprise Resource Planning (ERP) application
2. Facilitate the City budget process and prepare the annual budget.
  - a. Coordinate with 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 meet departmental needs and supplement 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
  - b. Ensure purchases meet the City's procurement policy

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	10.5	10.5	10	10
Hours of volunteer service received	N/A	N/A	N/A	N/A
Unqualified audit opinion received	Yes	Yes	Yes	Yes
GFOAs distinguished budget presentation award	Yes	Yes	Yes	Yes
GFOAs certification of excellence in financial reporting	No	Yes	Yes	Yes
General Fund unreserved fund balance coverage (% of expenditures)	113%	76%	77%	64%
# of CIP projects being tracked and maintained	49	30	31	41
Total cash invested	\$116,528,616	\$106,264,866	\$93,216,692	\$57,271,875
Return on cash invested	0.23%	0.63%	0.31%	0.25%
License and franchise fee revenues	\$533,113	\$366,548	\$336,274	\$317,000
Grant dollars awarded	\$1,195,918	\$572,993	\$117,073	\$3,702,187
# of grant applications submitted	44	31	41	40
# of business licenses issued	723	946	1,174	1,374
* % of business licenses issued that were new	44%	34%	28%	18%
# of purchase orders processed	1,392	1,573	1,747	1,750

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
* Average turnaround time for purchase order processing (business days)	2	2	2	2
# of bids and requests for proposals issued	N/A	16	50	50
% of month-end closes by the 20th of the next month	N/A	N/A	N/A	90%
Amount of risk management claims paid	\$80,385	\$86,115	\$24,965	\$80,000

## FY2013 BUDGET

### Finance and Administrative Services

Cost Center: #10011313

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$762,454	\$712,557	\$811,012	\$746,242	\$796,228
Professional and Technical	107,762	78,781	88,400	159,900	90,075
Purch. Property Services	-	-	-	-	-
Other Purchased Services	16,031	15,579	10,240	9,053	11,305
Supplies	156	664	625	1,287	825
Capital Outlay	238,550	236,295	92,000	58,620	-
<b>Division Totals</b>	<b>\$1,124,953</b>	<b>\$1,043,876</b>	<b>\$1,002,277</b>	<b>\$975,102</b>	<b>\$898,433</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Finance and 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
Accounting Manager	-	-	-	-	1.0
Senior Accountant	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	-	-	-
A/P - Payroll Clerk	3.0	3.0	3.0	3.0	3.0
Buyer	1.0	1.0	1.0	1.0	1.0
Grants Writer	1.0	-	-	-	-
Administrative Assistant	-	-	1.0	1.0	1.0
Executive Assistant	0.5	0.5	-	-	-
Management Analyst	-	-	-	-	1.0
Budget Analyst	-	1.0	1.0	1.0	-
<b>Division Totals</b>	<b>10.5</b>	<b>10.5</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>

# Finance and Administrative Services – Information Technology

## Division Description

The Information Technology Division of the Finance and Administrative Services Department 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. 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, email, ERP, and GIS data
2. 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. Maintain data integrity and access through both structural and procedural enhancements.
  - a. Maintain reliability and redundancy to public safety communication systems
4. Consolidate assets and standardize technical systems, when possible, for ease of management, improved intra-communication, and to reduce the total cost of ownership.
5. 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
  - b. Develop a list of software options, for inclusion in future City budgets, to provide online services to City customers
6. 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. 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	4	4	4	4
# of personal computers/laptops supported	253	255	257	265
# of mobile communication devices (cell phones, PDAs, iPads, etc.) supported	131	140	154	160
Average hours to resolve Help Desk requests:				
- Critical Priority	2	3	2	2
- Medium Priority	10	11	14	14
- Low Priority	42	36	47	40

## FY2013 BUDGET

### Finance and Administrative Services – Information Technology

Cost Center: #10011553

#### Summary by Category

EXPENDITURE CATEGORY	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$399,053	\$429,397	\$416,273	\$413,694	\$398,414
Professional and Technical	168,403	232,610	234,845	234,845	266,980
Purch. Property Services	-	-	-	-	-
Other Purchased Services	2,525	949	9,485	12,064	15,245
Supplies	10,660	14,132	21,940	35,320	36,480
Capital Outlay	28,698	18,857	114,445	93,945	695
<b>Division Totals</b>	<b>\$609,339</b>	<b>\$695,945</b>	<b>\$796,988</b>	<b>\$789,868</b>	<b>\$717,814</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
IT Manager	1.0	1.0	1.0	1.0	1.0
Network Admin. - Fire	1.0	1.0	1.0	1.0	-
Network Administrator	1.0	1.0	1.0	1.0	2.0
Network Engineer/ Architect	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>4.0</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, public service awards, merit increases, general office supplies and postage, and the General Fund contingency.

### FY2013 BUDGET

#### Non-Departmental

Cost Center: #10010000

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$ -	\$ -	\$ -	\$ 27,843	\$ 586,651
Professional and Technical	-	2,570	-	-	535,300
Purch. Property Services	-	-	-	-	21,857
Other Purchased Services	360,247	371,938	560,000	560,000	460,000
Supplies	54,113	33,493	90,141	90,141	23,000
Capital Outlay	1,199,352	5,886,221	530,000	530,000	-
Principal	-	-	-	-	450,000
Interest	-	-	-	-	536,000
Contingency	-	-	3,200,227	1,012,257	2,000,000
<b>Departmental Totals</b>	<b>\$1,613,712</b>	<b>\$6,294,222</b>	<b>\$4,380,368</b>	<b>\$2,220,241</b>	<b>\$4,612,808</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.

## Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

## Goals and Objectives

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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents department-wide	15	15	14	14
# Full-time employee equivalents division-wide	2	2	2	2
Hours of volunteer service received	160	80	0	40
Personnel hours invested in City-sponsored special events	1194	1194	1219	250
# of programs conducted in department	335	330	357	357
* % of programs that have a cost recovery plan	100%	100%	100%	100%
Value of grants and/or sponsorships received	\$17,420	\$54,020	\$46,390	\$287,920

## FY2013 BUDGET

### Community Services – Administration

Cost Center: #10033130

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$135,571	\$173,380	\$170,164	\$170,164	\$188,638
Professional and Technical	-	112,361	-	30,000	185,080
Purch. Property Services	-	-	-	-	4
Other Purchased Services	2,331	1,767	1,738	1,738	1,500
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$ 137,902</b>	<b>\$287,508</b>	<b>\$171,902</b>	<b>\$287,508</b>	<b>\$375,222</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Community Services Director	1.0	1.0	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Community Services – Library

### Division 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	7.0	6.5	8.5	8.5
* # of Full-time employees	7	6	8	8
* # of Part-time employee	0	1	1	1
Hours of volunteer service received	1,891	2,084	1,526	1,440
Total circulation	208,164	248,582	258,198	271,107
* % increase (decrease) in the number of items circulated over the past year	121%	19%	3%	5%
# of visitors	127,049	139,781	137,043	143,895
* % increase (decrease) in annual visitorship over prior year	183%	10%	-2%	5%
# of materials in library inventory	20,062	23,071	27,515	32,060
* % of collection that is 5 years of age or less	30%	30%	32%	35%
* inventory loss rate due to damage, theft or other	15%	10%	5%	8%
Total amount of fines collected via cash or donation equivalent	\$10,180	\$14,916	\$16,723	\$18,000
Total attendance at children's programs	2,429	2,447	3,722	3,908
* % increase (decrease) in children's program attendance over prior year	146%	1%	52%	5%
% of citizens rating Library services as good or excellent	80%	85%	85%	90%
# of Library cards issued	8,885	5,239	4,829	5,070
* % increase (decrease) in Library cards over prior year	157%	-69%	-8%	5%

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of items circulated through inter-library loan	9,811	13,514	19,483	20,457
* % increase (decrease) in inter-library loans over prior year	128%	37%	44%	5%
# of computer usage visits	44,810	52,347	58,239	61,150

In FY11-12, the Community Services Department provided a high level of service to the citizens of Maricopa. The total cost of parks maintenance to the City was reduced by an average of \$3,412 per acre, and recreation programs saw an increase in the utilization of online registrations by 8%. Attendance in Library programming for children increased by 52%, and computer usage visits to the facility remained high. Although library card issuance rates declined in FY11-12, staff feels confident that outreach will allow for positive growth again in FY12-13.

## FY2013 BUDGET

### Community Services – Library

Cost Center: #10033135

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$303,452	\$373,418	\$419,789	\$434,424	\$439,918
Professional and Technical	7,512	2,130	-	-	1,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	6,985	4,523	7,250	6,913	6,500
Supplies	43,780	7,057	36,000	36,337	34,500
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$361,729</b>	<b>\$387,128</b>	<b>\$463, 039</b>	<b>\$477,674</b>	<b>\$482,418</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Library Manager	1.0	1.0	1.0	1.0	1.0
Senior Library Coordinator	-	-	-	-	1.0
Library Coordinator	1.0	1.0	1.0	1.0	-
Library Assistant	5.0	5.0	5.0	5.0	6.0
<b>Division Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>

## Community Services – Parks Maintenance

### Division Description

This division is responsible for community park facilities including fields, playgrounds, courts, restroom buildings and ramadas. This division is also responsible for the oversight and management of maintenance contracts for school district fields 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	2.0	3.0	2.6	3.8
* # of Full-time employees	2	3	1	1
* # of Part-time employees	0	0	2	4
Hours of volunteer service received	0	0	200	200
Park acreage in the City	28	28	28	29
* # of park acres per full time employee equivalents	14	9.3	10.8	7.6
Cost of parks maintenance in the City	\$382,534	\$731,949	\$636,414	\$586,784
* Average cost per acre for park maintenance	\$13,662	\$26,141	\$22,729	\$20,234
# of maintenance activities performed annually	N/A*	1,584	1,584	1,792
* Trash and litter cleanup	N/A*	375	375	479
* Restroom cleanup	N/A*	375	375	375
* Playground maintenance	N/A*	52	52	52
* Turf maintenance	N/A*	365	365	417
* Irrigation maintenance	N/A*	52	52	104
* Field maintenance	N/A*	365	365	365
% of citizens rating parks facilities as "good" or "excellent"	77%	N/A*	74%	N/A*

## FY2013 BUDGET

### Community Services – Parks Maintenance

Cost Center: #10033132

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$ 76,202	\$149,558	\$137,806	\$109,853	\$157,074
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	190,743	272,232	476,977	479,402	604,992
Supplies	5,687	-	21,631	21,631	8,831
Capital Outlay	32,400	46,431	-	77,509	-
<b>Division Totals</b>	<b>\$ 304,762</b>	<b>\$468,221</b>	<b>\$636,414</b>	<b>\$688,395</b>	<b>\$770,897</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Maintenance Worker	2.0	2.0	1.0	-	-
Recreation Coordinator	-	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>2.0</b>	<b>3.0</b>	<b>2.0</b>	<b>1.0</b>	<b>1.0</b>



## Community Services – Recreation

### Division Description

The Recreation Division provides year-round programs that include coordinating adult sports leagues, 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 leagues for youth and adults.
  - 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time Employee Equivalents	4.0	3.0	3.0	4.3
* # of Full-time Employees	4	3	3	3
* # of Part-time Employees	0	0	0	2
Hours of volunteer service received	11,718	11,016	11,142	11,682
% of citizens rating recreation programs "good" or "excellent"	47%	N/A*	47%	N/A*
Facility (includes park) reservations processed	N/A	395	634	600
# of program registrations processed	3176	3470	4360	4500
* % of registrants that were youth	66%	61%	73%	75%
* % of registrations completed via web	55%	61%	69%	75%

## FY2013 BUDGET

### Community Services – Recreation

Cost Center: #10033131

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$227,825	\$221,591	\$201,057	\$201,057	\$284,272
Professional and Technical	75,776	47,505	60,000	85,528	296,252
Purch. Property Services	-	-	8,400	8,400	8,400
Other Purchased Services	3,683	3,173	158,078	158,078	9,736
Supplies	442,737	411,161	488,923	488,923	161,633
Capital Outlay	282,007	-	-	-	8,400
<b>Division Totals</b>	<b>\$1,032,028</b>	<b>\$ 683,430</b>	<b>\$ 916,458</b>	<b>\$941,986</b>	<b>\$ 768,693</b>

## AUTHORIZED POSITIONS

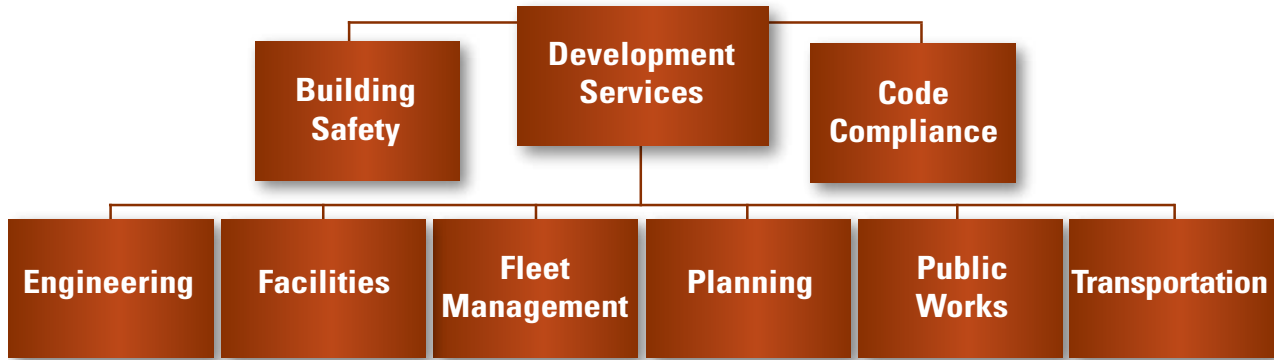
POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Recreation Coordinator	2.0	2.0	1.0	1.0	1.0
Recreation Services Lead	-	-	1.0	1.0	1.0
Recreation Programmer	1.0	-	-	-	-
Youth Coordinator	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>4.0</b>	<b>3.0</b>	<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 providing quality customer service by effectively facilitating the development process while protecting the health, safety and public welfare of the community.

### 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, traffic impact analysis, facilities management, and code enforcement. 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.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

## 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 psychological 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents department-wide	29	32.5	29	29
# of Full-time employee equivalents division-wide	4	3	2.75	2.75
# of Full Time Employee Equivalents	4	3	2.75	2.75
Hours of volunteer service received	N/A	N/A	N/A	N/A
% of citizens satisfied with customer service received at the One Stop Shop	N/A	66%	68%	80%
# of City permits issued (all types)	826	674	742	800
# of documents recorded	7	3	2	4
# of approved fast-track projects and expedited reviews completed	4	5	1	4

## FY2013 BUDGET

### Development Services – Administration

Cost Center: #10044140

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$338,646	\$289,646	\$249,164	\$249,164	\$300,628
Professional and Technical	-	1,118	10,000	18,160	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,216	4,362	12,203	12,203	10,658
Supplies	46	100	205	205	649
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$342,908</b>	<b>\$295,346</b>	<b>\$271,572</b>	<b>\$279,732</b>	<b>\$311,935</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Development Services Director*	1.0	1.0	0.75	0.75	0.75
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
CIP Project Manager	-	-	1.0	1.0	1.0
Development Expeditor	1.0	1.0	-	-	-
Permit Technician	-	-	-	-	1.0
Engineering Technician	1.01	-	-	-	-
<b>Division Totals</b>	<b>4.0</b>	<b>3.0</b>	<b>2.75</b>	<b>2.75</b>	<b>3.75</b>

\* Position is funded in both Administration and in the Public Works Division

## Development Services – Building Safety

### Division 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	7	7	7	6
# of building plan reviews completed	55	118	171	180
* RESIDENTIAL: Average turnaround time for first submittals (business days)	15	14	12	11
* RESIDENTIAL: Average turnaround time for second submittals (business days)	10	9	8	7
* COMMERCIAL: Average turnaround time for first submittals (business days)	22	20	18	12
* COMMERCIAL: Average turnaround time for second submittals (business days)	16	15	13	10
* TENANT IMPROVEMENT: Average turnaround time for first submittals (business days)	9	9	7	6
* TENANT IMPROVEMENT: Average turnaround time for second submittals (business days)	5	3	3	2
# of building inspections conducted	5,759	3,584	4,517	5,300
* Average response time for inspections (hours)	24	24	24	22
* % of inspections passing on first visit	34%	30%	35%	36%
* Average # of inspections per full-time inspector	1,440	1,792	2,258	2,650

## FY2013 BUDGET

### Development Services – Building Safety

Cost Center: #10044142

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$580,226	\$588,325	\$578,901	\$578,901	\$536,240
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	9,508	6,030	30,132	30,132	31,632
Supplies	265	393	805	6,663	2,343
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$589,999</b>	<b>\$594,748</b>	<b>\$609,838</b>	<b>\$615,696</b>	<b>\$570,215</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Development Services Director	-	-	-	-	-
Chief Building Official	1.0	1.0	1.0	1.0	1.0
Development Expeditor	-	-	-	-	-
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	-
Administrative Assistant	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>



## Development Services – Engineering

### Division 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. Manage horizontal capital improvement projects

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	3	3	1.5	1.5
# of engineering plan reviews completed	51	69	144	140
* Average turnaround time for first submittals (business days)	16	12	12	11
* Average turnaround time for second submittals (business days)	16	12	12	8
# of engineering inspections conducted	N/A	348	290	351
* Average response time for inspections (hours)	24	24	24	24

## FY2013 BUDGET

### Development Services – Engineering

Cost Center: #10044145

#### Summary by Category

EXPENDITURE CATEGORY	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$177,900	\$184,289	\$140,035	\$140,035	\$131,526
Professional and Technical	89,277	625,571	2,805,000	30,000	30,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	1,873	2,540	1,435	1,435	1,785
Supplies	-	103	1,074	1,074	1,074
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$269,050</b>	<b>\$812,503</b>	<b>\$2,947,544</b>	<b>\$172,544</b>	<b>\$164,385</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
City Engineer	-	-	-	-	-
Sr. Engineer Plans Examiner	1.0	1.0	1.0	1.0	1.0
PW Inspector	1.0	1.0	0.5	0.5	0.5
Administrative Assistant	1.0	1.0	-	-	-
<b>Division Totals</b>	<b>3.0</b>	<b>3.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>



## Development Services – Fleet Management

### Division 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 Department of Transportation 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	1	1	1	1
Vehicles and equipment in fleet	123	128	131	135
Road service calls	N/A	N/A	N/A	800
Work orders completed	N/A	N/A	882	920
Annual non-Police vehicle maintenance costs	\$41,000	\$172,000	\$119,393	\$172,000
* Average annual maintenance cost per non-Police vehicle	\$683	\$2,600	\$1,809	\$2,500
Annual Police vehicle maintenance costs	\$123,000	\$153,000	\$144,016	\$153,000
* Average annual maintenance cost per Police vehicle	\$1,952	\$2,500	\$2,361	\$2,500

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
% of repairs that are regularly scheduled	N/A	N/A	N/A	33%
* Average turnaround time for non-emergency repairs (business days)	N/A	N/A	N/A	3
* Average turnaround time for non-emergency maintenance (business days)	N/A	N/A	N/A	1

## FY2013 BUDGET

### Development Services – Fleet Management

Cost Center: #10044147

#### Summary by Category

EXPENDITURE CATEGORY	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$82,452	\$87,214	\$83,459	\$83,459	\$83,754
Professional and Technical	45	-	5,000	5,000	1,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	230,074	102,532	16,758	16,758	15,758
Supplies	-	157,556	1,547	1,547	5,547
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$312,571</b>	<b>\$347,302</b>	<b>\$106,764</b>	<b>\$106,764</b>	<b>\$106,059</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 09-10 ACTUAL	FY 10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Fleet Manager	1.0	1.0	1.0	1.0	1.0
<b>Division 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

### Division 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, US Post Office.
  - a. Establish inter-agency database of addressing information
5. Protect the environment.
  - a. Take a leadership role with federal, state and local organizations charged with addressing environmental concerns
  - b. Utilize the planning process to support and implement environmentally-friendly design principles

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	3	3	2	2
# of plan reviews completed	122	148	112	170
* Average turnaround time for first submittals (business days)	N/A	10	10	8
* Average turnaround time for second submittals (business days)	N/A	10	10	8
* % of reviews that were Site Plans	N/A	8%	11%	11%
* % of reviews that were Final Plats	N/A	6%	2%	22%
* % of reviews - Conditional Use Permits	N/A	9%	11%	10%

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
* % of reviews - Temporary Use Permits	N/A	13%	20%	23%
* % of reviews - Variances	N/A	4%	4%	3%
* % of reviews - Rezoning	N/A	3%	4%	8%
* % of reviews - General Plan Amendments	N/A	3%	0%	6%
* % of reviews - Sign Permits	N/A	55%	46%	40%
* % of reviews - Comprehensive Sign Plans	N/A	1%	4%	3%
# of Board of Adjustment cases reviewed	N/A	5	2	2
Zoning cases reviewed or amended	N/A	4	2	4
Average # of calendar days from first formal submittal to final approval	N/A	87	111	90

## FY2013 BUDGET

### Development Services – Planning

Cost Center: #10044141

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$208,716	\$173,714	\$168,809	\$168,809	\$171,139
Professional and Technical	-	50	-	35,000	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	6,977	2,985	4,552	5,252	5,074
Supplies	-	-	529	529	519
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$215,693</b>	<b>\$176,749</b>	<b>\$173,890</b>	<b>\$209,590</b>	<b>\$176,732</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Planning Manager	1.0	1.0	1.0	1.0	1.0
Planner II	1.0	1.0	-	-	1.0
Planner I	-	-	1.0	1.0	-
Assistant Planner	1.0	1.0	-	-	-
Administrative Assistant II	-	-	-	-	-
Planner Assistant	-	-	-	-	-
<b>Division Totals</b>	<b>3.0</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Development Services – Public Works

### Division 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	8	8	9.25	9.25
# of street signs installed, replaced, maintained	350	375	523	650
Miles of striping completed	N/A	38.93	50.29	40
# of street miles swept	8,900	9,430	9,300	9,300
# of street sweepers in service	2	2	2	2
Average annual miles per street sweeper	4450	4715	4650	4715
Average annual miles of maintenance per FTE	69.86	69.86	61.21	61.58
Lane miles requiring maintenance service	489	489	505	508
* % of lane miles requiring maintenance completed	95%	95%	100%	100%
% of citizens rating street maintenance as "good" or "excellent"	81%	N/A	79%	N/A

## FY2013 BUDGET

### Development Services – Public Works

Cost Center: #20055151

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$512,595	\$534,520	\$659,486	\$659,486	\$675,464
Professional and Technical	11,782	90	5,315	5,315	5,315
Purch. Property Services	101	101	101	101	-
Other Purchased Services	278,317	304,826	603,161	677,471	687,058
Supplies	57,165	80,894	132,768	58,458	46,361
Capital Outlay	94,472	10,528	1,895,872	1,895,872	1,715,971
<b>Division Totals</b>	<b>\$954,432</b>	<b>\$930,995</b>	<b>\$3,296,703</b>	<b>\$3,296,703</b>	<b>\$3,130,169</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Development Services Director	1.0	1.0	0.25	0.25	0.25
Public Works Superintendent	-	-	1.0	1.0	1.0
City Engineer-Transportation Manager	-	-	0.5	0.5	0.5
Public Works Construction Inspector	-	-	0.5	0.5	0.5
Maintenance Foreman	1.0	1.0	1.0	1.0	1.0
Equipment Operator	4.0	4.0	2.0	2.0	4.0
Maintenance Worker	2.0	2.0	4.0	4.0	2.0
<b>Division Totals</b>	<b>8.0</b>	<b>8.0</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>

## Development Services – Transportation

### Division 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, and 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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	2	4	1.5	1.5
# of traffic study reviews completed	14	20	23	25
* Average turnaround time for first submittals (business days)	10	10	10	8
* Average turnaround time for second submittals (business days)	9	8	8	7
# of scheduled traffic signal maintenance performed	N/A	96	156	180
Lane miles of roadway constructed	3.50	1.75	2.25	2.00
% of citizens rating the transit system as "good" or "excellent"	26%	N/A	19%	N/A
Transit trips taken	25,937	14,320	3,005	2,727
* % increase (decrease) in transit trips from previous year	0.4%	-44.8%	-79.0%	-9.3%
Transit ridership (unique passengers)	N/A	N/A	81	100

## FY2013 BUDGET

### Development Services – Transportation

Cost Center: #10044146

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$98,413	\$112,341	\$64,767	\$86,513	\$103,245
Professional and Technical	377,886	887,193	50,000	49,000	99,004
Purch. Property Services	7,612	1,772	-	-	146
Other Purchased Services	1,712	1,013	3,050	22,074	23,023
Supplies	14,749	332	823	1,823	534
Capital Outlay	212,631	218,811	2,607,064	-	-
<b>Division Totals</b>	<b>\$713,003</b>	<b>\$1,221,462</b>	<b>\$2,725,704</b>	<b>\$159,410</b>	<b>\$225,952</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Transportation Manager	1.0	1.0	0.5	-	0.5
Transit Coordinator	1.0	-	1.0	-	0.6
<b>Division Totals</b>	<b>2.0</b>	<b>1.0</b>	<b>1.5</b>	<b>-</b>	<b>1.1</b>





## Development Services – Facilities Management

### Division 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. Provide quality services.
  - a. Perform custodial routines as defined in the daily/weekly schedule

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	2	2.5	2	2
# of independent structures maintained	11	13	14	14
Square feet of building space maintained	39,870	46,963	46,963	46,963
* Average square feet per full time employee	N/A	N/A	23,482	23,482
# of non-emergency repair requests	N/A	N/A	117	120
* Average response time for non-emergency repair requests (hours)	48	48	48	48
# of emergency repair requests	N/A	N/A	N/A	40

## FY2013 BUDGET

### Facilities Management

Cost Center: #10044148

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$116,473	\$110,271	\$118,108	\$118,108	\$119,372
Professional and Technical	-	-	-	-	-
Purch. Property Services	103,132	105,702	108,228	-	108,260
Other Purchased Services	280,583	259,237	320,776	429,004	304,027
Supplies	3,012	652	2,000	2,000	16,982
Capital Outlay	18,504	23,386	85,000	85,000	-
<b>Division Totals</b>	<b>\$521,704</b>	<b>\$499,247</b>	<b>\$634,112</b>	<b>\$634,112</b>	<b>\$548,641</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Facility Manager	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	1.0	1.5	-	-	-
Custodian	-	-	1.0	1.0	1.0
<b>Division Totals</b>	<b>2.0</b>	<b>2.5</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

## Development – Code Compliance

### Division 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 Enforcement Cases

1. Resolve code enforcement 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 volunteers or Code Compliance Officer.

#### Animal Care and Control

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

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	1	1	2	2
# of volunteer hours donated to code compliance assistance	N/A	N/A	104	120
# of code compliance cases	N/A	238	230	250
* % of cases closed after first contact	N/A	85%	85%	90%
* % of cases resulting in escalation to citation	N/A	15%	15%	10%
# of inspections conducted	N/A	300	689	700
# of graffiti images abated	N/A	564	995	1,000
* % of graffiti images abated within 24 hours of reporting	N/A	N/A	95%	97%

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
* Square foot size of all graffiti abatements	N/A	N/A	N/A	2,000
# of special events coordinated	N/A	N/A	1	3
Percent of citizens rating code enforcement as "good" or "excellent"	53%	N/A	41%	N/A

## FY2013 BUDGET

### Development Services – Code Compliance

Cost Center: #10044149

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$86,958	\$90,240	\$126,102	\$99,442	\$135,013
Professional and Technical	68,643	68,498	86,657	86,657	98,157
Purch. Property Services	-	-	-	-	-
Other Purchased Services	3,215	1,959	20,046	20,046	19,546
Supplies	18,032	10,788	30,550	24,692	29,359
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$176,848</b>	<b>\$171,485</b>	<b>\$263,355</b>	<b>\$230,837</b>	<b>\$282,075</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Senior Code Compliance Officer	1.0	1.0	1.0	1.0	1.0
Animal Control Officer	-	-	1.0	1.0	1.0
<b>Division Totals</b>	<b>1.0</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Fire Department

## Fire Department – Administration



### Mission

To protect the lives and property of the residents, businesses and visitors within the City of Maricopa. Our dedicated, highly-training men and women execute that mission 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 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.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### Goals and Objectives

1. Assure citizen satisfaction with the quality of fire services.
  - a. 80% or more of the citizens surveyed will rate the Fire Department services as good or excellent

2. Provide efficient, effective emergency services to the city.
  - a. Compare favorably with the average firefighters per 1,000 population for similar cities
  - b. Compare favorably with average per capita cost for cities of similar size
  - c. Maintain a safe work environment for employees

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents department-wide	66	63	63	63
# of Full-time employee equivalents division-wide	3	3	3	3
Hours of volunteer service received	47	53	N/A	50
% of citizens rating Fire Department services as good or excellent	80%	N/A	72%	N/A

## FY2013 BUDGET

### Fire Department – Administration

Cost Center: #10022525

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$283,676	\$288,119	\$278,649	\$278,649	\$291,341
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	51
Other Purchased Services	6,819	3,679	3,534	4,684	5,134
Supplies	1,734	4,183	4,900	4,900	5,950
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$292,229</b>	<b>\$295,981</b>	<b>\$287,083</b>	<b>\$288,233</b>	<b>\$302,476</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Fire Chief	1.0	1.0	1.0	1.0	1.0
Recrods Management Coordinator	1.0	1.0	1.0	1.0	-
Management Analyst	-	-	-	-	1.0
Training/EMS Coordinator	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>	<b>3.0</b>

# Fire Department – Fire Operations

## Division 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. 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.
  - 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

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	58	55	55	55
Hours of volunteer service received	N/A	N/A	N/A	N/A
Staffing per 1,000 residents served	1.3	1.3	1.3	1.3
# of calls	3,292	3,149	3,202	3,284
* % of calls for fire	12%	11%	12%	11%
* % of calls for medical (includes traffic)	80%	82%	81%	81%
* % of calls for special operations	1%	1%	1%	1%
* % of calls for service	6%	6%	6%	7%
Average response time for all calls (HH:MM)	6:25	5:54	5:56	5:01
* Average response time for fire calls	6:19	6:03	6:03	5:48
* Average response time for medical calls (includes traffic)	5:13	5:15	5:10	4:45
* Average response time for special operations calls	7:24	5:47	6:09	4:56
* Average response time for service calls	6:46	6:34	6:24	6:28

## FY2013 BUDGET

### Fire Department – Operations

Cost Center: #10022527

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$5,642,648	\$5,863,226	\$5,996,780	\$5,996,780	\$5,864,411
Professional and Technical	19,293	20,799	27,500	27,500	27,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	55,821	45,493	36,902	36,355	36,902
Supplies	35,615	32,601	38,350	38,565	38,350
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$5,753,377</b>	<b>\$5,962,119</b>	<b>\$6,099,532</b>	<b>\$6,099,200</b>	<b>\$5,967,163</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Battalion Chief	3.0	3.0	3.0	3.0	3.0
Fire Captain Paramedic	-	-	-	-	7.0
Fire Captain	14.0	13.0	13.0	13.0	6.0
Fire Engineer	-	-	-	-	7.0
Fire Engineer Paramedic	-	-	-	-	5.0
Fire Paramedic	-	-	-	-	15.0
Firefighter/EMT	41.0	39.0	39.0	39.0	12.0
<b>Division Totals</b>	<b>58.0</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>	<b>55.0</b>



## Fire Department – Fire Prevention

### Division 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. Minimize the effects of natural and man-made disasters through training, development, and exercising the City emergency response and recovery plan.
  - a. Meet suggested Department of Homeland Security guidelines for exercise and evaluation of emergency operations
2. Minimize the loss of life and property by ensuring the structural fire safety of buildings.
  - a. Provide occupancy inspections for buildings and property
  - b. Determine the cause and origins of fire
3. Minimize the loss of life and property through fire and life safety education.
  - a. Provide life safety education to target populations
  - b. Provide accurate, timely, and citizen-focused information to citizens and the media

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	2	2	2	2
Hours of volunteer service received	N/A	N/A	N/A	N/A
# of inspections completed	595	666	570	620
* % of inspections as new construction	38%	33%	31%	30%
* % of inspections conducted as part of annual review	48%	51%	44%	40%
* % of inspections conducted as reinspections	6%	16%	25%	30%
* % of properties subject to inspection receiving inspection	71%	61%	68%	66%
# of investigations conducted	10	13	9	10
* % of incidents with cause determinations	70%	77%	90%	75%
# of public information messages released as fire prevention education	N/A	N/A	55	100

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
Subscribers to Nixle notification system	N/A	N/A	1,459	2,000
# of presentations of fire safety instructions to educational and child care facilities	54	81	81	81
* # of audience members in presentations	8,541	8,797	9,060	9,000

## FY2013 BUDGET

### Fire Department – Prevention

Cost Center: #10022526

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$209,037	\$206,423	\$198,696	\$199,446	\$204,397
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	5,316	3,165	5,250	4,756	3,735
Supplies	5,879	4,426	5,000	4,400	6,550
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$220,233</b>	<b>\$214,014</b>	<b>\$208,946</b>	<b>\$208,602</b>	<b>\$214,682</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Fire Division Chief	1.0	1.0	1.0	1.0	1.0
Fire Marshal Inspector	1.0	1.0	1.0	1.0	1.0
<b>Division 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

### Division Description

Fire Support Services manages and maintains fire apparatus, equipment and facilities in a cost-effective manner while providing for the safety of the responders and general public.

### Goals and Objectives

1. Provide a safe, efficient and cost-effective fleet of fire vehicles, equipment, and apparatus.
  - a. Conduct regular inspections and predictive maintenance for fire apparatus, facilities, and equipment
  - b. Provide a safe work environment with zero accidents attributed to equipment, or apparatus failure
  - c. Maintain compliance with federal and state mandates

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	3	3	3	3
Hours of volunteer service received	N/A	N/A	N/A	N/A
Vehicles and equipment in fleet	15	16	15	15
Work orders completed	N/A	N/A	865	860
* % as fleet work orders	N/A	35%	35%	39%
* % as facilities work orders	N/A	41%	32%	35%
* % as equipment work orders	N/A	24%	33%	26%
Annual vehicle maintenance costs	\$133,538	\$102,217	\$140,588	\$123,480
* Average annual maintenance cost per vehicle	\$8,903	\$6,389	\$9,373	\$8,232
# of emergency repairs	1	2	1	1
* Average turnaround time for repairs (hours)	32	48	2	16



## FY2013 BUDGET

### Fire Department – Support Services

Cost Center: #10022528

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$168,994	\$278,461	\$280,872	\$280,872	\$287,334
Professional and Technical	198,565	252,556	256,059	250,059	263,709
Purch. Property Services	-	-	-	-	-
Other Purchased Services	346,312	327,423	486,068	105,465	520,548
Supplies	185,248	176,810	132,802	110,210	36,955
Capital Outlay	370,152	753,173	3,639,691	331,425	79,323
<b>Division Totals</b>	<b>\$1,269,272</b>	<b>\$1,788,423</b>	<b>\$1,852,285</b>	<b>\$1,078,031</b>	<b>\$1,187,869</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Fire Division Chief	-	1.0	1.0	1.0	1.0
Master Mechanic	1.0	1.0	1.0	1.0	1.0
Fire Mechanic	1.0	1.0	1.0	1.0	1.0
EMS Coordinator	1.0	-	-	-	-
<b>Division 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. Police Administration guides the Professional Standards Unit in policy changes, policy compliance and develops training recommendations based on data collected by that unit. Police Administration takes an active role in helping the department become nationally accredited.

### Strategic Plan Priorities

Economic Sustainability, Quality of Life, Transportation, Public Safety, Quality Municipal Services

### Goals and Objectives

1. Hire, retain, and mentor sworn and civilian personnel who provide outstanding services to the citizens.
  - a. Continue relationships with Chandler-Gilbert Community College (CGCC), East Valley Regional Training Academy, and other partnerships who may assist in recruiting outstanding candidates
  - b. Respond to life threatening (Priority 1) calls for service in six minutes or less

- c. Maintain and improve website to encourage new candidate applications
  - d. Research and provide opportunities for internal and external mentoring
  - e. Respond to reports only calls (Priority 4) calls in less than two hours
2. Conduct 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, best practice and CALEA standards
  3. Maintain high standards of Property & Evidence accountability.
    - a. Less than a 3.0% error rate for all stored property and evidence stored on the annual Property/Evidence Audit
    - b. Initiate programs and policies to maximize storage efficiencies in concurrence with best practices
  4. 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
    - b. Thoroughly investigate and complete citizens' complaints, to include contacting complainant, within specified time frame whenever possible
    - c. Provide ongoing training to members and citizens pertaining to the investigation process

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents Department-Wide	66	63	66	66
# of Full-time employee equivalents	12	8	6	5
Hours of volunteer service	N/A	2,039	14,056	15,000
# of community events/meetings attended or coordinated	6	8	21	50
* % of events/meetings as Neighborhood Watch Programs	17%	13%	19%	46%
* % of events/meetings as Coffee with the Chief	N/A	N/A	29%	24%
* % of events/meetings as presentations to groups	33%	50%	14%	10%
* % of events/meetings as citizen academies	N/A	13%	10%	8%
* % of events/meetings as school- related	50%	25%	29%	12%
# of Events Explorers participated In	N/A	N/A	4	6
# of Explorer program participants	N/A	10	12	12
# of ride-alongs	N/A	6	12	25
Total Internal Affairs investigations	64	27	31	25

## FY2013 BUDGET

### Police Department – Office of the Chief

Cost Center: #10022121

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$1,131,710	\$678,799	\$650,188	\$633,027	\$630,847
Professional and Technical	5,237	1,968	9,596	89,508	68,686
Purch. Property Services	-	-	-	-	-
Other Purchased Services	23,888	22,071	12,070	12,565	14,370
Supplies	9,764	17,770	16,430	18,054	17,140
Capital Outlay	11	-	-	-	-
<b>Division Totals</b>	<b>\$1,170,610</b>	<b>\$720,608</b>	<b>\$688,284</b>	<b>\$753,154</b>	<b>\$731,043</b>

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



## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Public Safety Director	1.0	-	-	-	-
Chief of Police	1.0	1.0	1.0	1.0	1.0
Assistant Chief of Police	-	-	1.0	1.0	-
Commander	-	-	-	-	2.0
Sergeant	2.0	1.0	1.0	1.0	1.0
Detective	3.0	-	-	-	-
Police Officer	1.0	2.0	1.0	1.0	-
Alarm Coordinator	1.0	1.0	1.0	1.0	-
Administrative Assistant	2.0	2.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	-	-	-
<b>Division Totals</b>	<b>12.0</b>	<b>8.0</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>





## Police Department – Support Services

### Division Description

The Support Services division consists of the Police Records Unit, Property and Evidence Unit, COMPSTAT Unit/Crime Analysis and Intel, Volunteers and Training Support Services. The division primarily supports the daily activities conducted by the Operations Division.

### 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
  - b. Conduct Administrative Hearings related work regarding vehicle impounds
2. 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
  - b. Work with the Operations Division as well as Administration to provide required training and in identified topics of concern
3. Analyze Crime Data and Intelligence received by Operations and disseminates crime fighting missions in accordance with that analysis.
  - a. Provide crime and disorder analysis in support of department members and the public
  - b. Provide crime analysis services (tactical crime bulletins, statistical administrative reports, crime maps, etc.)
4. Coordinate departmental volunteer programs.
  - a. Provide departmental volunteer activity to enhance citizen interaction and service to our community
  - b. Involve volunteer personnel in community activities and department functions to maximize efficiency

### PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	4	4	6	8
Public Records requests processed	1,359	1,769	1,859	1,904
# of Front Counter Visitors	N/A	N/A	N/A	200
# of cases processed	1,384	2,423	3,356	3,033
Citations issued	3,459	4,183	3,096	3,821

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
* Criminal citations	692	425	520	496
* Criminal traffic citations	N/A	41	88	68
* Civil citations	N/A	1,610	1,833	1,807
Alarm Permits issued	937	620	530	603
# of Animal Control Calls	823	956	1,012	1,033
Total training hours completed	N/A	72	116	900

## FY2013 BUDGET

### Police Department – Support Services

Cost Center: #10022123

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$487,777	\$476,147	\$732,907	\$356,103	\$594,954
Professional and Technical	489,087	508,842	573,250	-	665,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,661	8,746	20,384	15,425	59,684
Supplies	35,850	51,514	65,563	38,133	53,890
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$1,017,375</b>	<b>\$1,045,249</b>	<b>\$1,392,104</b>	<b>\$409,661</b>	<b>\$1,373,528</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Police Officer	1.0	1.0	2.0	2.0	2.0
Lieutenant	2.0	2.0	2.0	2.0	-
Sergeant	-	2.0	-	-	-
Accreditation Manager	1.0	1.0	1.0	1.0	-
Property/Evidence Manager	1.0	1.0	1.0	1.0	1.0
Crime Scene Technician	1.0	1.0	-	-	-
Records Clerk	-	-	4.0	4.0	3.0
Records Coordinator	-	-	-	-	1.0
Management Analyst	-	-	-	-	1.0
<b>Division Totals</b>	<b>6.0</b>	<b>8.0</b>	<b>10.0</b>	<b>10.0</b>	<b>8.0</b>

# Police Department – Operations

## Division Description

The Operations 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 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.

## Goals and Objectives

1. To protect lives and property by providing professional police services in a timely, efficient, and effective manner.
  - a. 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
  - b. Reduce number of speed related injury accidents by 10%
  - c. Conduct six high profile speed enforcement details by end of year
  - d. Complete or forward first responder investigations within five days 80% of the time
  - e. Develop and communicate effective crime reduction strategies for each beat on an ongoing basis
  - f. 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. Work with Crime Analysis and Intel Unit to routinely analyze and address crime trends with proactive investigative strategies
  - d. Respond to hot calls (Priority H) calls for service in five minutes or less
  - e. Respond to life threatening (Priority 1) calls for service in six minutes or less
  - f. Respond to urgent but non-emergency (Priority 2) calls in 35 minutes or less
  - g. Respond to non-emergency (Priority 3) calls in 60 minutes or less
  - h. Respond to reports only calls (Priority 4) calls in less than two hours

## PERFORMANCE MEASURES

MEASURES	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 PROJECTED
# of Full-time employee equivalents	50	51	54	53
Sworn personnel per 1,000 population	1.28	1.34	1.33	1.33
Calls for service: officer initiated	1,117	1,361	1,464	1,532
Calls for service: community generated	17,063	17,712	17,317	16,680
* Priority H (hot calls) average response time (MM:SS)	5:10	6:27	8:03	6:00
* Priority 1 average response time (MM:SS)	7:39	8:15	8:30	8:00
* Priority 2 average response time (MM:SS)	10:38	12:33	0:58	12:00
* Priority 3 average response time (MM:SS)	15:19	17:44	19:37	18:00
* Priority 4 average response time (MM:SS)	7:33	11:06	43:05:00	30:00:00
# of Part 1 crimes	1,161	1,372	1,199	1,154
* Part 1 crimes against persons per 1,000 population	268	300	226	230
* Part 1 crimes against property per 1,000 population	893	1072	973	924
* % increase (decrease) in the number of Part 1 property crimes per 1,000 resident	4.79%	1.77%	2.28%	1.12%
# of Part 2 Crimes	N/A	2369	2605	2612
Felony Arrest	N/A	759	772	804
Misdemeanor Arrest	N/A	1,610	1,833	1,808
Total DUI Processed	N/A	N/A	N/A	150
Total number of collisions	N/A	555	430	517
* # of collisions with injuries	N/A	70	45	60
* % of collisions with injuries	N/A	13%	10%	12%
# of enforcement details completed per year	N/A	25	30	29

Note: FY12-13 Full Time Employee Equivalent department distribution based on August 2012 reorganization

Note: FY11-12 Crime numbers are UCR data as of November 2011

## FY2013 BUDGET

### Police Department – Operations

Cost Center: #10022122

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$3,923,279	\$4,514,375	\$4,729,204	\$4,758,778	\$5,177,214
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	41,191	30,133	401,682	403,920	406,882
Supplies	56,695	59,114	53,581	120,353	77,178
Capital Outlay	-	-	355,000	-	-
<b>Division Totals</b>	<b>\$4,021,165</b>	<b>\$4,603,622</b>	<b>\$5,539,417</b>	<b>\$5,283,051</b>	<b>\$5,661,274</b>

#### AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Lieutenant	2.0	2.0	2.0	2.0	3.0
Sergeant	8.0	7.0	7.0	7.0	8.0
Police Officer	37.0	37.0	37.0	37.0	40.0
Police Recruit	-	-	-	-	2.0
<b>Division Totals</b>	<b>47.0</b>	<b>46.0</b>	<b>46.0</b>	<b>46.0</b>	<b>53.0</b>

# Other Budgets

## Debt Service

### Department Description

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

### FY2013 BUDGET

#### Debt Service

Cost Center: #40000000

Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Principal	-	\$730,000	-	\$750,000	\$775,000
Interest	-	1,460,707	1,757,846	1,342,402	1,346,048
<b>Departmental Totals</b>	-	<b>\$ 2,190,707</b>	<b>\$1,757,846</b>	<b>\$2,092,402</b>	<b>\$2,121,048</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.

### FY2013 BUDGET

#### Local Road Maintenance

Cost Centers: #20544145 & 20555151

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	147,552	-	-	-	-
Other Purchased Services	-	-	-	145,200	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	1,000,000
<b>Departmental Totals</b>	<b>\$147,552</b>	<b>-</b>	<b>-</b>	<b>\$145,200</b>	<b>\$1,000,000</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.

### FY2013 BUDGET

#### Grants Fund

Cost Center: #220

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	\$235,356	\$394,312	\$1,538,516	\$1,484,328	\$1,140,811
Professional and Technical	738,111	2,684,405	6,975,563	6,927,508	2,504,610
Purch. Property Services	-	-	-	-	26,585
Other Purchased Services	13,322	29,176	51,342	87,938	40,300
Supplies	96,367	107,621	6,246,101	6,171,460	3,354,047
Capital Outlay	548,003	594,983	5,824,701	5,589,989	5,637,890
<b>Departmental Totals</b>	<b>\$1,631,159</b>	<b>\$3,810,497</b>	<b>\$20,636,223</b>	<b>\$20,261,223</b>	<b>\$12,704,243</b>



# County Road Tax

## Department Description

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

### FY2013 BUDGET

#### County Road Tax

Cost Center: #30044145

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	15,572	33,821	-	10,000	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	976,816	689,140	-	801,550	-
Supplies	-	-	-	-	-
Capital Outlay	238,388	109,973	1,000,000	599,650	2,225,000
<b>Departmental Totals</b>	<b>\$1,230,776</b>	<b>\$832,934</b>	<b>\$1,000,000</b>	<b>\$1,411,200</b>	<b>\$2,225,000</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.

### FY2013 BUDGET

#### Parks Bond Fund

Cost Center: #33033132 & 33033138

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	84,074	3,880,000	3,880,000	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	309,115	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	6,740,425	755	-	-	22,877,936
<b>Departmental Totals</b>	<b>\$7,049,540</b>	<b>\$84,830</b>	<b>\$3,880,000</b>	<b>\$3,880,000</b>	<b>\$22,877,936</b>



## Grants CIP Fund

### Department Description

This cost center is used to accumulate and provide funds for grant-funded projects. This fund was established in FY12-13.

### FY2013 BUDGET

#### Grants CIP Fund

Fund: #352

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	61,477,187
<b>Departmental Totals</b>	-	-	-	-	<b>\$61,477,187</b>

## General Governmental CIP Fund

### Department Description

This fund is used to accumulate and provide funds for various general governmental CIP projects and is funded primarily from construction sales tax and other one-time revenues. This fund was established during FY11-12.

### FY2013 BUDGET

#### General Governmental CIP Fund

Fund: #350

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	1,903,355	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	97,264	-
Capital Outlay	-	-	-	7,766,933	16,058,287
<b>Departmental Totals</b>	-	-	-	<b>\$9,767,552</b>	<b>\$16,058,287</b>

# General Governmental Bond Fund

## Department Description

This fund is used to accumulate and provide funds for the debt-funded City Complex CIP project. Proceeds are anticipated to consist of annual appropriation debt. This fund was established in FY12-13.

### FY2013 BUDGET

#### General Governmental Bond Fund

Fund: #331

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	8,572,688
<b>Departmental Totals</b>	-	-	-	-	<b>\$8,572,688</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	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</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.

### FY2013 BUDGET

#### Library Development Impact Fee Fund

Cost Center: #32133135

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	24,393	-	-	-
<b>Departmental Totals</b>	-	<b>\$24,393</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.

## FY2013 BUDGET

### Public Safety Development Impact Fee Fund

Cost Center: #32222121 & 32222528

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	27,241	437	927,278	927,278	434,975
<b>Departmental Totals</b>	<b>\$27,241</b>	<b>\$437</b>	<b>\$927,278</b>	<b>\$927,278</b>	<b>\$434,975</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.

### FY2013 BUDGET

#### General Government Development Impact Fee Fund

Cost Center: #32333138

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	5,000	583,105	600,000	1,800,000	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	56,897	-	6,353,413	5,153,413	3,606,436
<b>Departmental Totals</b>	<b>\$61,897</b>	<b>\$583,105</b>	<b>\$6,953,413</b>	<b>\$6,953,413</b>	<b>\$ 3,606,436</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.

## FY2013 BUDGET

### Transportation Development Impact Fee Fund

Cost Center: #32444145 & 32444146

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	22,056	49,004	500,000	525,926	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	400	-
Supplies	-	-	-	-	-
Capital Outlay	506,684	1,237,158	14,047,064	13,464,338	10,842,064
<b>Departmental Totals</b>	<b>\$528,804</b>	<b>\$1,286,162</b>	<b>\$14,547,064</b>	<b>\$13,990,664</b>	<b>\$10,842,064</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.

### FY2013 BUDGET

#### Police Development Impact Fee Fund

Cost Center: #32322121

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	155,509	155,509	280,000
<b>Departmental Totals</b>	-	-	<b>\$155,509</b>	<b>\$155,509</b>	<b>\$280,000</b>

# Fire Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for fire facilities needed to maintain existing levels of service to new growth in the community. Facilities include all appurtenances, equipment and vehicles. This fund was established to collect revised fees effective after December 2010.

### FY2013 BUDGET

#### Fire Development Impact Fee Fund

Cost Center: #34422528

#### Summary by Category

EXPENDITURE CATEGORY	FY09-10 ACTUAL	FY10-11 ACTUAL	FY11-12 BUDGET	FY11-12 REVISED	FY12-13 ADOPTED
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	49,900
<b>Departmental Totals</b>	-	-	-	-	<b>\$49,900</b>



# *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 typically with a total cost over \$25,000. Most often, 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 should have sound cost estimates, an identified site and identified 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 January 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.

There are several significant capital projects which, once operational, have a General Fund operating impact. The estimated FY12-13 operations and maintenance impact to the General Fund, primarily for the fire stations, the City Complex project, the Recreation/Aquatic Center project, and the Regional Park/Sports Complex project total \$0.7 million per year. These costs are anticipated to increase to \$1.4 million per year beginning in FY13-14 and thereafter.

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

### ***FINANCE AND ADMINISTRATIVE SERVICES DEPARTMENT***

The calendar, coordination, development, and preparation of the Capital Improvement Program are completed through the Finance and Administrative Services Department. The 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 and 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.

## ***CITY COUNCIL***

The preliminary Capital Improvement Program will be presented to the City Council in January of each fiscal year with proposed adoption in March. 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.

## **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:

FY12-13 80 units  
FY13-14 150 units  
FY14-15 250 units  
FY15-16 350 units  
FY16-17 350 units

### ***FINANCIAL RESOURCES***

#### **Construction Sales Taxes**

The City has dedicated one-half of all construction sales taxes to fund capital projects in the General Governmental CIP fund.

#### **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. On April 26, 2011, the law was amended to include how the fees are calculated and how they are administered by the City. The following resource categories explain the available resources to fund and construct improvements:

##### **Parks, Recreation DIF**

This fee is assessed on a per unit charge for residential construction. These funds are limited to facilities on real property up to 30 acres in area, or parks and recreation facilities larger than 30 acres if the facilities provide a direct benefit to the development which serves new growth in the community.

##### **Library DIF**

This fee is assessed on a per unit charge for residential construction. These funds are limited library facilities up to 10,000 square feet that provide a direct benefit to the development which serves new growth in the community.

**Police 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 Police facilities including all appurtenances, equipment, and vehicles that provide a direct benefit to the development which serves new growth in the community.

**Fire 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 Fire facilities including all appurtenances, equipment, and vehicles that provide a direct benefit to the development which serves new growth in the community.

**General Government DIF**

Effective January 1, 2012, the City no longer assesses General Government development impact fees. The unspent portion of these funds are limited to 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 facilities including arterial or collector streets or roads that have been designated on an officially adopted plan of the City, traffic signals and right-of-way and associated improvements that provides a direct benefit to the development which serves 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).

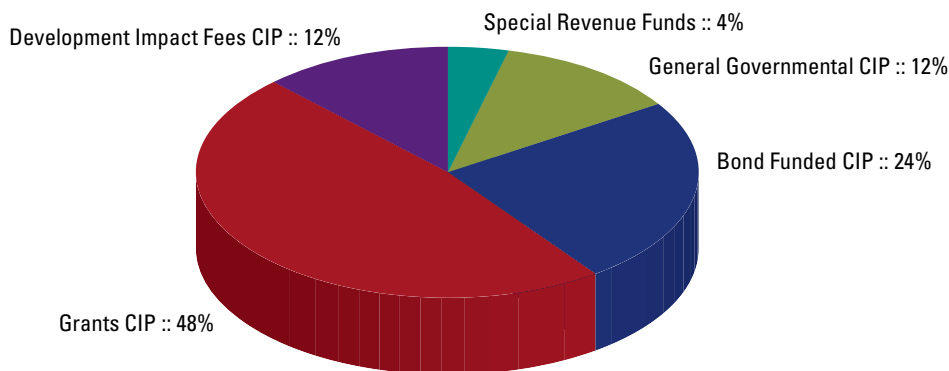


### CURRENT AND ONE TIME REVENUES

Dedicated one-time and current revenues are also used to fund capital projects. The dedicated one-time revenues are collected in the General Governmental CIP fund.

### CAPITAL EXPENDITURES BY FUND TYPE

FUND TYPE		FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Special Revenue Funds	4%	\$4,940,971	\$1,235,000	\$1,860,000	\$1,925,000	\$2,085,000
General Governmental CIP	12%	16,058,287	7,212,549	2,724,944	6,158,600	3,600,880
Bond Funded CIP	24%	31,450,624	11,090,000	-	-	-
Grants CIP	48%	61,477,187	7,984,000	70,000,000	-	500,000
Development Impact Fees CIP	12%	15,213,375	7,247,211	6,159,516	6,298,700	15,598,800
<b>Totals</b>		<b>\$129,140,444</b>	<b>\$34,768,760</b>	<b>\$80,744,460</b>	<b>\$14,382,300</b>	<b>\$21,784,680</b>



## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>General Governmental CIP Fund</b>					
AmTrak Station Relocation	\$1,500,000	-	-	-	-
Ballfield Two Backstop	11,000	-	-	-	-
City Complex	500,000	-	-	-	-
CLOMR/LOMR Downtown Area	500,000	3,000,000	-	-	-
DIMS-Digital Image Storage	29,358	-	-	-	-
ED Infrastructure and Estrella Property Costs	400,000	-	-	-	-
ED On-going Support	-	400,000	400,000	400,000	400,000
Edison Road Extension	170,000	-	-	-	-
Expansion Field Renovation	55,000	-	-	-	-
FD Car & Light Truck Replacement	50,000	-	-	35,000	-
FD Electronic Patient Care Reporting (EPCR)	-	125,000	-	-	-
FD Extrication Equipment	-	-	-	-	60,000
Fire Administration and Support Services Facility	-	-	197,044	2,530,000	-
Fire Engine Replacement	410,000	-	-	-	-
Fire Station #572	1,105,920	-	-	-	-
Fire Station #575	2,633,083	-	-	-	-
Flag Pole Lights	12,000	-	-	-	-

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Garvey Avenue Extension	-	-	337,500	2,250,000	-
Ladder Engine Overhaul	32,000	-	-	-	-
Park Maintenance Vehicle	31,000	-	-	-	-
Pathway Lights	67,000	-	-	-	-
PD Mobile Data Terminals (MDT)	75,000	75,000	75,000	75,000	75,000
Peters & Nall Road Reconstruction	80,000	-	-	-	-
Police Replacement Vehicles	-	182,549	515,400	508,600	508,600
Recreation/Aquatic Center	-	-	-	-	2,200,000
Regent Drive - CAC Development Agreement	350,000	-	-	-	-
Regent Drive - CAC Development Agreement	25,000	-	-	-	-
Santa Cruz Wash-Flood Control	7,450,000	2,000,000	-	-	-
Santa Rosa Wash Trail System	-	-	1,200,000	360,000	-
Self Contained Breathing Apparatus	-	-	-	-	357,280
Seven Ranches Water Tank	267,816	-	-	-	-
Signal @ Honeycutt / Glennwilde	289,110	-	-	-	-
Signal @ White & Parker Road/ Honeycutt	-	350,000	-	-	-
Spillman Records Mgmt Sys Upgrade	-	80,000	-	-	-

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Tennis Court Screen	15,000	-	-	-	-
Transportation Center	-	1,000,000	-	-	-
Total General Governmental CIP Fund	\$16,058,287	\$7,212,549	\$2,724,944	\$6,158,600	\$3,600,880

### Highway User Revenue (HURF) Fund

10 Ton Equipment Trailer	\$20,000	-	-	-	-
2.5 Yard Loader	-	-	-	200,000	-
Backhoe	150,000	-	-	-	-
Crack Seal Machine	-	-	-	75,000	-
Edison Road Extension	125,000	-	-	-	-
Public Works Fleet Maintenance Yard/ Equipment	1,390,971	-	-	-	-
PW Vehicles	-	35,000	35,000	-	70,000
Road Broom	30,000	-	-	-	-
Skip Loader	-	-	-	-	80,000
Small Dump Truck 1-Ton	-	-	-	50,000	-
Street Sweepers	-	-	225,000	-	225,000
Tandem-axle Dump Truck	-	-	-	-	110,000
Total Highway User Revenue (HURF) Fund	\$1,715,971	\$35,000	\$260,000	\$325,000	\$485,000

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Local Road Maintenance Fund</b>					
Street Maintenance	\$1,000,000	-	-	-	-
Total Local Road Maintenance Fund	\$1,000,000	-	-	-	-
<b>County Road Tax Fund</b>					
Roosevelt & Lexington Drainage	\$100,000	-	-	-	-
Santa Cruz Pavilion Loop	1,000,000	-	-	-	-
Street Maintenance	-	1,200,000	1,600,000	1,600,000	1,600,000
Vekol Site Offsite Improvements	1,125,000	-	-	-	-
Total County Road Tax Fund	\$2,225,000	\$1,200,000	\$1,600,000	\$1,600,000	\$1,600,000
<b>Grants CIP Fund</b>					
Honeycutt Road from SR347 to MCG Highway	-	-	-	-	\$500,000
MCG Highway Interim Improvements	540,000	-	-	-	-
Roosevelt & Lexington Drainage	-	200,000	-	-	-
SR347 Grade Separation Project	60,000,000	-	-	-	-
UPRR Grade Separation-White & Parker	937,187	7,784,000	70,000,000	-	-
Total Grants CIP Fund	\$61,477,187	\$7,984,000	\$70,000,000	-	\$500,000

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>New Debt Fund</b>					
City Complex	\$8,572,688	\$4,450,000	-	-	-
<b>Total New Debt Fund</b>	<b>\$8,572,688</b>	<b>\$4,450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parks Bond Fund</b>					
Recreation/Aquatic Center	\$12,360,570	\$3,240,000	-	-	-
Regional Park/Sports Complex	10,517,366	3,400,000	-	-	-
<b>Total Parks Bond Fund</b>	<b>\$22,877,936</b>	<b>\$6,640,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Parks Development Fund</b>					
Santa Rosa Wash Trail System	-	-	-	\$90,000	-
Skate Park	-	300,000	-	-	-
<b>Total Parks Development Fund</b>	<b>-</b>	<b>\$300,000</b>	<b>-</b>	<b>\$90,000</b>	<b>-</b>
<b>Police Development Fund</b>					
City Complex	\$434,975	-	-	-	-
Police Replacement Vehicles	280,000	125,451	17,000	23,800	23,800
<b>Total Police Development Fund</b>	<b>\$714,975</b>	<b>\$125,451</b>	<b>\$17,000</b>	<b>\$23,800</b>	<b>\$23,800</b>
<b>Fire Development Fund</b>					
FD Car & Light Truck Replacement	-	-	-	\$85,000	-
Fire Administration and Support Services Facility	-	-	20,756	-	-

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Fire Radio End User Equipment	49,900	71,760	71,760	49,900	-
Ladder Truck	-	-	-	-	1,000,000
<b>Total Fire Development Fund</b>	<b>\$49,900</b>	<b>\$71,760</b>	<b>\$92,516</b>	<b>\$134,900</b>	<b>\$1,000,000</b>

### General Governmental Development Fund

City Complex	\$3,606,436	-	-	-	-
<b>Total General Governmental Development Fund</b>	<b>\$3,606,436</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

### Transportation Development Fund

Bowlin Road @Tortosa	-	-	-	-	\$250,000
Hartman Road - MCG to Bowlin Road	-	-	500,000	2,000,000	-
Hartman Road @ Tortosa	-	-	-	250,000	2,500,000
Honeycutt Road - Santa Cruz Bridge	-	-	-	-	750,000
Honeycutt Road - White/Parker to Santa Cruz	-	-	-	-	350,000
Honeycutt Road @ 7 Ranch (South)	3,500,000	-	-	-	-
Honeycutt Road from SR347 to MCG Highway	1,920,000	2,000,000	-	-	375,000
MCG Highway Interim Improvements	4,000,000	3,500,000	1,300,000	3,500,000	8,000,000
Murphy Road @ Tortosa	-	-	-	250,000	2,000,000

## CAPITAL IMPROVEMENTS BY FUND

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Public Works Fleet Maintenance Yard/ Equipment	247,064	-	-	-	-
Signal @ Hartman/ Honeycutt Road	-	-	-	50,000	350,000
Smith Enke/Porter Road	-	750,000	-	-	-
Vekol Site Offsite Improvements	675,000	-	-	-	-
White / Parker-Honeycutt Rd South (7 Ranches)	-	500,000	2,000,000	-	-
White/Parker - at City Property Frontage East 1/2	500,000	-	2,250,000	-	-
<b>Total Transportation Development Fund</b>	<b>\$10,842,064</b>	<b>\$6,750,000</b>	<b>\$6,050,000</b>	<b>\$6,050,000</b>	<b>\$14,575,000</b>
<b>Total Capital Improvements</b>	<b>\$129,140,444</b>	<b>\$34,768,760</b>	<b>\$80,744,460</b>	<b>\$14,382,300</b>	<b>\$21,784,680</b>





## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Capital Expenditures for Out Years

FUND	FY18-22
<b>General Governmental CIP Fund</b>	
PD Mobile Data Terminals (MDT)	\$375,000
ED On-going Support	2,000,000
Police Replacement Vehicles	2,301,000
Eagle Shadow Park	7,500,000
FD Radio Infrastructure	4,701,339
Haz-Mat/Special Ops Response Vehicle	1,400,000
Police Radio End User Equipment	300,000
FD Telestaff	85,000
<b>Highway User Revenue (HURF) Fund</b>	
Street Sweepers	250,000
<b>County Road Tax Fund</b>	
Street Maintenance	10,000,000
<b>Parks Bond Fund</b>	
Eagle Shadow Park	12,296,118
Main Library	14,443,687
<b>Police Development Fund</b>	
Police Replacement Vehicles	119,000
<b>Fire Development Fund</b>	
FD Car & Light Truck Replacement	185,000
FD Radio Infrastructure	298,661
<b>Parks Development Fund</b>	
Santa Rosa Wash Trail System	950,000

## CAPITAL IMPROVEMENT PLAN FY2012-2031

### Capital Expenditures for Out Years

FUND	FY18-22
<b>Library Development Fund</b>	
Main Library	784,129
<b>Transportation Development Fund</b>	
Honeycutt Road - Santa Cruz Bridge	3,000,000
Honeycutt Road - White/Parker to Santa Cruz	3,000,000
Bowlin Road @ Tortosa	2,500,000
<b>Total Out Year Projects</b>	<b>\$66,488,934</b>

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



## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>General Governmental CIP Fund</b>					
Beginning Cash Available	\$32,827,134	\$17,837,847	\$11,358,298	\$9,380,354	\$3,982,754
<b>Revenues:</b>					
Sales Tax	719,000	733,000	747,000	761,000	776,000
Other Entities' Contributions	350,000	-	-	-	-
Total Sources of Cash	33,896,134	18,570,847	12,105,298	10,141,354	4,758,754
<b>Expenditures:</b>					
AmTrak Station Relocation	1,500,000	-	-	-	-
Ballfield Two Backstop	11,000	-	-	-	-
City Complex	500,000	-	-	-	-
CLOMR/LOMR Downtown Area	500,000	3,000,000	-	-	-
DIMS-Digital Image Storage	29,358	-	-	-	-
ED Infrastructure and Estrella Property Costs	400,000	-	-	-	-
ED On-going Support	-	400,000	400,000	400,000	400,000
Edison Road Extension	170,000	-	-	-	-
Expansion Field Renovation	55,000	-	-	-	-
FD Car & Light Truck Replacement	50,000	-	-	35,000	-
FD Electronic Patient Care Reporting (EPCR)	-	125,000	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
FD Extrication Equipment	-	-	-	-	60,000
Fire Administration and Support Services Facility	-	-	197,044	2,530,000	-
Fire Engine Replacement	410,000	-	-	-	-
Fire Station #572	1,105,920	-	-	-	-
Fire Station #575	2,633,083	-	-	-	-
Flag Pole Lights	12,000	-	-	-	-
Garvey Avenue Extension	-	-	337,500	2,250,000	-
Ladder Engine Overhaul	32,000	-	-	-	-
Park Maintenance Vehicle	31,000	-	-	-	-
Pathway Lights	67,000	-	-	-	-
PD Mobile Data Terminals (MDT)	75,000	75,000	75,000	75,000	75,000
Peters & Nall Road Reconstruction	80,000	-	-	-	-
Police Replacement Vehicles	-	182,549	515,400	508,600	508,600
Recreation/Aquatic Center	-	-	-	-	2,200,000
Regent Drive - CAC Development Agreement	350,000	-	-	-	-
Regent Drive - CAC Development Agreement	25,000	-	-	-	-
Santa Cruz Wash-Flood Control	7,450,000	2,000,000	-	-	-
Santa Rosa Wash Trail System	-	-	1,200,000	360,000	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Self Contained Breathing Apparatus	-	-	-	-	357,280
Seven Ranches Water Tank	267,816	-	-	-	-
Signal @ Honeycutt / Glennwilde	289,110	-	-	-	-
Signal @ White & Parker Road/ Honeycutt	-	350,000	-	-	-
Spillman Records Mgmt Sys Upgrade	-	80,000	-	-	-
Tennis Court Screen	15,000	-	-	-	-
Transportation Center	-	1,000,000	-	-	-
<b>Total Uses of Cash</b>	<b>16,058,287</b>	<b>7,212,549</b>	<b>2,724,944</b>	<b>6,158,600</b>	<b>3,600,880</b>
<b>Ending Cash Available</b>	<b>\$17,837,847</b>	<b>\$11,358,298</b>	<b>\$9,380,354</b>	<b>\$3,982,754</b>	<b>\$1,157,874</b>
<b>Highway User Revenue (HURF) Fund</b>					
Beginning Cash Available	\$1,732,880	\$1,326,126	\$2,611,517	\$3,782,717	\$4,992,111
<b>Revenues:</b>					
Motor Vehicle Fuel Tax	2,723,415	2,745,249	2,895,825	3,040,241	3,161,551
<b>Total Sources of Cash</b>	<b>4,456,295</b>	<b>4,071,375</b>	<b>5,507,342</b>	<b>6,822,958</b>	<b>8,153,662</b>
<b>Expenditures:</b>					
Operating Expenditures	1,414,198	1,424,858	1,464,625	1,505,847	1,548,599
<b>Capital</b>					
10 Ton Equipment Trailer	20,000	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
2.5 Yard Loader	-	-	-	200,000	-
Backhoe	150,000	-	-	-	-
Crack Seal Machine	-	-	-	75,000	-
Edison Road Extension	125,000	-	-	-	-
Public Works Fleet Maintenance Yard/ Equipment	1,390,971	-	-	-	-
PW Vehicles	-	35,000	35,000	-	70,000
Road Broom	30,000	-	-	-	-
Skip Loader	-	-	-	-	80,000
Small Dump Truck 1-Ton	-	-	-	50,000	-
Street Sweepers	-	-	225,000	-	225,000
Tandem-axle Dump Truck	-	-	-	-	110,000
Total Uses of Cash	3,130,169	1,459,858	1,724,625	1,830,847	2,033,599
<b>Ending Cash Available</b>	<b>\$1,326,126</b>	<b>\$2,611,517</b>	<b>\$3,782,717</b>	<b>\$4,992,111</b>	<b>\$6,120,063</b>

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Local Road Maintenance Fund</b>					
Beginning Cash Available	\$2,323,877	\$1,325,877	\$1,327,877	\$1,329,877	\$1,331,877
<b>Revenues:</b>					
Other Sources of Cash	2,000	2,000	2,000	2,000	2,000
Total Sources of Cash	2,325,877	1,327,877	1,329,877	1,331,877	1,333,877
<b>Expenditures:</b>					
Street Maintenance	1,000,000	-	-	-	-
Total Uses of Cash	1,000,000	-	-	-	-
<b>Ending Cash Available</b>	<b>\$1,325,877</b>	<b>\$1,327,877</b>	<b>\$1,329,877</b>	<b>\$1,331,877</b>	<b>\$1,333,877</b>
<b>County Road Tax Fund</b>					
Beginning Cash Available	\$4,022,922	\$2,797,922	\$2,597,922	\$1,997,922	\$1,397,922
<b>Revenues:</b>					
Other Sources of Cash	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Sources of Cash	5,022,922	3,797,922	3,597,922	2,997,922	2,397,922
<b>Expenditures:</b>					
Roosevelt & Lexington Drainage	100,000	-	-	-	-
Santa Cruz Pavilion Loop	1,000,000	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Street Maintenance	-	1,200,000	1,600,000	1,600,000	1,600,000
Vekol Site Offsite Improvements	1,125,000	-	-	-	-
Total Uses of Cash	2,225,000	1,200,000	1,600,000	1,600,000	1,600,000
<b>Ending Cash Available</b>	<b>\$2,797,922</b>	<b>\$2,597,922</b>	<b>\$1,997,922</b>	<b>\$1,397,922</b>	<b>\$797,922</b>
<b>Grants CIP Fund</b>					
Beginning Cash Available	-	-	-	-	-
<b>Revenues:</b>					
Grant Revenue	61,477,187	7,984,000	70,000,000	-	500,000
Total Sources of Cash	61,477,187	7,984,000	70,000,000	-	500,000
<b>Expenditures:</b>					
Honeycutt Road from SR347 to MCG Highway	-	-	-	-	500,000
MCG Highway Interim Improvements	540,000	-	-	-	-
Roosevelt & Lexington Drainage	-	200,000	-	-	-
SR347 Grade Separation Project	60,000,000	-	-	-	-
UPRR Grade Separation-White & Parker	937,187	7,784,000	70,000,000	-	-
Total Uses of Cash	61,477,187	7,984,000	70,000,000	-	500,000
<b>Ending Cash Available</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>New Debt Fund</b>					
Beginning Cash Available	-	\$4,450,000	-	-	-
<b>Revenues:</b>					
Proceeds from Debt Issuance	13,022,688	-	-	-	-
Total Sources of Cash	13,022,688	4,450,000	-	-	-
<b>Expenditures:</b>					
City Complex	8,572,688	4,450,000	-	-	-
Total Uses of Cash	8,572,688	4,450,000	-	-	-
<b>Ending Cash Available</b>	<b>\$4,450,000</b>	-	-	-	-



## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Parks Bond Fund</b>					
Beginning Cash Available	\$12,350,411	\$6,640,000	-	-	-
<b>Revenues:</b>					
Proceeds from Debt Issuance	17,167,525	-	-	-	-
Total Sources of Cash	29,517,936	6,640,000	-	-	-
<b>Expenditures:</b>					
Recreation/Aquatic Center	12,360,570	3,240,000	-	-	-
Regional Park/Sports Complex	10,517,366	3,400,000	-	-	-
Total Uses of Cash	22,877,936	6,640,000	-	-	-
<b>Ending Cash Available</b>	<b>\$6,640,000</b>	-	-	-	-
<b>Parks Development Fund</b>					
Beginning Cash Available	\$175,696	\$281,536	\$179,986	\$510,736	\$883,786
<b>Revenues:</b>					
Development Impact Fees	105,840	198,450	330,750	463,050	463,050
Total Sources of Cash	281,536	479,986	510,736	973,786	1,346,836
<b>Expenditures:</b>					
Santa Rosa Wash Trail System	-	-	-	90,000	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Skate Park	-	300,000	-	-	-
Total Uses of Cash	-	300,000	-	90,000	-
<b>Ending Cash Available</b>	<b>\$281,536</b>	<b>\$179,986</b>	<b>\$510,736</b>	<b>\$883,786</b>	<b>\$1,346,836</b>
<b>Police Development Fund</b>					
Beginning Cash Available	\$824,786	\$115,251	-	-	-
<b>Revenues:</b>					
Development Impact Fees	5,440	10,200	17,000	23,800	23,800
Total Sources of Cash	830,226	125,451	17,000	23,800	23,800
<b>Expenditures:</b>					
City Complex	434,975	-	-	-	-
Police Replacement Vehicles	280,000	125,451	17,000	23,800	23,800
Total Uses of Cash	714,975	125,451	17,000	23,800	23,800
<b>Ending Cash Available</b>	<b>\$115,251</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fire Development Fund</b>					
Beginning Cash Available	\$30,852	\$47,832	\$101,472	\$217,956	\$375,656
<b>Revenues:</b>					
Development Impact Fees	66,880	125,400	209,000	292,600	292,600

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Total Sources of Cash	97,732	173,232	310,472	510,556	668,256
<b>Expenditures:</b>					
FD Car & Light Truck Replacement	-	-	-	85,000	-
Fire Administration and Support Services Facility	-	-	20,756	-	-
Fire Radio End User Equipment	49,900	71,760	71,760	49,900	-
Ladder Truck	-	-	-	-	1,000,000
Total Uses of Cash	49,900	71,760	92,516	134,900	1,000,000
<b>Ending Cash Available</b>	<b>\$47,832</b>	<b>\$101,472</b>	<b>\$217,956</b>	<b>\$375,656</b>	<b>\$(331,744)</b>
<b>General Governmental Development Fund</b>					
Beginning Cash Available	\$3,834,553	\$228,117	\$228,117	\$228,117	\$228,117
Total Sources of Cash	3,834,553	228,117	228,117	228,117	228,117



## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
<b>Expenditures:</b>					
City Complex	3,606,436	-	-	-	-
Total Uses of Cash	3,606,436	-	-	-	-
<b>Ending Cash Available</b>	<b>\$228,117</b>	<b>\$228,117</b>	<b>\$228,117</b>	<b>\$228,117</b>	<b>\$228,117</b>
<b>Transportation Development Fund</b>					
Beginning Cash Available	\$19,963,207	\$9,328,263	\$2,916,613	\$(2,486,137)	\$(7,629,987)
<b>Revenues:</b>					
Development Impact Fees	207,120	338,350	647,250	906,150	906,150
Total Sources of Cash	20,170,327	9,666,613	3,563,863	(1,579,987)	(6,723,837)
<b>Expenditures:</b>					
Bowlin Road @Tortosa	-	-	-	-	250,000
Hartman Road - MCG to Bowlin Road	-	-	500,000	2,000,000	-
Hartman Road @ Tortosa	-	-	-	250,000	2,500,000
Honeycutt Road - Santa Cruz Bridge	-	-	-	-	750,000
Honeycutt Road - White/ Parker to Santa Cruz	-	-	-	-	350,000
Honeycutt Road @ 7 Ranch (South)	3,500,000	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2012-2013

### Fund Cash Flows

FUND	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17
Honeycutt Road from SR347 to MCG Highway	1,920,000	2,000,000	-	-	375,000
MCG Highway Interim Improvements	4,000,000	3,500,000	1,300,000	3,500,000	8,000,000
Murphy Road @ Tortosa	-	-	-	250,000	2,000,000
Public Works Fleet Maintenance Yard/ Equipment	247,064	-	-	-	-
Signal @ Hartman/ Honeycutt Road	-	-	-	50,000	350,000
Smith Enke/Porter Road	-	750,000	-	-	-
Vekol Site Offsite Improvements	675,000	-	-	-	-
White/Parker- Honeycutt Rd South (7 Ranches)	-	500,000	2,000,000	-	-
White/Parker - at City Property Frontage East 1/2	500,000	-	2,250,000	-	-
Total Uses of Cash	10,842,064	6,750,000	6,050,000	6,050,000	14,575,000
<b>Ending Cash Available</b>	<b>\$9,328,263</b>	<b>\$2,916,613</b>	<b>\$(2,486,137)</b>	<b>\$(7,629,987)</b>	<b>\$(21,298,837)</b>



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	10 Ton Equipment Trailer					
Project Description:	This will fund the purchase of a 10-ton trailer to replace our equipment trailer that was stolen in 2011.					
Funding Sources						
HURF	\$20,000	-	-	-	-	\$20,000
Total Sources	20,000	-	-	-	-	20,000
Funding Uses						
Heavy Equipment	20,000	-	-	-	-	20,000
Total Uses	\$20,000	-	-	-	-	\$20,000
Project Name:	2.5 Yard Loader					
Project Description:	This project funds equipment needs for a loader that will efficiently load material. Staff is recommending purchase of a used loader.					
Funding Sources						
HURF	-	-	-	\$200,000	-	\$200,000
Total Sources	-	-	-	200,000	-	200,000
Funding Uses						
Heavy Equipment	-	-	-	200,000	-	200,000
Total Uses	-	-	-	\$200,000	-	\$200,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	AmTrak Station Relocation					
Project Description:	This project is to facilitate relocation of the AMTRAK station. This is a Council requested project.					
Funding Sources						
General Governmental CIP	1,500,000	-	-	-	-	\$1,500,000
Total Sources	\$1,500,000	-	-	-	-	\$1,500,000
Funding Uses						
Buildings	1,500,000	-	-	-	-	1,500,000
Total Uses	\$1,500,000	-	-	-	-	\$1,500,000
Project Name:	Backhoe					
Project Description:	This project funds a used backhoe for the purpose of road maintenance of City wide street system. A backhoe is used for repairs, digging out streets for maintenance, cleaning out washes after flooding, and construction of drainage improvements.					
Funding Sources						
HURF	150,000	-	-	-	-	\$150,000
Total Sources	\$150,000	-	-	-	-	\$150,000
Funding Uses						
Heavy Equipment	150,000	-	-	-	-	150,000
Total Uses	\$150,000	-	-	-	-	\$150,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Ballfield Two Backstop					
Project Description:	This project is to repair the backstop on ballfield two.					
Funding Sources						
General Governmental CIP	11,000	-	-	-	-	\$11,000
Total Sources	\$11,000	-	-	-	-	\$11,000
Funding Uses						
Improvements	11,000	-	-	-	-	11,000
Total Uses	\$11,000	-	-	-	-	\$11,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Bowlín Road @Tortosa					
Project Description:	This is a half street improvement to the Principal Arterial standard. This will entail paving two through lanes and a continuous two-way, left turn lane from Hartman Road to Murphy Road.					
Funding Sources						
DIF-Transportation	-	-	-	-	250,000	\$250,000
Total Sources	-	-	-	-	\$250,000	\$250,000
Funding Uses						
Street Projects	-	-	-	-	250,000	250,000
Total Uses	-	-	-	-	\$250,000	\$250,000
Project Name:	City Complex					
Project Description:	This project is for an approximately 55,000 sq. ft. of buildings for City Complex site. This project includes land, design, and construction of two buildings included in the City Complex. The first building will be a general administration building and City Council chambers. The second building will be for Police administrative and staff operations including Administration, Crime Prevention, EMS/Alarm Coordinator, Police Records, PIO, and Police Investigations.					
Funding Sources						
General Governmental CIP	500,000	-	-	-	-	\$500,000
DIF-General Government	3,606,436	-	-	-	-	3,606,436
DIF-Public Safety	431,316	-	-	-	-	431,316
DIF-Police	3,659	-	-	-	-	3,659
New Debt	8,572,688	4,450,000	-	-	-	13,022,688
Total Sources	\$13,114,099	\$4,450,000	-	-	-	\$17,564,099

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Uses						
Buildings	11,364,099	3,800,000	-	-	-	15,164,099
Computer Equipment/ Software	600,000	200,000	-	-	-	800,000
Design	350,000	250,000	-	-	-	600,000
Furniture & Fixtures	800,000	200,000	-	-	-	1,000,000
<b>Total Uses</b>	<b>\$13,114,099</b>	<b>\$4,450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$17,564,099</b>
Project Name:	CLOMR/LOMR Downtown					
Project Description:	This project would provide the improvements necessary to obtain a Conditional Letter of Map Revision (CLOMR) and a Letter of Map Revision (LOMR) to bring the downtown area of the City out of a FEMA mandated floodplain. In the process, the City will first obtain the CLOMR indicating improvements that will bring the area out of the floodplain. Once the improvements are completed, the LOMR is issued to document the change to the FEMA map. This is the area affected by the findings of the Master Drainage Study and Vekol Wash tributary.					
Funding Sources						
General Governmental CIP	500,000	3,000,000	-	-	-	\$3,500,000
<b>Total Sources</b>	<b>\$500,000</b>	<b>\$3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,500,000</b>
Funding Uses						
Design	500,000	-	-	-	-	500,000
Improvements	-	3,000,000	-	-	-	3,000,000
<b>Total Uses</b>	<b>\$500,000</b>	<b>\$3,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3,500,000</b>

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Crack Seal Machine					
Project Description:	This is a machine designed to fill cracks in roads - includes crack sealing machine and vacuum for cleaning cracks as well to ensure efficient maintenance.					
Funding Sources						
HURF	-	-	-	75,000	-	\$75,000
Total Sources	-	-	-	\$75,000	-	\$75,000
Funding Uses						
Equipment	-	-	-	75,000	-	75,000
Total Uses	-	-	-	\$75,000	-	\$75,000
Project Name:	DIMS-Digital Image Storage					
Project Description:	This project consists of purchasing hardware and software to accommodate digital image storage. The location of this project will be housed solely by the police department. This project is designed to decrease the amount of time it takes to impound digital evidence. It is also designed to increase the accessibility of digital evidence to investigators and prosecutors.					
Funding Sources						
General Governmental CIP	29,358	-	-	-	-	\$29,358
Total Sources	\$29,358	-	-	-	-	\$29,358
Funding Uses						
Computer Equipment/ Software	29,358	-	-	-	-	29,358
Total Uses	\$29,358	-	-	-	-	\$29,358

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	ED Infrastructure and Estrella Property Costs					
Project Description:	This project represents various Economic Development projects in the City that will stimulate economic growth, most notably costs associated with the development of the Estrella Business Park. A large portion of this funding is for the Heritage district, and the funding will also help create shovel-ready sites and provide necessary incentives to attract investors and locates. Funds expended in FY12 will be in accordance with the goals and priorities as set forth by the Economic Development Strategic Plan as it relates to infrastructure needs.					
Funding Sources						
General Governmental CIP	400,000	-	-	-	-	\$400,000
Total Sources	\$400,000	-	-	-	-	\$400,000
Funding Uses						
Improvements	400,000	-	-	-	-	400,000
Total Uses	\$400,000	-	-	-	-	\$400,000
Project Name:	ED Infrastructure Needs and Incentive Projects					
Project Description:	This project represents various Economic Development projects in the City that will stimulate economic growth, and the funding will also help create shovel-ready sites and provide necessary incentives to attract investors and locates. Funds expended will be in accordance with the goals and priorities as set forth by the Economic Development Strategic Plan as it relates to infrastructure needs.					
Funding Sources						
General Governmental CIP	-	400,000	400,000	400,000	400,000	\$1,600,000
Total Sources	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000
Funding Uses						
Improvements	-	400,000	400,000	400,000	400,000	1,600,000
Total Uses	-	\$400,000	\$400,000	\$400,000	\$400,000	\$1,600,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Edison Road Extension					
Project Description:	This project is planned to extend Edison Road into the Estrella Gin Property in the future. The alignment for this future connection is not determined at this time.					
Funding Sources						
HURF	125,000	-	-	-	-	\$125,000
General Governmental CIP	170,000	-	-	-	-	170,000
Total Sources	\$295,000	-	-	-	-	\$295,000
Funding Uses						
Street Projects	295,000	-	-	-	-	295,000
Total Uses	\$295,000	-	-	-	-	\$295,000
Project Name:	FD Electronic Patient Care Reporting (EPCR)					
Project Description:	This project is for the software and hardware required to institute Electronic Patient Care Reporting (EPCR) for transfer of data and information between the fire department and receiving hospitals, as well as storing electronic copies of said information per state and federal guidelines.					
Funding Sources						
General Governmental CIP	-	125,000	-	-	-	\$125,000
Total Sources	-	\$125,000	-	-	-	\$125,000
Funding Uses						
Computer Equipment/ Software	-	125,000	-	-	-	125,000
Total Uses	-	\$125,000	-	-	-	\$125,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Expansion Field Renovation					
Project Description:	This project is to remove all damaged turf on the west expansion field.					
Funding Sources						
General Governmental CIP	55,000	-	-	-	-	\$55,000
Total Sources	\$55,000	-	-	-	-	\$55,000
Funding Uses						
Improvements	55,000	-	-	-	-	55,000
Total Uses	\$55,000	-	-	-	-	\$55,000
Project Name:	Extrication Equipment					
Project Description:	This project is to replace two sets of existing extrication equipment that are reaching the end of their service life. New extrication equipment for fire operations and ensures that the city will maintain safe and effective emergency response capabilities.					
Funding Sources						
General Governmental CIP	-	-	-	-	60,000	\$60,000
Total Sources	-	-	-	-	\$60,000	\$60,000
Funding Uses						
Equipment	-	-	-	-	60,000	60,000
Total Uses	-	-	-	-	\$60,000	\$60,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	FD Car & Light Truck Replacement					
Project Description:	This project will help to meet the City's goal of providing adequate public safety services by funding vehicles for use by the Fire Department. These vehicles are for commercial inspections, structure fire investigations, public education, training, delivering supplies, and transportation to and from fire stations. These units would also be available to be called out any time of day or night or fire responses, support service response, and mechanical response.					
Funding Sources						
DIF - Fire	-	-	-	85,000	-	\$85,000
General Governmental CIP	50,000	-	-	35,000	-	85,000
Total Sources	\$50,000	-	-	\$120,000	-	\$170,000
Funding Uses						
Vehicles	50,000	-	-	120,000	-	170,000
Total Uses	\$50,000	-	-	\$120,000	-	\$170,000
Project Name:	FD End-User Radios					
Project Description:	This project will provide dual-band replacement radios to the Fire Department.					
Funding Sources						
General Governmental CIP	-	-	-	-	-	-
DIF - Public Safety	49,900	71,760	71,760	49,900	-	243,320
Total Sources	\$49,900	\$71,760	\$71,760	\$49,900	-	\$243,320



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Uses						
Equipment	49,900	71,760	71,760	49,900	-	243,320
Total Uses	\$49,900	\$71,760	\$71,760	\$49,900	-	\$243,320
Project Name:	Fire Administration and Support Services Facility					
Project Description:	This project includes the land acquisition, design, and construction of Fire Administration and Support Services Facility at a location to be determined.					
Funding Sources						
DIF - Fire	-	-	20,756	-	-	\$20,756
General Governmental CIP	-	-	197,044	2,530,000	-	2,727,044
Total Sources	-	-	\$217,800	\$2,530,000	-	\$2,747,800
Funding Uses						
Buildings	-	-	-	2,530,000	-	2,530,000
Land & Land Improvements	-	-	217,800	-	-	217,800
Total Uses	-	-	\$217,800	\$2,530,000	-	\$2,747,800
Project Name:	FD Fire Engine Replacement					
Project Description:	This project purchases a rescue-pumper to replace one (1) of three (3) sold in 2010. This project completes a continuing project, two (2) replacement rescue-pumpers were purchased in FY11-12.					
Funding Sources						
General Governmental CIP	410,000	-	-	-	-	\$410,000
Total Sources	\$410,000	-	-	-	-	\$410,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Uses						
Vehicles	410,000	-	-	-	-	410,000
Total Uses	\$410,000	-	-	-	-	\$410,000
Project Name:	Fire Station #572					
Project Description:	This project includes land, design, and construction of Fire Station #572 at Hartman & Bowlin.					
Funding Sources						
DIF - Fire	-	-	-	-	-	-
General Governmental CIP	1,105,920	-	-	-	-	1,105,920
Total Sources	\$1,105,920	-	-	-	-	\$1,105,920
Funding Uses						
Buildings	1,105,920	-	-	-	-	1,105,920
Total Uses	\$1,105,920	-	-	-	-	\$1,105,920
Project Name:	Fire Station #575					
Project Description:	<p>"This project is for the continued development and construction of Fire Station #575 on Edison Road. This project is currently in the design phase with a target completion date of February 2013. The Fire Station is the predominant working, living, and training environment for firefighters. Nearly every response begins at the station, making it the critical first step in any incident. The essential components of a well-designed fire station that will contribute to functional readiness, reduce response times, and help the fire department achieve its mission of saving lives and property include:</p> <ul style="list-style-type: none"> <li>- Location based on response time analysis,</li> <li>- Response oriented floor plan,</li> <li>- Integrated training environment,</li> <li>- Safe and healthy living space,</li> <li>- Station security"</li> </ul>					

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Sources						
General Governmental CIP	2,633,083	-	-	-	-	\$2,633,083
Total Sources	\$2,633,083	-	-	-	-	\$2,633,083
Funding Uses						
Buildings	2,633,083	-	-	-	-	2,633,083
Total Uses	\$2,633,083	-	-	-	-	\$2,633,083
Project Name:	Flag Pole Lights					
Project Description:	This project is to have the correct lighting installed for the Pacana Park flag.					
Funding Sources						
General Governmental CIP	12,000	-	-	-	-	\$12,000
Total Sources	\$12,000	-	-	-	-	\$12,000
Funding Uses						
Improvements	12,000	-	-	-	-	12,000
Total Uses	\$12,000	-	-	-	-	\$12,000
Project Name:	Garvey Avenue Extension					
Project Description:	This project is planned to connect Garvey Avenue to State Route 238 in the future. The alignment for this future connection is not determined at this time.					

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Sources						
General Governmental CIP	-	-	337,500	2,250,000	-	\$2,587,500
Total Sources	-	-	\$337,500	\$2,250,000	-	\$2,587,500

Funding Uses						
Design	-	-	200,000	-	-	200,000
Land & Land Improvements	-	-	137,500	-	-	137,500
Street Projects	-	-	-	2,250,000	-	2,250,000
Total Uses	-	-	\$337,500	\$2,250,000	-	\$2,587,500

Project Name:	Hartman Road from MCG Hwy to Bowlin					
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Project Description:	This project is to pave two lanes on Hartman Road from the current end of pavement to MCG highway. Work will be completed with the existing 66 feet of right-of-way. This project is needed to provide a second paved access to Rancho Mirage, Sorrento and Tortosa.					
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Funding Sources						
DIF-Transportation	-	-	500,000	2,000,000	-	\$2,500,000
Total Sources	-	-	\$500,000	\$2,000,000	-	\$2,500,000

Funding Uses						
Design	-	-	500,000	-	-	500,000
Street Projects	-	-	-	2,000,000	-	2,000,000
Total Uses	-	-	\$500,000	\$2,000,000	-	\$2,500,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Hartman Road at Tortosa					
Project Description:	"This is a half-street improvement to the Principal Arterial standard. This will entail paving two through lanes and a continuous two-way, left turn lane from Bowlin Road to Honeycutt Road."					
Funding Sources						
DIF-Transportation	-	-	-	250,000	2,500,000	\$2,750,000
Total Sources	-	-	-	\$250,000	\$2,500,000	\$2,750,000
Funding Uses						
Design	-	-	-	250,000	-	250,000
Street Projects	-	-	-	-	2,500,000	2,500,000
Total Uses	-	-	-	\$250,000	\$2,500,000	\$2,750,000
Project Name:	Honeycutt Road - Santa Cruz Bridge					
Project Description:	Honeycutt Road improvement project will allow for a minimum of four lanes on Honeycutt Road from SR347 to Hartman Road, by constructing the additional two-lane, twin bridge for the Santa Cruz Wash.					
Funding Sources						
DIF - Transportation	-	-	-	-	750,000	\$750,000
Total Sources	-	-	-	-	\$750,000	\$750,000
Funding Uses						
Design	-	-	-	-	750,000	750,000
Total Uses	-	-	-	-	\$750,000	\$750,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Honeycutt Road - White/Parker to Santa Cruz					
Project Description:	Honeycutt Road Improvement project will provide a minimum of four lanes on Honeycutt Road from SR347 to Hartman Road. This project will improve Honeycutt Road from White/Parker to the Santa Cruz Bridge.					
Funding Sources						
DIF - Transportation	-	-	-	-	350,000	\$350,000
Total Sources	-	-	-	-	\$350,000	\$350,000
Funding Uses						
Design	-	-	-	-	350,000	350,000
Total Uses	-	-	-	-	\$350,000	\$350,000
Project Name:	Honeycutt Road at 7 Ranches South					
Project Description:	"Honeycutt Road improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from Porter Road to White/Parker Road and a half-street improvement on Porter Road from Seven Ranches Road to Honeycutt Road. This is a Council requested project."					
Funding Sources						
DIF - Transportation	3,500,000	-	-	-	-	\$3,500,000
Total Sources	\$3,500,000	-	-	-	-	\$3,500,000
Funding Uses						
Land & Land Improvements	1,000,000	-	-	-	-	1,000,000
Street Projects	2,500,000	-	-	-	-	2,500,000
Total Uses	\$3,500,000	-	-	-	-	\$3,500,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Honeycutt Road from SR347 to MCG Highway					
Project Description:	Honeycutt Road Improvement projects will provide a minimum of four lanes on Honeycutt Road from SR347 to the MCG Highway. The first priority will turn MCG highway into Honeycutt just west of the Senita I subdivision and provide a minimum of four lanes from Senita to SR347. This project may include signalization in two areas. This project is being funded by transportation's Development Impact Fees and an STP Grant in 2017. Land purchases and interim design & construction will be required to complete the project.					
Funding Sources						
DIF - Transportation	1,920,000	2,000,000	-	-	375,000	\$4,295,000
Federal STP	-	-	-	-	500,000	500,000
Total Sources	\$1,920,000	\$2,000,000	-	-	\$875,000	\$4,795,000
Funding Uses						
Design	500,000	-	-	-	-	500,000
Land & Land Improvements	1,420,000	-	-	-	-	1,420,000
Street Projects	-	2,000,000	-	-	875,000	2,875,000
Total Uses	\$1,920,000	\$2,000,000	-	-	\$875,000	\$4,795,000
Project Name:	Ladder Engine Overhaul					
Project Description:	This project is to overhaul a Detroit Series 60 Diesel engine installed in the fire department ladder truck. The engine has been in-service for 9 years. The ladder truck is used for emergency responses and supports operations with elevated fire streams, roof access for commercial buildings, and victim rescue in above-grade and below-grade situations.					
Funding Sources						
General Governmental CIP	32,000	-	-	-	-	\$32,000
Total Sources	\$32,000	-	-	-	-	\$32,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Uses						
Vehicles	32,000	-	-	-	-	32,000
<b>Total Uses</b>	<b>\$32,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$32,000</b>
Project Name:	Ladder Truck					
Project Description:	This project is for the purchase of one (1) new ladder truck and equipment for emergency response. The project will replace a ladder truck in-service which will have reached its expected end-of-life as a front line emergency vehicle. A Ladder truck is used for emergency incident response. It supports emergency operations with elevated fire streams, roof access for commercial buildings, and victim rescue in above-grade and below-grade situations.					
Funding Sources						
DIF - Fire	-	-	-	-	1,000,000	\$1,000,000
<b>Total Sources</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
Funding Uses						
Vehicles	-	-	-	-	1,000,000	1,000,000
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>
Project Name:	MCG Highway Interim Improvements					
Project Description:	This is a series of projects that will ultimately expand the existing two lane road into a four lane divided expressway with access control. During the next five years, the following work will be completed: A design document is needed to determine the ultimate road alignment, utility conflicts and needed right of way. This should result in construction documents to about 30% design stage and will be used to purchase right of way for the ultimate road. Some money is programmed to allow for the purchase of land and since the project will take over 15 years to complete, \$3.5 is provided for needed major maintenance work. This work will include some intersection improvements and pavement repairs. The first project will widen the MCGH between Porter Rd. and White & Parker Rd. An environmental clearance document was completed in 2010.					
Funding Sources						
DIF - Transportation	4,000,000	3,500,000	1,300,000	3,500,000	8,000,000	\$20,300,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Federal STP	540,000	-	-	-	-	540,000
<b>Total Sources</b>	<b>\$4,540,000</b>	<b>\$3,500,000</b>	<b>\$1,300,000</b>	<b>\$3,500,000</b>	<b>\$8,000,000</b>	<b>\$20,840,000</b>

### Funding Uses

Design	1,000,000	-	1,300,000	-	8,000,000	10,300,000
Improvements	540,000	-	-	-	-	540,000
Street Projects	3,000,000	3,500,000	-	3,500,000	-	10,000,000
<b>Total Uses</b>	<b>\$4,540,000</b>	<b>\$3,500,000</b>	<b>\$1,300,000</b>	<b>\$3,500,000</b>	<b>\$8,000,000</b>	<b>\$20,840,000</b>

Project Name: Murphy Road at Tortosa

Project Description: "This is a half-street improvement to the Principal Arterial standard. This will entail paving two through lanes and a continuous two way left turn lane from Bowlin Road to Honeycutt Road."

### Funding Sources

DIF-Transportation	-	-	-	250,000	2,000,000	\$2,250,000
<b>Total Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$250,000</b>	<b>\$2,000,000</b>	<b>\$2,250,000</b>

### Funding Uses

Design	-	-	-	250,000	-	250,000
Street Projects	-	-	-	-	2,000,000	2,000,000
<b>Total Uses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$250,000</b>	<b>\$2,000,000</b>	<b>\$2,250,000</b>

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Park Maintenance Vehicle					
Project Description:	Purchase Ford F250 to tow the stage.					
Funding Sources						
General Governmental CIP	31,000	-	-	-	-	\$31,000
Total Sources	\$31,000	-	-	-	-	\$31,000
Funding Uses						
Vehicles	31,000	-	-	-	-	31,000
Total Uses	\$31,000	-	-	-	-	\$31,000
Project Name:	Pathway Lights					
Project Description:	This project is to replace existing lighting that is continually breaking as well as lighting that is currently functional.					
Funding Sources						
General Governmental CIP	67,000	-	-	-	-	\$67,000
Total Sources	\$67,000	-	-	-	-	\$67,000
Funding Uses						
Improvements	67,000	-	-	-	-	67,000
Total Uses	\$67,000	-	-	-	-	\$67,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	PD MDT (Mobile Data Terminals)					
Project Description:	Currently, the Police Department uses portable laptop computers for the purpose of writing reports and retrieving criminal justice data in the field. Laptops allow for automated field reporting, the capturing of incident details at crime scenes and allow for immediate access into criminal justice data.					
Funding Sources						
General Governmental CIP	75,000	75,000	75,000	75,000	75,000	\$375,000
Total Sources	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Funding Uses						
Computer Equipment/ Software	75,000	75,000	75,000	75,000	75,000	375,000
Total Uses	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
Project Name:	Peters & Nall Road Reconstruction					
Project Description:	The Ak-Chin community plans to design and reconstruct Peters & Nall Road from SR 347 to White & Parker Road over the next two years.					
Funding Sources						
General Governmental CIP	80,000	-	-	-	-	\$80,000
Total Sources	\$80,000	-	-	-	-	\$80,000
Funding Uses						
Design	80,000	-	-	-	-	80,000
Total Uses	\$80,000	-	-	-	-	\$80,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Police Replacement Vehicles					
Project Description:	This project is for the replacement of police fleet vehicles as recommended when needed in accordance with the replacement schedule.					
Funding Sources						
Public Safety DIF	280,000	125,451	17,000	23,800	23,800	\$470,051
General Governmental CIP	-	182,549	515,400	508,600	508,600	1,715,149
Total Sources	\$280,000	\$308,000	\$532,400	\$532,400	\$532,400	\$2,185,200
Funding Uses						
Vehicles	280,000	308,000	532,400	532,400	532,400	2,185,200
Total Uses	\$280,000	\$308,000	\$532,400	\$532,400	\$532,400	\$2,185,200
Project Name:	Public Works/Fleet/Maintenance Yard/Equipment					
Project Description:	This project is to purchase and equip a City Public Works Maintenance Building and Yard. This will include an area for equipment and material storage, vehicle maintenance, and a future fuel facility.					
Funding Sources						
DIF-Transportation	247,064	-	-	-	-	\$247,064
HURF	1,390,971	-	-	-	-	1,390,971
Total Sources	\$1,638,035	-	-	-	-	\$1,638,035
Funding Uses						
Land & Land Improvements	1,638,035	-	-	-	-	1,638,035
Total Uses	\$1,638,035	-	-	-	-	\$1,638,035

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	PW Vehicles					
Project Description:	This project funds the purchase/replacement of pickups in compliance with the replacement schedule as determined by the Fleet Manager. This will allow the purchase of enough trucks to fill staffing needs. Some trucks will be new purchases to adequately provide staff with vehicles and some purchases will be replacement of vehicles. Some of these trucks will also have four-wheel-drive capability to provide service to the newly annexed area and other areas in the city that require special access vehicles.					
Funding Sources						
HURF	-	35,000	35,000	-	70,000	\$140,000
Total Sources	-	\$35,000	\$35,000	-	\$70,000	\$140,000
Funding Uses						
Vehicles	-	35,000	35,000	-	70,000	140,000
Total Uses	-	\$35,000	\$35,000	-	\$70,000	\$140,000
Project Name:	Recreation and Aquatic Center					
Project Description:	This project is for design and construction of a joint recreation and aquatic center. The project could be composed of space for lockers for men and women, changing areas, administrative offices, concessions, meeting room, competitive swimming area, casual water play area with zero depth entry, water play equipment and more. Facility may also have amenities such as beach chairs, tropical landscape package, grass picnic areas, shade structures and more. This project includes funding for construction of a possible 52,000 sq.ft. indoor recreation center with basketball courts, workout facilities, and classrooms.					
Funding Sources						
Bonds	12,360,570	3,240,000	-	-	-	\$15,600,570
General Governmental CIP	-	-	-	-	2,200,000	2,200,000
Total Sources	\$12,360,570	\$3,240,000	-	-	\$2,200,000	\$17,800,570

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Funding Uses						
Buildings	8,700,000	2,800,000	-	-	2,200,000	13,700,000
Computer Equipment/ Software	300,000	100,000	-	-	-	400,000
Design	1,860,570	160,000	-	-	-	2,020,570
Furniture & Fixtures	1,500,000	180,000	-	-	-	1,680,000
<b>Total Uses</b>	<b>\$12,360,570</b>	<b>\$3,240,000</b>	<b>-</b>	<b>-</b>	<b>\$2,200,000</b>	<b>\$17,800,570</b>
Project Name:	Regent Drive - CAC Development Agreement					
Project Description:	Construction of a traffic signal at the intersection of Regent Drive and Bowlin Road. Regent Drive will be widened as part of the project and the design is complete.					
Funding Sources						
General Governmental CIP	25,000	-	-	-	-	\$25,000
Outside Contributions/ Reimbursable	350,000	-	-	-	-	\$350,000
<b>Total Sources</b>	<b>\$375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$375,000</b>
Funding Uses						
Street Projects	375,000	-	-	-	-	375,000
<b>Total Uses</b>	<b>\$375,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$375,000</b>

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Regional Park/Sports Complex					
Project Description:	The park may (has not been determined) consist of lighted softball/baseball fields, soccer fields, maintenance facility, restrooms, skate park, dog park, lighted pathways, two parking lots, general open area, RV hook ups, and grass.					
Funding Sources						
Bonds	10,517,366	3,400,000	-	-	-	\$13,917,366
Total Sources	\$10,517,366	\$3,400,000	-	-	-	\$13,917,366
Funding Uses						
Computer Equipment/ Software	150,000	100,000	-	-	-	250,000
Design	1,367,366	300,000	-	-	-	1,667,366
Improvements	9,000,000	3,000,000	-	-	-	12,000,000
Total Uses	\$10,517,366	\$3,400,000	-	-	-	\$13,917,366
Project Name:	Road Broom					
Project Description:	This purchase funds a used self-contained road broom unit that will support the functions of current equipment that is being utilized for clean-ups, and sweeping of roads.					
Funding Sources						
HURF	30,000	-	-	-	-	\$30,000
Total Sources	\$30,000	-	-	-	-	\$30,000
Funding Uses						
Heavy Equipment	30,000	-	-	-	-	30,000
Total Uses	\$30,000	-	-	-	-	\$30,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Roosevelt & Lexington Drainage Project					
Project Description:	This project will improve the intersection of Roosevelt and Lexington and eliminate the localized flooding that occurs during storm events at this intersection. The City will also continue to pursue CDBG funds for this project.					
Funding Sources						
County 1/2 road tax	100,000	-	-	-	-	\$100,000
CDBG/SPR	-	200,000	-	-	-	200,000
Total Sources	\$100,000	\$200,000	-	-	-	\$300,000
Funding Uses						
Design	100,000	-	-	-	-	100,000
Street Projects	-	200,000	-	-	-	200,000
Total Uses	\$100,000	\$200,000	-	-	-	\$300,000
Project Name:	SR347 Grade Separation Project					
Project Description:	Construction of the SR 347 Grade Separation Project to include five elements, of which two have their own CIP project sheet.					
Funding Sources						
Grants	60,000,000	-	-	-	-	\$60,000,000
Total Sources	\$60,000,000	-	-	-	-	\$60,000,000
Funding Uses						
Street Projects	60,000,000	-	-	-	-	60,000,000
Total Uses	\$60,000,000	-	-	-	-	\$60,000,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Santa Cruz Pavilion Loop					
Project Description:	This project is planned to access the Santa Cruz Property and future city complex. City Council approved the site concept and access point.					
Funding Sources						
County 1/2 Road Tax	1,000,000	-	-	-	-	\$1,000,000
Total Sources	\$1,000,000	-	-	-	-	\$1,000,000
Funding Uses						
Street Projects	1,000,000	-	-	-	-	1,000,000
Total Uses	\$1,000,000	-	-	-	-	\$1,000,000
Project Name:	Santa Cruz Wash-Flood Control					
Project Description:	This project provides funding for the City of Maricopa's portion of the Santa Cruz Regional Flood Control Solution.					
Funding Sources						
General Governmental CIP	7,450,000	2,000,000	-	-	-	\$9,450,000
Total Sources	\$7,450,000	\$2,000,000	-	-	-	\$9,450,000
Funding Uses						
Design	1,740,234	-	-	-	-	1,740,234
Improvements	5,709,766	2,000,000	-	-	-	7,709,766
Total Uses	\$7,450,000	\$2,000,000	-	-	-	\$9,450,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Santa Rosa Wash Trail					
Project Description:	This project provides funding for construction of a trail system through the Santa Rosa Wash area.					
Funding Sources						
DIF - Park	-	-	-	90,000	-	\$90,000
General Governmental CIP	-	-	1,200,000	360,000	-	1,560,000
Total Sources	-	-	\$1,200,000	\$450,000	-	\$1,650,000
Funding Uses						
Improvements	-	-	1,200,000	450,000	-	1,650,000
Total Uses	-	-	\$1,200,000	\$450,000	-	\$1,650,000
Project Name:	Self Contained Breathing Apparatus (SCBA)					
Project Description:	This project will replace Self Contained Breathing Apparatus (SCBA) that has reached the end of their service life.					
Funding Sources						
General Governmental CIP	-	-	-	-	357,280	\$357,280
Total Sources	-	-	-	-	\$357,280	\$357,280
Funding Uses						
Equipment	-	-	-	-	357,280	357,280
Total Uses	-	-	-	-	\$357,280	\$357,280

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Seven Ranches Water Tank					
Project Description:	Per a settlement Agreement with M.A. Maricopa the City is to construct a water tank for the Seven Ranches Water District.					
Funding Sources						
General Governmental CIP	267,816	-	-	-	-	\$267,816
Total Sources	\$267,816	-	-	-	-	\$267,816
Funding Uses						
Improvements	267,816	-	-	-	-	267,816
Total Uses	\$267,816	-	-	-	-	\$267,816
Project Name:	Signal @ Hartman Road/Honeycutt Road					
Project Description:	Traffic signal at the intersection of Honeycutt Road and Hartman Road.					
Funding Sources						
DIF-Transportation	-	-	-	50,000	350,000	\$400,000
Total Sources	-	-	-	\$50,000	\$350,000	\$400,000
Funding Uses						
Design	-	-	-	50,000	-	50,000
Improvements	-	-	-	-	350,000	350,000
Total Uses	-	-	-	\$50,000	\$350,000	\$400,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Signal @ Honeycutt Road/Glennwilde Drive					
Project Description:	Construction of a traffic signal at the intersection of Honeycutt Road and Glennwilde Drive. Warrants have been met and the design is complete.					
Funding Sources						
General Governmental CIP	289,110	-	-	-	-	\$289,110
Total Sources	\$289,110	-	-	-	-	\$289,110
Funding Uses						
Improvements	289,110	-	-	-	-	289,110
Total Uses	\$289,110	-	-	-	-	\$289,110
Project Name:	Signal @ White & Parker Road/Honeycutt Road					
Project Description:	Construct a traffic signal at the intersection of Honeycutt Road and White and Parker Road.					
Funding Sources						
General Governmental CIP	-	350,000	-	-	-	\$350,000
Total Sources	-	\$350,000	-	-	-	\$350,000
Funding Uses						
Improvements	-	350,000	-	-	-	350,000
Total Uses	-	\$350,000	-	-	-	\$350,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Skate Park					
Project Description:	This project is for the purchase of skate park elements and site improvements for a skate park to be constructed in conjunction with Abacus Task 2.					
Funding Sources						
DIF - Parks	-	300,000	-	-	-	\$300,000
Total Sources	-	\$300,000	-	-	-	\$300,000
Funding Uses						
Improvements	-	300,000	-	-	-	300,000
Total Uses	-	\$300,000	-	-	-	\$300,000
Project Name:	Skip Loader					
Project Description:	This project funds equipment needs for a loader that will efficiently load material. This is a replacement vehicle.					
Funding Sources						
HURF	-	-	-	-	80,000	\$80,000
Total Sources	-	-	-	-	\$80,000	\$80,000
Funding Uses						
Heavy Equipment	-	-	-	-	80,000	80,000
Total Uses	-	-	-	-	\$80,000	\$80,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Small Dump Truck 1-Ton					
Project Description:	This project funds purchase of a dump truck for the purpose of road maintenance, debris management, and hauling needs for the city wide street system. This is a replacement vehicle.					
Funding Sources						
HURF	-	-	-	50,000	-	\$50,000
Total Sources	-	-	-	\$50,000	-	\$50,000
Funding Uses						
Heavy Equipment	-	-	-	50,000	-	50,000
Total Uses	-	-	-	\$50,000	-	\$50,000
Project Name:	Smith Enke/Porter Road					
Project Description:	This project includes intersection improvements at the intersection of Smith Enke Road and Porter Road to provide necessary traffic management to ensure safety of travelers and needed four-lane roadway improvements. A signal was installed in 2010 at the Porter/Smith Enke intersections.					
Funding Sources						
DIF-Transportation	-	750,000	-	-	-	\$750,000
Total Sources	-	\$750,000	-	-	-	\$750,000
Funding Uses						
Improvements	-	750,000	-	-	-	750,000
Total Uses	-	\$750,000	-	-	-	\$750,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Spillman Records Management System Upgrade					
Project Description:	During the 2011-2012, the department used grant funds to purchase the first phase of Spillman Automated Field Reporting modules allow officers to quickly complete forms from their patrol vehicles. Modules purchased include Mobile Law Form, Law supplement, Law Field Interviews. Designed with the mobile officer in mind, these forms have large fields that are easy to navigate using a touch-screen monitor or a keyboard and mouse. This current project will complete the phase by obtaining Mobile Accident and Mobile Citation, to include a electronic Citation system and upgrade the Spillman database to 6.1.					

### Funding Sources

General Governmental CIP	-	80,000	-	-	-	\$80,000
Total Sources	-	\$80,000	-	-	-	\$80,000

### Funding Uses

Computer Equipment/ Software	-	80,000	-	-	-	80,000
Total Uses	-	\$80,000	-	-	-	\$80,000

Project Name:	Street Maintenance					
Project Description:	This project represents additional funding to provide for street maintenance of an ever-increasing number of streets included in street maintenance program. This project includes preventive maintenance of street infrastructure, crack seal, acrylic seal, slurry seal and overlay based on age of streets.					

### Funding Sources

County 1/2 Road Tax	-	1,200,000	1,600,000	1,600,000	1,600,000	6,000,000
Local Road Maintenance	1,000,000	-	-	-	-	1,000,000
Total Sources	\$1,000,000	\$1,200,000	\$1,600,000	\$1,600,000	\$1,600,000	\$7,000,000

### Funding Uses

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Street Projects	1,000,000	1,200,000	1,600,000	1,600,000	1,600,000	7,000,000
Total Uses	\$1,000,000	\$1,200,000	\$1,600,000	\$1,600,000	\$1,600,000	\$7,000,000
Project Name:	Street Sweepers					
Project Description:	This project funds equipment needs for the purpose of road maintenance and cleaning of City wide street system. This will replace existing fleet of two sweepers. As these are replacement items, operating costs are already included in the operating budget.					
Funding Sources						
HURF	-	-	225,000	-	225,000	\$450,000
Total Sources	-	-	\$225,000	-	\$225,000	\$450,000
Funding Uses						
Heavy Equipment	-	-	225,000	-	225,000	450,000
Total Uses	-	-	\$225,000	-	\$225,000	\$450,000
Project Name:	Tandem-Axle Dump Truck					
Project Description:	This project funds purchase of a Tandem-Axle Dump Truck for the purpose of road maintenance of City wide street systems.					
Funding Sources						
HURF	-	-	-	-	110,000	\$110,000
Total Sources	-	-	-	-	\$110,000	\$110,000
Funding Uses						
Heavy Equipment	-	-	-	-	110,000	110,000
Total Uses	-	-	-	-	\$110,000	\$110,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	Tennis Court Screen					
Project Description:	To replace, remove, and install windscreen on the tennis courts.					
Funding Sources						
General Governmental CIP	15,000	-	-	-	-	\$15,000
Total Sources	\$15,000	-	-	-	-	\$15,000
Funding Uses						
Improvements	15,000	-	-	-	-	15,000
Total Uses	\$15,000	-	-	-	-	\$15,000
Project Name:	Transportation Center					
Project Description:	The construction of a permanent transportation center for the Maricopa bus service and private providers is needed in the future.					
Funding Sources						
General Governmental CIP	-	1,000,000	-	-	-	\$1,000,000
Total Sources	-	\$1,000,000	-	-	-	\$1,000,000
Funding Uses						
Buildings	-	1,000,000	-	-	-	1,000,000
Total Uses	-	\$1,000,000	-	-	-	\$1,000,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	UPRR Grade Separation-White & Parker					
Project Description:	This project is intended to study and design a grade separation over the UPRR railroad. The Council will be responsible for determining where the crossing is to be built and which existing (at-grade) crossing will be closed. MIS will be completed in August. The \$450,000 will be dedicated to the environmental decision document.					
Funding Sources						
Grant	937,187	7,784,000	70,000,000	-	-	\$78,721,187
Total Sources	\$937,187	\$7,784,000	\$70,000,000	-	-	\$78,721,187
Funding Uses						
Design	937,187	-	-	-	-	937,187
Improvements	-	7,784,000	70,000,000	-	-	77,784,000
Total Uses	\$937,187	\$7,784,000	\$70,000,000	-	-	\$78,721,187
Project Name:	Vekol Site Offsite Improvements					
Project Description:	This project is planned to access the Vekol Property and future recreational facilities.					
Funding Sources						
County 1/2 Road Tax	1,125,000	-	-	-	-	1,125,000
DIF-Transportation	675,000	-	-	-	-	675,000
Total Sources	\$1,800,000	-	-	-	-	\$1,800,000
Funding Uses						
Street Projects	1,800,000	-	-	-	-	1,800,000
Total Uses	\$1,800,000	-	-	-	-	\$1,800,000

## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	White & Parker/Honeycutt Road South (7 Ranches)					
Project Description:	This project will design and construct the improvements of White & Parker Road to major arterial standards.					
Funding Sources						
DIF-Transportation	-	500,000	2,000,000	-	-	\$2,500,000
Total Sources	-	\$500,000	\$2,000,000	-	-	\$2,500,000
Funding Uses						
Design	-	500,000	-	-	-	500,000
Street Projects	-	-	2,000,000	-	-	2,000,000
Total Uses	-	\$500,000	\$2,000,000	-	-	\$2,500,000



## CAPITAL IMPROVEMENTS BY PROJECTS WITH FUNDING SOURCES

	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	TOTAL
Project Name:	White & Parker at City Property Frontage East 1/2					
Project Description:	This project will provide half-street improvements on the City property frontage. This project will be needed to handle traffic traveling on White & Parker as an alternative to SR347. Thru lanes will be necessary for the City Complex development.					
Funding Sources						
DIF-Transportation	500,000	-	2,250,000	-	-	\$2,750,000
Total Sources	\$500,000	-	\$2,250,000	-	-	\$2,750,000
Funding Uses						
Design	500,000	-	-	-	-	500,000
Land & Land Improvements	-	-	1,000,000	-	-	1,000,000
Street Projects	-	-	1,250,000	-	-	1,250,000
Total Uses	\$500,000	-	\$2,250,000	-	-	\$2,750,000

# Supplemental Information

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



**RESOLUTION NO. 12-53**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF  
THE CITY OF MARICOPA, ARIZONA, ADOPTING BUDGET  
FOR THE FISCAL YEAR 2012-2013.**

**WHEREAS**, in accordance with the provisions of Title 42, Sections 17101-17105, Arizona Revised Statutes (A.R.S.), the Mayor and the Maricopa City Council did, on May 15, 2012, 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

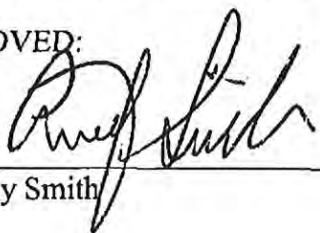
**WHEREAS**, in accordance with said chapter of said title, and following due public notice, the Mayor and the Maricopa City Council met on June 5, 2012, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses; and

**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 5, 2012, 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 2012-2013.

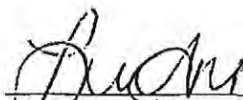
**PASSED AND ADOPTED** by the Mayor and City Council of the City of Maricopa, Arizona, this 5<sup>th</sup> day of June, 2012.

APPROVED:



Anthony Smith  
Mayor

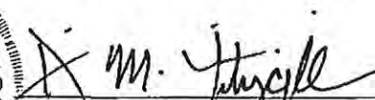
ATTEST:



LeeAnne Schirato  
Deputy City Clerk



APPROVED AS TO FORM:



Denis Fitzgibbons  
City Attorney

**OFFICIAL BUDGET FORMS**

**CITY OF MARICOPA**

**FY12-13**

City of Maricopa  
 Summary Schedule of Estimated Revenues and Expenditures  
 FY12-13

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2012	ACTUAL EXPENDITURES/EXPENSES ** 2012	FUND BALANCE/NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 29,727,982	\$ 27,325,052	\$ 21,086,831	Primary: \$ 10,032,647 Secondary:	\$ 17,874,270	\$	\$	\$	\$	\$ 48,993,748	\$ 29,795,508
2. Special Revenue Funds	25,215,956	25,095,956	8,789,860		16,430,165					25,220,025	19,059,412
3. Debt Service Funds Available	2,092,402	1,757,846		1,437,724	332,778					1,770,502	2,121,048
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	2,092,402	1,757,846		1,437,724	332,778					1,770,502	2,121,048
6. Capital Projects Funds	35,655,417	12,071,343	63,340,001		62,932,827	30,190,213				156,463,041	124,199,473
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	\$ 92,691,757	\$ 66,250,197	\$ 93,216,692	\$ 11,470,371	\$ 97,570,040	\$ 30,190,213	\$	\$	\$	\$ 232,447,316	\$ 175,175,441

EXPENDITURE LIMITATION COMPARISON

	2012	2013
1. Budgeted expenditures/expenses	\$ 92,691,757	\$ 175,175,441
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	92,691,757	175,175,441
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 92,691,757	\$ 175,175,441
6. EEC or voter-approved alternative expenditure limitation	\$ 334,147,259	\$ 348,792,758

\* Includes Expenditure/Expense Adjustments Approved in current year from Summary by Department of Expenditures Within Each Fund Type.  
 \*\* 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**  
**FY12-13**

	<b>2012</b>	<b>2013</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>10,238,845</u>	\$ <u>10,437,938</u>
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)	\$ <u>-</u>	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>10,038,102</u>	\$ <u>10,032,647</u>
B. Secondary property taxes	<u>1,437,724</u>	<u>1,437,724</u>
C. Total property tax levy amounts	\$ <u>11,475,826</u>	\$ <u>11,470,371</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ <u>9,636,578</u>	
(2) Prior years' levies	<u>99,477</u>	
(3) Total primary property taxes	\$ <u>9,736,055</u>	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ <u>1,394,592</u>	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>1,394,592</u>	
C. Total property taxes collected	\$ <u>11,130,647</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>4.8105</u>	<u>4.8753</u>
(2) Secondary property tax rate	<u>0.6528</u>	<u>0.6917</u>
(3) Total city/town tax rate	<u>5.4633</u>	<u>5.5670</u>

**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**  
**FY12-13**

<b>SOURCE OF REVENUES</b>	<b>BUDGETED REVENUES FY11-12</b>	<b>ESTIMATED REVENUES FY11-12</b>	<b>ESTIMATED REVENUES FY12-13</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Personal Property Tax	275,000	275,000	275,000
Local Sales Tax	4,470,000	6,000,000	6,120,000
<b>Licenses and permits</b>			
Permit Fees	573,750	363,250	363,250
Franchise Fees	290,000	272,000	272,000
Business Licenses	45,000	45,000	45,000
<b>Intergovernmental</b>			
State Shared Sales Tax	3,289,692	3,289,692	3,550,000
State Shared Income Tax	3,670,065	3,670,065	4,441,190
Vehicle License Tax	1,920,825	1,920,825	1,850,000
<b>Charges for services</b>			
Parks and Recreation Fees	306,370	245,970	245,970
Library Fees	10,000	13,000	13,000
Passport Fees	38,000	26,000	26,000
<b>Fines and forfeits</b>			
Magistrate Court Fees	500,000	470,000	470,000
Public Safety Hearing Charges	26,500	26,500	26,500
<b>Interest on investments</b>			
Investment Earnings	210,000	110,000	110,000
<b>Miscellaneous</b>			
Miscellaneous	413,379	413,379	66,360
<b>Total General Fund</b>	<b>\$ 16,038,581</b>	<b>\$ 17,140,681</b>	<b>\$ 17,874,270</b>
<b>SPECIAL REVENUE FUNDS</b>			
Highway User Revenue Fund	\$ 2,514,596	\$ 2,514,596	\$ 2,723,415
Local Road Maintenance	2,000	2,000	2,000
Grants Fund	20,636,223	20,636,223	12,704,750
County Road Tax	505,000	505,000	1,000,000
Local Transportation Assistance Fund	500	500	-
<b>Total Special Revenue Funds</b>	<b>\$ 23,658,319</b>	<b>\$ 23,658,319</b>	<b>\$ 16,430,165</b>
<b>DEBT SERVICE FUNDS</b>			
Miscellaneous	-	-	332,778
<b>Total Debt Service Funds</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 332,778</b>

**City of Maricopa**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**FY12-13**

<b>SOURCE OF REVENUES</b>	<b>BUDGETED REVENUES FY11-12</b>	<b>ESTIMATED REVENUES FY11-12</b>	<b>ESTIMATED REVENUES FY12-13</b>
<b>CAPITAL PROJECTS FUNDS</b>			
General Governmental CIP Fund	\$ -	\$ -	\$ 1,069,000
General Governmental Bond Fund	-	-	-
Grants CIP Fund	-	-	61,477,187
Parks Development Impact Fee	200	200	75
Library Development Impact Fee	1,500	1,500	500
Public Safety Development Impact Fee	1,700	1,700	715
General Governmental Impact Fee	1,000	1,000	-
Transportation Development Impact Fee	40,000	40,000	15,000
Parks Bond Fund	20,000	20,000	-
Parks Impact Fee #2	57,815	57,815	105,765
Library Impact Fee #2	5,260	5,260	860
Police Impact Fee	7,720	7,720	4,725
Fire Impact Fee	28,340	28,340	66,880
General Governmental Impact Fee #2	10,900	10,900	-
Transportation Impact Fee	272,860	272,860	192,120
<b>Total Capital Projects Funds</b>	<b>\$ 447,295</b>	<b>\$ 447,295</b>	<b>\$ 62,932,827</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 40,144,195</b>	<b>\$ 41,246,295</b>	<b>\$ 97,570,040</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**  
**FY12-13**

<b>FUND</b>	<b>OTHER FINANCING 2013</b>		<b>INTERFUND TRANSFERS 2013</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Bond Proceeds-Gen'l Gov't Bond Fund	\$ 13,022,688	\$ _____	\$ _____	\$ _____
Bond Proceeds-Parks Bond Fund	17,167,525	_____	_____	_____
<b>Total Capital Projects Funds</b>	<b>\$ 30,190,213</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 30,190,213</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

SCHEDULE D

**City of Maricopa**  
**Summary by Department of Expenditures Within Each Fund Type**  
**FY12-13**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES FY11-12	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED FY11-12	ACTUAL EXPENDITURES* FY11-12	BUDGETED EXPENDITURES/ EXPENSES FY12-13
<b>GENERAL FUND</b>				
Mayor and Council	\$ 801,057	\$ (40,000)	\$ 761,057	402,527
City Attorney	660,000	75,000	735,000	600,000
City Clerk	405,355	-	405,355	356,916
City Magistrate	305,115	-	305,115	283,745
City Manager	547,670	137,671	685,341	622,660
Community Services	2,187,813	122,144	2,309,957	2,397,230
Development Services	7,732,779	(5,324,094)	2,408,685	2,385,994
Economic Development	1,301,130	671,441	1,972,571	780,199
Finance/Administative Services	1,799,265	(34,295)	1,764,970	1,616,247
Fire	11,391,052	(3,271,792)	8,119,260	7,672,190
Human Resources	304,681	5,000	309,681	299,147
Police	7,619,805	(71,745)	7,548,060	7,765,845
Non-Departmental	4,380,368	(1,977,438)	0	4,612,808
<b>Total General Fund</b>	<b>\$ 39,436,090</b>	<b>\$ (9,708,108)</b>	<b>\$ 27,325,052</b>	<b>29,795,508</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$ 3,296,703	\$ -	\$ 3,176,703	3,130,169
Local Road Maintenance	-	145,200	145,200	1,000,000
Local Transportation Assistance	101,630	-	101,630	-
Grants	20,636,223	(375,000)	20,261,223	12,704,243
County Road Tax	1,000,000	411,200	1,411,200	2,225,000
<b>Total Special Revenue Funds</b>	<b>\$ 25,034,556</b>	<b>\$ 181,400</b>	<b>\$ 25,095,956</b>	<b>19,059,412</b>
<b>DEBT SERVICE FUNDS</b>				
General Obligation Debt Service	\$ 1,757,846	\$ 334,556	\$ 1,757,846	2,121,048
<b>Total Debt Service Funds</b>	<b>\$ 1,757,846</b>	<b>\$ 334,556</b>	<b>\$ 1,757,846</b>	<b>2,121,048</b>
<b>CAPITAL PROJECTS FUNDS</b>				
General Governmental CIP	\$ -	\$ 9,748,552	\$ 2,100,889	16,058,287
General Governmental Bond	-	-	-	8,572,688
Grants CIP	-	-	-	61,477,187
Public Safety Impact Fee	927,278	-	492,303	434,975
General Governmental Impact Fee	-	6,953,413	3,346,977	3,606,436
Transportation Impact Fee	2,500,000	(556,400)	1,943,600	10,595,000
Parks Bond	3,880,000	-	652,064	22,877,936
Police Impact Fee #2	155,509	-	155,509	280,000
Fire Impact Fee	-	-	-	49,900
General Governmental Impact Fee #2	6,953,413	(6,953,413)	-	-
Transportation Impact Fee #2	12,047,065	-	3,380,001	247,064
<b>Total Capital Projects Funds</b>	<b>\$ 26,463,265</b>	<b>\$ 9,192,152</b>	<b>\$ 12,071,343</b>	<b>124,199,473</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 92,691,757</b>	<b>\$ -</b>	<b>\$ 66,250,197</b>	<b>175,175,441</b>

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

**City of Maricopa  
Summary by Department of Expenditures  
FY12-13**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES FY11-12	EXPENDITURE ADJUSTMENTS APPROVED FY11-12	ACTUAL EXPENDITURES* FY11-12	REQUESTED EXPENDITURES FY12-13
<b>Mayor &amp; Council:</b>				
General Fund	\$ 801,057	\$ (40,000)	\$ 761,057	402,527
<b>Department Total</b>	<b>\$ 801,057</b>	<b>\$ (40,000)</b>	<b>\$ 761,057</b>	<b>402,527</b>
<b>City Attorney:</b>				
General Fund	\$ 660,000	\$ 75,000	\$ 735,000	600,000
<b>Department Total</b>	<b>\$ 660,000</b>	<b>\$ 75,000</b>	<b>\$ 735,000</b>	<b>600,000</b>
<b>City Clerk:</b>				
General Fund	\$ 405,355	\$ -	\$ 405,355	356,916
<b>Department Total</b>	<b>\$ 405,355</b>	<b>\$ -</b>	<b>\$ 405,355</b>	<b>356,916</b>
<b>City Magistrate:</b>				
General Fund	\$ 305,115	\$ -	\$ 305,115	283,745
<b>Department Total</b>	<b>\$ 305,115</b>	<b>\$ -</b>	<b>\$ 305,115</b>	<b>283,745</b>
<b>City Manager:</b>				
General Fund	\$ 547,670	\$ 137,671	\$ 685,341	622,660
Grants	4,188,300	-	4,188,300	2,400,000
<b>Department Total</b>	<b>\$ 4,735,970</b>	<b>\$ 137,671</b>	<b>\$ 4,873,641</b>	<b>3,022,660</b>
<b>Community Services:</b>				
General Fund	\$ 2,187,813	\$ 122,144	\$ 2,309,957	2,397,230
General Governmental CIP	-	-	-	191,000
Grants	258,412	-	258,412	289,770
Parks Bond	3,880,000	-	652,064	22,877,936
<b>Department Total</b>	<b>\$ 6,326,225</b>	<b>\$ 122,144</b>	<b>\$ 3,220,433</b>	<b>25,755,936</b>
<b>Debt Service:</b>				
General Obligation Debt Service	\$ 1,757,846	\$ 334,556	\$ 1,757,846	2,121,048
<b>Department Total</b>	<b>\$ 1,757,846</b>	<b>\$ 334,556</b>	<b>\$ 1,757,846</b>	<b>2,121,048</b>
<b>Development Services:</b>				
County Road Tax	\$ 1,000,000	\$ 411,200	\$ 1,411,200	2,225,000
General Fund	7,732,779	(5,324,094)	2,408,685	2,385,994
General Governmental CIP	-	4,787,449	1,487,180	11,131,926
General Governmental Bond	-	-	-	8,572,688
General Governmental Impact Fee	-	6,953,413	3,346,977	3,606,436
General Governmental Impact Fee #2	6,953,413	(6,953,413)	-	-
Grants	6,757,277	(317,000)	6,440,277	3,488,656
Grants CIP	-	-	-	61,477,187
Highway User Revenue Fund	3,296,703	-	3,176,703	3,130,169
Local Road Maintenance	-	145,200	145,200	1,000,000
Local Transportation Assistance	101,630	-	101,630	-
Transportation Impact Fee	2,500,000	(556,400)	1,943,600	10,595,000
Transportation Impact Fee #2	12,047,065	-	3,380,001	247,064
<b>Department Total</b>	<b>\$ 40,388,867</b>	<b>\$ (853,645)</b>	<b>\$ 23,841,453</b>	<b>107,860,120</b>
<b>Economic Development:</b>				
General Fund	\$ 1,301,130	\$ 671,441	\$ 1,972,571	780,199
General Governmental CIP	-	400,000	-	400,000
Grants	842,500	-	842,500	1,000,000
<b>Department Total</b>	<b>\$ 2,143,630</b>	<b>\$ 1,071,441</b>	<b>\$ 2,815,071</b>	<b>2,180,199</b>
<b>Finance/Administrative Services:</b>				
General Fund	\$ 1,799,265	\$ (34,295)	\$ 1,764,970	1,616,247
General Governmental CIP	-	52,740	-	-
Grants	75,000	-	75,000	100,000
<b>Department Total</b>	<b>\$ 1,874,265</b>	<b>\$ 18,445</b>	<b>\$ 1,839,970</b>	<b>1,716,247</b>

**City of Maricopa  
Summary by Department of Expenditures  
FY12-13**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES FY11-12</b>	<b>EXPENDITURE ADJUSTMENTS APPROVED FY11-12</b>	<b>ACTUAL EXPENDITURES* FY11-12</b>	<b>REQUESTED EXPENDITURES FY12-13</b>
<b>Fire:</b>				
Fire Impact Fee	\$ -	\$ -	\$ -	49,900
General Fund	11,391,052	(3,271,792)	8,119,260	7,672,190
General Governmental CIP	-	3,271,792	613,709	4,231,003
Grants	6,574,000	17,000	6,591,000	3,614,570
<b>Department Total</b>	<b>\$ 17,965,052</b>	<b>\$ 17,000</b>	<b>\$ 15,323,969</b>	<b>15,567,663</b>
<b>Human Resources:</b>				
General Fund	\$ 304,681	\$ 5,000	\$ 309,681	299,147
<b>Department Total</b>	<b>\$ 304,681</b>	<b>\$ 5,000</b>	<b>\$ 309,681</b>	<b>299,147</b>
<b>Non-Departmental:</b>				
General Fund	\$ 4,380,368	\$ (1,977,438)	\$ -	4,612,808
<b>Department Total</b>	<b>\$ 4,380,368</b>	<b>\$ (1,977,438)</b>	<b>\$ -</b>	<b>4,612,808</b>
<b>Police:</b>				
General Fund	\$ 7,619,805	\$ (71,745)	\$ 7,548,060	7,765,845
General Governmental CIP	-	1,236,571	-	104,358
Grants	1,940,734	(75,000)	1,865,734	1,811,247
Police Impact Fee #2	155,509	-	155,509	280,000
Public Safety Impact Fee	927,278	-	492,303	434,975
<b>Department Total</b>	<b>\$ 10,643,326</b>	<b>\$ 1,089,826</b>	<b>\$ 10,061,606</b>	<b>10,396,425</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$ 92,691,757</b>	<b>\$ -</b>	<b>\$ 66,250,197</b>	<b>175,175,441</b>

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



CITY OF  
**MARICOPA**<sup>®</sup>  
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## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	MINIMUM	MAXIMUM	MIDPOINT
Accounting Manager	\$63,049	\$86,914	\$68,723
Administrative Assistant	\$35,188	\$48,507	\$38,355
Animal Control Officer	\$42,771	\$58,961	\$46,620
Assistant City Manager	\$100,387	\$138,435	\$109,422
Assistant to the City Manager	\$63,049	\$86,914	\$68,723
Building Inspector	\$47,155	\$65,004	\$51,399
Buyer	\$42,771	\$58,961	\$46,620
Chief Building Official	\$73,153	\$100,842	\$79,737
Chief of Police	\$93,364	\$128,703	\$101,767
City Clerk	\$84,684	\$116,738	\$92,306
City Engineer/Transportation Manager	\$76,811	\$105,885	\$83,724
City Manager	\$131,373	\$181,099	\$143,197
Code Compliance Officer	\$42,771	\$58,961	\$46,620
Court Clerk	\$35,188	\$48,507	\$38,355
Custodian	\$25,007	\$34,473	\$27,258
Customer Service Representative	\$28,949	\$39,907	\$31,554
Deputy City Clerk	\$47,155	\$65,004	\$51,399
Development/CIP Project Manager	\$54,588	\$75,250	\$59,501
Director of Community Services	\$84,684	\$116,738	\$92,306
Director of Development Services	\$93,364	\$128,703	\$101,767
Director of Economic Development	\$84,684	\$116,738	\$92,306
Director of Finance & Administrative Services	\$93,364	\$128,703	\$101,767
Director of Human Resources	\$93,364	\$128,703	\$101,767
Economic Development Coordinator	\$47,155	\$65,004	\$51,399
Economic Development Specialist	\$57,317	\$79,013	\$62,476
Equipment Operator	\$35,188	\$48,507	\$38,355
Facilities Maintenance Coordinator	\$47,155	\$65,004	\$51,399
Fire Battalion Chief	\$76,811	\$105,885	\$83,724
Fire Chief	\$93,364	\$128,703	\$101,767
Fire Division Chief	\$76,811	\$105,885	\$83,724
Fire Marshal/Inspector	\$47,155	\$65,004	\$51,399
Fire Mechanic	\$49,513	\$68,254	\$53,969
Fleet Manager	\$54,588	\$75,250	\$59,501
Grants Manager	\$54,588	\$75,250	\$59,501
Information Technology Manager	\$73,153	\$100,842	\$79,737
Library Assistant	\$28,949	\$39,907	\$31,554
Library Manager	\$63,049	\$86,914	\$68,723

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	MINIMUM	MAXIMUM	MIDPOINT
Maintenance Foreman	\$47,155	\$65,004	\$51,399
Maintenance Worker	\$28,949	\$39,907	\$31,554
Management Analyst	\$49,513	\$68,254	\$53,969
Master Mechanic	\$49,513	\$68,254	\$53,969
Media Production Specialist	\$54,588	\$75,250	\$59,501
Network Administrator	\$57,317	\$79,013	\$62,476
Network Engineer	\$73,153	\$100,842	\$79,737
Parks Maintenance Worker	\$28,949	\$39,907	\$31,554
Payroll/Accounts Payable Clerk	\$35,188	\$48,507	\$38,355
Permit Technician	\$35,188	\$48,507	\$38,355
Plan Review Supervisor	\$57,317	\$79,013	\$62,476
Planner	\$54,588	\$75,250	\$59,501
Planning Manager	\$73,153	\$100,842	\$79,737
Plans Examiner	\$49,513	\$68,254	\$53,969
Police Commander	\$84,684	\$116,738	\$92,306
Police Lieutenant	\$76,811	\$105,885	\$83,724
Police Property/Evidence Manager	\$54,588	\$75,250	\$59,501
Public Information Officer	\$54,588	\$75,250	\$59,501
Public Works Construction Inspector	\$47,155	\$65,004	\$51,399
Public Works Superintendent	\$73,153	\$100,842	\$79,737
Purchasing Manager	\$63,049	\$86,914	\$68,723
Records Clerk	\$35,188	\$48,507	\$38,355
Records Coordinator	\$47,155	\$65,004	\$51,399
Recreation Coordinator	\$42,771	\$58,961	\$46,620
Recreation Services Leader	\$28,949	\$39,907	\$31,554
Senior Building Inspector	\$49,513	\$68,254	\$53,969
Senior Engineer/Plans Examiner	\$57,317	\$79,013	\$62,476
Senior Library Coordinator	\$42,771	\$58,961	\$46,620
Training/EMS Coordinator	\$57,317	\$79,013	\$62,476
Transit Coordinator	\$47,155	\$65,004	\$51,399
Youth Coordinator	\$42,771	\$58,961	\$46,620

## 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 used, 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 predetermined 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% 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.





## Acronyms

- A.R.S.** – Arizona Revised Statutes
- ADOT** – Arizona Department of Transportation
- AZ POST** – Arizona Peace Officer Standards and Training
- CAAG** – Central Arizona Association of Governments
- CAC** – Central Arizona College
- CAFR** – Comprehensive Annual Financial Report
- CAG** – Central Arizona Governments
- CALEA** – Commission on Accreditation for Law Enforcement Agencies, Inc.
- CDBG** – Community Development Block Grant
- CFD** – Community Facilities District
- CGCC** – Chandler-Gilbert Community College
- CIP** – Capital Improvement Program
- CLOMR** – Conditional Letter of Map Revision
- COMPSTAT** – Computer/Comparative Statistics
- DIF** – Development Impact Fees
- DIMS** – Digital Image Storage
- DSD** – Development Services Department
- DUI** – Driving Under the Influence
- ED** – Economic Development Department
- EMS** – Emergency Medical Services
- EMT** – Emergency Medical Technician
- ERP** – Enterprise Resource Planning
- FD** – Fire Department
- FEMA** – Federal Emergency Management Agency
- FICA** – Federal Insurance Contributions Act (used in reference to FICA tax)
- FTE** – Full Time Equivalent
- FY** – Fiscal Year
- G.O. Bonds** – General Obligation Bonds
- GAAP** – Generally Accepted Accounting Principles
- GASB** – Governmental Accounting Standards Board

**GF** – General Fund

**GFOA** – Government Finance Officers Association

**GIS** – Geographic Information System

**HAZ MAT** – Hazardous Materials

**HR** – Human Resources

**HURF** – Highway User Revenue Fund

**ICMA** - International City/County Management Association

**IT** – Information Technology

**LOMR** – Letter of Map Revision

**LTAF** – Local Transportation Assistance Fund

**MCG Highway** – Maricopa Casa Grande Highway

**MDT** – Mobile Data Terminals

**MITS Committee** – Maricopa Information Technology Steering Committee

**MOU** – Memorandum of Understanding

**PD** – Police Department

**PW** – Public Works

**RTAC** – Rural Transportation Advisory Council

**SAN** – Storage Area Network

**SR347** – State Route 347 (also referred to as “John Wayne Parkway”)

**UCR** – Uniform Crime Report (established by the Federal Bureau of Investigation)

**UPRR** – Union Pacific Railroad

## Acknowledgements

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Mayor Anthony Smith  
Vice Mayor Edward Farrell  
Councilmember Marvin L. Brown  
Councilmember Carl Diedrich  
Councilmember Marquisha Griffin  
Councilwoman Julia R. Gusse  
Councilmember Alan Marchione

Department Directors:

Brenda S. Fischer, City Manager  
Danielle Casey, Assistant City Manager  
Brent Billingsley, Development Services Director  
Wade Brannon, Fire Chief  
Vanessa Bueras, City Clerk  
Jennifer Campbell, Community Services Director  
Tom Duensing, Finance/Administrative Services Director  
Micah Miranda, Economic Development Director  
Karen Shaffer, Human Resources Director  
Steve Stahl, Chief of Police

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## City of Maricopa Facts

Date of Incorporation  
October 15, 2003

Population  
44,450

Square Miles  
approx. 45

Number of Building Permits Issued  
260

Budgeted FTEs  
214

General Fund Budget  
\$29,795,508

All Funds Budget  
\$175,175,441

Assessed Valuation  
\$207,853,562

Average Age  
31

Median Income  
\$63,992

Housing Units  
17,393



Anthony Smith  
Mayor

Edward Farrell  
Vice Mayor

Marvin L. Brown  
Councilmember

Carl Diedrich  
Councilmember

Marquisha Griffin  
Councilmember

Julia R. Gusse  
Councilwoman

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