



*Our Future is Now:  
Celebrating a Decade,  
Preparing for the Future*

**2013-2014 Annual Budget Book**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Maricopa  
Arizona**

For the Fiscal Year Beginning

**July 1, 2012**

*Christopher P. Morill*      *Jeffrey R. Emmer*

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, We respectfully present to you and the citizens of Maricopa the Fiscal Year 2013-2014 (FY13-14) 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 increased over the past several years as the economy improves. The sales tax base has increased the City's ability to provide quality services to citizens. The budget strives to ensure the City's fiscal stability, while providing the essential services afforded to all Maricopa citizens. Continued stronger economic conditions coupled with anticipated expenditure increases are the primary driver behind the FY13-14 budget. As has been the case for many municipalities during past economic downturns, Maricopa has been forced to balance the needs for City services with a minimal revenue base. During these challenging economic times, the City has been working not only to balance the budget, but to also think beyond the past recession in order to position the City for future success.

Although the City continues to grow, it is at a rate much lower than has been seen in the mid 2000s. The relatively strengthened economy contributes to increases sales tax collections at state and local levels, high numbers of residential building permits, and continued strengthening in development related revenues. While most aspects of the local economy seem to be increasing steadily, as compared to prior budget years, the City continues to estimate conservatively, as the growth and stability of the economy's future is unpredictable.

To balance the budget, the City adopted a "zero-based" budget approach developed around the City Council adopted five-year Comprehensive Financial Plan. This approach means departments request and justify all FY13-14 appropriated funds and do not receive "targets" at the beginning of the budget process. 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 FY13-14.

We present you a budget that represents the tenets of the City Council strategic plan and is the fulfillment of a 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 exceed the expectations of the community.

## **BUDGET OVERVIEW**

- The Citywide total proposed budget for all funds is \$186.5 million, which is \$11.3 million more than last year's budget, as adopted June 4, 2013 and is a 6% increase. The major increases in this budget relate to increases in expenses for the new Copper Sky Recreation Facility. Notable capital projects include completing the City Hall, the Fire Administration building, a Police substation and the SR347 Grade Separation project. There also was a \$2.4 million dollar increase in General Obligation (G.O.) bond debt service from these projects. This is due to the issuance of \$31.6 million in G.O. bonds used for the Copper Sky Recreation Facility.
- The General Fund budget includes an overall increase from FY12-13 amended budget of \$29.5 million to the currently adopted FY13-14 budget of \$30.8 million. This represents an increase of \$1.3 million. The primary reason for this increase is due to a \$1.4 million transfer to Debt Service for the new Copper Sky Recreation Complex.
- Citywide carry forward fund balances from FY12-13 to FY13-14 are estimated at \$33 million for all funds in the budget, including General Fund (\$17 million), Special Revenue Funds (\$6 million), and Capital Projects Funds (\$10 million). Total resources available for FY13-14 are estimated to be \$219.5 million. This includes \$33 million in carry forward fund balance, \$125.9 million in budgeted revenue, and \$25.7 million in other financing sources (bond proceeds) for specified capital projects. It is notable that the \$186.5 million in projected revenue includes \$77.9 million in projected grant revenue. Although budgeted, grant projects can only proceed if successfully awarded.

## **REVENUES**

This operating budget conveys operation levels at a higher rate of growth than previous years. Overall, operating revenues are expected to increase in FY13-14 from \$46.1 million to \$52.2 million due primarily to increased Special Revenue fund revenue budget.

Primary property tax assessments remain relatively unchanged with an increase of \$69,471 in total assessments and an increasing primary property tax rate from \$4.8753 to \$5.0898 per \$100 in assessed valuation. The assessment increase is due to the impact of new construction.

Despite significant sales tax reductions from the peak in FY06-07, overall sales tax revenue has increased over the past fiscal year and is budgeted to be \$7.2 million in FY13-14

compared with FY12-13 revised estimates of \$7.0 million. For FY13-14, sales tax revenue is budgeted at \$6.5 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 FY13-14 state shared revenues increased in the General Fund and one Special Revenue Fund (Highway User Revenue Fund) by 6.8% and 4.5%, respectively.

The revenue budget for the Capital Improvement Funds totals \$73.6 million in FY13-14 compared to \$93.1 million in FY12-13. The primary reason for the decrease is the appropriation of \$17.2 million in other financing sources in FY12-13 for anticipated bond issuances.

**REVENUE SUMMARY BY FUND TYPE**

<b>FUND TYPE</b>	<b>FY12-13 BUDGET</b>	<b>FY13-14 BUDGET</b>
General Fund	\$27,906,917	\$29,044,496
Special Revenue Funds	\$16,430,165	\$19,356,722
Debt Service Fund	\$1,770,502	\$3,846,317
Total Operating Revenue Budget	\$46,107,584	\$52,247,535
Capital Improvement Funds	\$93,123,040	\$73,620,324
Total Revenue Budget	\$139,230,624	\$125,867,859

## **EXPENDITURES**

Estimated expenditures are comprised of the same funds as revenues. The total budget for General Fund expenditures is \$30.8 million, which is composed of the following categories:

- \$19.8 million in personal services (salaries and related benefits)
- \$3.3 million in professional & technical services (contracted professional services and other contracted services)
- \$140 thousand in purchased property services (rental costs)
- \$3.4 million in other purchased services (utilities, repairs, maintenance, dues, phone, advertising, printing, postage, training, meals, and mileage)
- \$625 thousand in supplies (office supplies, fuel/oil, books/periodicals, non-capital equipment)
- \$79 thousand in capital outlay (capital projects)
- \$1.4 million in budgeted transfers
- \$2.0 million in contingency reserve, or 6.5% 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, \$8.1 million or 26%
- Fire with \$7.9 million or 25.7%
- Community Services with \$2.0 million or 6.6%
- Development Services with \$2.7 million or 8.9%

There was a net increase of three full-time personnel positions due to growth for various services. Total budgeted full-time equivalent positions for the City are 217 for FY13-14. The allocations of personnel were similar to spending trends as follows:

- Police at 31.8% or 69 positions total
- Fire at 29% or 63 positions
- Development Services with 13.8% or 30.0 positions, with 10.15 of those positions funded outside the General Fund
- Community Services with 14 and Finance/Administrative Services with 13 or 12.4% total for both

Major highlights of the General Fund budget are as follows:

- Overall, the FY13-14 adopted budget represents an increase of \$1.0 million from the FY12-13 adopted budget. This is due primarily to an increase in transfers out to the new Copper Sky Recreation Special Revenue Fund and increased operational costs for the new City Hall and Police Complex.

- City Manager’s budget increased by \$210,195 or 32% due to the inclusion of the Communication and Marketing Division.
- Non-Departmental expenditures increased due primarily to FY13-14 merit increase appropriation which will subsequently be transferred to departments as needed during the fiscal year
- The Police Department budget remained approximately the same. The Fire Department budget increased by \$208,427 or 2.7%
- The Community Services budget decreased by \$434,260. This is due to a reorganization.
- 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 increased by approximately \$5.0 million. This is due primarily to increase in anticipated grant funding from FY12-13 to FY13-14.

For FY13-14, the Debt Service Fund appropriation of principal and interest increased by \$2.5 million due to additional debt service required for new Copper Sky Recreation Complex.

The FY13-14 Capital Improvement Funds budget increased over the FY12-13 budget by \$2.8 million. The total budget includes 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 the completion of construction of the recreation/aquatic center and regional park/sports complex capital projects), and the General Governmental CIP fund budget of \$8.6 million for the completion of construction of the City Hall and Police Station complex. As stated previously, the Grants CIP projects funds can only be spent if the grant is successfully awarded.

### **EXPENDITURES BY FUND TYPE**

<b>FUND TYPE</b>	<b>FY12-13 REVISED BUDGET</b>	<b>FY13-14 BUDGET</b>
General Fund	\$29,795,508	\$30,792,573
Special Revenue Funds	\$19,059,412	\$24,078,556
Debt Service Fund	\$2,121,048	\$4,587,366
Total Operating Revenue Budget	\$50,975,968	\$59,458,495
Capital Improvement Funds	\$124,199,473	\$127,004,367
<b>Total Budget</b>	<b>\$175,175,441</b>	<b>\$186,462,862</b>

### ***BONDED INDEBTEDNESS***

In November 2008, City of Maricopa voters authorized \$65.5 million in general obligation (G.O.) bonds to 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. In FY12-13, the City issued G.O. bonds in the amount of \$31.6 million for completion of the recreation aquatic center and regional park/sports complex projects, thus leaving the remaining bond authorization at \$13.9 million.

### ***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,



Trisha Sorensen  
Interim City Manager



Tom Duensing, CPA  
Assistant City Manager

## Mayor and City Council



### Mayor Christian Price

Mayor Christian Price has been a resident of Maricopa since early 2005. After moving from Chandler with his wife, they purchased their first home and started a family. Mayor Price immediately got involved with his community by running for his HOA Board of Directors and was president for six years. He is very active in the community and volunteers his time whenever possible to non-profits, churches, the food bank and other service organizations.

Mayor Price sits on the Maricopa Seniors Board as an advisory member, is a governing board member of For Our City/Citizens Corp and serves as a member of the Arizona Farm Bureau and the Maricopa Chamber of Commerce. He was also selected for Maricopa's first Board of Adjustments commission and served as its vice chair, before resigning to run for Mayor. Mayor Price is an enormous advocate of networking – meeting new people and establishing relationships with citizens, stakeholders, regional partners, members of neighboring cities, and other government officials. He strongly believes that good working relationships with these groups and individuals will help Maricopa become a strong well-rounded regional player and directly influence the quality of life of the citizens through an enhanced economic development climate.

For more than 12 years, Mayor Price has been an entrepreneur and a small business owner. He is the managing partner of Pantheon Investments, LLC/NPC, a financial advisory firm. A graduate of Northern Arizona University, he holds a Bachelor of Arts degree in English literature. Mayor Price has also had the privilege of working as a legislative analyst for the Arizona State House of Representatives and has first-hand knowledge of legislative processes and procedures. His family hails from northwest Tucson and he is an Eagle Scout who is fluent in Spanish. As a member of the Maricopa City Council, Mayor Price has a strong desire to work closely with fellow Council members and City staff to find the most economic and efficient solutions to help Maricopa grow and prosper.

Council Term: 2012-2014



### 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." 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.

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

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 stepped down when elected to the City Council in May 2008.

Brown demonstrates his strong commitment to regional relationships and economic development through his work with the City's neighboring Indian communities.

Brown most recently lived in Detroit, Mich., 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.

Council Term: 2012-2016



### **Councilmember Peggy Chapados**

Councilmember Peggy J. (Peg) Chapados was born in Rochester and grew up in the western New York rural town of Scottsville. Prior to coming to Maricopa in May 2006, she lived in Denton, Texas, Buffalo and Grand Island, New York and Gilbert, Ariz.

Councilmember Chapados' career path afforded her countless opportunities to make a positive difference and serve the public. She began in law enforcement, working as a Public Safety Officer at two university campuses in the greater Buffalo area before becoming one of the first female instructors at the Erie County Central Police Services Law Enforcement Training Academy. After that, she became a Special Event Planner, eventually starting an event consulting business. Councilmember Chapados was an original faculty member of a Special Events



Management course at a college in Ontario, Canada where she created and taught four of the program's core courses. Her love of teaching led her to write and publish a textbook for the course, which is still being used. She also continued to produce special events for a variety of private, corporate, non-profit and community clients.

Councilmember Chapados' leadership roles include past and present service as both director and officer on the inaugural boards for The Villages at Rancho El Dorado HOA, Maricopa Seniors, and the Maricopa Police Foundation. She has also served on the City of Maricopa's former Public Safety Advisory Committee and 2010 U.S. Census Complete Count Committee. Most recently, she served as Chair of the Parks, Recreation and Libraries Advisory Committee. Councilmember Chapados' volunteer activities fuel her desire to be involved, make a positive difference and meet new people. She is a graduate of the first Maricopa Citizens Leadership Academy and was a volunteer with Code Enforcement. Her participation in the Maricopa Historical Society non-profit incorporation committee and the Animal Control and Graffiti Task Forces are just a few examples of her service.

She strongly advocates expanding and sharing knowledge to achieve the best results possible. Embracing the words of Sir Francis Bacon and J.K. Rowling, two of her favorite mottos are "Knowledge is power" and "It is not our abilities that show who we truly are, it is our choices."

Council Term: 2012-2014



## **Councilwoman Julia R. Gusse**

Julia 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 an 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 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.

Council term: 2010-2014



## **Councilmember Bridger Kimball**

Bridger Kimball is an Arizona native. His parents – a law enforcement officer and dental hygienist – instilled in him a blue collar, community-first mentality. From his football coach at Mountain Pointe High School, Bridger, a varsity running back, learned the true meaning and significance of teamwork and self-sacrifice.

After graduating high school, he followed a family tradition of military service (his grandfather was a fighter and test pilot killed in action and three uncles served in the armed forces during WWII and Korea). Councilmember Kimball enlisted in the United States Marine Corps. A potential career Marine, his military service ended early and abruptly when he endured significant non-combat injuries.

Almost immediately after honorable medical discharge, Councilmember Kimball entered the world of retail sales and management. Starting as a stock boy at a Mesa indoor shooting range and gun store, he rapidly earned his way up the management chain. Today, Councilmember Kimball holds the position of President of Rangemasters Shooting Range, Inc. (d.b.a Caswells Shooting Range), a company that he and two business partners purchased in late 2009. He is a National Rifle Association Certified Instructor in Home Firearms Safety, Basic Pistol, Personal Protection in the Home, Rifle, and Shotgun, and is an Arizona Concealed Carry Instructor.

In 2003, Councilmember Kimball found “his community” in Maricopa. Councilmember Kimball served for one year on the Maricopa Planning and Zoning Commission, is a graduate of the Maricopa Leadership Academy and was elected to the City Council in March 2012.

Council Term: 2012-2016



## **Councilmember Leon Potter**

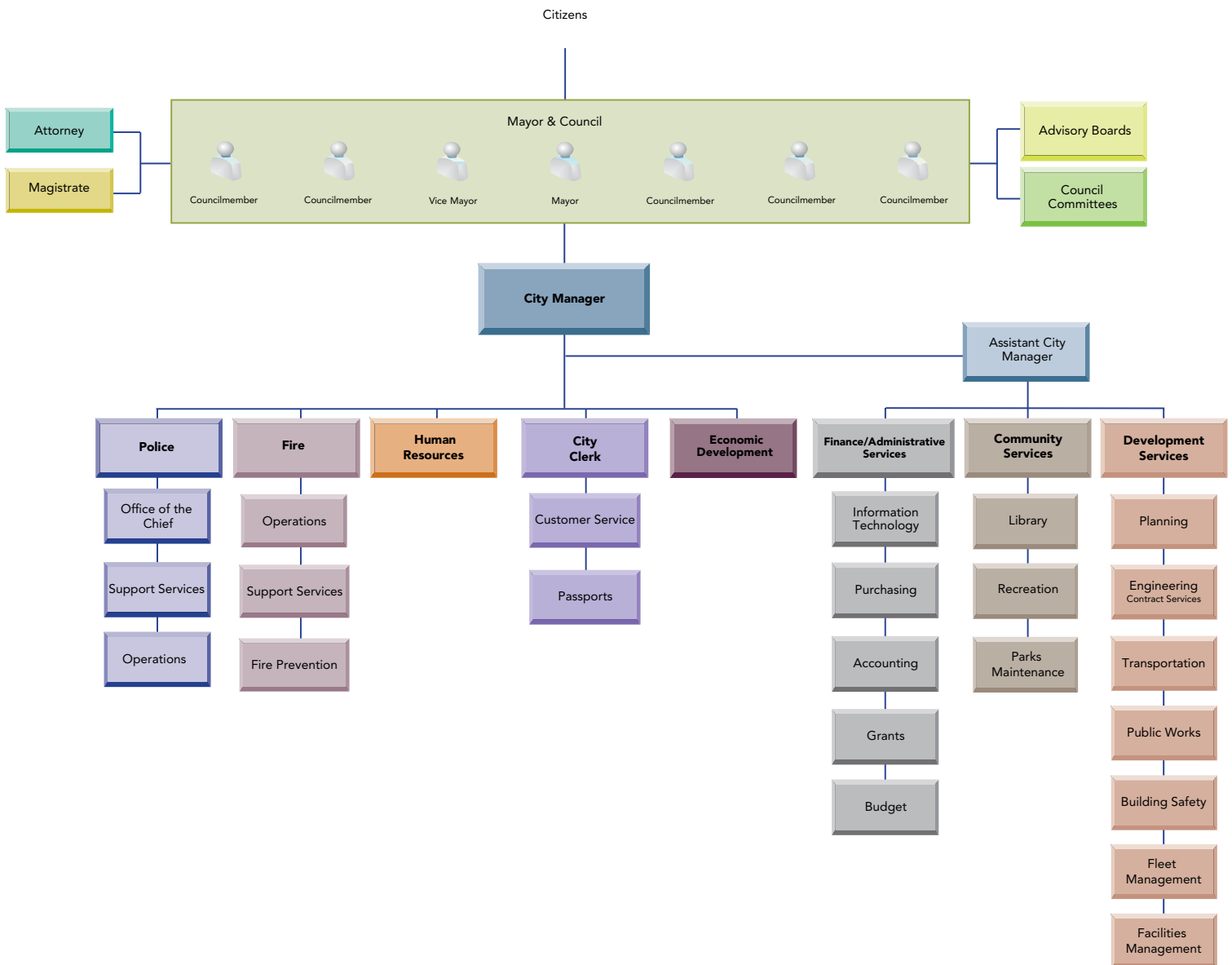
Councilmember Leon Potter was born and raised in California. He has been married to his wife, Gabriela for nearly 20 years and they have three children: daughter, Michelle, 16, and sons Alan and Leon, who are 15 and 7, respectively. Councilmember Potter and his family moved to Maricopa in April 2005.

Councilmember Potter is an active community member. Since moving to Maricopa, he has been a volunteer soccer coach for the City of Maricopa Parks and Recreation youth programs. He has also coached at Maricopa Wells Middle School and Maricopa High School. He is a board member of the Maricopa Friends of the Library and the Maricopa Chamber of Commerce. Due to his 11-year service in the United States Navy, Councilmember Potter is graciously a member of the American Legion (Post 133) and serves on its executive committee. He is also a proud member of the Maricopa Rotary Club and served on the Maricopa Parks Recreation and Library advisory committee prior to becoming a candidate for City Council.

Councilmember Potter has a tax and finance background. He owns his own tax business, Master Tax Advisors. He is very proud to help the Pinal County community by being a staff member of the United Way of Pinal County as its Volunteer Income Tax Assistance (V.I.T.A) Program Manager.

Council Term: 2012-2016

# 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. Expand support for entrepreneurial ventures through the development of a local incubator
  - b. Support the Zucker Study Implementation Plan to advance business-friendly strategies and internal support for commercial development
- 2. 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).**
  - a. Update and improve the City's development process cycle times, zoning code and land use plan
  - b. Initiate and/or encourage site and infrastructure development to support business growth and retention
- 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. Expand the external marketing campaign
- 4. Become known as a community that delivers high quality projects and public amenities.**
  - a. Advance the goals and strategies in the Redevelopment District (Heritage District) Area Plan

- b. Develop and implement a strategy for encouraging and incentivizing targeted development and redevelopment for the City

## 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 and update the existing Parks, Recreation and Open Space Master Plan to determine citywide need for parks, recreation, and open space
  - b. 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)
- 3. Provide adequately planned, promoted and funded programs and services for the youth seniors and families of Maricopa.**
  - a. Complete a comprehensive existing program evaluation and five-year strategy through the evaluation and implementation of new opportunities such as music, cultural, and art attractions
- 4. Address environmental concerns to protect the health, safety and welfare of Maricopa's citizens.**
  - a. Develop a beautification plan for all City-maintained streets, rights of way, and other properties
  - b. Determine actions necessary to guarantee the maintenance and expansion of an adequate, efficient, and safe utility infrastructure

- c. Continue to focus efforts in solving various flood plain mapping issues within the city

## 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
  - c. Hidden Valley Roadway Framework Study Findings
2. **Enhance safety, mobility, and connectivity of our intra-city transportation system.**
  - a. Analyze options related to assuming management of State Route 347 within city limits to have control over weed and trash abatement as well as signage and development access review and approvals
  - b. Continue to pursue grade separation over Union Pacific Railroad crossing at SR347 and Maricopa-Casa Grande Highway
3. **Work with the Union Pacific Railroad to improve safety and support of Maricopa's economic development efforts, through continued efforts to relocate the existing Amtrak 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 and enhance Copa Cares and community outreach and education activities
  - c. Complete Heritage District Fire Station 575 and Tortosa Station 572 construction
  - d. Implement an electronic patient care records system
  - e. Update Spillman Report Writing/Records Management System to the most recent version to increase security of records
  - f. Update public safety communications systems to provide a seamless operable and interoperable essential public safety communications system
  - g. Evaluate Police Department Mobile Computing Terminal and data connectivity
2. **Update public safety communications**

## Quality Municipal Services

### OBJECTIVES AND ACTIVITIES

1. **Encourage citizen engagement and communication.**
  - a. Routinely conduct and report upon a City-wide Customer Service Survey

**2. Deliver the highest quality municipal services through the combination of personal service from a high-quality workforce and the utilization of the latest technology.**

- a. As appropriate, obtain and consider feedback from consumers of the City's services and/or programs
- b. Complete a Citywide review of information technology best practices to determine areas in need of resources, with a focus on GIS solutions
- c. Provide training, tools, and equipment to employees in order to maintain quality services
- d. Create and maintain a positive and productive organizational culture which values excellent customer service, and is responsive and accessible
- e. Work with the City's contracted legal firm to have an attorney present at City Hall 40 hours per week during current City business hours to increase face time with staff requiring project support



## Budget Calendar

Text in green indicates CIP related items; black text indicates operating budget items.

START DATE	ACTIVITY
November 7, 2012	Capital Improvement Project (CIP) budget kickoff for the departments
December 6, 2012	CIP project requests due
December 18, 2012	Mid-year review and operating budget kickoff for City Council
January 7-10, 2013	Budget software training for the departments
February 4, 2013	Department operational budget requests due
February 19, 2013	10-Year CIP Plan initial presentation at City Council Work Session
February 14, 2013	Department goals, objectives and performance measures due
February 18-21, 2013	City Manager budget review meetings with departments
March 5, 2013	Ten-year CIP plan adoption by City Council
March 27-28, 2013	Council Budget, Finance and Operations Subcommittee budget review with departments
April 4, 2013	Special all day City Council Budget Work Session
May 7, 2013	Tentative budget adoption
May 21, 2013	Post tentative budget on City website Publish tentative budget in newspaper-first notice Publish Truth-in-Taxation-first notice
May 28, 2013	Publish tentative budget in newspaper-second notice Publish Truth-in-Taxation-second notice
June 4, 2013	Public hearing for final budget Public hearing for primary property tax levy Final budget adoption (special meeting required)
June 18, 2013	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.

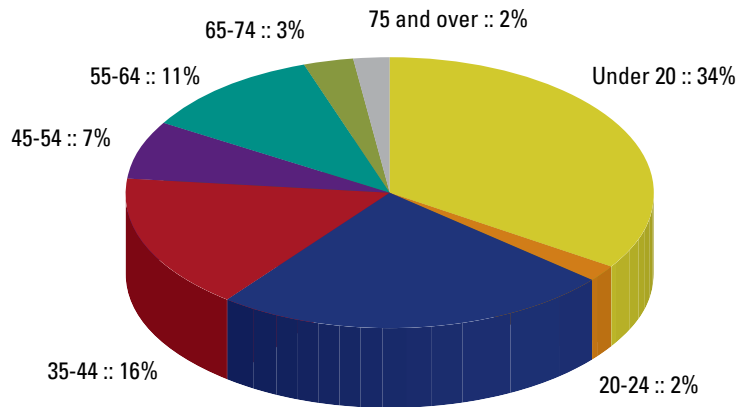


### POPULATION GROWTH SINCE INCORPORATION

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%
2012-2013	44,946	1%	783%

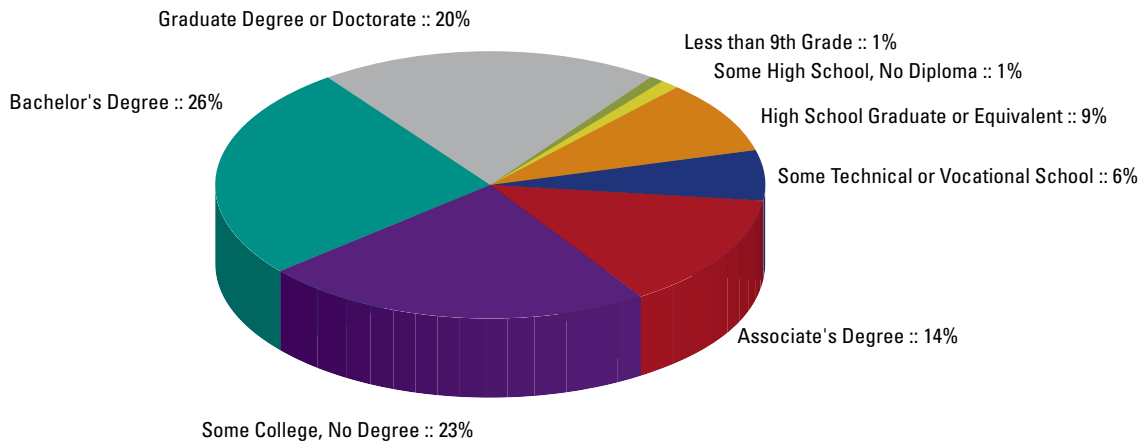
## POPULATION AGE

Maricopa has a larger than average workforce-aged population. According to the 2011 American Community Survey, 47% of Maricopa residents are between the ages of 25 and 54, compared to only 41% for Pinal County.



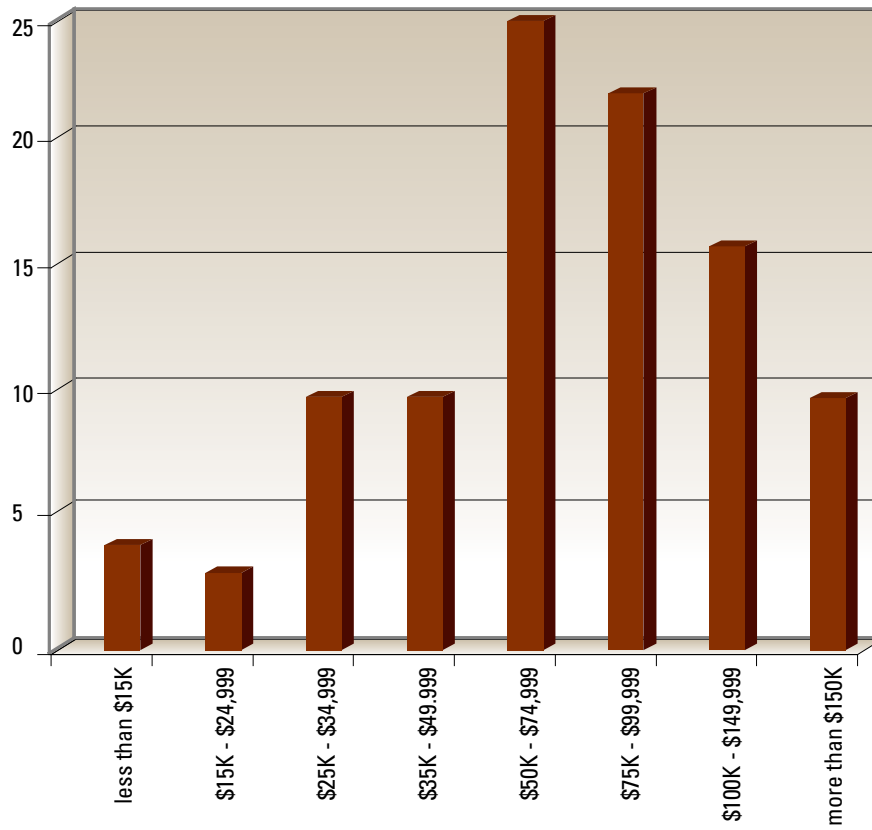
## EDUCATION LEVELS

A large majority of Maricopa adults have had at least some college education. Nearly 89% of respondents in the City's 2013 Labor Study Survey reported having at least some college education with 46% having a bachelor's or graduate degree. These results are quite comparable to the survey performed in 2009, lending credibility to the data above other sources.



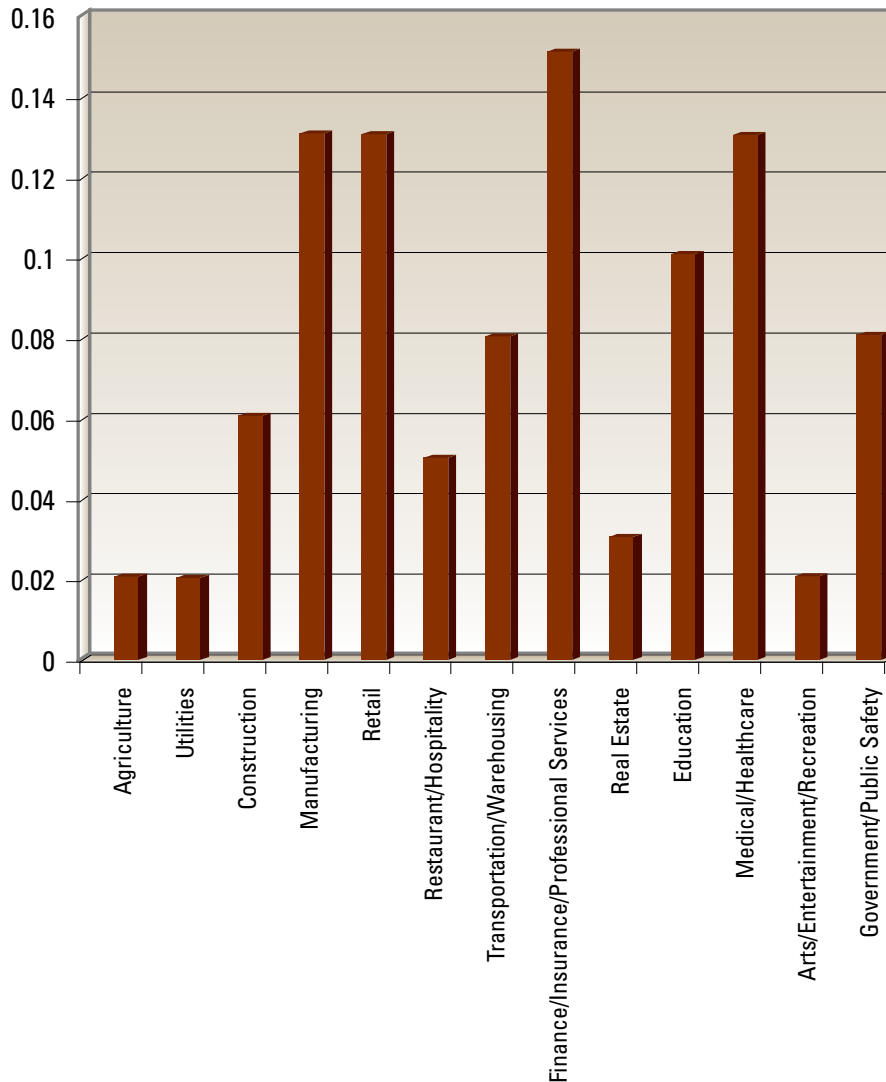
## HOUSEHOLD INCOME

Income and years of education are prime proxies to gauge skill level. Maricopa has a relatively large percentage of residents in high wage jobs, earning between \$50,000 and \$100,000, compared to the greater Phoenix region.



## OCCUPATIONS

There is a fairly wide distribution of industries represented with manufacturing, retail, finance/professional services, education, and medical/healthcare each having at least 10% of the employed residents. Most of these industries equate to higher wages for employees. Conversely, there is very little reported employment within categories such as restaurant/hospitality which have relatively low wages. Compared to the metro area as a whole, Maricopa has a higher percentage of manufacturing employment but a lower percentage of professional services.



# 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 FY13-14 budget process, a Comprehensive Financial Plan was prepared for both the General Fund and the Highway User Revenue Fund (HURF). This plan provides a long-range context for staff and the City Council to make budgetary decisions for the upcoming fiscal year.

The FY13-14 financial forecast was utilized to examine the revenue and expenditure structures for the period of FY11-12 through FY17-18. 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 December, 2012 and provided five-year perspectives that were representative of the City's projected financial position at that time. The FY13-14 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 do 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.

Based on the prior year forecast, the General Fund was projected to experience a deficit of \$0.9 million in FY11-12. Additionally, this forecast anticipated increasing personnel costs, relatively small revenue growth projections, and anticipated debt service costs resulting in approximately \$4.0 million in annual

deficits. A budget balancing plan was adopted that chose to substantially eliminate this deficit spread out over a four year period. FY13-14 represents the second year of deficit elimination and decreased the anticipated deficit from \$3.9 million, based on the prior year forecast, to \$2.8 million, based on the current year forecast. Additionally, the actual FY13-14 adopted budget, as adopted, further reduced the deficit to \$1.7 million.

## 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.

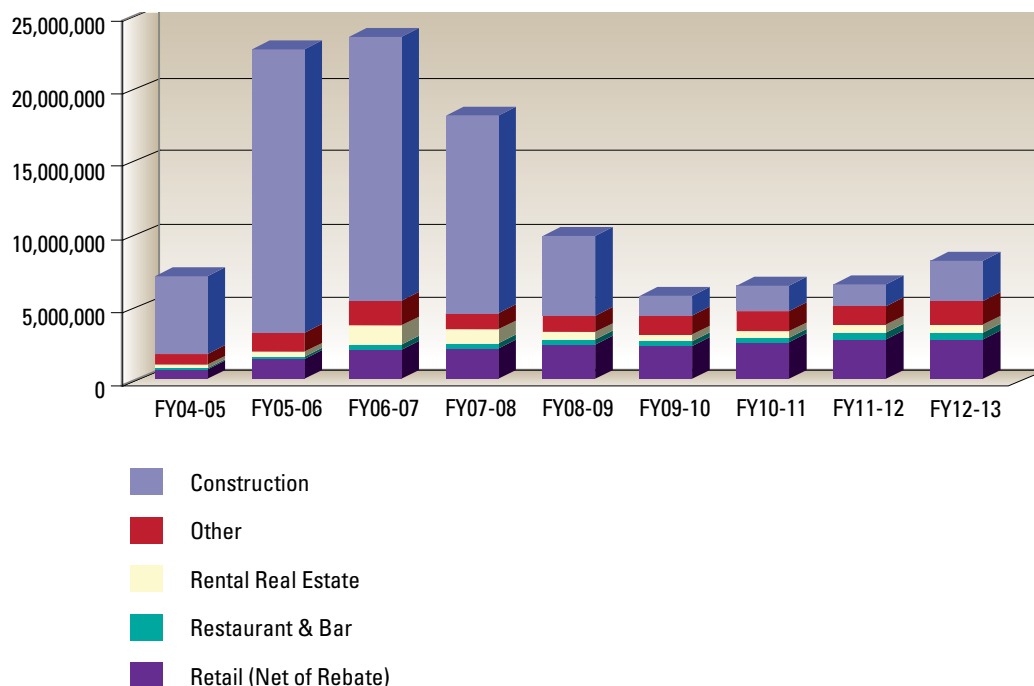
Expenditure growth is most closely linked to three major factors in the models: 1) growth in the components of personnel costs, 2) inflation in non-personnel costs (including general inflation, fuel and utility inflation) and 3) City financial policies related to new programs and/or the expansion of 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 and shows the upward movement in sales taxes on FY12-13.



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 between 2.2% to 3.8% per year starting in from FY13-14 through FY17-18 anticipating a slow but stable economic recovery.

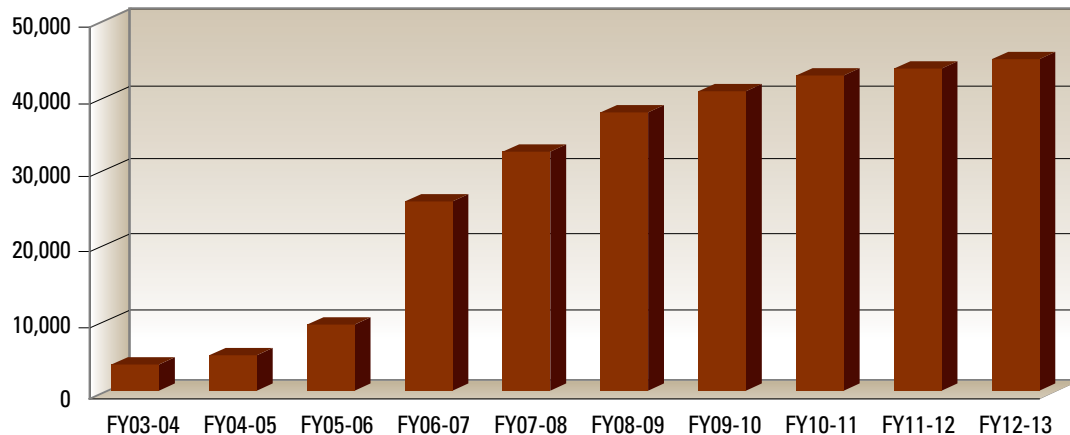
## PRIMARY PROPERTY TAX

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 FY13-14 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 overall amount of money a City can bond for is limited by State Statutes. 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 is 44,946. This represents a one year increase of 1.1%.



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 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 statewide. The forecast growth in state share sales tax, state shared income tax, and vehicle license tax is between 4.2% and 5.2% throughout the forecast period. This is due to a modest state economic recovery and consistent with projections from the FAC.

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 2.0% 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 but stable economic 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 5.0% 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 assumes annual increases between 8.0% and 9.0% 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 FY14-15 through FY17-18 were estimated as follows.

	FY14-15	FY15-16	FY16-17	FY17-18
Arizona State Retirement	11.74%	12.04%	12.34%	12.64%
Public Safety Personnel Retirement - Police	12.89%	13.27%	13.67%	14.08%
Public Safety Personnel Retirement - Fire	13.60%	14.00%	14.42%	14.86%

### ***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 FY13-14 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 complex (referred to as the Copper Sky Recreation Complex) 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 forecast anticipated the total operating impact of these projects to be \$1.2 million in FY13-14, a partial operating year, eventually growing to \$2.6 million in FY17-18. It is important to note that subsequent to this December forecast, a separate Special Revenue Fund was established accounting for the operations of the Copper Sky Recreation Complex.

## **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 unreserved fund balance

is estimated to be \$20.5 million at June 30, 2013 or 71.7% of estimated operating expenditures for FY12-13. This total fund balance exceeds the policy of 30% of operating expenditures.

The largest component of General Fund revenues are local taxes (which include City sales and property taxes) which represents 57.4% of estimated operating revenue for FY12-13. 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 anticipates 0% to 1.2% in property tax revenue growth.

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 35.6% of estimated operating revenue for FY12-13. Similar to local sales taxes, each of these categories experienced 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 67.2% of projected FY12-13 General Fund operating expenditures. In prior years, as a result of the economic downturn, annual salary adjustments were suspended. This forecast assumes continuation of "merit-based" increases, beginning in FY12-13. Health care costs for employees were anticipated to increase between 8.0% and 9.0%.

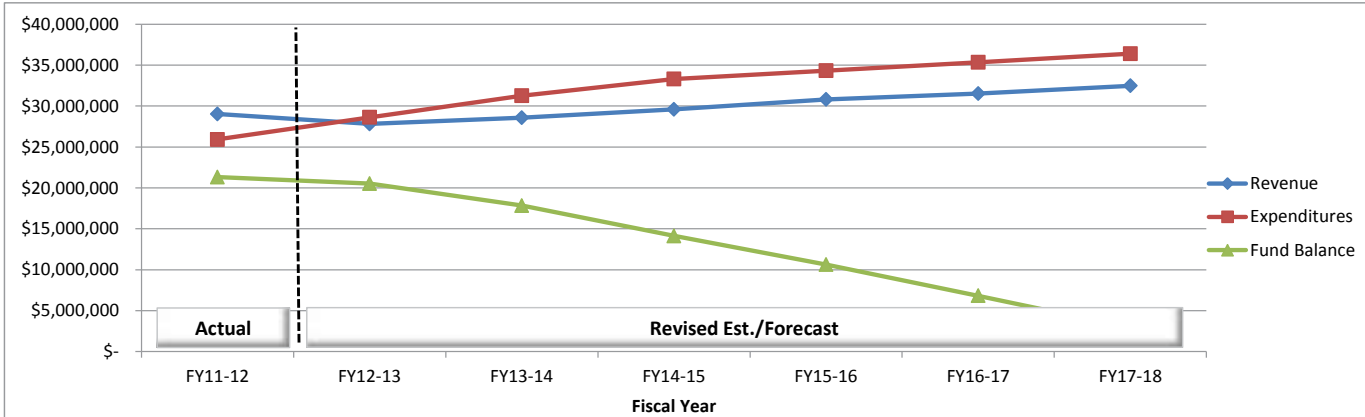
One additional cost component projected in the General Fund forecast is contingency. Contingency amounts are appropriated for unplanned or emergency expenditures. The forecast assumes \$2.0 million in annual contingency amounts spent which is approximately 6.4% of the total FY13-14 General Fund forecasted expenditures.

As previously stated, the Copper Sky Recreation Complex operating costs are offset somewhat by program revenues, the forecast anticipated the total operating impact of these projects to be \$1.2 million in FY13-14, a partial operating year, eventually growing to \$2.6 million in FY17-18.

The unreserved fund balance was estimated to be \$20.5 million at June 30, 2013. This forecasts estimates that approximately \$3.5 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 FY13-14 budget, as approved, represents the second year of deficit elimination and a balanced budget is planned. Details of the General Fund forecast, as presented in December 2012, follows.



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



	Actual FY11-12	Revised Est. FY12-13	Forecast FY13-14	Forecast FY14-15	Forecast FY15-16	Forecast FY16-17	Forecast FY17-18
<b>Revenue</b>							
Local Taxes	\$ 17,659,930	\$ 15,974,667	\$ 16,110,894	\$ 16,417,814	\$ 16,785,073	\$ 17,163,468	\$ 17,549,283
Intergovernmental Revenue	8,889,307	9,921,190	10,379,111	10,813,222	11,374,275	11,964,996	12,586,981
Licenses & Permits	480,342	808,550	923,371	1,201,090	1,479,734	1,217,886	1,149,474
Fees, Fines & Charges	1,229,312	814,170	818,436	823,050	828,034	833,396	838,855
Investment Earnings	59,838	250,000	300,000	300,000	300,000	300,000	300,000
Miscellaneous	707,137	52,360	52,751	53,173	53,629	54,120	54,620
<b>Total Operating Revenue</b>	<b>29,025,866</b>	<b>27,820,937</b>	<b>28,584,563</b>	<b>29,608,349</b>	<b>30,820,745</b>	<b>31,533,866</b>	<b>32,479,213</b>
<b>Operating Expenditures</b>							
Personnel	17,191,241	19,223,775	20,448,221	21,476,969	22,207,944	22,972,810	23,773,598
Professional & Technical	3,264,257	3,503,461	3,344,006	3,410,891	3,479,110	3,548,691	3,619,666
Contracted and Other Services	3,439,052	3,170,377	3,967,488	4,616,314	4,771,165	4,915,116	5,056,100
Fuel, Oil & Supplies	865,121	1,019,256	1,234,294	1,450,274	1,478,914	1,508,732	1,539,802
Capital Outlay & Equipment	1,165,041	259,209	265,955	370,779	381,708	392,988	404,638
Contingency	-	1,446,773	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
<b>Total Operating Expenditures</b>	<b>25,924,712</b>	<b>28,622,851</b>	<b>31,259,964</b>	<b>33,325,227</b>	<b>34,318,841</b>	<b>35,338,337</b>	<b>36,393,804</b>
<b>Transfers Out</b>	<b>(37,135,270)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess/(Deficiency)</b>	<b>\$ (34,034,116)</b>	<b>\$ (801,914)</b>	<b>\$ (2,675,401)</b>	<b>\$ (3,716,878)</b>	<b>\$ (3,498,096)</b>	<b>\$ (3,804,471)</b>	<b>\$ (3,914,591)</b>
<b>Fund Balance</b>							
Unrestricted	\$ 21,324,981	\$ 20,523,067	\$ 17,847,666	\$ 14,130,788	\$ 10,632,692	\$ 6,828,221	\$ 2,913,629

Note 1: FY11-12 Operating results are presented on the modified accrual basis.

Note 2: For comparison purposes, the graph does not include the FY11-12 transfer out which established the General Governmental CIP Fund.

Note 3: The operating impacts several CIP projects, including the Copper Sky Recreation Complex and the City Hall Complex, begin in FY13-14 with the operating full impacts felt in FY14-15.

## Highway User Revenue Fund Forecast Discussion

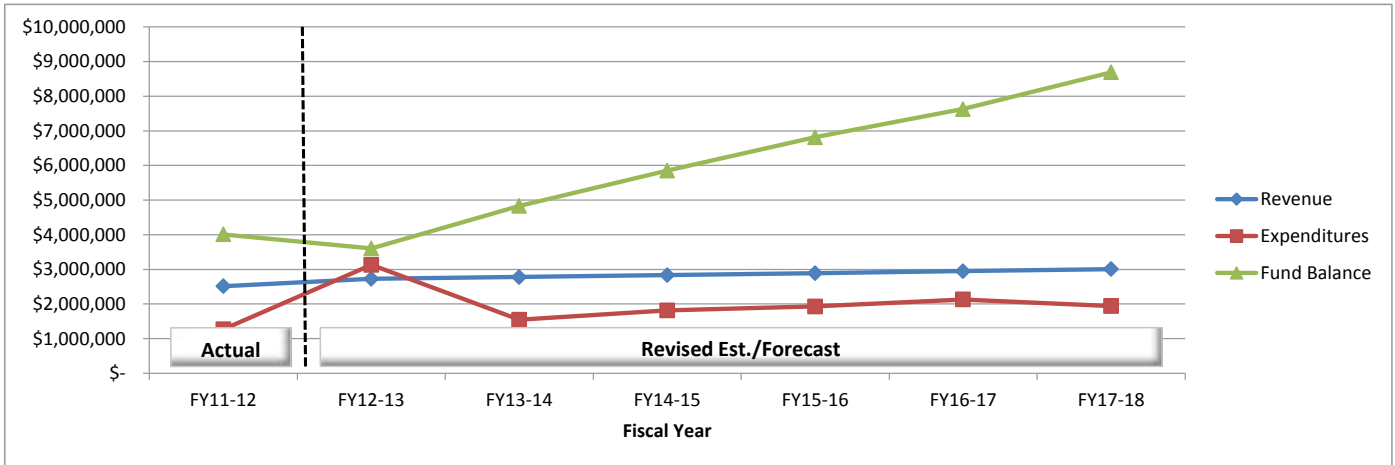
The Highway User Revenue Fund (HURF) revenue source is commonly referred to as the gasoline tax despite the fact there are a number of additional fees included in this state shared revenue distribution. Like the state shared sales, income, and vehicle license taxes, the City saw a substantial increase 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 2.0% 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 throughout the FY13-14 to FY17-18 forecast period. Details of the HURF Fund forecast, as presented in December 2012, follows.





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



	Actual	Revised Est.	Forecast				
	FY11-12	FY12-13	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18

**Revenue**

Intergovernmental Revenue	\$ 2,508,139	\$ 2,715,915	\$ 2,770,233	\$ 2,825,638	\$ 2,882,151	\$ 2,939,794	\$ 2,998,590
Investment Earnings	6,624	7,500	7,500	7,500	7,500	7,500	7,500
<b>Total Operating Revenue</b>	<b>2,514,763</b>	<b>2,723,415</b>	<b>2,777,733</b>	<b>2,833,138</b>	<b>2,889,651</b>	<b>2,947,294</b>	<b>3,006,090</b>

**Expenditures**

Personnel	639,657	675,464	750,483	768,466	787,012	806,138	825,866
Professional & Technical	90	5,315	5,448	5,557	5,668	5,781	5,897
Contracted and Other Services	271,779	607,748	624,650	646,101	667,387	688,018	708,664
Fuel, Oil & Supplies	111,558	125,671	130,796	136,147	141,737	147,576	153,675
Capital Outlay & Equipment	245,846	1,715,971	35,000	260,000	325,000	485,000	250,000
<b>Total Operating Expenditures</b>	<b>1,268,930</b>	<b>3,130,169</b>	<b>1,546,377</b>	<b>1,816,272</b>	<b>1,926,803</b>	<b>2,132,513</b>	<b>1,944,102</b>

<b>Excess/(Deficiency)</b>	<b>\$ 1,245,833</b>	<b>\$ (406,754)</b>	<b>\$ 1,231,356</b>	<b>\$ 1,016,866</b>	<b>\$ 962,848</b>	<b>\$ 814,781</b>	<b>\$ 1,061,988</b>
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<b>Fund Balance Restricted for</b>							
Streets & Highways	\$ 4,009,427	\$ 3,602,673	\$ 4,834,030	\$ 5,850,896	\$ 6,813,744	\$ 7,628,525	\$ 8,690,513

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 FY13-14 budget of \$185,092,862 on June 4, 2013. In order to properly account for \$1,370,000 in Interfund Transfers, a working Budget of \$186,462,862 was established. The adopted budget includes an operating budget of \$51,907,403 and a capital projects budget of \$134,555,459. The FY13-14 budget is a balanced budget.

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 modified accrual 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.

**Copper Sky Recreation Fund.** This fund accounts for the operating activities of the Copper Sky Recreational Complex scheduled to open during FY13-14. Revenues are from contributions and program revenues restricted for use in fund operations. Other financing sources are from budgeted General Fund transfers into the fund.

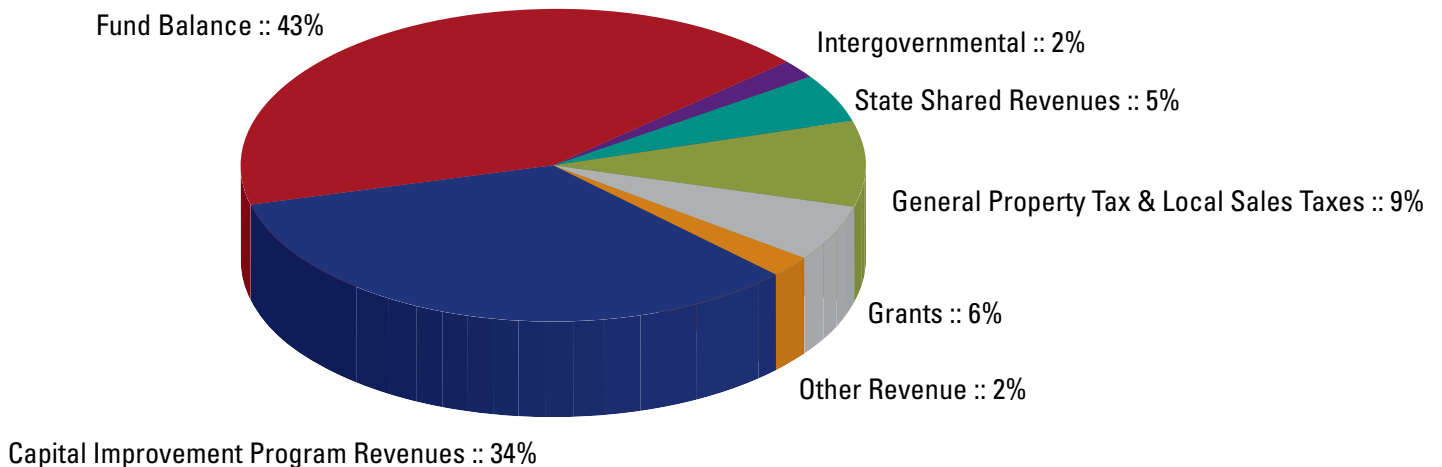
**Local Road Maintenance Fund.** This fund accounts for revenue from developers to perform maintenance of roads associated with their developments.

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

# Budget Summary

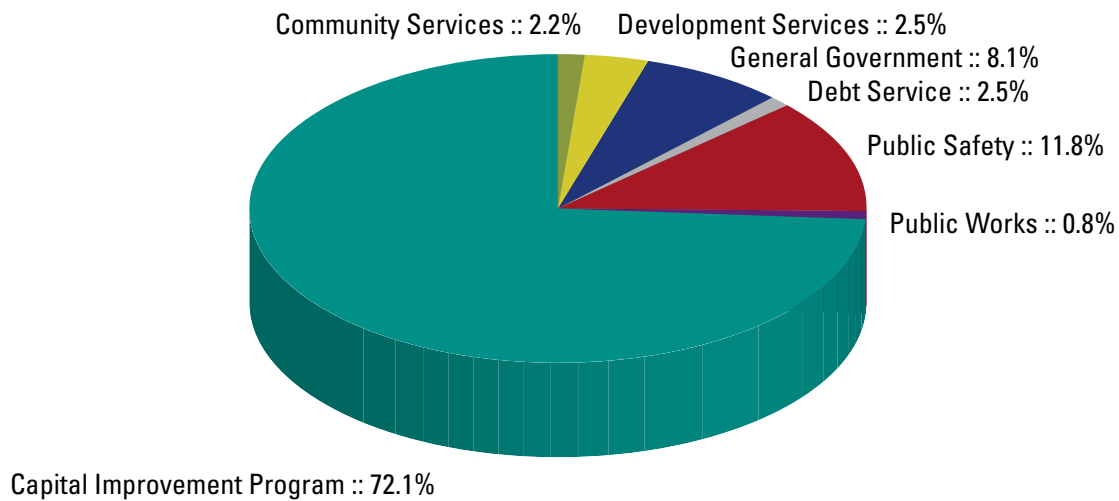
## WHERE THE MONEY COMES FROM

Capital Improvement Program Revenues	\$73,620,324
General Property Tax	13,615,657
Local Sales Tax	6,453,247
Licenses, Permits & Franchise Fees	1,000,498
State Shared Revenues	10,514,607
Grants	13,073,381
Intergovernmental	4,326,580
Charges for Services	943,027
Fines & Forfeitures	300,000
Investment Earnings	251,400
Other Miscellaneous	399,138
Transfers In	1,370,000
<b>Total Revenues</b>	<b>\$125,867,859</b>
<b>Fund Balance</b>	<b>93,619,853</b>
<b>Total Financial Resources</b>	<b>\$219,487,712</b>



### *WHERE THE MONEY GOES*

Community Services	\$4,142,588
Development Services	4,609,607
General Government	15,063,110
Debt Service	4,587,366
Public Safety	21,963,897
Public Works	1,540,835
Capital Improvement Program	134,555,459
<b>Total Expenditures</b>	<b>\$186,462,862</b>



## TOTAL FINANCIAL PROGRAM

**FY13-14 Total Budget \$186,462,862**

<b>OPERATING BUDGET GOVERNMENTAL FUNDS</b>	<b>\$51,907,403</b>
General Fund	\$30,792,573
Highway User Revenue Fund (HURF)	\$1,540,835
Grants	\$13,073,381
Copper Sky Recreation	\$1,913,248
Debt Service	\$4,587,366
<b>CAPITAL BUDGET GOVERNMENTAL FUNDS</b>	<b>\$134,555,459</b>
Local Road Maintenance	\$1,000,000
Grants CIP	\$64,909,593
General Governmental CIP	\$24,002,120
Parks Bond	\$25,740,000
Highway User Revenue Fund (HURF)	\$3,272,936
County Road Tax	\$3,278,156
Transportation DIF	\$12,130,384
Public Safety/Police/Fire DIF	\$200,280
Parks DIF	\$17,400
Library DIF	\$4,590



## FY13-14 BUDGET SUMMARY

### Total Financial Resources

FUND	FY12-13 BUDGET	ESTIMATED FUND BALANCES 7/1/2013	FY13-14 ESTIMATED REVENUES/SOURCES*	FY13-14 TOTAL FUNDS AVAILABLE	FY13-14 ADOPTED BUDGET/USES**
General Fund	\$29,795,508	\$19,399,294	\$29,044,496	\$48,443,790	\$30,792,573
Highway User Revenue Fund (HURF)	3,130,169	5,193,523	2,847,480	8,041,003	4,813,771
Copper Sky Recreation	-	-	1,915,361	1,915,361	1,913,248
Local Road Maintenance	1,000,000	1,696,715	6,000	1,702,715	1,000,000
LTAf	-	-	-	-	-
Grants	12,704,243	-	13,073,381	13,073,381	13,073,381
County Road Tax	2,225,000	3,792,808	1,514,500	5,307,308	3,278,156
Debt Service Fund	2,121,048	(38,956)	3,846,317	3,807,361	4,587,366
Parks DIF Funds	-	393,006	360,010	753,016	17,400
Library DIF Funds	-	769,704	8,390	778,094	4,590
Public Safety/ Police/Fire DIF Funds	764,875	249,314	245,180	494,494	200,280
Gen Govt DIF Funds	3,606,436	-	-	-	-
Transportation DIF Funds	10,842,064	18,814,338	764,530	19,578,868	12,130,384
Parks Bond Fund	22,877,936	24,730,712	-	24,730,712	25,740,000
General Governmental Bond	8,572,688	-	-	-	-
General Governmental CIP	16,058,287	18,619,395	7,332,621	25,952,016	24,002,120
Grants CIP	61,477,187	-	64,909,593	64,909,593	64,909,593
<b>Total</b>	<b>\$175,175,441</b>	<b>\$93,619,853</b>	<b>\$125,867,859</b>	<b>\$219,487,712</b>	<b>\$186,462,862</b>

\* Includes \$1,370,000 in budgeted transfers into the Copper Sky Recreation Fund

\*\* Includes \$1,370,000 in budgeted transfers out from the General Fund

## FY13-14 BUDGET SUMMARY

### Summary by Fund of Revenue/Other Sources continued

REVENUE SOURCE	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
General Property Tax	\$11,214,844	\$10,858,509	\$10,307,647	\$9,607,647	\$10,102,118
Local Sales Tax	7,438,624	7,219,214	6,120,000	6,317,020	6,453,247
Franchise Fees	316,395	355,887	272,000	272,000	296,000
Business Licenses	50,154	50,803	45,000	45,000	45,675
Permits	360,476	527,619	302,550	509,550	658,823
State Shared Revenues	3,853,864	9,322,542	9,841,190	9,921,190	10,514,607
Public Safety Fees	154,711	128,685	87,200	87,200	89,553
Passport Fees	25,862	30,073	26,000	26,000	24,793
Recreational Fees	219,053	285,986	258,970	238,970	283,320
Fines & Forfeitures	461,373	474,928	470,000	300,000	300,000
Investment Earnings	126,128	59,840	110,000	110,000	210,000
Other Miscellaneous	341,153	825,090	66,360	66,360	66,360
<b>Total - General Fund</b>	<b>\$24,562,637</b>	<b>\$30,139,176</b>	<b>\$27,906,917</b>	<b>\$27,500,937</b>	<b>\$29,044,496</b>
Highway User Revenue Fund (HURF)	1,201,955	2,771,527	2,723,415	2,723,415	2,847,480
Copper Sky Recreation	-	-	-	-	1,915,361
Local Road Maintenance	3,346	15,798	2,000	2,000	6,000
LTAf	31,996	9,062	-	-	-
Grants	4,167,619	2,107,019	12,704,750	725,134	13,073,381
County Road Tax	1,125,757	1,577,776	1,000,000	1,000,000	1,514,500

## FY13-14 BUDGET SUMMARY

### Summary by Fund of Revenue/Other Sources continued

REVENUE SOURCE	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Debt Service Fund	469,588	2,092,402	1,770,502	1,770,502	3,846,317
Parks DIF Funds	5,475	178,708	105,840	105,840	360,010
Library DIF Funds	(3,233)	9,050	1,360	1,360	8,390
Public Safety/Police/Fire DIF	3,639	127,263	72,320	72,320	245,180
Gen Govt DIF Funds	4,090	21,396	-	-	-
Transportation DIF Funds	80,934	1,001,873	207,120	207,120	764,530
Parks Bond Fund	18,822	13,800	17,167,525	30,190,213	-
Gen Governmental Bond	-	-	13,022,688	-	-
General Governmental CIP	-	36,054,868	1,069,000	816,887	7,332,621
Grants CIP	-	-	61,477,187	790,000	64,909,593
<b>Total - Other Funds</b>	<b>\$7,109,988</b>	<b>\$45,980,542</b>	<b>\$111,323,707</b>	<b>\$38,404,791</b>	<b>\$96,823,363</b>
<b>Total - All Revenue Sources</b>	<b>\$31,672,625</b>	<b>\$76,119,718</b>	<b>\$139,230,624</b>	<b>\$65,905,728</b>	<b>\$125,867,859</b>

## FY13-14 BUDGET SUMMARY

### Fund Revenue, Expenditure and Transfers Summary

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS	TOTAL
<b>Revenues</b>					
General Property Tax	\$10,102,118	\$ -	\$ -	\$3,513,539	\$13,615,657
Local Sales Tax	6,453,247	-	767,955	-	7,221,202
Franchise Fees	296,000	-	-	-	296,000
Business Licenses	45,675	-	-	-	45,675
Development Permits	658,823	-	-	-	658,823
Intergovernmental	10,514,607	17,399,961	64,909,593	-	92,824,161
Public Safety Fees	89,553	-	-	-	89,553
Passport Fees	24,793	-	-	-	24,793
Recreational Fees	283,320	545,361	-	-	828,681
Fines & Forfeitures	300,000	-	-	-	300,000
Impact Fees	-	-	1,304,910	-	1,304,910
Investment Earnings	210,000	41,400	78,100	-	329,500
Other Entities' Participation	-	-	6,559,766	-	6,559,766
Other Miscellaneous	66,360	-	-	332,778	399,138
Transfer In	-	1,370,000	-	-	1,370,000
<b>TOTAL - Revenues/ Transfers In</b>	<b>\$29,044,496</b>	<b>\$19,356,722</b>	<b>\$73,620,324</b>	<b>\$3,846,317</b>	<b>\$125,867,859</b>



## FY13-14 BUDGET SUMMARY

### Fund Revenue, Expenditure and Transfers Summary continued

	GENERAL FUND	SPECIAL REVENUE FUNDS	CAPITAL PROJECTS FUNDS	DEBT SERVICE FUNDS	TOTAL
<b>Expenditures</b>					
Personal Services	\$19,820,690	\$2,302,146	\$-	\$-	\$22,122,836
Professional and Technical	3,337,233	3,415,412	-	-	6,752,645
Purch. Property Services	139,769	-	-	-	139,769
Other Purchased Services	3,420,584	2,642,416	-	-	6,063,000
Supplies	624,974	3,585,540	-	-	4,210,514
Capital Outlay	79,323	12,133,042	127,004,367	-	139,216,732
Contingency	2,000,000	-	-	-	2,000,000
Debt Service	-	-	-	4,587,366	4,587,366
Transfer Out	1,370,000	-	-	-	1,370,000
<b>TOTAL - Expenditures/ Transfers Out</b>	<b>\$30,792,573</b>	<b>\$24,078,556</b>	<b>\$127,004,367</b>	<b>\$4,587,366</b>	<b>\$186,462,862</b>
<b>Net Increase (Decrease) in Fund Balance</b> <i>Please refer to the Glossary for the definition of Fund Balance.</i>	<b>\$(1,748,077)</b>	<b>\$(4,721,834)</b>	<b>\$(53,384,043)</b>	<b>\$(741,049)</b>	<b>\$(60,595,003)</b>
<b>% Change</b> <i>The significant decreases in the Special Revenue Funds and Capital Projects Funds are due to planned fund balance reductions in the Highway Users Revenue, Transportation Development Impact Fee and General Governmental CIP Funds, due to Capital Outlay as summarized in the Fund Cash Flows schedules in the Capital Improvement Plan section.</i>	<b>-9.0%</b>	<b>-44.2%</b>	<b>-84.0%</b>	<b>-1902.3%</b>	<b>-64.7%</b>
<b>Fund Balance - July 1, 2012</b>	<b>\$19,399,294</b>	<b>\$10,683,046</b>	<b>\$63,576,469</b>	<b>\$(38,956)</b>	<b>\$93,619,853</b>
<b>Fund Balance - June 30, 2013</b>	<b>\$17,651,217</b>	<b>\$5,961,212</b>	<b>\$10,192,426</b>	<b>\$(780,005)</b>	<b>\$33,024,850</b>

## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Fund/Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<b>General Fund Expenditures</b>					
Personal Services	\$17,953,823	\$17,191,240	\$19,350,749	\$19,217,319	\$19,820,690
Professional and Technical	3,906,276	3,264,257	3,637,405	4,040,577	3,337,233
Purch. Property Services	108,209	135,105	139,218	174,932	139,769
Other Purchased Services	1,990,284	3,303,947	3,019,789	3,480,898	3,420,584
Supplies	1,054,717	865,121	573,929	590,873	624,974
Capital Outlay	7,793,382	1,165,041	88,418	488,018	79,323
Contingency	-	-	2,000,000	500,000	2,000,000
Debt Service	2,190,707	-	986,000	986,000	-
Transfers Out	-	37,135,270	-	-	1,370,000
<b>Total - General Fund</b>	<b>\$34,997,398</b>	<b>\$63,059,981</b>	<b>\$29,795,508</b>	<b>\$29,478,617</b>	<b>\$30,792,573</b>
<b>Other Funds Expenditures</b>					
Personal Services	\$956,189	\$838,000	\$1,816,275	\$1,797,860	\$2,302,146
Professional and Technical	3,643,005	2,259,002	2,509,925	2,566,168	3,415,412
Purch. Property Services	3,185	16,319	-	20,000	-
Other Purchased Services	1,026,659	341,222	753,943	734,720	2,642,416
Supplies	193,851	154,464	3,450,308	3,422,654	3,585,540
Capital Outlay	1,978,227	10,396,644	134,728,434	72,898,384	139,137,409
Debt Service	-	-	2,121,048	-	4,587,366
Transfers Out	-	-	-	-	-

## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Fund/Category continued

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<b>Total - Other Funds</b>	\$7,801,116	\$14,005,651	\$145,379,933	\$81,439,786	\$155,670,289
<b>Total Expenditures</b>					
Personal Services	\$18,910,012	\$18,029,240	\$21,167,024	\$21,015,179	\$22,122,836
Professional and Technical	7,549,281	5,523,259	6,147,330	6,606,745	6,752,645
Purch. Property Services	111,394	151,424	139,218	194,932	139,769
Other Purchased Services	3,016,943	3,645,169	3,773,732	4,215,618	6,063,000
Supplies	1,248,568	1,019,585	4,024,237	4,013,527	4,210,514
Capital Outlay	9,771,609	11,561,685	134,816,852	73,386,402	139,216,732
Contingency	-	-	2,000,000	500,000	2,000,000
Debt Service	2,190,707	-	3,107,048	986,000	4,587,366
Transfers Out		37,135,270	-	-	1,370,000
<b>Total City Expenditures</b>	<b>\$42,798,514</b>	<b>\$77,065,632</b>	<b>\$175,175,441</b>	<b>\$110,918,403</b>	<b>\$186,462,862</b>



## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Department

DEPARTMENT / FUND	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<b>General Fund</b>					
<b>Mayor &amp; Council</b>	\$328,162	\$695,089	\$402,527	\$402,527	\$440,222
<b>City Attorney</b>	673,159	670,219	600,000	600,000	600,000
<b>City Clerk</b>	355,679	358,936	356,916	356,916	370,293
<b>City Magistrate</b>	242,488	258,918	283,745	283,745	282,973
<b>City Manager</b>					
<i>City Manager's Office</i>	1,000,137	666,058	622,660	657,635	540,576
<i>Communications &amp; Marketing</i>	-	-	-	-	327,254
<b>Subtotal:</b>	<b>\$1,000,137</b>	<b>\$666,058</b>	<b>\$622,660</b>	<b>\$657,635</b>	<b>\$867,830</b>
<b>Human Resources</b>	285,157	294,509	299,147	310,715	334,778
<b>Economic Development</b>	1,312,721	1,671,299	780,199	803,421	450,423
<b>Finance &amp; Administrative Services</b>					
<i>Finance</i>	1,043,876	791,494	898,433	941,793	832,548
<i>Information Technology</i>	695,945	670,932	717,814	1,087,330	752,539
<b>Subtotal:</b>	<b>\$1,739,821</b>	<b>\$1,462,426</b>	<b>\$1,616,247</b>	<b>\$2,029,123</b>	<b>\$1,585,087</b>
<b>Community Services</b>					
<i>Community Services Administration</i>	287,508	189,306	375,222	365,622	194,213
<i>Library</i>	387,128	444,356	482,418	495,418	485,268
<i>Park Maintenance</i>	468,221	543,156	770,897	823,484	585,017

## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Department continued

DEPARTMENT / FUND	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<i>Recreation</i>	683,430	758,011	768,693	781,306	767,072
<b>Subtotal:</b>	<b>\$1,826,287</b>	<b>\$1,934,829</b>	<b>\$2,397,230</b>	<b>\$2,465,830</b>	<b>\$2,031,570</b>

#### Development Services

<i>Development Services Administration</i>	295,346	259,485	311,935	485,254	294,427
<i>Building Safety</i>	594,748	593,729	570,215	589,385	684,386
<i>CIP Project Management</i>	-	-	-	-	106,861
<i>Code Compliance</i>	171,485	143,812	282,075	118,745	-
<i>Engineering</i>	812,503	137,906	164,385	239,385	197,926
<i>Facilities Management</i>	499,247	493,193	548,641	548,641	758,403
<i>Fleet Management</i>	347,302	86,690	106,059	104,576	99,541
<i>Planning &amp; Zoning</i>	176,749	194,775	176,732	378,132	471,355
<i>Public Works (HURF)</i>	See Development Services - Public Works Section				
<i>Transportation</i>	1,221,462	135,507	225,952	176,294	118,972
<b>Subtotal:</b>	<b>\$4,118,842</b>	<b>\$2,045,097</b>	<b>\$2,385,994</b>	<b>\$2,640,412</b>	<b>\$2,731,871</b>

#### Fire Department

<i>Fire Administration</i>	295,981	295,453	302,476	322,476	305,424
<i>Prevention</i>	214,014	210,991	214,682	215,682	227,630
<i>Fire Operations</i>	5,962,119	5,883,746	5,967,163	5,967,455	6,112,868
<i>Fire Support Services</i>	1,788,423	1,423,146	1,187,869	1,201,564	1,269,682
<b>Subtotal:</b>	<b>\$8,260,537</b>	<b>\$7,813,336</b>	<b>\$7,672,190</b>	<b>\$7,707,177</b>	<b>\$7,915,604</b>

## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Department continued

DEPARTMENT / FUND	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<b>Police Department</b>					
<i>Office of the Chief</i>	720,608	770,289	731,043	886,260	833,154
<i>Police Operations</i>	4,603,622	4,864,540	5,661,274	5,552,909	5,624,402
<i>Police Support Services</i>	1,045,249	1,441,677	1,373,528	1,669,139	1,617,862
<b>Subtotal:</b>	<b>\$6,369,479</b>	<b>\$7,076,506</b>	<b>\$7,765,845</b>	<b>\$8,108,308</b>	<b>\$8,075,418</b>
<b>Non-Departmental</b>	6,294,222	977,489	3,626,808	3,112,808	3,736,504
<b>Debt Service</b>	2,190,707	-	986,000	-	-
<b>Transfers Out</b>	-	37,135,270	-	-	1,370,000
<b>Total - General Fund:</b>	<b>\$34,997,398</b>	<b>\$63,059,981</b>	<b>\$29,795,508</b>	<b>\$29,478,617</b>	<b>\$30,792,573</b>
<b>All Other Funds</b>					
<i>Highway User Revenue Fund (HURF)</i>	\$930,995	\$1,268,930	\$3,130,169	\$1,574,198	\$4,813,771
<i>Copper Sky Recreation</i>	-	-	-	-	1,913,248
<i>Local Road Maintenance</i>	-	144,960	1,000,000	517,367	1,000,000
<i>LTAf</i>	247,763	101,449	-	-	-
<i>Grants</i>	3,810,497	2,602,861	12,704,243	12,704,243	13,073,381
<i>County Road Tax</i>	832,934	1,158,470	2,225,000	1,146,844	3,278,156
<i>Debt Service</i>	-	1,770,546	2,121,048	2,121,048	4,587,366
<i>General Governmental CIP</i>	-	2,821,831	16,058,287	24,494,775	24,002,120
<i>Grants CIP</i>	-	-	61,477,187	790,000	64,909,593

## FY13-14 BUDGET SUMMARY

### Expenditure Summary by Department continued

DEPARTMENT / FUND	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
<i>General Governmental Bond</i>	-	-	8,572,688	-	-
<i>Parks Bond</i>	84,830	1,337,726	22,877,936	22,877,936	25,740,000
<i>Library DIF</i>	24,393	-	-	-	4,590
<i>Parks DIF</i>	-	-	-	-	17,400
<i>General Governmental DIF</i>	583,105	1,782,757	3,606,436	3,606,436	-
<i>Public Safety/ Police/Fire DIF</i>	437	126,109	764,875	764,875	200,280
<i>Transportation DIF</i>	1,286,162	890,012	10,842,064	10,842,064	12,130,384
<b>Subtotal:</b>	<b>\$7,801,116</b>	<b>\$14,005,651</b>	<b>\$145,379,933</b>	<b>\$81,439,786</b>	<b>\$155,670,289</b>
<b>TOTAL - EXPENDITURES</b>	<b>\$42,798,514</b>	<b>\$77,065,632</b>	<b>\$175,175,441</b>	<b>\$110,918,403</b>	<b>\$186,462,862</b>

## FY13-14 BUDGET SUMMARY

### Authorized Positions by Department

DEPARTMENT	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 REVISED	FY13-14 ADOPTED
<b>Mayor &amp; Council</b>	7.00	8.00	8.00	8.00
<b>City Manager</b>				
City Manager's Office	5.50	4.00	4.00	4.00
Communications & Marketing	-	-	-	2.00
<b>Department Total</b>	<b>5.50</b>	<b>4.00</b>	<b>4.00</b>	<b>6.00</b>
<b>City Attorney</b>	-	-	-	-
<b>City Clerk</b>	5.00	5.00	5.00	5.00
<b>City Magistrate</b>	4.50	5.00	3.00	3.00
<b>Human Resources</b>	3.00	3.00	3.00	3.00
<b>Economic Development</b>	3.00	5.00	5.00	3.00
<b>Finance &amp; Administrative Services</b>				
Finance	10.50	10.00	10.00	9.00
Information Technology	4.00	4.00	4.00	4.00
<b>Department Total</b>	<b>14.50</b>	<b>14.00</b>	<b>14.00</b>	<b>13.00</b>
<b>Community Services</b>				
Administration-Community Services	2.00	2.00	2.00	2.00
Recreation	3.00	3.00	3.00	3.00
Park Maintenance	3.00	2.00	1.00	1.00
Library	7.00	7.00	8.00	8.00
<b>Department Total</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>
<b>Development Services</b>				
Administration - Development Services	3.00	2.75	3.75	3.25
Code Enforcement	-	2.00	2.00	-
Planning & Zoning	3.00	2.00	2.00	3.00
Building Safety	7.00	7.00	6.00	7.00
CIP Project Management	-	-	-	1.00



# FY13-14 BUDGET SUMMARY

## Authorized Positions by Department continued

DEPARTMENT	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 REVISED	FY13-14 ADOPTED
Engineering	3.00	1.50	1.50	2.00
Transportation	4.00	1.50	1.10	0.60
Facilities	2.50	2.00	2.00	2.00
Fleet Management	1.00	1.00	1.00	1.00
<b>Department Total</b>	<b>23.50</b>	<b>19.75</b>	<b>19.35</b>	<b>19.85</b>
<b>Fire Department</b>				
Administration - Fire	3.00	3.00	3.00	3.00
Prevention	2.00	2.00	2.00	2.00
Operations - Fire	55.00	55.00	55.00	55.00
Support	3.00	3.00	3.00	3.00
<b>Department Total</b>	<b>63.00</b>	<b>63.00</b>	<b>63.00</b>	<b>63.00</b>
<b>Police Department</b>				
Office of the Chief	8.00	6.00	5.00	6.00
Operations - Police	-	-	53.00	54.00
Support Services	3.00	6.00	8.00	9.00
Uniform	46.00	50.00	-	-
Professional Development	5.00	4.00	-	-
Code Enforcement	1.00	-	-	-
<b>Department Total</b>	<b>63.00</b>	<b>66.00</b>	<b>66.00</b>	<b>69.00</b>
<b>GENERAL FUND TOTAL</b>	<b>207.00</b>	<b>206.75</b>	<b>204.35</b>	<b>206.85</b>
<b>ALL OTHER FUNDS</b>				
<b>Development Services</b>				
Highway User Revenue Fund	8.00	9.25	9.25	9.75
Grants Fund	-	-	0.40	0.40
<b>TOTAL OTHER FUNDS</b>	<b>8.00</b>	<b>9.25</b>	<b>9.65</b>	<b>10.15</b>
<b>ALL FUNDS TOTAL</b>	<b>215.00</b>	<b>216.00</b>	<b>214.00</b>	<b>217.00</b>

## FY13-14 BUDGET SUMMARY

### Capital Improvement Program Summary

FUND	FY13-14
<b>Local Road Maintenance</b>	
Street Maintenance	1,000,000
Total - Local Road Maintenance	\$1,000,000
<b>County Road Tax</b>	
Civic Center Plaza Construction	200,000
MCG Highway Maintenance & Improvements	500,000
Regional Park Offsite Roadway Improvements: Bowlin Rd, SR347 & MLK Blvd	1,500,000
Roosevelt & Lexington Drainage Project	78,156
Street Maintenance	1,000,000
Total - County Road Tax	\$3,278,156
<b>General Governmental CIP</b>	
Chief Donald N. Pearce Fire Station #575	500,000
City Entry Monument Signage	150,000
City Hall and Police Station	3,100,000
Development Impact Fee Study	11,730
DIMS (Digital Image Storage)	29,358
Economic Development Infrastructure Needs	750,000
Electronic Patient Care Reporting (EPCR)	125,000
Fire Station #572 - Phase 2 Construction	216,700
Floodplain Reduction Downtown Area - CLOMR/LOMR	3,000,000
General Plan Update	175,000
Maricopa Police Department Substation at Regional Park	3,500,000
Pacana Park - Renovate East Field	70,000
Police Laptop Computer Replacement	40,000
Police Regional Wireless Cooperative (RWC) Repeater Station	100,000
Police Replacement Vehicles	11,000

## FY13-14 BUDGET SUMMARY

### Capital Improvement Program Summary continued

FUND	FY13-14
Public Works & Fire Administration Maintenance Facility	1,800,000
Regional Park Commercial Center Land Acquisition	250,000
Santa Cruz Wash Regional Flood Control Solution	6,559,766
SR347 Overpass Project: AmTrak Station Relocation	1,500,000
SR347 Overpass Project: Design Concept Report	500,000
SR347 Overpass Project: Transportation Center	1,000,000
Water Tank Construction @ 7 Ranches	407,816
Zoning Code Rewrite	205,750
<b>Total - General Governmental CIP</b>	<b>\$24,002,120</b>
<b>Grants Fund</b>	
Community Development Block Grant Projects	300,000
Emergency Ops Center Construction (AZ Dept of Homeland Security grant)	300,000
MCG Highway Widening - Porter to White & Parker	540,000
Safe Routes to Schools - SR347 Sidewalk from Bowlin Rd to Ak-Chin	232,406
SR347 Overpass Project: AmTrak Station Relocation	300,000
SR347 Overpass Project: Grant Funded Projects	62,000,000
State Special Projects Grant	300,000
UPRR Grade Separation Study/Design - White & Parker Road	937,187
<b>Total - Grants Fund</b>	<b>\$64,909,593</b>
<b>Parks Bond Fund</b>	
Recreation & Aquatic Center	10,750,000
Regional Park & Sports Complex	14,990,000
<b>Total - Parks Bond Fund</b>	<b>\$25,740,000</b>
<b>Library Development Fund</b>	
Development Impact Fee Study	4,590

## FY13-14 BUDGET SUMMARY

### Capital Improvement Program Summary continued

FUND	FY13-14
Total - Library Development Fund	\$4,590
<b>Parks Development Fund</b>	
Development Impact Fee Study	17,400
Total - Parks Development Fund	\$17,400
<b>Public Safety/Police/Fire DIF</b>	
Development Impact Fee Study	24,680
Fire Department End-User Radios	56,600
Police Replacement Vehicles	119,000
Total - Public Safety/Police/Fire DIF	\$200,280
<b>Transportation Development Fund</b>	
Development Impact Fee Study	28,320
Honeycutt Rd - Porter to White & Parker (7 Ranches) Half Street Improvements	3,000,000
MCG Highway Widening - Porter to White & Parker	3,790,000
MCG Highway Widening - White & Parker to City Limits	500,000
Public Works & Fire Administration Maintenance Facility	247,064
Regional Park Offsite Roadway Improvements: Bowlin Rd, SR347 & MLK Blvd	675,000
Smith Enke & Porter Road Intersection Improvements	750,000
SR347 Overpass Project: Honeycutt Road from SR347 to MCG Highway Improvements	2,640,000
White & Parker Rd - South of Honeycutt to Cowpath (7 Ranches) Half Street Improvements	500,000
Total - Transportation Development Fund	\$12,130,384
<b>Highway User Revenue Fund (HURF)</b>	
10-Ton Equipment Trailer	30,000
2.5 Yard Loader	150,000
Peters & Nall Road Reconstruction Design	80,000

## FY13-14 BUDGET SUMMARY

### Capital Improvement Program Summary continued

FUND	FY13-14
Public Works & Fire Administration Maintenance Facility	2,752,936
Public Works Pick-Up Trucks	35,000
Street Sweepers	225,000
Total - Highway User Revenue Fund (HURF)	\$3,272,936
<b>Grand Total - Capital Improvement Program</b>	<b>\$134,555,459</b>

## FY13-14 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, 2013 **	-	(17,745,000)
G.O. Bond Issuance for FY12-13	(8,605,000)	(23,000,000)
Legal Debt Limit Remaining	\$3,866,214	\$825,712

\*Actual as of July 1, 2013

\*\*Reflects reduction of July 1, 2013 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.



# 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.

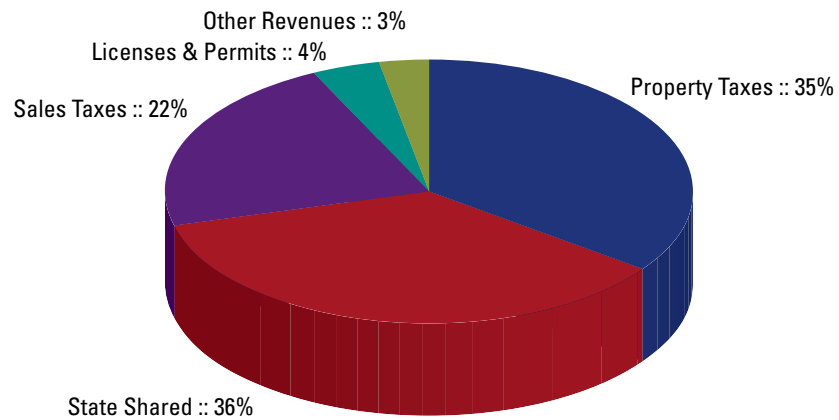


## Revenue Summary General Fund

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 FY13-14 are projected at \$29,044,496. The main components of the fund are displayed in the table and graph below.

### General Fund Revenues

Property Taxes	\$10,102,118
State Shared	10,514,607
Sales Taxes	6,453,247
Licenses & Permits	1,000,498
Other Revenues	974,026
<b>Total</b>	<b>\$29,044,496</b>





## Property Taxes

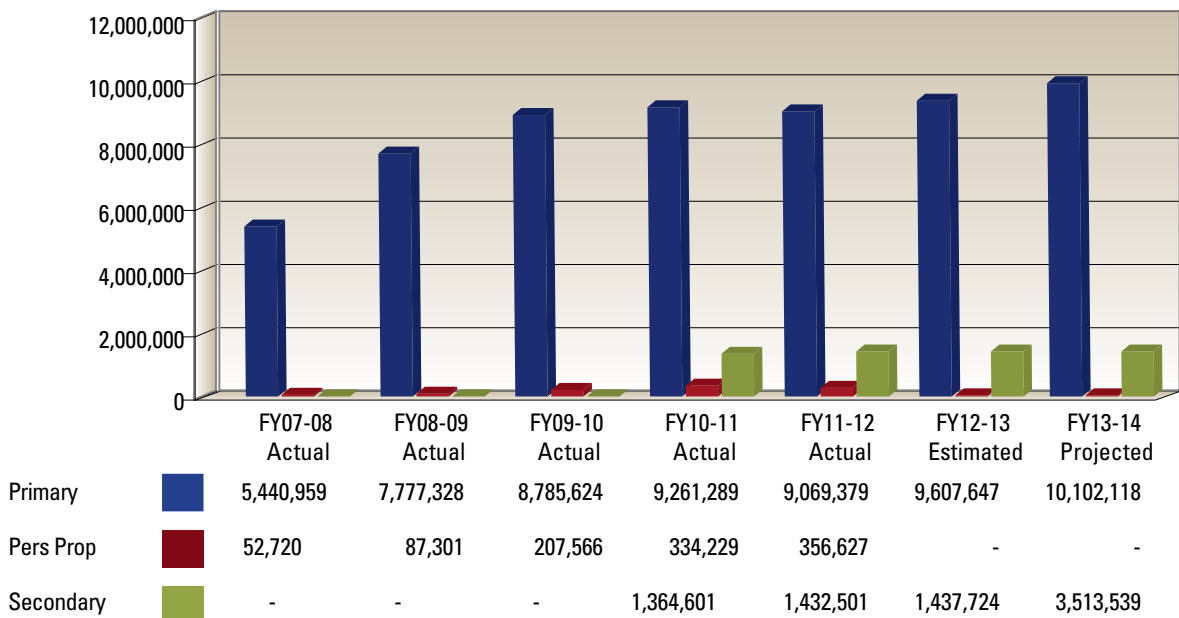
Property taxes have been a traditional means of financing city and town services. While the importance of the property tax has been decreasing in recent years due to increased revenue generated from sales taxes, it is still an important source of local revenue for many Arizona cities and towns. The property 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, 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. FY13-14 assessed valuations, used to determine the primary property tax, were provided by the Pinal County Assessor's Office.

### PROPERTY TAXES



## State Shared Revenues

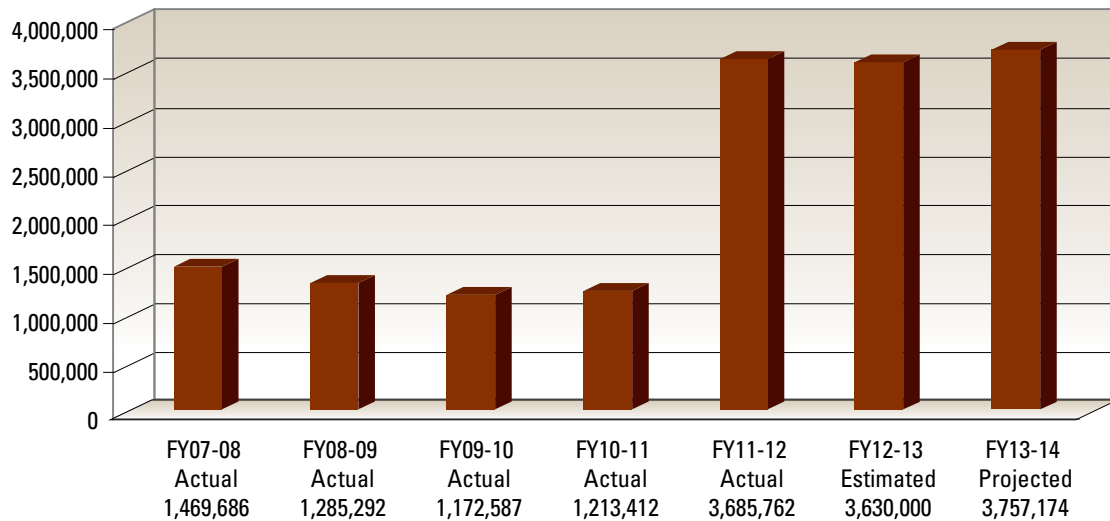
Cities and towns in Arizona are fortunate to be involved in a fairly progressive state shared revenue program which passes funding through to Arizona municipalities from four state revenue sources. Since the shared revenues are based on population, the FY13-14 estimates provided to the City were based 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.

FY13-14 estimates were provided by the State of Arizona.

### STATE TRANSACTION PRIVILEGE TAX (SALES TAX)

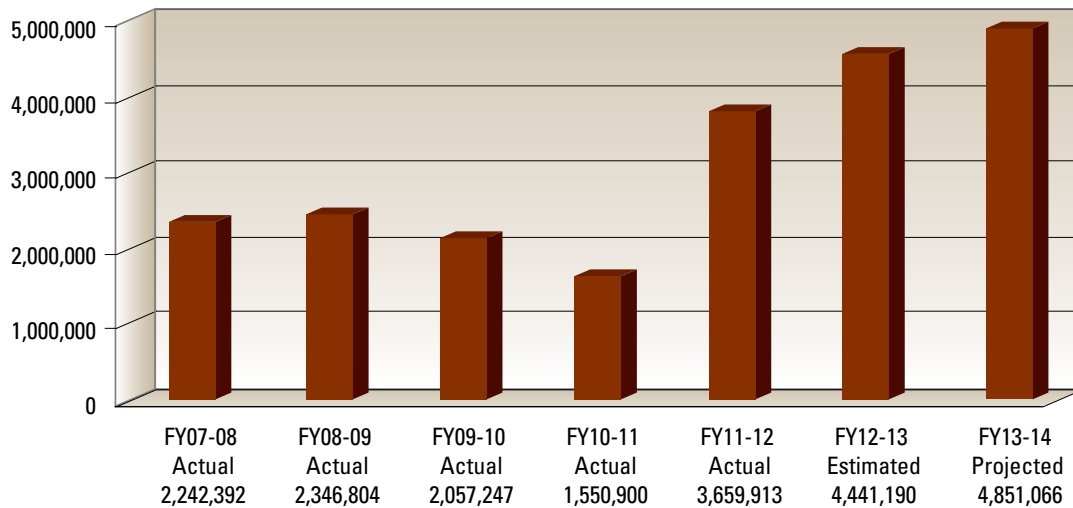


### State Income Tax

A 1972 citizen's initiative provided for giving the cities and towns a 15% share of the state income tax in return for the cities and towns not charging a local income tax in their jurisdictions. This source of money is commonly referred to as Urban Revenue Sharing, and is distributed with the same formula used for 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.

FY13-14 estimates were provided by the State of Arizona.

### STATE INCOME TAX

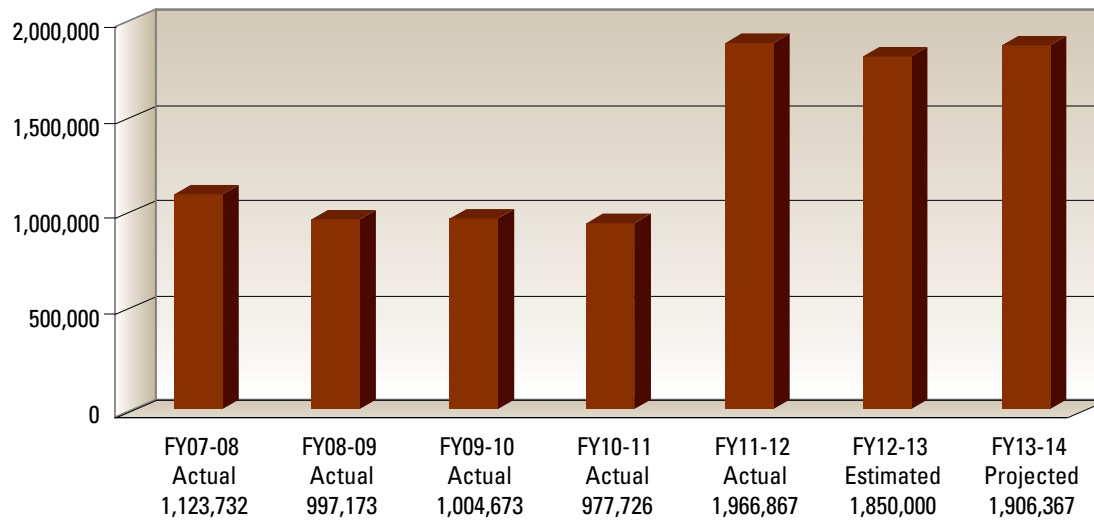


### Vehicle License Tax

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 total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended on a public purpose.

FY13-14 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 increased 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.

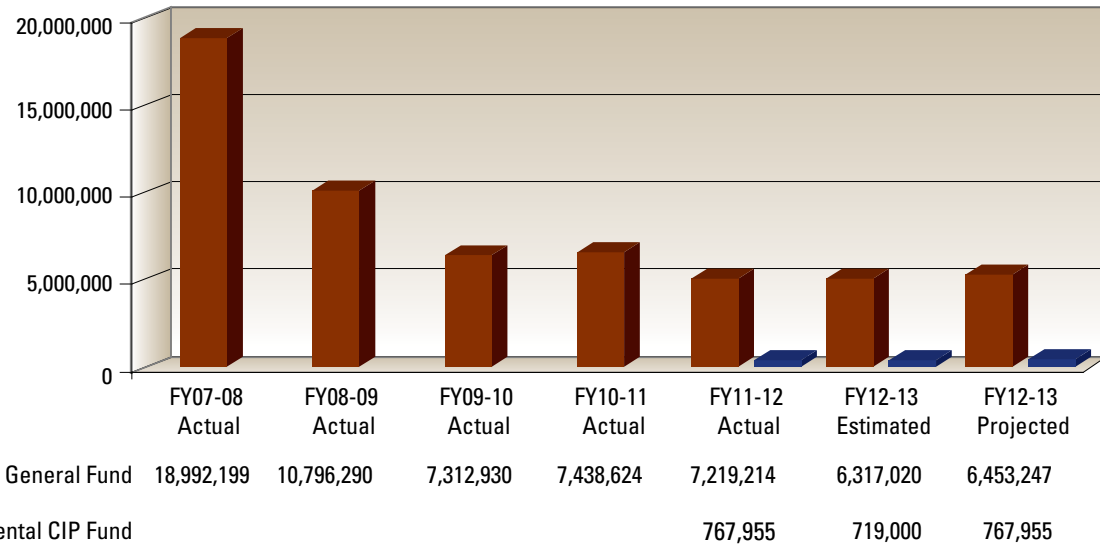
### Use Tax

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.

FY13-14 estimates are based on annual trend estimates for retail/other sales tax.

**LOCAL TRANSACTION PRIVILEGE (SALES) TAX**

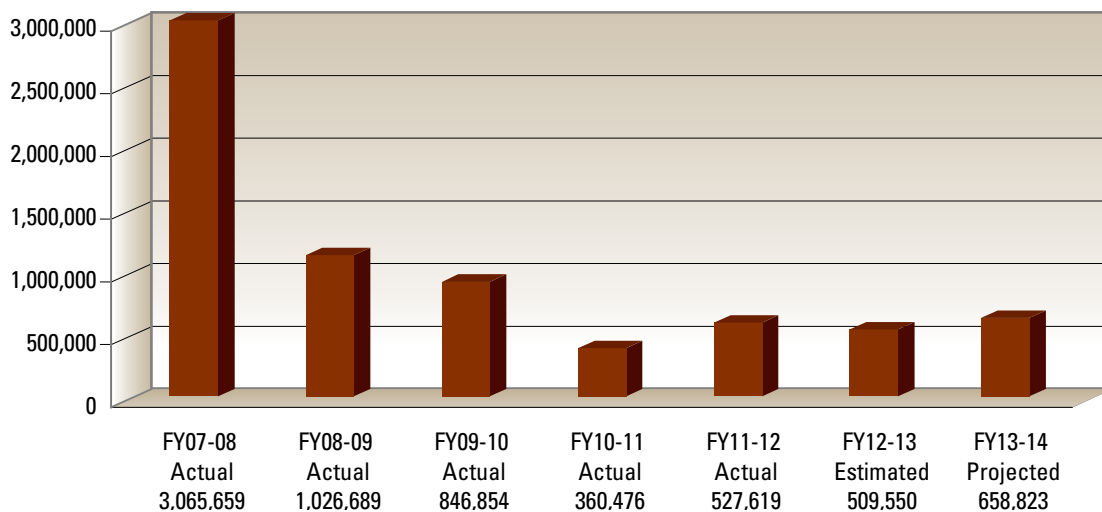


**Permit Fees**

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.

FY13-14 revenue estimates for permit activities are based on 10 homes per month level estimate.

**PERMIT 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 or more than \$5,000.

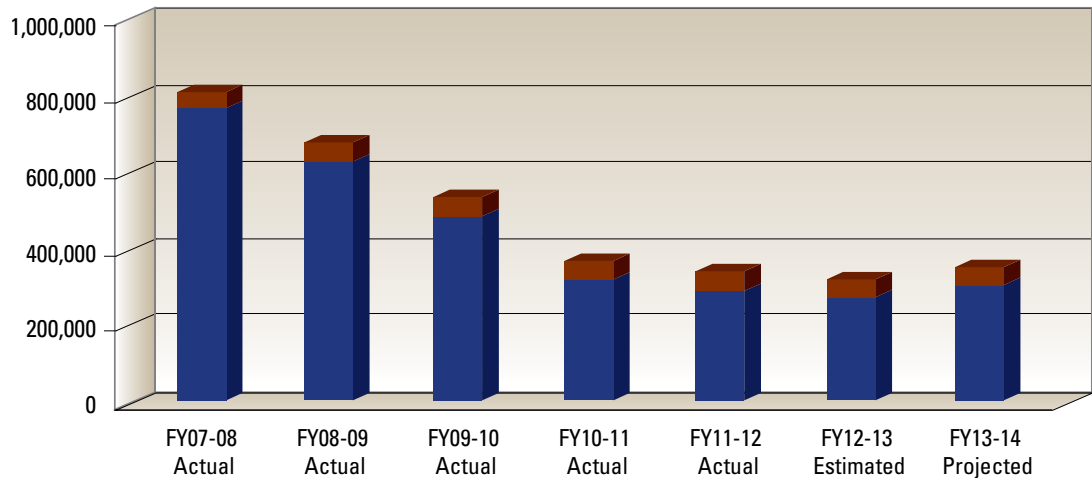
FY13-14 estimates are based on the current level of business licenses with adjustments for current economic conditions.

**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.

FY13-14 estimates are based on trends from previous year averages with adjustments for current economic conditions.

***BUSINESS LICENSES AND FRANCHISE FEES***



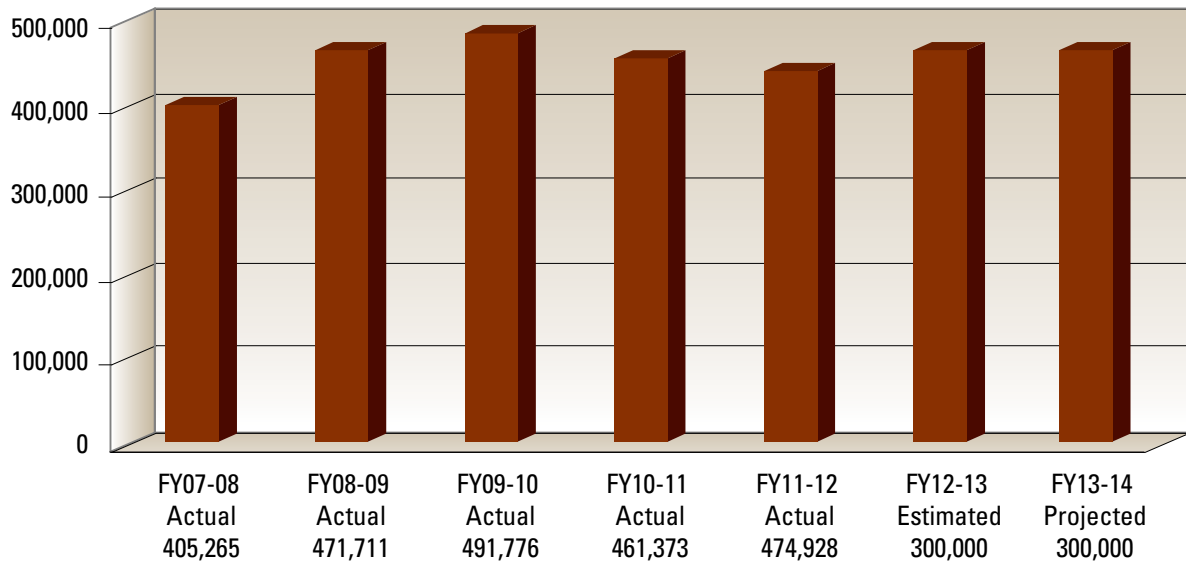
	FY07-08 Actual	FY08-09 Actual	FY09-10 Actual	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimated	FY13-14 Projected
Franchise Fees	770,397	628,255	483,760	316,395	355,887	272,000	296,000
Business Licenses	43,304	46,826	49,353	50,153	50,803	45,000	45,675

**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.

FY13-14 estimates are based on current levels of activities.

## MAGISTRATE COURT FINES

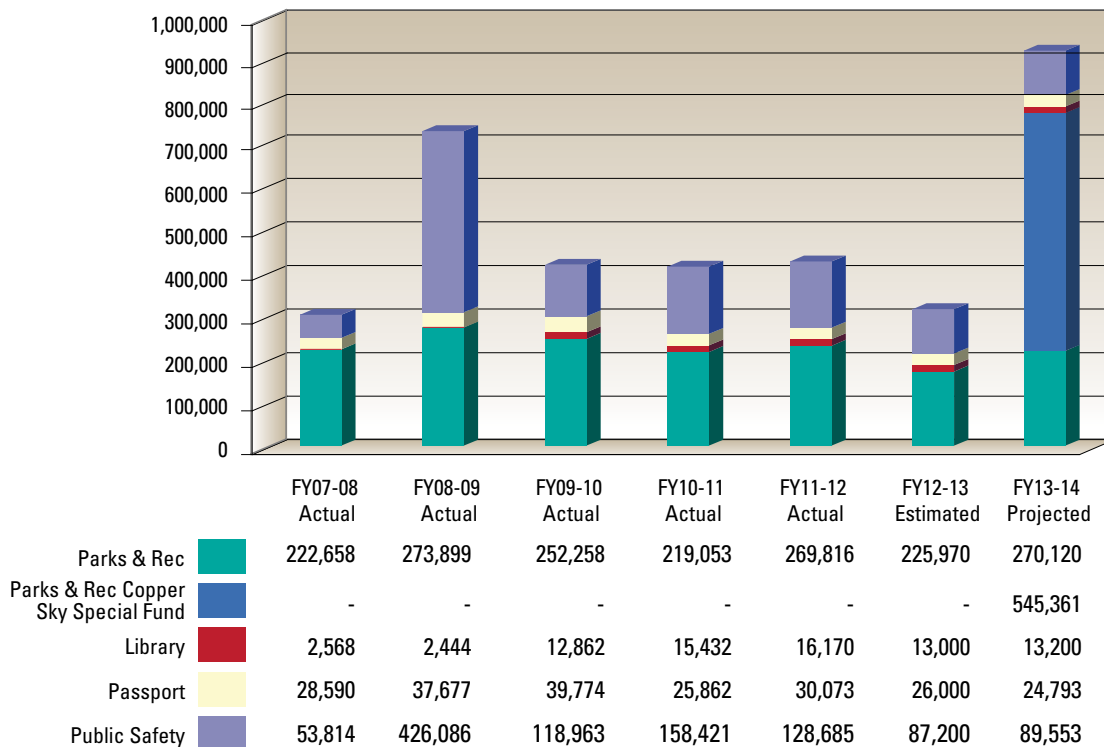


## User Fees

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. In FY13-14 the Copper Sky Special Revenue Fund was created to account for the operations of Copper Sky. These services will continue to grow with the City's growth in population and the expansion of programs offered to citizens.

FY13-14 estimates are based on current levels of activities.

## USER FEES



# Revenue Summary

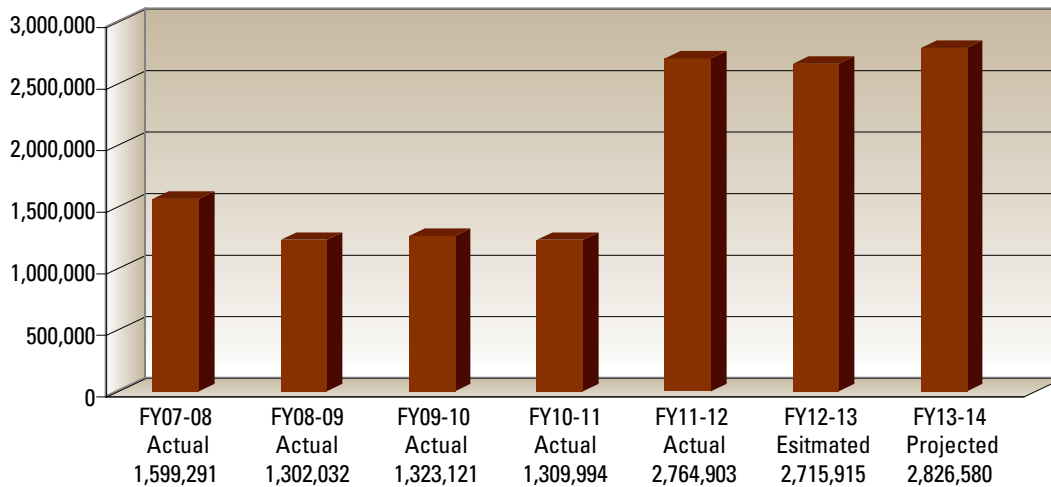
## Special Revenue Funds

### Highway User Revenue Fund

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.

FY13-14 estimates were provided by the State of Arizona.

### HIGHWAY USER REVENUE FUND



### Grants

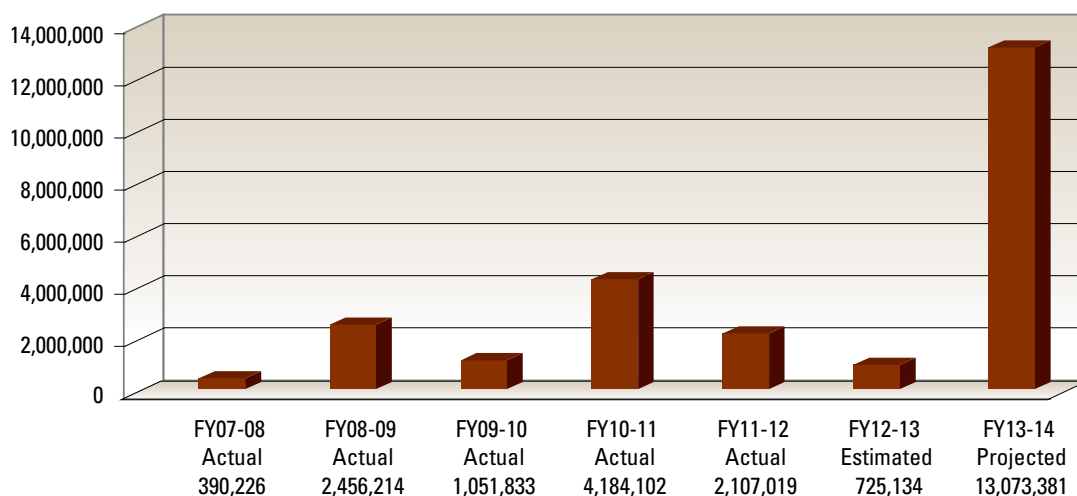
This revenue source consists of federal, state and local grants. With the condition of the recent economy, most assistance is available from the Federal level, with some state grants still available. The amount of assistance, the type of programs and projects for which the money can be expended from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

FY13-14 estimates are based on all possible grants for the fiscal year.

### GRANT REVENUE



# Revenue Summary

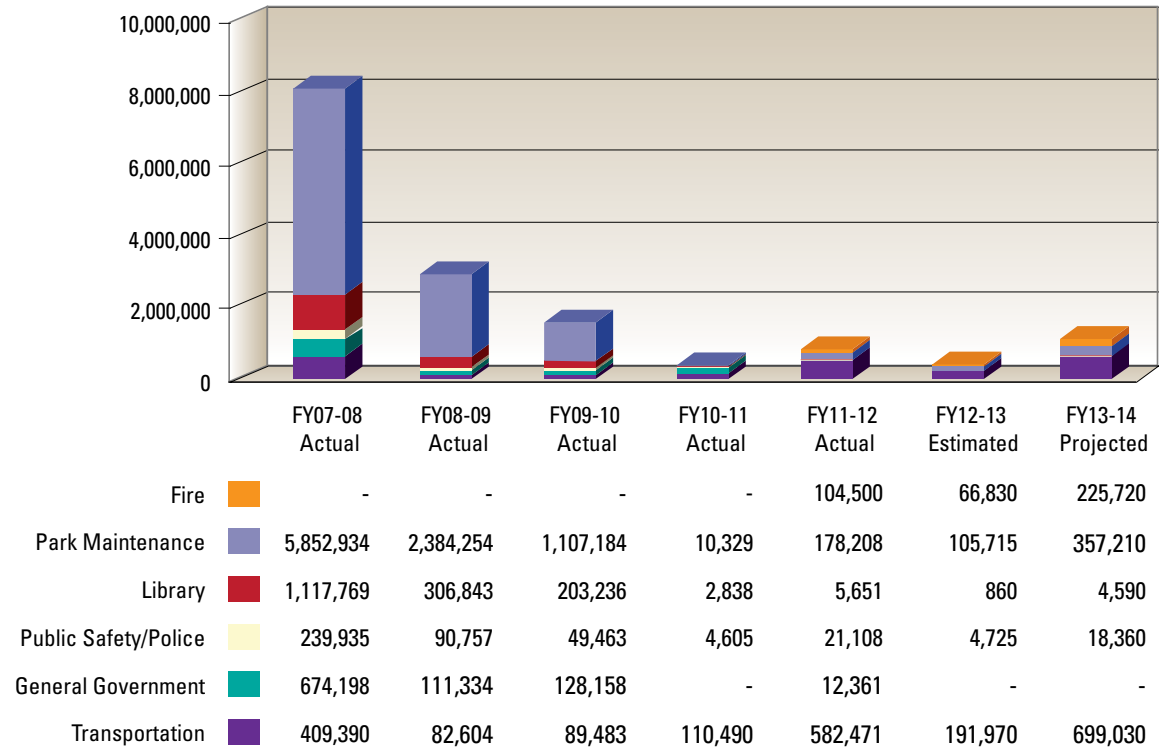
## Capital Projects Funds

### Development (Impact) Fees

Cities and towns have the authority to impose fees that provide a direct benefit to the newly developed area. City of Maricopa adopted Development Impact Fees 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.

FY13-14 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

	FY09-10	FY10-11	FY11-12	FY12-13	FY13-14
<b>Property tax levy amounts</b>					
Primary property taxes	\$9,407,713	\$9,846,318	\$10,038,102	\$10,032,647	\$10,102,118
Secondary property taxes	-	1,432,368	1,437,724	1,437,724	3,513,539
<b>Total property tax levy amounts</b>	<b>\$9,407,713</b>	<b>\$11,278,686</b>	<b>\$11,475,826</b>	<b>\$11,470,371</b>	<b>\$13,615,657</b>
<b>Property tax rates per \$100 of assessed value</b>					
Primary property tax rate	\$2.8941	\$4.0168	\$4.8105	\$4.8753	\$5.0898
Secondary property tax rate	-	0.5514	0.6528	0.6917	1.7600
<b>Total property tax levy amounts</b>	<b>\$2.8941</b>	<b>\$4.5682</b>	<b>\$5.4633</b>	<b>\$5.5670</b>	<b>\$6.8498</b>





# Departmental Summaries

The following section contains the FY13-14 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: Councilmember Peggy Chapados, Councilmember Bridger Kimball, Councilwoman Julia R. Gusse, Councilmember Leon Potter  
Front row, left-to-right: Vice Mayor Edward Farrell, Mayor Christian Price, 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 election is held on the tenth Tuesday before the first Tuesday after the first Monday in November. General election is held the first Tuesday after the first Monday in November of even numbered years.

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 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

### 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, through continued efforts to relocate the existing Amtrak passenger terminal to the Estrella (Gin) Property
- 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

### Quality Municipal Services

- Encourage citizen engagement and communication by offering greater opportunities to connect and promote City accomplishments
- Deliver the highest quality municipal services through the combination of personal service from a high-quality workforce and the utilization of the latest technology

## FY2014 BUDGET

### Mayor & Council

Cost Center: #10011111

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$143,702	\$153,279	\$229,091	\$229,091	\$228,797
Professional and Technical	20,355	359,011	2,500	2,500	16,000
Purch. Property Services	585	-	-	-	-
Other Purchased Services	114,835	104,504	170,436	170,436	194,925
Supplies	48,685	78,295	500	500	500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$328,162</b>	<b>\$695,089</b>	<b>\$402,527</b>	<b>\$402,527</b>	<b>\$440,222</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 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	1.0
<b>Departmental Totals</b>	<b>7.0</b>	<b>8.0</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.

### FY2014 BUDGET

#### City Attorney

Cost Center: #10011414

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	673,118	670,219	600,000	600,000	600,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	41	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$673,159</b>	<b>\$670,219</b>	<b>\$600,000</b>	<b>\$600,000</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.

## FY2014 BUDGET

### City Magistrate

Cost Center: #10011010

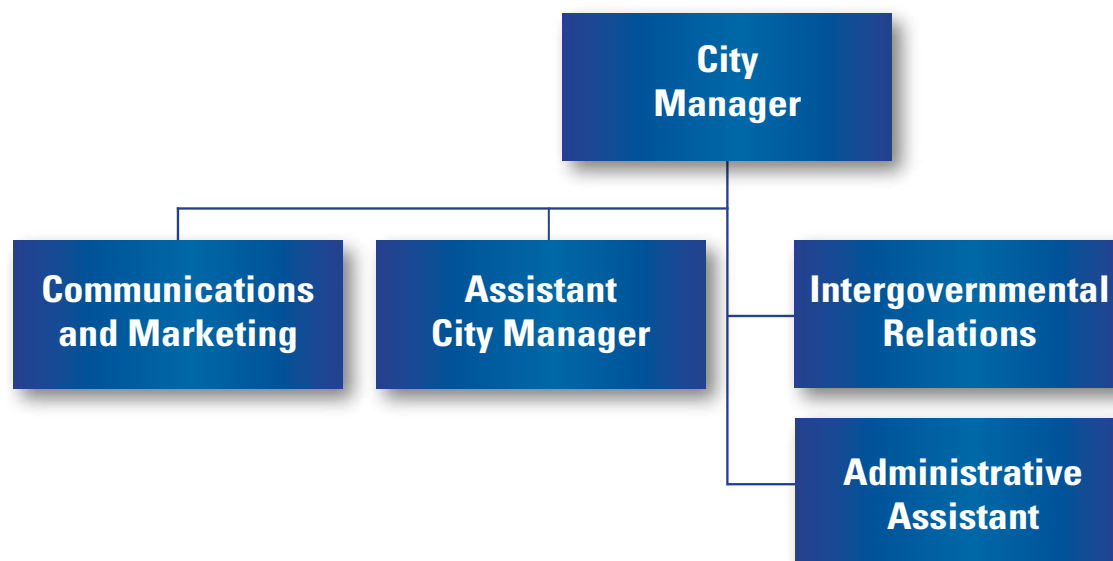
#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$67,168	\$61,380	\$61,745	\$61,745	\$62,473
Professional and Technical	172,168	194,652	218,000	218,000	217,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	1,349	909	2,000	2,000	1,000
Supplies	1,803	1,977	2,000	2,000	2,000
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$242,488</b>	<b>\$258,918</b>	<b>\$283,745</b>	<b>\$283,745</b>	<b>\$282,973</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
City Magistrate	0.5	1.0	1.0	1.0	1.0
Court Clerks	4.0	4.0	2.0	2.0	2.0
<b>Departmental Totals</b>	<b>4.5</b>	<b>5.0</b>	<b>3.0</b>	<b>3.0</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. The 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 FY13-14
  - 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	5.5	4	4	6
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	N/A*	84%	N/A	85%
% of residents who feel the City provides services in an efficient and economical manner	N/A*	70%	N/A	75%
% of residents who feel the City keeps them informed about City business	N/A*	64%	N/A	75%
# of City-sponsored and/or coordinated special events, recognitions or programs	6	11	9	15
# of Leadership Academy participants	22	26	29	28
% of participants who graduated	100%	81%	N/A	100%
# of requests tracked on Council Request Report	N/A	101	23	40
% of requests with completion or strategy determination made in 30 days	N/A	69%	23%	50%
# of MOUs and/or Intergovernmental Agreements successfully negotiated / executed	16	17	10	15

## FY2014 BUDGET

### City Manager

Cost Center: #10011115

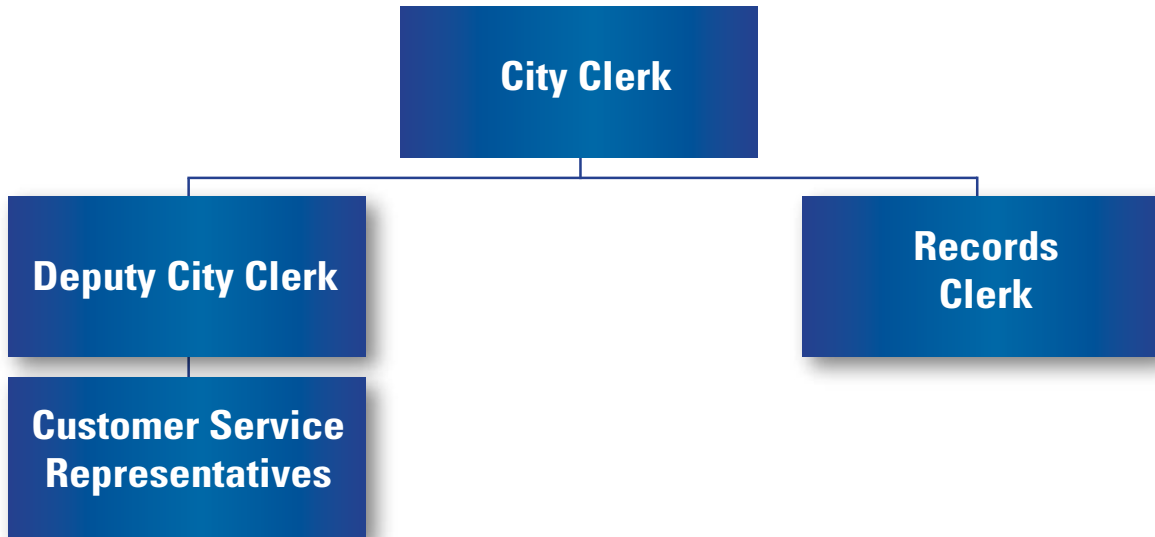
#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$817,561	\$436,472	\$501,696	\$501,696	\$711,787
Professional and Technical	139,448	194,861	101,000	135,975	31,500
Purch. Property Services	-	19,534	-	-	-
Other Purchased Services	40,353	14,771	19,435	19,435	121,629
Supplies	2,775	420	529	529	2,914
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$1,000,137</b>	<b>\$666,058</b>	<b>\$622,660</b>	<b>\$657,635</b>	<b>\$867,830</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
City Manager	1.0	1.0	1.0	1.0	1.0
Assistant City Manager	2.0	1.0	1.0	1.0	1.0
Assistant to the City Manager	1.0	-	1.0	1.0	1.0
Public Information Officer	-	-	-	-	1.0
Media Production Specialist	-	-	-	-	1.0
Administrative Assistant	-	1.0	1.0	1.0	1.0
Executive Assistant	0.5	-	-	-	-
Intergovernmental Manager	1.0	1.0	-	-	-
Intergovernmental Technician	-	-	-	-	-
<b>Departmental Totals</b>	<b>5.5</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>6.0</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. Coordinate the 2014 municipal elections and serve as the filing officer for the City of Maricopa.
  - a. Serve as the filing officer by accepting the candidates election forms and ensuring their name properly appears on the ballot

- b. Coordinate with Pinal County to conduct the City's first Fall Election
- 2. Respond to the legislative needs of the City Council and their constituents.
  - a. Prepare, distribute and post on the website all City Council packet materials in a timely manner
  - b. Implement the Legistar Agenda Management Program and ensure everyone is properly trained to use the program
- 3. Administer the City's records management program.
  - a. Effectively maintain custody of City records
  - b. Process all public record requests in a timely manner
  - c. Comply with all applicable state laws for legal advertisements and record retention requirements
  - d. Complete implementation of Tyler Forms as the new records management program
  - e. 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	5	5	5	5
Hours of volunteer service received	N/A	N/A	0	N/A
# of public records requests received	N/A	279	247	250
% of public records requests processed within three days	89%	75%	44%	75%
# of meeting notices processed (includes Council, boards, commissions, committees, possible quorum, etc.)	183	144	201	175
% of notices processed that were Council related	34%	31%	37%	35%
# of Council meetings for which minutes were prepared and presented for approval	62	45	51	50
% of City Council meeting minutes presented for approval by the next regular City Council meeting	87%	100%	100%	100%
# of City Council agenda items processed	354	215	379	275
# of passports processed	746	938	971	850
Passport funds generated	N/A	\$29,770	\$24,275	\$26,000
# of community events coordinated or attended to promote departmental services	N/A	4	4	4
# of documents scanned per records management	N/A	362	263	400

## FY2014 BUDGET

### City Clerk

Cost Center: # 10011212

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$344,252	\$317,939	\$343,163	\$343,163	\$356,210
Professional and Technical	-	31,276	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	9,491	7,658	11,253	11,253	11,583
Supplies	1,936	2,063	2,500	2,500	2,500
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$355,679</b>	<b>\$358,936</b>	<b>\$356,916</b>	<b>\$356,916</b>	<b>\$370,293</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 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 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-Time employee equivalents	3	3	3	3
Hours of volunteer service received	7,151.55	13,909.30	18,320	20,000
% of citizens satisfied or very satisfied with City's efforts to maintain a qualified workforce	N/A	51%	0	N/A
Average Citywide employee turnover rate	9.6%	10.5%	3%	9.5%
# of City full-time equivalent employees supported	208	209	210.75	205
# of Citywide volunteers supported	20	71	74.75	75
# of interns employed by the City	5	10	12	10
# of recruitments conducted	13	34	49	40
* Average time for recruitment in days (from request to job offer)	71	45	56	45
# of grievances	N/A	2	8	2
* % of grievances resolved	N/A	1	44%	100%
# of Merit Board appeals	2	1	1	2
% of Merit Board appeals upheld	100%	100%	100%	100%
Total cost of workers' compensation claims	\$164,706	\$153,337	\$474,888.32	\$200,000
# of workers' compensation claims	34	40	41	40
* % of claims with no lost time	91.2%	82.5%	87.65%	87%
# of training programs coordinated	1	5	62	8
* % of staff participating in training programs offered	2.9%	19.6%	41.55%	40%

## FY2014 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.

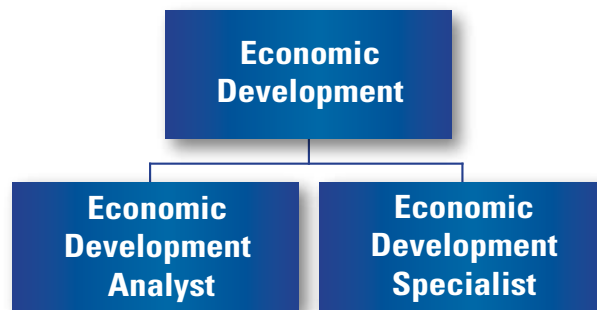
#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$275,609	\$267,006	\$276,755	\$281,231	\$311,852
Professional and Technical	1,996	19,388	7,914	11,957	10,997
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,010	2,855	8,126	11,175	7,346
Supplies	3,542	5,260	-	6,352	4,583
Capital Outlay	-	-	6,352	-	-
<b>Departmental Totals</b>	<b>\$285,157</b>	<b>\$294,509</b>	<b>\$299,147</b>	<b>\$310,715</b>	<b>\$334,778</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Director of Human Resources	1.0	1.0	1.0	1.0	1.0
HR Generalist/Analyst	1.0	1.0	-	-	-
Management Analyst	-	-	1.0	1.0	2.0
Administrative Assistant	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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	1	3	3	3
Hours of volunteer service received	20	0	0	0
% of citizens satisfied with City's efforts to encourage economic growth	41%	41%	N/A	N/A
Estimated # of jobs attracted, created, or retained with City assistance	63	46	36.5	49
Average hourly wage of job attracted, created, or retained with City assistance	\$15.83	\$31.69	\$18.94	\$22.15
Estimated new commercial capital investment created with City assistance	\$1,100,000	\$15,153,570	\$1,598,955	\$5,950,775
New commercial square footage constructed	19,100	64,739	7,000	30280
Average end of year commercial occupancy rate (all types)	92.8%	92.8%	92.6%	92.70%
* End year commercial occupancy rate, retail	92.3%	91.0%	92.2%	91.80%
* End year commercial occupancy rate, industrial	98.1%	98.1%	96.2%	97.50%
* End year commercial occupancy rate, office	80.6%	91.5%	85.1%	85.70%
# of small businesses training program participants	36	67	147	83
# of business retention and expansion visits conducted	12	18	53	50
# of meetings held with existing or prospective businesses	170	148	157	158
"Total sales tax (retail, construction and bed tax) collections"	\$6,876,866	\$6,904,365	\$7,258,852	\$8,200,000
* % increase/decrease in sales tax collections over prior year	16.0%	0.4%	13.7%	4.40%
# of total calls for assistance responded to via Ombudsman Line	NA	NA	381	381
# of special events, focus groups, tours, or other programs coordinated and executed	NA	14	10	12
* # of attendees	110	244	217	190
Heritage District Citizens Advisory Committee meetings held	8	10	10	9

## FY2014 BUDGET

### Economic Development

Cost Center: #10011616

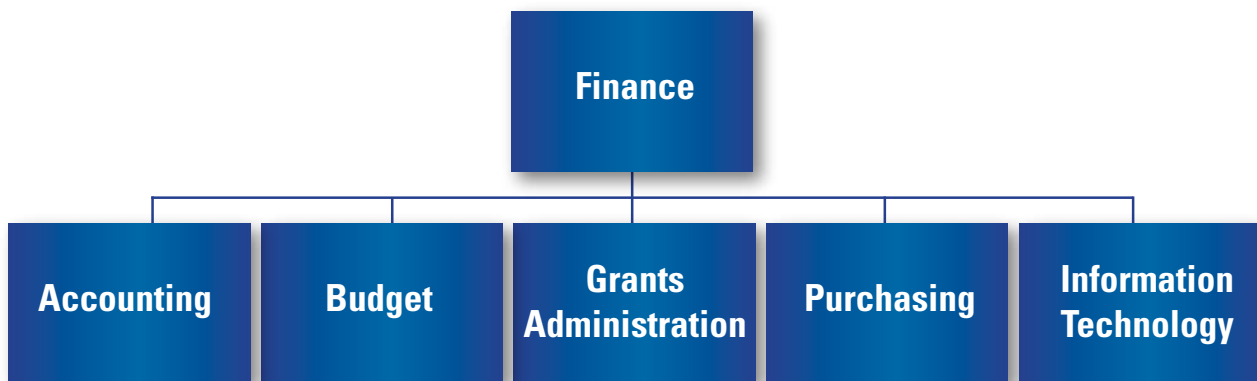
#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$303,990	\$351,432	\$455,689	\$455,689	\$268,910
Professional and Technical	56,569	141,359	79,748	79,748	38,750
Purch. Property Services	150	-	500	500	500
Other Purchased Services	328,717	1,160,508	240,503	240,503	140,729
Supplies	13,087	18,000	3,759	3,759	1,534
Capital Outlay	610,208	-	-	23,222	-
<b>Departmental Totals</b>	<b>\$1,312,721</b>	<b>\$1,671,299</b>	<b>\$780,199</b>	<b>\$803,421</b>	<b>\$450,423</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Director of Economic Development	1.0	1.0	1.0	1.0	1.0
Economic Development Coordinator	-	1.0	1.0	1.0	1.0
Economic Development Analyst	-	1.0	1.0	1.0	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>3.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>3.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	10.5	10	9	9
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	Yes	Yes	Yes	Yes
General Fund unreserved fund balance coverage (% of expenditures)	76%	77%	72%	64%
# of CIP projects being tracked and maintained	30	31	41	48
Total cash invested	\$106,264,866	\$93,216,692	\$95,034,642	\$33,024,850
Return on cash invested	0.63%	0.31%	0.40%	0.75%
License and franchise fee revenues	\$366,548	\$336,274	\$364,634	\$341,675
Grant dollars awarded	\$572,993	\$117,073	\$1,165,350	\$990,000
# of grant applications submitted	31	41	24	25
# of business licenses issued	946	1,174	1,283	1,000
% of business licenses issued that were new	34%	28%	19%	20%

**PERFORMANCE MEASURES** continued

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of purchase orders processed	1,573	1,747	1,745	1,500
* Average turnaround time for purchase order processing (business days)	2	2	2	2
# of bids and requests for proposals issued	16	50	56	50
% of month-end closes by the 20th of the next month	N/A	N/A	100%	100%
Amount of risk management claims paid	\$86,115	\$24,965	\$21,323	\$80,000

**FY2014 BUDGET**

**Finance and Administrative Services**

Cost Center: #10011313

Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$712,557	\$610,368	\$796,228	\$767,028	\$730,343
Professional and Technical	78,781	153,847	90,075	162,474	90,200
Purch. Property Services	-	-	-	-	-
Other Purchased Services	15,579	7,543	11,305	11,465	11,070
Supplies	664	1,401	825	826	935
Capital Outlay	236,295	18,335	-	-	-
<b>Division Totals</b>	<b>\$1,043,876</b>	<b>\$791,494</b>	<b>\$898,433</b>	<b>\$941,793</b>	<b>\$832,548</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Finance & Administrative Services Director	1.0	1.0	1.0	1.0	1.0
Grants Manager	1.0	1.0	1.0	1.0	1.0
Accounting Manager	-	-	1.0	1.0	1.0
Senior Accountant	1.0	1.0	-	-	-
Purchasing Manager	1.0	1.0	1.0	1.0	1.0
Purchasing Coordinator	-	-	-	-	1.0
Accountant	1.0	-	-	-	-
A/P - Payroll Clerk	3.0	3.0	3.0	3.0	2.0
Buyer	1.0	1.0	1.0	1.0	-
Administrative Assistant	-	1.0	1.0	1.0	1.0
Executive Assistant	0.5	-	-	-	-
Management Analyst	-	-	1.0	1.0	1.0
Budget Analyst	1.0	1.0	-	-	-
<b>Division Totals</b>	<b>10.5</b>	<b>10.0</b>	<b>10.0</b>	<b>10.0</b>	<b>9.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	4	4	2	4
# of personal computers / laptops supported	255	257	272	279
# of mobile communication devices (cell phones, PDAs, iPads, etc.) supported	140	154	158	160
Average hours to resolve Help Desk requests:				
- Critical Priority	3	2	2	2
- Medium Priority	11	14	20	14
- Low Priority	36	47	74	40

## FY2014 BUDGET

### Finance and Administrative Services – Information Technology

Cost Center: #10011553

#### Summary by Category

EXPENDITURE CATEGORY	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$429,397	347,388	\$398,414	\$323,414	\$403,467
Professional and Technical	232,610	223,925	266,980	511,980	297,607
Purch. Property Services	-	-	-	-	-
Other Purchased Services	949	10,027	15,245	15,245	11,335
Supplies	14,132	33,485	36,480	36,480	40,130
Capital Outlay	18,857	56,107	695	200,211	-
<b>Division Totals</b>	<b>\$695,945</b>	<b>670,932</b>	<b>\$717,814</b>	<b>\$1,087,330</b>	<b>\$752,539</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
IT Manager	1.0	1.0	1.0	1.0	1.0
Network Administrator - Fire	1.0	1.0	-	-	-
Network Administrator	1.0	1.0	2.0	2.0	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.

### FY2014 BUDGET

#### Non-Departmental

Cost Center: #10010000

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$27,414	\$586,651	\$586,651	\$621,622
Professional and Technical	2,570	-	535,300	119,300	331,000
Purch. Property Services	-	4,095	21,857	28,831	25,982
Other Purchased Services	371,938	306,537	460,000	869,026	713,400
Supplies	33,493	50,445	23,000	23,000	44,500
Capital Outlay	5,886,221	588,998	-	-	-
Principal	-	-	450,000	-	-
Interest	-	-	536,000	-	-
Contingency	-	-	2,000,000	500,000	2,000,000
Transfers Out	-	-	-	-	1,370,000
Debt Service	-	-	-	986,000	-
<b>Departmental Totals</b>	<b>\$6,294,222</b>	<b>\$977,489</b>	<b>\$4,612,808</b>	<b>\$3,112,808</b>	<b>\$5,106,504</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents Department-wide	15	14	14	14
# full-time employee equivalents division- wide	2	2	2	2
Hours of volunteer service received	80	0	25	300
Personnel hours invested in city sponsored special events	1194	1219	532	1,200
# of programs conducted in department	330	357	434	359
% of programs that have a cost recovery plan	100%	100%	100%	100%
Value of grants and/or sponsorships received	\$54,020	\$46,390	\$11,092	\$232,770

## FY2014 BUDGET

### Community Services – Administration

Cost Center: #10033130

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$173,380	\$158,975	\$188,638	\$188,638	\$186,394
Professional and Technical	112,361	30,000	185,080	170,932	1,990
Purch. Property Services	-	-	4	2,252	559
Other Purchased Services	1,767	331	1,500	3,800	5,070
Supplies	-	-	-	-	200
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$287,508</b>	<b>\$189,306</b>	<b>\$375,222</b>	<b>\$365,622</b>	<b>\$194,213</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 ADOPTED	FY13-14 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	6.5	8.5	8.5	8.5
# of Full-time employees	6	8	8	8
# of Part-time employees	1	1	1	1
Hours of volunteer service received	2,084	1,526	1,263	1,300
Total circulation	248,582	258,198	246,351	245,000
% increase (decrease) in the number of items circulated over the past year	19%	3%	-1%	0%
# of visitors	139,781	137,043	152,153	155,000
% increase (decrease) in annual visitorship over prior year	10%	-2%	4%	1%
# of materials in library inventory	23,071	27,515	125,243	36,000
% of collection that is 5 years of age or less	30%	32%	44%	78%
% inventory loss rate due to damage, theft, or other	10%	5%	4%	0
Total amount of fines collected via cash or donation equivalent	\$14,916	\$16,723	\$19,345	\$16,000
Total attendance at children's programs	2,447	3,722	5,271	5,000
% increase (decrease) in children's program attendance over prior year	1%	52%	50%	1%
% of citizens rating Library services as good or excellent	85%	85%	NA	90%
# of Library cards issued	5,239	4,829	4,346	7,000

**PERFORMANCE MEASURES** *continued*

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
% increase (decrease) in Library cards over prior year	- 69%	- 8%	-5%	0%
# of items circulated through inter-library loan	13,514	19,483	24,197	22,000
% increase (decrease) in inter-library loans over prior year	37%	44%	14%	1%
# of computer usage visits	52,347	58,239	84,548	65,000

**FY2014 BUDGET**

**Community Services – Library**

Cost Center: #10033135

Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$373,418	\$407,592	\$439,918	\$439,918	\$442,168
Professional and Technical	2,130	-	1,500	1,500	3,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,523	3,625	6,500	5,159	5,100
Supplies	7,057	33,139	34,500	48,841	34,500
Capital Outlay	-	0	-	-	-
<b>Division Totals</b>	<b>\$387,128</b>	<b>\$444,356</b>	<b>\$482,418</b>	<b>\$495,418</b>	<b>\$485,268</b>

**AUTHORIZED POSITIONS**

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Library Manager	1.0	1.0	1.0	1.0	1.0
Senior Library Coordinator	-	-	1.0	1.0	1.0
Library Coordinator	1.0	1.0	-	-	-
Library Assistant	5.0	5.0	6.0	6.0	6.0
<b>Division Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>8.0</b>	<b>8.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	3.0	2.6	3.6	4.2
# of Full-time employees	3.0	1.0	1	1
# of Part-time employees	0.0	2.0	3	4
Hours of volunteer service received	0	200	663	200
Park acreage in the City	28	28	29	29
# of park acres per full-time employee equivalent	9.3	10.8	8.0	6.9
Cost of parks maintenance in the City	\$731,949	\$636,414	\$579,933	\$585,017
Average cost per acre for park maintenance	\$26,141	\$22,729	\$19,998	\$20,173
# of maintenance activities performed annually	1,584	1,584	1,390	1,488
* Trash and litter cleanup	375	375	378	385
* Restroom cleanup	375	375	351	375
* Playground maintenance	52	52	52	52
* Turf maintenance	365	365	168	261
* Irrigation maintenance	52	52	101	104
* Field maintenance	365	365	304	311
% of citizens rating parks facilities as "good" or "excellent"	N/A *	74%	N/A	80%

## FY2014 BUDGET

### Community Services – Parks Maintenance

Cost Center: #10033132

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$149,558	\$90,894	\$157,074	\$153,590	\$180,724
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	1,935	-	2,000	-
Other Purchased Services	272,232	404,112	604,992	625,797	398,793
Supplies	-	16,935	8,831	8,831	5,500
Capital Outlay	46,431	29,280	-	33,266	
<b>Division Totals</b>	<b>\$468,221</b>	<b>\$543,156</b>	<b>\$770,897</b>	<b>\$823,484</b>	<b>\$585,017</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Maintenance Worker	2.0	1.0	-	-	-
Recreation Coordinator	1.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>3.0</b>	<b>2.0</b>	<b>1.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	3.0	3.0	4.4	4.6
# of Full-time employees	3.0	3.0	3	3
# of Part-time employees	0.0	0.0	2	2
Hours of volunteer service received	11,016	11,142	9,232	11,700
% of citizens rating recreation programs "good" or "excellent"	N/A*	47%	N/A	90%
Facility (includes park) reservations processed	395	634	427	600
# of program registrations processed	3,470	4,360	3,771	4,500
% of registrants that were youth	61%	73%	80%	75%
% of registrations completed via web	61%	69%	68%	75%

## FY2014 BUDGET

### Community Services – Recreation

Cost Center: #10033131

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$221,591	\$228,616	\$284,272	\$289,317	\$294,561
Professional and Technical	47,505	68,393	296,252	293,040	244,515
Purch. Property Services	-	976	8,400	9,308	4,200
Other Purchased Services	3,173	136,884	9,736	12,941	35,753
Supplies	411,161	323,142	161,633	159,448	188,043
Capital Outlay	-	-	8,400	17,252	-
<b>Division Totals</b>	<b>\$683,430</b>	<b>\$758,011</b>	<b>\$768,693</b>	<b>\$781,306</b>	<b>\$767,072</b>

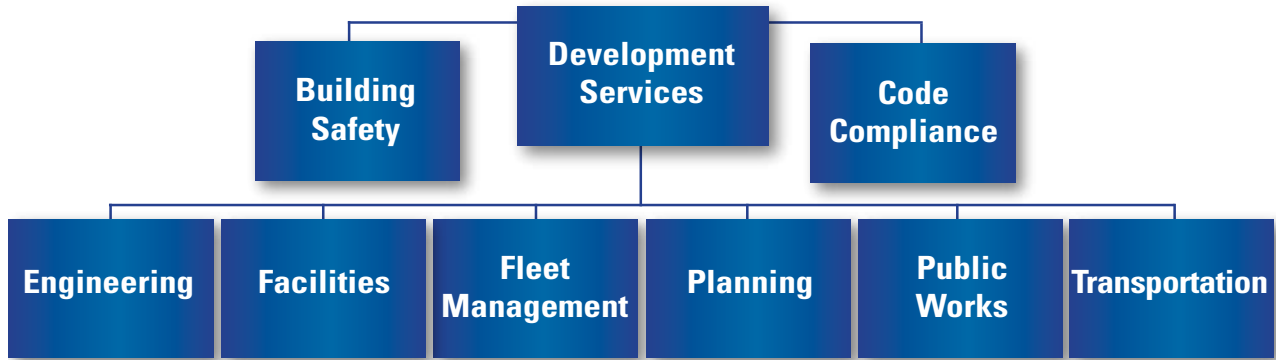
## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Recreation Coordinator	2.0	1.0	1.0	1.0	1.0
Recreation Services Lead	-	1.0	1.0	1.0	1.0
Recreation Programmer	-	-	-	-	-
Youth 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>



# 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents department-wide	32.5	29	25	31
# of full-time employee equivalents division-wide	3.0	2.75	N/A	3.75
# of full-time employee equivalents	3.0	2.75	N/A	3.75
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	66%	68%	N/A	70%
# of city permits issued (all types)	674	742	1143	1,040
# of documents recorded	3	2	7	10
# of approved fast-track projects and expedited reviews completed	5	1	1	5



## FY2014 BUDGET

### Development Services – Administration

Cost Center: #10044140

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$289,646	\$246,691	\$300,628	\$289,251	\$282,102
Professional and Technical	1,118	8,160	-	135,000	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	4,362	4,634	10,658	31,354	11,775
Supplies	220	-	649	649	550
Capital Outlay	-	-	-	29,000	-
<b>Division Totals</b>	<b>\$295,346</b>	<b>\$259,485</b>	<b>\$311,935</b>	<b>\$485,254</b>	<b>\$294,427</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Development Services Director*	1.00	0.75	0.75	0.75	0.75
Assistant Director of Development Services*	-	-	-	-	0.50
Administrative Assistant	1.00	1.00	1.00	1.00	2.00
Capital Improvement Project (CIP) Manager	-	1.00	1.00	1.00	-
Development Expeditor	1.00	-	-	-	-
Permit Technician	-	-	1.00	1.00	-
<b>Division Totals</b>	<b>3.00</b>	<b>2.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.25</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 requests 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	7	6	22	8
# of building plan reviews completed	118	180	213	286
* RESIDENTIAL: Average turnaround time for first submittals (business days)	14	11	41	15
* RESIDENTIAL: Average turnaround time for second submittals (business days)	9	7	28	7
* COMMERCIAL: Average turnaround time for first submittals (business days)	20	12	55	15
* COMMERCIAL: Average turnaround time for second submittals (business days)	15	10	37	9
* TENANT IMPROVEMENT: Average turnaround time for first submittals (business days)	9	6	26	8
* TENANT IMPROVEMENT: Average turnaround time for second submittals (business days)	3	2	11	5
# of building inspections conducted	3,584	5,300	7,979	5,305
* Average response time for inspections (hours)	24	22	95	24
* % of inspections passing on first visit	30%	36%	34%	35%
* Average # of inspections per full-time inspector	1,792	2,650	3,990	2,692

## FY2014 BUDGET

### Development Services – Building Safety

Cost Center: #10044142

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$588,325	\$576,579	\$536,240	\$536,240	\$617,544
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	6,030	10,759	31,632	29,573	41,328
Supplies	393	6,391	2,343	2,343	25,514
Capital Outlay	-	-	-	21,229	-
<b>Division Totals</b>	<b>\$594,748</b>	<b>\$593,729</b>	<b>\$570,215</b>	<b>\$589,385</b>	<b>\$684,386</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Chief Building Official	1.0	1.0	1.0	1.0	1.0
Plan Review/ Inspection 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	1.0	1.0	1.0	1.0	1.0
Permit Technician	1.0	1.0	-	-	1.0
Code Compliance Officer	-	-	-	-	1.0
Administrative Assistant	1.0	1.0	1.0	1.0	-
<b>Division Totals</b>	<b>7.0</b>	<b>7.0</b>	<b>6.0</b>	<b>6.0</b>	<b>7.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	3.0	1.5	8	2.0
# of engineering plan reviews completed	69	140	174	150
Average turnaround time for first submittals (business days)	12	11	60	15
Average turnaround time for second submittals (business days)	12	8	51	12
# of engineering inspections conducted	348	351	815	855
* Average response time for inspections (hours)	24	24	96	24

## FY2014 BUDGET

### Development Services – Engineering

Cost Center: #10044145

#### Summary by Category

EXPENDITURE CATEGORY	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$184,289	\$130,160	\$131,526	\$131,526	\$193,346
Professional and Technical	625,571	6,134	30,000	102,325	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	2,540	1,417	1,785	4,460	3,720
Supplies	103	195	1,074	1,074	860
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$812,503</b>	<b>\$137,906</b>	<b>\$164,385</b>	<b>\$239,385</b>	<b>\$197,926</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Engineering Manager *	-	-	-	-	0.5
Senior Engineer Plans Examiner	1.0	1.0	1.0	1.0	1.0
Public Works Inspector*	1.0	0.5	0.5	0.5	0.5
Administrative Assistant	1.0	-	-	-	-
<b>Division Totals</b>	<b>3.0</b>	<b>1.5</b>	<b>1.5</b>	<b>1.5</b>	<b>2.0</b>

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

## 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	1	1	4	1
# of vehicles and equipment in the Fleet Division	128	131	599	190
Road service calls	N/A	N/A	439	450
Work orders completed	N/A	882	574	580
Annual non-police vehicle maintenance costs	\$172,000	\$119,393	\$85,795	\$94,400
* Average annual maintenance cost per non-police vehicles	\$2,600	\$1,809	1800	\$2,000
Annual police vehicle maintenance costs	\$153,000	\$144,016	\$168,435	\$170,000
* Average annual maintenance cost per police vehicle	\$2,500	\$2,361	\$3,265	\$3,500

**PERFORMANCE MEASURES** *continued*

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
% of repairs that are regularly scheduled	N/A	33%	36%	35%
* Average turnaround time for non-emergency repairs (business days)	N/A	3	12	3
* Average turnaround time for non-emergency maintenance (business days)	N/A	1	4	1

**FY2014 BUDGET**

**Development Services – Fleet Management**

Cost Center: #10044147

Summary by Category

EXPENDITURE CATEGORY	FY 10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$87,214	\$82,234	\$83,754	\$83,754	\$80,201
Professional and Technical	-	-	1,000	1,000	1,500
Purch. Property Services	-	-	-	-	-
Other Purchased Services	102,532	4,073	15,758	14,275	12,293
Supplies	157,556	383	5,547	5,547	5,547
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$347,302</b>	<b>\$86,690</b>	<b>\$106,059</b>	<b>\$104,576</b>	<b>\$99,541</b>

**AUTHORIZED POSITIONS**

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	3	2	12	4
# of plan reviews completed	148	112	188	200
Average turnaround time for first submittals (business days)	10	10	56	15
Average turnaround time for second submittals (business days)	10	10	34	8
% of reviews that were site plans	8%	11%	10%	10%
% of reviews that were final plans	6%	2%	13%	2%

**PERFORMANCE MEASURES** *continued*

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
% of reviews - Conditional Use Permits	9%	11%	8%	12%
% of reviews - Temporary Use Permits	13%	20%	16%	18%
% of reviews - Variances	4%	4%	1%	5%
% of reviews - Rezonings	3%	4%	3%	6%
% of reviews - General Plan Amendments	3%	0%	2%	1%
% of reviews - Sign Permits	55%	46%	41%	43%
% of reviews - Comprehensive Sign Plans	1%	4%	4%	3%
# of Board of Adjustment cases reviewed	5	2	7	2
Zoning cases reviewed or amended	4	2	9	2
Average # of calendar days from first formal submittal to final approval	87	111	269	75

**FY2014 BUDGET**

**Development Services – Planning**

Cost Center: #10044141

Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$173,714	\$166,415	\$171,139	\$171,139	\$283,619
Professional and Technical	50	25,515	-	201,400	175,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	2,985	2,795	5,074	5,074	12,436
Supplies	-	50	519	519	300
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$176,749</b>	<b>\$194,775</b>	<b>\$176,732</b>	<b>\$378,132</b>	<b>\$471,355</b>

**AUTHORIZED POSITIONS**

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Planning & Zoning Administrator	-	-	-	-	1.0
Planning Manager	1.0	1.0	1.0	1.0	1.0
Planner	1.0	1.0	1.0	1.0	1.0
Assistant Planner	1.0	-	-	-	-
<b>Division Totals</b>	<b>3.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>3.0</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 \*City survey conducted every two years

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	8	9.25	32	10
# of street signs installed, replaced, maintained	375	523	1,572	1,600
Miles of striping completed	38.93	50.29	80	80.00
# of street miles swept	9,430	9,300	9,300	9,765
# of street sweepers in service	2	2	8	2
Average annual miles per street sweeper	4,715	4,650	4698.75	4,882
Average annual miles of maintenance per full-time equivalent (FTE) position	69.86	61.21	288.56	72.00
Lane miles requiring maintenance service	489	505	2,020	520
% of lane miles requiring maintenance completed	95%	100%	25%	100%
% of citizens rating street maintenance as “good” or “excellent”	N/A	79%	N/A	70%

## FY2014 BUDGET

### Development Services – Public Works

Cost Center: #20055151

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$534,520	\$639,657	\$675,464	\$645,464	\$793,350
Professional and Technical	90	90	5,315	70,315	5,315
Purch. Property Services	101	16,319	-	20,000	-
Other Purchased Services	304,862	319,346	687,058	657,058	693,620
Supplies	80,894	47,671	46,361	56,361	48,550
Capital Outlay	10,528	245,846	1,715,971	125,000	3,272,936
<b>Division Totals</b>	<b>\$930,995</b>	<b>\$1,268,929</b>	<b>\$3,130,169</b>	<b>\$1,574,198</b>	<b>\$4,813,771</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Development Services Director*	1.00	0.25	0.25	0.25	0.25
Assistant Director of Development Services*	-	-	-	-	0.50
Public Works Superintendent*	-	1.00	1.00	1.00	1.00
City Engineer - Transportation Manager	-	0.50	0.50	0.50	0.50
Public Works Construction Inspector*	-	0.50	0.50	0.50	0.50
Maintenance Foreman	1.00	1.00	1.00	1.00	1.00
Equipment Operator	4.00	2.00	4.00	4.00	4.00
Maintenance Worker	2.00	4.00	2.00	2.00	2.00
<b>Division Totals</b>	<b>8.00</b>	<b>9.25</b>	<b>9.25</b>	<b>9.25</b>	<b>9.75</b>

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

# Development Services – Capital Improvement Project Management

## Division Description

The City of Maricopa Capital Improvement Program (CIP) programs, designs, and builds all municipal infrastructure including roads & streets, police and fire stations, parks, flood control structures, libraries, City Hall, and other administrative buildings. We do this with a team of contracting specialists, engineers and construction managers who will assist all municipal employees get the facilities that will meet the needs of the City and public. In the recent past, this included building a new Police substation and multiple Fire stations, roadway improvements, a new City Hall, and a new combined park/flood control basin in the Heritage District. In the coming year, we will complete construction of the City's flagship park – Copper Sky Recreation Complex which includes a regional park and a state-of-the-art multi-generational recreational facility. Maricopa's CIP program works closely with the Public Works Department's maintenance staff on right-of-way improvement.

## Goals and Objectives

1. Program and design the grade separated crossing for SR 347 at the Union Pacific Railroad (UPRR) crossing.
  - a. Relocate the Amtrak Station and realign the associated rail lines
  - b. Design of the realignment of MCGH and Honeycutt Road
  - c. Programming of the SR 347 Grade Separation and realignment
  - d. Secure needed consultants to assist the City staff
2. Complete City facilities currently under construction.
  - a. Completion of the Copper Sky Recreation Complex in time for the March Salsa festival
  - b. Execute construction of as many designed minor flood control projects as funding will allow
  - c. Coordinate and fund the improvements to the Seven Ranches Water Tank
  - d. Complete the warranty on Fire Station 575 and the associated improvements to Edison Road
3. Begin design and construction on the following projects:
  - a. A new Public Works Management Building located next to Fire Station 575 on Edison Road
  - b. Procure designers for, and begin construction of a new Fire administrative building and maintenance facility near the intersection of Porter Road and Smith Enke
  - c. Program and design Hartman and Bowlin Road improvements to improve safety and relieve congestion
  - d. Design and build a new Police substation at the Copper Sky Regional Park
  - e. Widen Smith Enke Road West of Bowlin Road
4. Fully staff the department by hiring currently vacant positions.

## PERFORMANCE MEASURES

	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	-	-	4	1.0
# of Departmental Capital Improvement Projects	15	15	39	35
Amount of Departmental Capital Improvement Projects	\$3,779,042	\$3,234,605	\$41,953,724	\$128,487,801

## FY2014 BUDGET

### Development Services - Capital Improvement Project Management

Cost Center: #10044143

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$98,958
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	7,903
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$106,861</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Capital Improvement Project Manager	-	-	-	-	1.0
<b>Division Totals</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>1.0</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 of 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	4	1.5	4	1.0
# of traffic study reviews completed	20	23	5	4
Average turnaround time for first submittals (business days)	10	10	N/A	10
Average turnaround time for second submittals (business days)	8	8	N/A	8
# of scheduled traffic signal maintenance performed	96	156	98	110
Lane miles of roadway constructed	2	2.25	0.2	1
% of citizens rating the transit system as "good" or "excellent"	N/A	19.0%	N/A	25.0%
Transit trips taken	14,320	3,005	2607	2,740
% increase (decrease) in transit trips from previous year	-44.8%	-79.0%	-11%	5.0%
Transit ridership (unique passengers)	N/A	81	1413	1,815

## FY2014 BUDGET

### Development Services – Transportation

Cost Center: #10044146

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$112,341	\$87,229	\$103,245	\$93,245	\$52,087
Professional and Technical	887,193	46,309	99,004	65,011	49,624
Purch. Property Services	1,772	146	146	146	150
Other Purchased Services	1,013	652	23,023	17,358	17,011
Supplies	332	1,171	534	534	100
Capital Outlay	218,811	-	-	-	-
<b>Division Totals</b>	<b>\$1,221,462</b>	<b>\$135,507</b>	<b>\$225,952</b>	<b>\$176,294</b>	<b>\$118,972</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Transportation Manager	1.0	0.5	0.5	0.5	-
Transit Coordinator	1.0	1.0	0.6	0.6	0.6
<b>Division Totals</b>	<b>2.0</b>	<b>1.5</b>	<b>1.1</b>	<b>1.1</b>	<b>0.6</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	2.5	2.0	8	2.0
# of independent structures maintained	13	14	56	14
Square feet of building space maintained	46,963	46,963	187,852	40,963
Average square feet per full-time employee	N/A	23,482	93,928	20,481
# of non-emergency repair requests	N/A	117	313	280
Average response time for non-emergency repair requests (hours)	48	48	48	48
# of emergency repair requests	N/A	N/A	25	20

## FY2014 BUDGET

### Facilities Management

Cost Center: #10044148

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$110,271	\$113,344	\$119,372	\$119,373	\$121,438
Professional and Technical	-	-	-	-	-
Purch. Property Services	105,702	108,369	108,260	111,760	108,243
Other Purchased Services	259,237	258,485	304,027	300,526	511,740
Supplies	652	565	16,982	16,982	16,982
Capital Outlay	23,386	12,430	-	-	-
<b>Division Totals</b>	<b>\$499,248</b>	<b>\$493,193</b>	<b>\$548,641</b>	<b>\$548,641</b>	<b>\$758,403</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Facility Manager	1.0	1.0	1.0	1.0	1.0
Maintenance Worker	1.5	-	-	-	-
Custodian	-	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>2.5</b>	<b>2.0</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 \*City survey conducted every two years

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	1	2	4	1
# of volunteer hours donated to code compliance assistance	N/A	104	80	200
# of code compliance cases	238	230	339	345
% of cases closed after first contact	85%	85%	80%	85%
% of cases resulting in escalation to citation	15%	15%	21%	10%
# of inspections conducted	300	689	1,145	1,200
# of graffiti images abated	564	995	687	650

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

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
% of graffiti images abated within 24 hours of reporting	N/A	95%	88%	80%
Square foot size of all graffiti abatements	N/A	N/A	6,588	6,500
# of special events coordinated	N/A	1	5	5
% of citizens rating code enforcement as "good" or "excellent"	N/A	41%	N/A	75%

**FY2014 BUDGET**

**Development Services – Code Compliance**

Cost Center: #10044149

Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$90,240	\$58,924	\$135,013	\$65,057	\$-
Professional and Technical	68,498	59,860	98,157	19,850	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	1,959	15,714	19,546	7,229	-
Supplies	10,788	9,314	29,359	26,609	-
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$171,485</b>	<b>\$143,812</b>	<b>\$282,075</b>	<b>\$118,745</b>	<b>\$-</b>

**AUTHORIZED POSITIONS**

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Senior Code Compliance Officer	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>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>-</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents department-wide	63	63	61	65
# of full-time employee equivalents division-wide	3	3	3	3
Hours of volunteer service received	53	N/A	N/A	N/A
% of citizens rating Fire Department services as "good" or "excellent"	N/A	72%	N/A	N/A

## FY2014 BUDGET

### Fire Department – Administration

Cost Center: #10022525

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$288,119	\$286,812	\$291,341	\$291,341	\$296,865
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	50	51	20,135	135
Other Purchased Services	3,679	4,048	5,134	5,050	3,474
Supplies	4,183	4,543	5,950	5,950	4,950
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$295,981</b>	<b>\$295,453</b>	<b>\$302,476</b>	<b>\$322,476</b>	<b>\$305,424</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Fire Chief	1.0	1.0	1.0	1.0	1.0
Records Management Coordinator	1.0	1.0	-	-	-
Management Analyst	-	-	1.0	1.0	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. 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
2. 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of Full-time employee equivalents	55	55	53.75	57
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	3,149	3,202	3,253	3,300
* % of calls for fire	11%	12%	13%	14%
* % of calls for medical (includes traffic)	82%	81%	82%	80%
* % of calls for special operations	1%	1%	1%	1%
* % of calls for service	6%	6%	6%	5%
Average response time for all calls (MM:SS)	5:54	5:56	5:12	5:00
* Average response time for fire calls	6:03	6:03	6:12	5:30
* Average response time for medical calls (includes traffic)	5:15	5:15	4:56	4:30
* Average response time for special operations calls	5:47	6:09	4:24	4:30
* Average response time for service calls	6:34	6:24	5:58	6:00

## FY2014 BUDGET

### Fire Department – Operations

Cost Center: #10022527

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$5,863,226	\$5,787,016	\$5,864,411	\$5,864,703	\$5,994,266
Professional and Technical	20,799	24,931	27,500	27,500	41,250
Purch. Property Services	-	-	-	-	-
Other Purchased Services	45,493	34,690	36,902	36,902	39,002
Supplies	32,601	37,109	38,350	38,350	38,350
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$5,962,119</b>	<b>\$5,883,746</b>	<b>\$5,967,163</b>	<b>\$5,967,455</b>	<b>\$6,112,868</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Batallion Chief	3.0	3.0	3.0	3.0	3.0
Fire Captain Paramedic	-	-	7.0	7.0	7.0
Fire Captain	13.0	13.0	6.0	6.0	6.0
Fire Engineer	-	-	7.0	7.0	7.0
Fire Engineer Paramedic	-	-	5.0	5.0	5.0
Fire Paramedic	-	-	15.0	15.0	15.0
Firefighter / EMT	39.0	39.0	12.0	12.0	12.0
<b>Division Totals</b>	<b>55.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	2	2	2	2
Hours of volunteer service received	N/A	N/A	450.5	500
# of inspections completed	666	570	279	275
% of inspections as new construction	33%	31%	31%	30%
% of inspections conducted as part of annual review	51%	44%	43%	40%
% of inspections conducted as reinspections	16%	25%	15%	15%
% of properties subject to inspection receiving inspection	61%	68%	6%	65%
# of investigations conducted	13	9	9	10
% of incidents with cause determinations	77%	90%	92%	100%
# of public information messages released as fire prevention education	N/A	55	89	100%
Subscribers to Nixle notification system	N/A	1459%	1,539	2,000
# of presentations of fire safety instructions to educational and childcare facilities	81%	81%	83	100
# of audience members in presentations	8,797	9,060	9,518	10,000

## FY2014 BUDGET

### Fire Department – Prevention

Cost Center: #10022526

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$206,423	\$203,250	\$204,397	\$204,397	\$218,085
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	3,165	3,599	3,735	3,890	2,995
Supplies	4,426	4,142	6,550	7,395	6,550
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$214,014</b>	<b>\$210,991</b>	<b>\$214,682</b>	<b>\$215,682</b>	<b>\$227,630</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 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	16	15	17	16
Work orders completed	N/A	865	630	600
* % as fleet work orders	35%	35%	29%	30%
* % as facilities work orders	41%	32%	42%	40%
* % as equipment work orders	24%	33%	30%	30%
Annual vehicle maintenance costs	\$102,217	\$140,588	\$103,843	\$120,000
Average annual maintenance cost per vehicle	\$6,389	\$9,373	\$6,706	\$7,500
# of emergency repairs	2	1	0	0
Average turnaround time for repairs (hours)	48	2	0	0

## FY2014 BUDGET

### Fire Department – Support Services

Cost Center: #10022528

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$278,461	\$285,571	\$287,334	\$287,334	\$295,813
Professional and Technical	252,556	246,172	263,709	263,709	268,557
Purch. Property Services	-	-	-	-	-
Other Purchased Services	327,423	457,789	520,548	534,243	588,534
Supplies	176,810	103,597	36,955	36,955	37,455
Capital Outlay	753,173	330,017	79,323	79,323	79,323
<b>Division Totals</b>	<b>\$1,788,423</b>	<b>\$1,423,146</b>	<b>\$1,187,869</b>	<b>\$1,201,564</b>	<b>\$1,269,682</b>

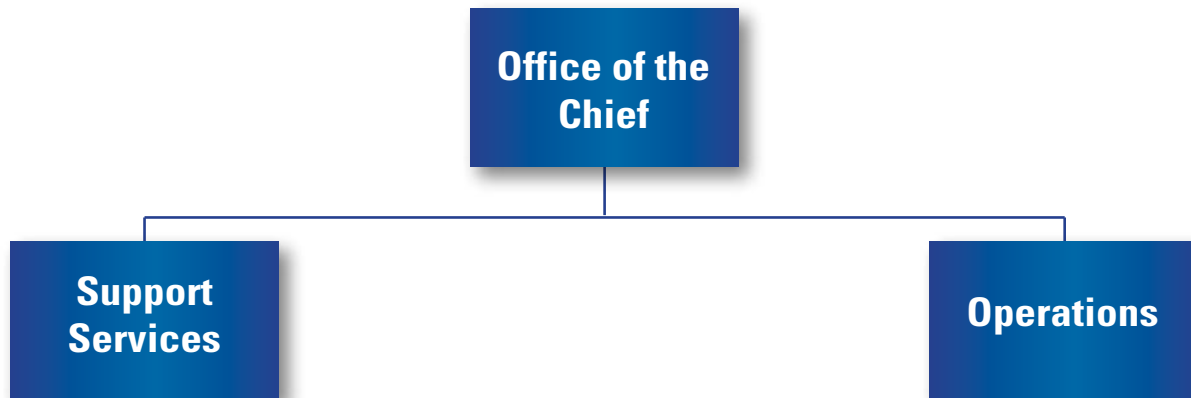
## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Fire Division Chief	1.0	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
<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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents department-wide	63	66	63	69
# of full-time employee equivalents	8	6	5	6
Hours of volunteer service	2,039	14,056	4,064	17,932
# of community events / meetings attended or coordinated	8	21	46	208
* % of events/meetings as Neighborhood Watch programs	13%	19%	7%	20%
* % of events/meetings as Coffee with the Chief	N/A	29%	9%	17%
* % of events/meetings as presentations to groups	50%	14%	59%	56%
* % of events/meetings as citizen academies	13%	10%	2%	16%
* % of events/meetings as school related	25%	29%	20%	21%
# of Events participated in by Explorers	N/A	4	7	16
# of Explorer program participants	10	12	10	32
# of ride-alongs	6	12	7	52
Total Internal Affairs investigations	27	31	10	56

## FY2014 BUDGET

### Police Department – Office of the Chief

Cost Center: #10022121

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$678,799	\$657,063	\$630,847	\$727,551	\$712,808
Professional and Technical	1,968	86,546	68,686	123,199	88,686
Purch. Property Services	-	-	-	-	-
Other Purchased Services	22,071	13,264	14,370	14,370	14,220
Supplies	17,770	13,416	17,140	21,140	17,440
Capital Outlay	-	-	-	-	-
<b>Division Totals</b>	<b>\$720,608</b>	<b>\$770,289</b>	<b>\$731,043</b>	<b>\$886,260</b>	<b>\$833,154</b>

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



## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Chief of Police	1.0	1.0	1.0	1.0	1.0
Assistant Chief of Police	-	1.0	-	-	-
Commander	-	-	2.0	2.0	2.0
Sergeant	1.0	1.0	1.0	1.0	1.0
Public Affairs Specialist	-	-	-	-	1.0
Detective	-	-	-	-	-
Police Officer	2.0	1.0	-	-	-
Alarm Coordinator	1.0	1.0	-	-	-
Administrative Assistant	3.0	1.0	1.0	1.0	1.0
<b>Division Totals</b>	<b>8.0</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>	<b>6.0</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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	4	6	6	9
Public Records requests processed	1,769	1,859	472	2,040
# of Front Counter Visitors	N/A	N/A	1,223	4,164
# of cases processed	2,423	3,356	366	2,428
Citations issued	4,183	3,096	671	3,592
Criminal citations	425	520	136	696
Criminal traffic citations	41	88	48	232

## PERFORMANCE MEASURES

MEASURES	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
Civil citations	1,610	1,833	487	2,668
Alarm permits issued	620	530	117	468
# of Animal Control Calls	956	1,012	171	668
Total training hours completed	72	116	749.50	7,044

## FY2014 BUDGET

### Police Department – Support Services

Cost Center: #10022123

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$476,147	\$597,611	\$594,954	\$665,435	\$651,677
Professional and Technical	508,842	673,699	665,000	794,177	829,057
Purch. Property Services	-	-	-	-	-
Other Purchased Services	8,746	7,736	59,684	71,477	80,488
Supplies	51,514	32,756	53,890	53,593	56,640
Capital Outlay	-	129,875	-	84,457	-
<b>Division Totals</b>	<b>\$1,045,249</b>	<b>\$1,441,677</b>	<b>\$1,373,528</b>	<b>\$1,669,139</b>	<b>\$1,617,862</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Police Officer	1.0	2.0	2.0	2.0	2.0
Lieutenant	2.0	2.0	-	-	-
Sergeant	2.0	-	-	-	-
Accreditation Manager	1.0	1.0	-	-	-
Property/Evidence Manager	1.0	1.0	1.0	1.0	1.0
Property Evidence Technician	-	-	-	-	1.0
Crime Scene Technician	1.0	-	-	-	-
Records Clerk	-	4.0	3.0	3.0	3.0
Records Coordinator	-	-	1.0	1.0	1.0
Management Analyst	-	-	1.0	1.0	1.0
<b>Division Totals</b>	<b>8.0</b>	<b>10.0</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</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 two 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 ACTUAL	FY13-14 PROJECTED
# of full-time employee equivalents	51	54	54	54
Sworn personnel per 1,000 population	1.34	1.33	1.24	1.32
Calls for service: officer initiated	1,361	1,464	497	1,848
Calls for service: community generated	17,712	17,317	2,995	12,848
Priority H (hot calls) average response time (MM:SS)	6:27	8:03	*NA	N/A
Priority 1 average response time (MM:SS)	8:15	8:30	00:05:16	8:00
Priority 2 average response time (MM:SS)	12:33	0:58	00:07:41	12:00
Priority 3 average response time (MM:SS)	17:44	19:37	00:16:27	17:00
Priority 4 average response time (MM:SS)	0	2	01:17:45	30:00
# of Part 1 crimes	1,372	1,199	298	1,000
Part 1 crimes against persons per 1,000 population	300	226	64	136
Part 1 crimes against property per 1,000 population	1,072	973	233	880
% increase (decrease) in the number of Part 1 property crimes per 1,000 resident	1.77%	2.28%	5.35%	5.35%
# of Part 2 Crimes	2,369	2,605	581	2,548
Felony Arrest	759	772	157	552
Misdemeanor Arrest	1,610	1,833	431	1,840
Total DUI Processed	N/A	N/A	32	168
Total number of collisions	555	430	5	376
# of collisions with injuries	70	45	57	128
% of collisions with injuries	13%	10%	1%	1%
# of enforcement details completed per year	25	30	7	100

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

## FY2014 BUDGET

### Police Department – Operations

Cost Center: #10022122

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$4,514,375	\$4,453,586	\$5,177,214	\$5,065,802	\$5,122,573
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	30,133	324,028	406,882	406,882	415,932
Supplies	59,114	86,926	77,178	80,167	85,897
Capital Outlay	-	-	-	58	-
<b>Division Totals</b>	<b>\$4,603,622</b>	<b>\$4,864,540</b>	<b>\$5,661,274</b>	<b>\$5,552,909</b>	<b>\$5,624,402</b>

## AUTHORIZED POSITIONS

POSITION CLASSIFICATIONS	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Lieutenant	2.0	2.0	3.0	3.0	3.0
Sergeant	7.0	7.0	8.0	8.0	8.0
Police Officer	37.0	37.0	40.0	40.0	41.0
Police Recruit	-	-	2.0	2.0	2.0
<b>Division Totals</b>	<b>46.0</b>	<b>46.0</b>	<b>53.0</b>	<b>53.0</b>	<b>54.0</b>

# Other Budgets

## Copper Sky Recreation Fund

### Department Description

This cost center is used to accumulate and provide funds for activities of the Copper Sky Recreation Complex scheduled to open during FY13-14.

### FY2014 BUDGET

#### Copper Sky Recreation Fund

Cost Center: #23033131

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	1,913,248
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,913,248</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.

### FY2014 BUDGET

#### Local Road Maintenance

Cost Centers: #20544145 & 20555151

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	144,960	1,000,000	517,367	1,000,000
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$144,960</b>	<b>\$1,000,000</b>	<b>\$517,367</b>	<b>\$1,000,000</b>



# Local Transportation Assistance Fund

## Department Description

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

### FY2014 BUDGET

#### Local Transportation Assistance Fund

Cost Center: #21044145 & 21044146

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	247,763	101,449	-	-	-
<b>Departmental Totals</b>	<b>\$247,763</b>	<b>\$101,449</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



## Grants

### Department Description

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

### FY2014 BUDGET

#### Grants Fund

Cost Center: #220

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$394,312	\$186,969	\$1,140,811	\$1,140,811	\$1,508,796
Professional and Technical	2,684,405	2,175,652	2,504,610	2,504,610	3,410,097
Purch. Property Services	-	-	26,585	26,585	-
Other Purchased Services	29,176	15,069	40,300	40,300	35,548
Supplies	107,621	106,786	3,354,047	3,354,047	3,536,990
Capital Outlay	594,983	118,385	5,637,890	5,637,890	4,581,950
<b>Departmental Totals</b>	<b>\$3,810,497</b>	<b>\$2,602,861</b>	<b>\$12,704,243</b>	<b>\$12,704,243</b>	<b>\$13,073,381</b>

# County Road Tax

## Department Description

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

### FY2014 BUDGET

#### County Road Tax

Cost Center: #30044145

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	33,821	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	689,140	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	109,973	1,158,470	2,225,000	1,146,844	3,278,156
<b>Departmental Totals</b>	<b>\$832,934</b>	<b>\$1,158,470</b>	<b>\$2,225,000</b>	<b>\$1,146,844</b>	<b>\$3,278,156</b>

## Debt Service

### Department Description

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

### FY2014 BUDGET

#### Debt Service

Cost Center: #400000000

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Principal	\$-	\$750,000	\$775,000	\$775,000	\$1,900,000
Interest & Fiscal Agent Fees	-	1,020,546	1,346,048	1,346,048	2,687,366
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$1,770,546</b>	<b>\$2,121,048</b>	<b>\$2,121,048</b>	<b>\$4,587,366</b>

# General Governmental CIP Fund

## Department Description

This cost center 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 revenue. This fund was established in FY11-12.

### FY2014 BUDGET

General Governmental CIP Fund

Fund: #350

Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	2,821,831	16,058,287	24,494,775	24,002,120
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$2,821,831</b>	<b>\$16,058,287</b>	<b>\$24,494,775</b>	<b>\$24,002,120</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.

### FY2014 BUDGET

#### Grants CIP Fund

Fund: #352

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	61,477,187	790,000	64,909,593
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$61,477,187</b>	<b>\$790,000</b>	<b>\$64,909,593</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.

### FY2014 BUDGET

#### General Governmental Bond Fund

Fund: #331

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	8,572,688	-	-
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$8,572,688</b>	<b>\$-</b>	<b>\$-</b>

## Parks Bond Fund

### Department Description

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

### FY2014 BUDGET

#### Parks Bond Fund

Cost Center: #33033132 & 33033138

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	84,075	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	755	1,337,726	22,877,936	22,877,936	25,740,000
<b>Departmental Totals</b>	<b>\$84,830</b>	<b>\$1,337,726</b>	<b>\$22,877,936</b>	<b>\$22,877,936</b>	<b>\$25,740,000</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.

### FY2014 BUDGET

#### Library Development Impact Fee Fund

Cost Center: #32133135

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	24,393	-	-	-	4,590
<b>Departmental Totals</b>	<b>\$24,393</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,590</b>





# 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	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	17,400
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$17,400</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.

### FY2014 BUDGET

#### General Government Development Impact Fee Fund

Cost Center: #32333138

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	583,105	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	1,782,757	3,606,436	3,606,436	-
<b>Departmental Totals</b>	<b>\$583,105</b>	<b>\$1,782,757</b>	<b>\$3,606,436</b>	<b>\$3,606,436</b>	<b>\$-</b>

# Public Safety Development Impact Fee Fund

## Department Description

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

### FY2014 BUDGET

#### Public Safety Development Impact Fee Fund

Cost Center: #32222121 & 32222528

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	437	126,109	714,975	714,975	-
<b>Departmental Totals</b>	<b>\$437</b>	<b>\$126,109</b>	<b>\$714,975</b>	<b>\$714,975</b>	<b>\$-</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.

### FY2014 BUDGET

#### Police Development Impact Fee Fund

Cost Center: #32322121

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	129,760
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$129,760</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.

### FY2014 BUDGET

#### Fire Development Impact Fee Fund

Cost Center: #34422528

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	49,900	49,900	70,520
<b>Departmental Totals</b>	<b>\$-</b>	<b>\$-</b>	<b>\$49,900</b>	<b>\$49,900</b>	<b>\$70,520</b>

# Transportation 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.

### FY2014 BUDGET

#### Transportation Development Impact Fee Fund

Cost Center: #32444145 & 32444146

#### Summary by Category

EXPENDITURE CATEGORY	FY10-11 ACTUAL	FY11-12 ACTUAL	FY12-13 BUDGET	FY12-13 REVISED	FY13-14 ADOPTED
Personal Services	\$-	\$-	\$-	\$-	\$-
Professional and Technical	49,004	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	1,237,158	890,012	10,842,064	10,842,064	12,130,384
<b>Departmental Totals</b>	<b>\$1,286,162</b>	<b>\$890,012</b>	<b>\$10,842,064</b>	<b>\$10,842,064</b>	<b>\$12,130,384</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 FY13-14 operations and maintenance impact to the General Fund, primarily for the fire stations, the City Complex project, and the Police Department Substation totals \$0.3 million. These costs are anticipated to increase to \$0.5 million per year beginning in FY14-15 and thereafter. The estimated FY13-14 operations and maintenance impact to the Copper Sky Special Revenue Fund totals \$1.9 million. These costs are anticipated to increase to \$4.5 million per year beginning in FY14-15 and thereafter. The costs for the Copper Sky Recreation Complex will be funded through program and other revenues and budgeted General Fund transfers into the Copper Sky Special Revenue Fund.

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 is typically presented to the City Council each fiscal year prior to operating budget presentations 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:

FY13-14 270 units  
FY14-15 450 units  
FY15-16 630 units  
FY16-17 450 units  
FY17-18 400 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 sources 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.

##### **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.

### **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**

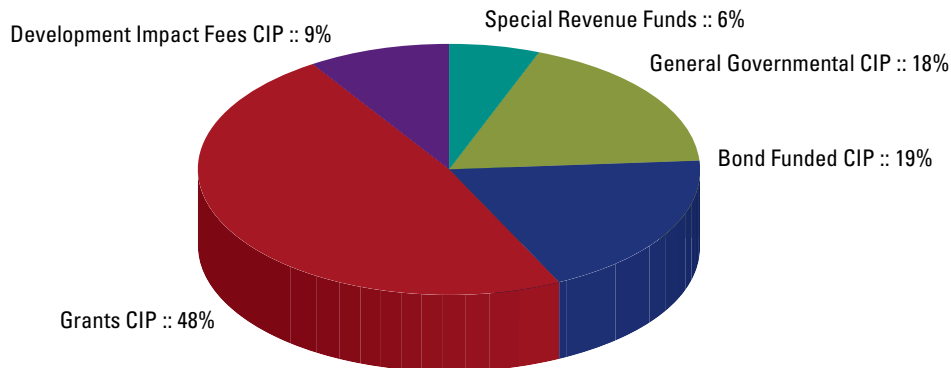
Developers contribute toward costs of capital projects when the construction is of direct benefit to their development and a requirement of the stipulations placed on the development's final plat. In some cases, funds are contributed toward a project from private sources as well. These sources are described 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 onetime revenues are collected in the General Governmental CIP fund.

## CAPITAL EXPENDITURES BY FUND TYPE

FUND TYPE		FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Special Revenue Funds	6%	\$7,551,092	\$2,740,000	\$2,300,000	\$2,190,000	\$1,600,000
General Governmental CIP	18%	24,002,120	4,180,000	980,000	865,000	955,000
Bond Funded CIP	19%	25,740,000	-	-	-	-
Grants CIP	48%	64,909,593	-	-	-	-
Development Impact Fees CIP	9%	12,352,654	6,677,100	8,009,600	6,006,880	14,189,600
<b>Total</b>		<b>\$134,555,459</b>	<b>\$13,597,100</b>	<b>\$11,289,600</b>	<b>\$9,061,880</b>	<b>\$16,744,600</b>



## CAPITAL IMPROVEMENTS BY DEPARTMENT

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>COMMUNITY SERVICES</b>					
Pacana Park - Renovate East Field	\$70,000	\$-	\$-	\$-	\$-
Total - Community Services	\$70,000	\$-	\$-	\$-	\$-
<b>DEVELOPMENT SERVICES</b>					
10-Ton Equipment Trailer	\$30,000	\$-	\$-	\$-	\$-
2.5 Yard Loader	150,000	-	-	-	-
4-6 Ton Vibrating Asphalt Roller	-	-	-	60,000	-
Backhoe	-	-	150,000	-	-
Bowlin Road - Hartman to Murphy (Tortosa) Half Street Improvements	-	-	-	250,000	2,500,000
City Entry Monument Signage	150,000	-	150,000	-	-
City Hall and Police Station	3,100,000	-	-	-	-
Civic Center Plaza Construction	200,000	-	-	-	350,000
Community Development Block Grant (CDBG) Projects	300,000	-	-	-	750,000
Crack Seal Machine	-	-	-	-	-
Development Impact Fee Study	86,720	-	-	-	-
Floodplain Reduction Downtown Area - CLOMR/LOMR	3,000,000	-	-	-	8,000,000

**CAPITAL IMPROVEMENTS BY DEPARTMENT** *continued*

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Garvey Avenue Extension - Connecting Garvey Ave to SR238	-	337,500	2,250,000	-	-
General Plan Update	175,000	-	-	-	-
Hartman Road - Honeycutt to Bowlin (Tortosa) Half Street Improvements	-	-	-	250,000	2,500,000
Hartman Road Interim Improvements - MCG Hwy to Bowlin Road Pavement	-	500,000	2,000,000	-	-
Honeycutt Rd - Porter to White & Parker (7 Ranches) Half Street Improvements	3,000,000	-	-	-	-
Honeycutt Rd - White & Parker to Santa Cruz Wash Road Widening	-	-	-	-	-
Honeycutt Rd Bridge @ Santa Cruz Wash	-	-	-	-	-
MCG Highway Maintenance & Improvements	500,000	450,000	450,000	-	-
MCG Highway Widening - Porter to White & Parker	4,330,000	-	-	-	-
MCG Highway Widening - White & Parker to City Limits	500,000	2,000,000	1,300,000	3,085,000	-
Peters & Nall Road Reconstruction Design	80,000	-	-	-	-
Public Works & Fire Administration Maintenance Facility	4,800,000	-	-	-	-
Public Works Pick-Up Trucks	35,000	35,000	-	70,000	-
Recreation & Aquatic Center	10,750,000	-	-	-	-

**CAPITAL IMPROVEMENTS BY DEPARTMENT** *continued*

<b>FUND</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>
Regional Park & Sports Complex	14,990,000	-	-	-	-
Regional Park Offsite Roadway Improvements: Bowlin Rd, SR347 & MLK Blvd	2,175,000	-	-	-	-
Roosevelt & Lexington Drainage Project	78,156	-	-	-	-
Safe Routes to Schools - SR347 Sidewalk from Bowlin Rd to Ak-Chin	232,406	-	-	-	-
Santa Cruz Wash Regional Flood Control Solution	6,559,766	2,000,000	-	-	-
Signal @ Hartman Road & Honeycutt Road	-	-	50,000	350,000	-
Signal @ White & Parker Rd and Honeycutt Rd	-	350,000	-	-	-
Skip Loader	-	80,000	-	-	-
Small Dump Truck (1-Ton)	-	-	50,000	-	-
Smith Enke & Porter Road Intersection Improvements	750,000	-	-	-	-
SR347 Overpass Project: AmTrak Station Relocation	1,800,000	-	-	-	-
SR347 Overpass Project: Design Concept Report	500,000	-	-	-	-
SR347 Overpass Project: Grant Funded Projects	62,000,000	-	-	-	-
SR347 Overpass Project: Honeycutt Road from SR347 to MCG Highway Improvements	2,640,000	1,250,000	-	875,000	-

**CAPITAL IMPROVEMENTS BY DEPARTMENT** *continued*

<b>FUND</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>
SR347 Overpass Project: Transportation Center	1,000,000	-	-	-	-
State Special Projects Grant	300,000	-	-	-	-
Street Maintenance	2,000,000	1,600,000	1,600,000	1,600,000	1,600,000
Street Sweepers	225,000	225,000	-	-	-
Tandem-Axle Dump Truck	-	-	-	110,000	-
UPRR Grade Separation Study/ Design - White & Parker Road	937,187	-	-	-	-
Water Tank Construction @ 7 Ranches	407,816	-	-	-	-
White & Parker - City Hall Property Frontage Half Street Improvements	-	500,000	2,250,000	-	-
White & Parker Rd - South of Honeycutt to Cowpath (7 Ranches) Half Street Improvements	500,000	2,000,000	-	-	-
Zoning Code Rewrite	205,750	-	-	-	-
<b>Total - Development Services</b>	<b>\$128,487,801</b>	<b>\$11,327,500</b>	<b>\$10,250,000</b>	<b>\$6,650,000</b>	<b>\$15,700,000</b>
<b>ECONOMIC DEVELOPMENT</b>					
Economic Development Infrastructure Needs	\$750,000	\$450,000	\$500,000	\$500,000	\$500,000
Regional Park Commercial Center Land Acquisition	250,000	-	-	-	-
<b>Total - Economic Development</b>	<b>\$1,000,000</b>	<b>\$450,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>

**CAPITAL IMPROVEMENTS BY DEPARTMENT** *continued*

<b>FUND</b>	<b>FY13-14</b>	<b>FY14-15</b>	<b>FY15-16</b>	<b>FY16-17</b>	<b>FY17-18</b>
<b>FIRE DEPARTMENT</b>					
Cardiac Monitors	\$-	\$-	\$-	\$-	\$125,000
Chief Donald N. Pearce Fire Station #575	500,000	-	-	-	-
Electronic Patient Care Reporting (EPCR)	125,000	-	-	-	-
Emergency Ops Center Construction (AZ Dept of Homeland Security grant)	300,000	-	-	-	-
Extrication Equipment	-	-	-	70,000	-
Fire Administration and Support Services Facility	-	-	-	-	-
Fire Department Car & Light Truck Replacement	-	-	120,000	-	-
Fire Department End- User Radios	56,600	56,600	56,600	56,600	56,600
Fire Department Ladder Truck	-	-	-	1,100,000	-
Fire Department Radio Infrastructure Expansion	-	-	-	-	-
Fire Station #572 - Phase 2 Construction	216,700	-	-	-	-
Self Contained Breathing Apparatus (SCBA)	-	-	-	357,280	-
<b>Total - Fire Department</b>	<b>\$1,198,300</b>	<b>\$56,600</b>	<b>\$176,600</b>	<b>\$1,583,880</b>	<b>\$181,600</b>



## CAPITAL IMPROVEMENTS BY DEPARTMENT continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>POLICE DEPARTMENT</b>					
DIMS (Digital Image Storage)	\$29,358	\$-	\$-	\$-	\$-
Maricopa Police Department Substation at Regional Park	3,500,000	-	-	-	-
Police Laptop Computer Replacement	40,000	75,000	75,000	40,000	75,000
Police Regional Wireless Cooperative (RWC) Repeater Station	100,000	1,400,000	-	-	-
Police Replacement Vehicles	130,000	288,000	288,000	288,000	288,000
Total - Police Department	\$3,799,358	\$1,763,000	\$363,000	\$328,000	\$363,000
<b>Total Capital Improvements</b>	<b>\$134,555,459</b>	<b>\$13,597,100</b>	<b>\$11,289,600</b>	<b>\$9,061,880</b>	<b>\$16,744,600</b>



## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Capital Expenditures by Department - Out Year Projects

FUND	FY18-23
<b>Community Services</b>	
Main Library Construction	\$15,227,816
<b>Development Services</b>	
Crack Seal Machine	75,000
Honeycutt Rd - White & Parker to Santa Cruz Wash Road Widening	3,000,000
Honeycutt Rd Bridge @ Santa Cruz Wash	3,000,000
Murphy Road - Honeycutt to Bowlin (Tortosa) Half Street Improvements	2,250,000
Street Maintenance	10,000,000
Street Sweepers	250,000
<b>Economic Development</b>	
Economic Development Infrastructure Needs	2,000,000
<b>Fire Department</b>	
Fire Administration and Support Services Facility	2,000,000
Fire Department Car & Light Truck Replacement	185,000
Fire Department Radio Infrastructure Expansion	5,000,000
Haz-Mat/Special Ops Response Vehicle	1,400,000
Telestaff Scheduling and Staffing Software	85,000
<b>Police Department</b>	
Police Laptop Computer Replacement	230,000
Police Replacement Vehicles	1,152,000
<b>Total Out Year Projects</b>	<b>\$45,854,816</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>GENERAL GOVERNMENTAL CIP FUND</b>					
<b>Beginning Cash Available</b>	<b>\$18,619,395</b>	<b>\$1,949,896</b>	<b>\$553,210</b>	<b>\$376,107</b>	<b>\$334,076</b>
<b>Revenues:</b>					
Sales Tax	772,855	783,314	802,897	822,969	839,429
Outside Contributions	6,559,766	2,000,000	-	-	-
<b>Total Sources of Cash</b>	<b>\$25,952,016</b>	<b>\$4,733,210</b>	<b>\$1,356,107</b>	<b>\$1,199,076</b>	<b>\$1,173,505</b>
<b>Expenditures:</b>					
Santa Cruz Wash Regional Flood Control Solution	6,559,766	2,000,000	-	-	-
Maricopa Police Department Substation at Regional Park	3,500,000	-	-	-	-
Floodplain Reduction Downtown Area - CLOMR/LOMR	3,000,000	-	-	-	-
City Hall and Police Station	3,100,000	-	-	-	-
SR347 Overpass Project: AmTrak Station Relocation	1,500,000	-	-	-	-
Regional Park Commercial Center Land Acquisition	250,000	-	-	-	-
Public Works & Fire Administration Maintenance Facility	1,800,000	-	-	-	-
SR347 Overpass Project: Transportation Center	1,000,000	-	-	-	-
Economic Development Infrastructure Needs	750,000	450,000	500,000	500,000	500,000
SR347 Overpass Project: Design Concept Report	500,000	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Water Tank Construction @ 7 Ranches	407,816	-	-	-	-
Chief Donald N. Pearce Fire Station #575	500,000	-	-	-	-
Fire Station #572 - Phase 2 Construction	216,700	-	-	-	-
Zoning Code Rewrite	205,750	-	-	-	-
General Plan Update	175,000	-	-	-	-
City Entry Monument Signage	150,000	-	150,000	-	-
Electronic Patient Care Reporting (EPCR)	125,000	-	-	-	-
Police Regional Wireless Cooperative (RWC) Repeater Station	100,000	1,400,000	-	-	-
Pacana Park - Renovate East Field	70,000	-	-	-	-
Police Laptop Computer Replacement	40,000	75,000	75,000	40,000	75,000
DIMS (Digital Image Storage)	29,358	-	-	-	-
Development Impact Fee Study	11,730	-	-	-	-
Police Replacement Vehicles	11,000	255,000	255,000	255,000	255,000
Extrication Equipment	-	-	-	70,000	-
Cardiac Monitors	-	-	-	-	125,000
<b>Total Uses of Cash</b>	<b>\$24,002,120</b>	<b>\$4,180,000</b>	<b>\$980,000</b>	<b>\$865,000</b>	<b>\$955,000</b>
<b>Ending Cash Available</b>	<b>\$1,949,896</b>	<b>\$553,210</b>	<b>\$376,107</b>	<b>\$334,076</b>	<b>\$218,505</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>HIGHWAY USER REVENUE FUND (HURF)</b>					
<b>Beginning Cash Available</b>	<b>\$5,193,523</b>	<b>\$3,227,232</b>	<b>\$3,806,598</b>	<b>\$4,836,946</b>	<b>\$5,539,227</b>
<b>Revenues:</b>					
Motor Vehicle Fuel Tax	2,826,580	2,825,638	2,882,151	2,939,794	2,998,590
Interest Earnings	20,900	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$8,041,003</b>	<b>\$6,052,870</b>	<b>\$6,688,749</b>	<b>\$7,776,740</b>	<b>\$8,537,817</b>
<b>Expenditures:</b>					
<b>Operating</b>					
Operating Expenditures	1,540,835	1,556,272	1,601,803	1,647,513	1,694,102
<b>Capital</b>					
Public Works & Fire Administration Maintenance Facility	2,752,936	-	-	-	-
Street Sweepers	225,000	225,000	-	-	-
2.5 Yard Loader	150,000	-	-	-	-
Peters & Nall Road Reconstruction Design	80,000	-	-	-	-
Public Works Pick-Up Trucks	35,000	35,000	-	70,000	-
10-Ton Equipment Trailer	30,000	-	-	-	-
Signal @ White & Parker Rd and Honeycutt Rd	-	350,000	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Skip Loader	-	80,000	-	-	-
Backhoe	-	-	150,000	-	-
Signal @ Hartman Road & Honeycutt Road	-	-	50,000	350,000	-
Small Dump Truck (1-Ton)	-	-	50,000	-	-
Tandem-Axle Dump Truck	-	-	-	110,000	-
4-6 Ton Vibrating Asphalt Roller	-	-	-	60,000	-
Total Uses of Cash	\$4,813,771	\$2,246,272	\$1,851,803	\$2,237,513	\$1,694,102
<b>Ending Cash Available</b>	<b>\$3,227,232</b>	<b>\$3,806,598</b>	<b>\$4,836,946</b>	<b>\$5,539,227</b>	<b>\$6,843,715</b>
<b>LOCAL ROAD MAINTENANCE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$1,696,715</b>	<b>\$702,715</b>	<b>\$704,715</b>	<b>\$705,715</b>	<b>\$706,715</b>
<b>Revenues:</b>					
Interest Earnings	6,000	2,000	1,000	1,000	1,000
Total Sources of Cash	\$1,702,715	\$704,715	\$705,715	\$706,715	\$707,715
<b>Expenditures:</b>					
Street Maintenance	1,000,000	-	-	-	-
Total Uses of Cash	\$1,000,000	\$-	\$-	\$-	\$-
<b>Ending Cash Available</b>	<b>\$702,715</b>	<b>\$704,715</b>	<b>\$705,715</b>	<b>\$706,715</b>	<b>\$707,715</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>COUNTY ROAD TAX</b>					
<b>Beginning Cash Available</b>	<b>\$3,792,808</b>	<b>\$2,029,152</b>	<b>\$1,379,152</b>	<b>\$729,152</b>	<b>\$529,152</b>
<b>Revenues:</b>					
County Road Tax	1,500,000	1,400,000	1,400,000	1,400,000	1,400,000
Interest Earnings	14,500	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$5,307,308</b>	<b>\$3,429,152</b>	<b>\$2,779,152</b>	<b>\$2,129,152</b>	<b>\$1,929,152</b>
<b>Expenditures:</b>					
Street Maintenance	1,000,000	1,600,000	1,600,000	1,600,000	1,600,000
Regional Park Offsite Roadway Improvements: Bowlin Rd, SR347 & MLK Blvd	1,500,000	-	-	-	-
MCG Highway Maintenance & Improvements	500,000	450,000	450,000	-	-
Civic Center Plaza Construction	200,000	-	-	-	-
Roosevelt & Lexington Drainage Project	78,156	-	-	-	-
<b>Total Uses of Cash</b>	<b>\$3,278,156</b>	<b>\$2,050,000</b>	<b>\$2,050,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>
<b>Ending Cash Available</b>	<b>\$2,029,152</b>	<b>\$1,379,152</b>	<b>\$729,152</b>	<b>\$529,152</b>	<b>\$329,152</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>GRANTS CIP FUND</b>					
<b>Beginning Cash Available</b>	\$-	\$-	\$-	\$-	\$-
<b>Revenues:</b>					
Other Sources of Cash	64,909,593	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$64,909,593</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditures:</b>					
SR347 Overpass Project: Grant Funded Projects	62,000,000	-	-	-	-
UPRR Grade Separation Study/Design - White & Parker Road	937,187	-	-	-	-
MCG Highway Widening - Porter to White & Parker	540,000	-	-	-	-
SR347 Overpass Project: AmTrak Station Relocation	300,000	-	-	-	-
Community Development Block Grant Projects	300,000	-	-	-	-
Emergency Ops Center Construction (AZ Dept of Homeland Security grant)	300,000	-	-	-	-
State Special Projects Grant	300,000	-	-	-	-
Safe Routes to Schools - SR347 Sidewalk from Bowlin Rd to Ak-Chin	232,406	-	-	-	-
<b>Total Uses of Cash</b>	<b>\$64,909,593</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Ending Cash Available</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>PARKS BOND FUND</b>					
<b>Beginning Cash Available</b>	\$25,740,000	\$-	\$-	\$-	\$-
<b>Revenues:</b>					
Proceeds from Debt Issuance	-	-	-	-	-
<b>Total Sources of Cash</b>	\$25,740,000	\$-	\$-	\$-	\$-
<b>Expenditures:</b>					
Regional Park & Sports Complex	14,990,000	-	-	-	-
Recreation & Aquatic Center	10,750,000	-	-	-	-
<b>Total Uses of Cash</b>	\$25,740,000	\$-	\$-	\$-	\$-
<b>Ending Cash Available</b>	\$-	\$-	\$-	\$-	\$-



## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>LIBRARY DEVELOPMENT IMPACT FEE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$769,704</b>	<b>\$773,504</b>	<b>\$781,154</b>	<b>\$791,864</b>	<b>\$799,514</b>
<b>Revenues:</b>					
Development Impact Fees	4,590	7,650	10,710	7,650	6,800
Interest Earnings	3,800	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$778,094</b>	<b>\$781,154</b>	<b>\$791,864</b>	<b>\$799,514</b>	<b>\$806,314</b>
<b>Expenditures:</b>					
Development Impact Fee Study	4,590	-	-	-	-
<b>Total Uses of Cash</b>	<b>\$4,590</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Ending Cash Available</b>	<b>\$773,504</b>	<b>\$781,154</b>	<b>\$791,864</b>	<b>\$799,514</b>	<b>\$806,314</b>
<b>PARKS DEVELOPMENT IMPACT FEE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$393,006</b>	<b>\$735,616</b>	<b>\$1,330,966</b>	<b>\$2,164,456</b>	<b>\$2,759,806</b>
<b>Revenues:</b>					
Development Impact Fees	\$357,210	\$595,350	\$833,490	\$595,350	\$529,200
Interest Earnings	2,800	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$753,016</b>	<b>\$1,330,966</b>	<b>\$2,164,456</b>	<b>\$2,759,806</b>	<b>\$3,289,006</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>Expenditures:</b>					
Development Impact Fee Study	17,400	-	-	-	-
Total Uses of Cash	\$17,400	\$-	\$-	\$-	\$-
<b>Ending Cash Available</b>	<b>735,616</b>	<b>1,330,966</b>	<b>2,164,456</b>	<b>2,759,806</b>	<b>3,289,006</b>
<b>POLICE DEVELOPMENT IMPACT FEE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$127,804</b>	<b>\$16,804</b>	<b>\$14,404</b>	<b>\$24,244</b>	<b>\$21,844</b>
<b>Revenues:</b>					
Development Impact Fees	18,360	30,600	42,840	30,600	27,200
Interest Earnings	400	-	-	-	-
Total Sources of Cash	\$146,564	\$47,404	\$57,244	\$54,844	\$49,044
<b>Expenditures:</b>					
Police Replacement Vehicles	119,000	33,000	33,000	33,000	33,000
Development Impact Fee Study	10,760	-	-	-	-
Total Uses of Cash	\$129,760	\$33,000	\$33,000	\$33,000	\$33,000
<b>Ending Cash Available</b>	<b>\$16,804</b>	<b>\$14,404</b>	<b>\$24,244</b>	<b>\$21,844</b>	<b>\$16,044</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>FIRE DEVELOPMENT IMPACT FEE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$121,510</b>	<b>\$277,410</b>	<b>\$597,010</b>	<b>\$947,090</b>	<b>\$(190,590)</b>
<b>Revenues:</b>					
Development Impact Fees	\$225,720	\$376,200	\$526,680	\$376,200	\$334,400
Interest Earnings	700	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$347,930</b>	<b>\$653,610</b>	<b>\$1,123,690</b>	<b>\$1,323,290</b>	<b>\$143,810</b>
<b>Expenditures:</b>					
Fire Department End-User Radios	56,600	56,600	56,600	56,600	56,600
Development Impact Fee Study	13,920	-	-	-	-
Fire Department Car & Light Truck Replacement	-	-	120,000	-	-
Fire Department Ladder Truck	-	-	-	1,100,000	-
Self Contained Breathing Apparatus (SCBA)	-	-	-	357,280	-
<b>Total Uses of Cash</b>	<b>\$70,520</b>	<b>\$56,600</b>	<b>\$176,600</b>	<b>\$1,513,880</b>	<b>\$56,600</b>
<b>Ending Cash Available</b>	<b>\$277,410</b>	<b>\$597,010</b>	<b>\$947,090</b>	<b>\$(190,590)</b>	<b>\$87,210</b>

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
<b>TRANSPORTATION DEVELOPMENT IMPACT FEE FUND</b>					
<b>Beginning Cash Available</b>	<b>\$18,814,338</b>	<b>\$7,448,484</b>	<b>\$2,026,034</b>	<b>\$(4,142,896)</b>	<b>\$(7,437,846)</b>
<b>Revenues:</b>					
Development Impact Fees	699,030	1,165,050	1,631,070	1,165,050	1,035,600
Interest Earnings	65,500	-	-	-	-
<b>Total Sources of Cash</b>	<b>\$19,578,868</b>	<b>\$8,613,534</b>	<b>\$3,657,104</b>	<b>\$(2,977,846)</b>	<b>\$(6,402,246)</b>
<b>Expenditures:</b>					
MCG Highway Widening - Porter to White & Parker	3,790,000	-	-	-	-
Honeycutt Rd - Porter to White & Parker (7 Ranches) Half Street Improvements	3,000,000	-	-	-	-
SR347 Overpass Project: Honeycutt Road from SR347 to MCG Highway Improvements	2,640,000	1,250,000	-	875,000	-
Smith Enke & Porter Road Intersection Improvements	750,000	-	-	-	-
Regional Park Offsite Roadway Improvements: Bowlin Rd, SR347 & MLK Blvd	675,000	-	-	-	-
MCG Highway Widening - White & Parker to City Limits	500,000	2,000,000	1,300,000	3,085,000	8,000,000
White & Parker Rd - South of Honeycutt to Cowpath (7 Ranches) Half Street Improvements	500,000	2,000,000	-	-	-
Public Works & Fire Administration Maintenance Facility	247,064	-	-	-	-

## CAPITAL IMPROVEMENT PLAN FY2013-2014

### Fund Cash Flows continued

FUND	FY13-14	FY14-15	FY15-16	FY16-17	FY17-18
Development Impact Fee Study	28,320	-	-	-	-
White & Parker - City Hall Property Frontage Half Street Improvements	-	500,000	2,250,000	-	-
Hartman Road Interim Improvements - MCG Hwy to Bowlin Road Pavement	-	500,000	2,000,000	-	-
Garvey Avenue Extension - Connecting Garvey Ave to SR238	-	337,500	2,250,000	-	-
Bowlin Road - Hartman to Murphy (Tortosa) Half Street Improvements	-	-	-	250,000	2,500,000
Hartman Road - Honeycutt to Bowlin (Tortosa) Half Street Improvements	-	-	-	250,000	2,500,000
Honeycutt Rd Bridge @ Santa Cruz Wash	-	-	-	-	750,000
Honeycutt Rd - White & Parker to Santa Cruz Wash Road Widening	-	-	-	-	350,000
Total Uses of Cash	\$12,130,384	\$6,587,500	\$7,800,000	\$4,460,000	\$14,100,000
<b>Ending Cash Available</b>	<b>\$7,448,484</b>	<b>\$2,026,034</b>	<b>\$(4,142,896)</b>	<b>\$(7,437,846)</b>	<b>\$(20,502,246)</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### 2.5 Yard Loader

Project No. NA

Project Cost: \$150,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project provides funding for equipment needed to efficiently load material. This will fund the purchase of a used loader.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Heavy Equipment	\$150,000	\$-	\$-	\$-	\$-	\$-	\$150,000
<b>Total</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>
<b>Funding Sources</b>							
HURF	\$150,000	\$-	\$-	\$-	\$-	\$-	\$150,000
<b>Total</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### 4-6 Ton Vibrating Asphalt Roller

Project No. NA

Project Cost:	\$60,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This will provide funding for the purchase of a 4-6 ton vibrating asphalt roller. The Public Works Division will use this equipment for maintaining roads and alleys

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Heavy Equipment	\$-	\$-	\$-	\$60,000	\$-	\$-	\$60,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$60,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$60,000</b>

#### Funding Sources

HURF	\$-	\$-	\$-	\$60,000	\$-	\$-	\$60,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$60,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$60,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### 10-Ton Equipment Trailer

Project No. 35030

Project Cost: \$30,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This will fund the purchase of a 10-ton trailer to replace the equipment trailer stolen in 2011.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Heavy Equipment	\$30,000	\$-	\$-	\$-	\$-	\$-	\$30,000
<b>Total</b>	<b>\$30,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$30,000</b>

### Funding Sources

HURF	\$30,000	\$-	\$-	\$-	\$-	\$-	\$30,000
<b>Total</b>	<b>\$30,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$30,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

Backhoe	Project No. NA
Project Cost:	\$150,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding to purchase a used backhoe for the purpose of road maintenance. A backhoe is used for repairs and maintenance of the citywide street system, cleaning out washes after flooding, and construction of drainage improvements.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Heavy Equipment	\$-	\$-	\$150,000	\$-	\$-	\$-	\$150,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>

#### Funding Sources

HURF	\$-	\$-	\$150,000	\$-	\$-	\$-	\$150,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$150,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Bowlin Road – Hartman to Murphy (Tortosa) Half Street Improvements**

**Project No. NA**

Project Cost: \$2,750,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Capital Street Projects	\$-	\$-	\$-	\$-	\$2,500,000	\$-	\$2,500,000
Design Services	-	-	-	250,000	-	-	250,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Funding Sources

Transportation DIF Fund	\$-	\$-	\$-	\$250,000	\$2,500,000	\$-	\$2,750,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Cardiac Monitors

Project No. NA

Project Cost:	\$125,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Fire Department
Description:	This project is for the replacement of current cardiac monitors reaching their end-of-service life in 2017.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Machinery	\$-	\$-	\$-	\$-	\$125,000	\$-	\$125,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$125,000</b>	<b>\$-</b>	<b>\$125,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$-	\$-	\$-	\$-	\$125,000	\$-	\$125,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$125,000</b>	<b>\$-</b>	<b>\$125,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Chief Donald N. Pearce Fire Station #575**

**Project No. 32005**

Project Cost:	\$2,766,637
Previous Cost:	\$2,266,637
O&M Impact:	\$28,943
Department:	Fire Department
Description:	This project is for the continued development and construction of Fire Station #575 on Edison Road. This project is currently in the construction phase, with a target completion date of July 2013.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Construction - Buildings	\$500,000	\$-	\$-	\$-	\$-	\$-	\$500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$500,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$500,000	\$-	\$-	\$-	\$-	\$-	\$500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$500,000</b>

#### Budget Impact

Total O&M Costs	\$28,943	\$28,943	\$28,943	\$28,943	\$28,943	\$28,943	\$173,658
<b>Total</b>	<b>\$28,943</b>	<b>\$28,943</b>	<b>\$28,943</b>	<b>\$28,943</b>	<b>\$28,943</b>	<b>\$28,943</b>	<b>\$173,658</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### City Entry Monument Signage

Project No. NA

Project Cost:	\$300,000
Previous Cost:	\$0
O&M Impact:	\$5,000
Department:	Development Services
Description:	This project is for the design and construction of entryway monument signs at the north end of the municipal city limits as well as a southern entry monument located at the Regional Park site, welcoming visitors and adding to the City brand.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Construction - Buildings	\$110,000	\$-	\$110,000	\$-	\$-	\$-	\$220,000
Design Services	20,000	-	20,000	-	-	-	40,000
Furniture & Fixtures	20,000	-	20,000	-	-	-	40,000
<b>Total</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$150,000	\$-	\$150,000	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$150,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$30,000
<b>Total</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$30,000</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### City Hall and Police Station

Project No. 31003

Project Cost:	\$21,109,625
Previous Cost:	\$18,009,625
O&M Impact:	\$225,000
Department:	Development Services
Description:	This project provides funding for approximately 55,000 sq. ft. associated with the new City Hall and police station building sites. This project includes design and construction of two buildings at the site. The first building will be utilized as a general City administration building and City Council chambers. The second building will be used by the Police Department for administrative operations.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Construction - Buildings	\$1,000,000	\$-	\$-	\$-	\$-	\$-	\$1,000,000
Design Services	2,000,000	\$-	\$-	\$-	\$-	\$-	2,000,000
Furniture & Fixtures	100,000	\$-	\$-	\$-	\$-	\$-	100,000
<b>Total</b>	<b>\$3,100,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,100,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$3,100,000	\$-	\$-	\$-	\$-	\$-	\$3,100,000
<b>Total</b>	<b>\$3,100,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,100,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$225,000	\$250,000	\$255,000	\$260,100	\$265,302	\$276,000	\$1,531,402
<b>Total</b>	<b>\$225,000</b>	<b>\$250,000</b>	<b>\$255,000</b>	<b>\$260,100</b>	<b>\$265,302</b>	<b>\$276,000</b>	<b>\$1,531,402</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Civic Center Plaza Construction

Project No. 35007

Project Cost:	\$1,000,000
Previous Cost:	\$800,000
O&M Impact:	\$0
Department:	Development Services
Description:	This project is for the construction of a minor arterial loop and roadway for the new City services complex. The property is expected to house a new police station, City Hall, and economic development opportunities. The City Council approved the site concept and access point for the roadway.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Capital Street Projects	\$200,000	\$-	\$-	\$-	\$-	\$-	\$200,000
<b>Total</b>	<b>\$200,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$200,000</b>

### Funding Sources

County Road Tax	\$200,000	\$-	\$-	\$-	\$-	\$-	\$200,000
<b>Total</b>	<b>\$200,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$200,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Community Development Block Grant (CDBG)

### Project No. NA

Project Cost: \$300,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This Community Development Block Grant funding is provided by the Arizona Department of Housing, in partnership with the City of Eloy, through the Method of Distribution with the Central Arizona Association of Governments (CAAG). The City of Maricopa is expecting funding to be distributed in the fall of 2013.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Improvements (non-Building)	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Funding Sources

Grants Fund	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Crack Seal Machine

Project No. NA

Project Cost:	\$75,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding to purchase a machine designed to fill cracks in roads, including a crack sealing machine and a vacuum for cleaning cracks and to ensure efficient maintenance.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Heavy Equipment	\$-	\$-	\$-	\$-	\$-	\$75,000	\$75,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Funding Sources</b>							
HURF	\$-	\$-	\$-	\$-	\$-	\$75,000	\$75,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$75,000</b>	<b>\$75,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Development Impact Fee Study

Project No. NA

Project Cost: \$86,720  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project is mandated by ARS 9-463.05, also referred to as Laws 2011, Chapter 243. As a result of this law, municipalities charging development impact fees (DIF) are required to conduct a study resulting in a revised DIF structure effective August 1, 2014.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Professional & Occupational	\$86,720	\$-	\$-	\$-	\$-	\$-	\$86,720
<b>Total</b>	<b>\$86,720</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$86,720</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$11,730	\$-	\$-	\$-	\$-	\$-	\$11,730
Parks DIF Fund	17,400	-	-	-	-	-	17,400
Library DIF Fund	4,590	-	-	-	-	-	4,590
Police DIF Fund	10,760	-	-	-	-	-	10,760
Fire DIF Fund	13,920	-	-	-	-	-	13,920
Transportation DIF Fund	28,320	-	-	-	-	-	28,320
<b>Total</b>	<b>\$86,720</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$86,720</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### DIMS (Digital Image Storage)

Project No. NA

Project Cost:	\$29,358
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Police Department
Description:	This project provides funding for the purchase of hardware and software to accommodate digital image storage. This equipment 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Computer Equipment	\$29,358	\$-	\$-	\$-	\$-	\$-	\$29,358
<b>Total</b>	<b>\$29,358</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$29,358</b>

#### Funding Sources

Gen Govt CIP Fund	\$29,358	\$-	\$-	\$-	\$-	\$-	\$29,358
<b>Total</b>	<b>\$29,358</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$29,358</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Economic Development Infrastructure Needs

Project No. 31004

Project Cost: \$4,768,827  
 Previous Cost: \$68,827  
 O&M Impact: \$0  
 Department: Economic Development  
 Description: This project represents infrastructure improvements to economic development related initiatives, most notably the development of the Estrella Gin Business Park.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Improvements (non-Building)	\$750,000	\$450,000	\$500,000	\$500,000	\$500,000	\$2,000,000	\$4,700,000
<b>Total</b>	<b>\$750,000</b>	<b>\$450,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$4,700,000</b>

### Funding Sources

Gen Govt CIP Fund	\$750,000	\$450,000	\$500,000	\$500,000	\$500,000	\$2,000,000	\$4,700,000
<b>Total</b>	<b>\$750,000</b>	<b>\$450,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$4,700,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Electronic Patient Care Reporting (EPCR)

Project No. NA

Project Cost:	\$125,000
Previous Cost:	\$0
O&M Impact:	\$12,750
Department:	Fire Department
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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Computer Equipment	\$125,000	\$-	\$-	\$-	\$-	\$-	\$125,000
<b>Total</b>	<b>\$125,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$125,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$125,000	\$-	\$-	\$-	\$-	\$-	\$125,000
<b>Total</b>	<b>\$125,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$125,000</b>

#### Budget Impact

Total O&M Costs	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$12,750	\$76,500
<b>Total</b>	<b>\$12,750</b>	<b>\$12,750</b>	<b>\$12,750</b>	<b>\$12,750</b>	<b>\$12,750</b>	<b>\$12,750</b>	<b>\$76,500</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Emergency Ops Center Construction (AZ Dept of Homeland Security Grant)**

**Project No. 31004**

Project Cost: \$300,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: Construction of an Emergency Operations Center at a location to be determined. Grant Program funded through the AZ Department of Homeland Security.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Construction - Buildings	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Funding Sources

Grants Fund	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Extrication Equipment

Project No. NA

Project Cost: \$70,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Machinery	\$-	\$-	\$-	\$70,000	\$-	\$-	\$70,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$-	\$-	\$-	\$70,000	\$-	\$-	\$70,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Fire Administration & Support Services Facility

### Project No. NA

Project Cost: \$2,000,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: This project includes the land acquisition, design, and construction of a Fire Department administration and support services facility at a location to be determined. The Fire administration building is the professional face of the Fire Department to the public. A well-designed administrative facility will provide professional working space for staff, and meeting space for community members to meet with staff.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Construction - Buildings	\$-	\$-	\$-	\$-	\$-	\$2,000,000	\$2,000,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$-	\$-	\$-	\$-	\$-	\$2,000,000	\$2,000,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,000,000</b>	<b>\$2,000,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Fire Department Car & Light Truck Replacement

Project No. NA

Project Cost:	\$305,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Fire Department
Description:	This project will help 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 for fire responses, support service response, and mechanical response.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Vehicles	\$-	\$-	\$120,000	\$-	\$-	\$185,000	\$305,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$120,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$185,000</b>	<b>\$305,000</b>
<b>Funding Sources</b>							
Fire DIF Fund	\$-	\$-	\$120,000	\$-	\$-	\$185,000	\$305,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$120,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$185,000</b>	<b>\$305,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Fire Department End-User Radios

Project No. 32006

Project Cost: \$283,500  
 Previous Cost: \$0  
 O&M Impact: \$3,305  
 Department: Fire Department  
 Description: This project will provide funding for dual-based replacement radios for the Fire Department.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Computer Equipment	\$56,600	\$56,600	\$56,600	\$56,600	\$56,600	\$-	\$283,000
<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$-</b>	<b>\$283,000</b>

### Funding Sources

Fire DIF Fund	\$56,600	\$56,600	\$56,600	\$56,600	\$56,600	\$-	\$283,000
<b>Total</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$56,600</b>	<b>\$-</b>	<b>\$283,000</b>

### Budget Impact

Total O&M Costs	\$3,305	\$6,611	\$9,916	\$9,916	\$9,916	\$-	\$39,664
<b>Total</b>	<b>\$3,305</b>	<b>\$6,611</b>	<b>\$9,916</b>	<b>\$9,916</b>	<b>\$9,916</b>	<b>\$-</b>	<b>\$39,664</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Fire Department Ladder Truck

Project No. NA

Project Cost:	\$1,100,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Fire Department
Description:	This project is for the purchase of one (1) new ladder truck and equipment for emergency response. This purchase 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Vehicles	\$-	\$-	\$-	\$1,100,000	\$-	\$-	\$1,100,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,100,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,100,000</b>

### Funding Sources

Fire DIF Fund	\$-	\$-	\$-	\$1,100,000	\$-	\$-	\$1,100,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,100,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,100,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Fire Department Radio Infrastructure Expansion

Project No. NA

Project Cost: \$5,000,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: The project will provide 700/800 MHz radio infrastructure to the southeast portion of the city to maintain adequate public safety radio coverage.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Improvements (non-Building)	\$-	\$-	\$-	\$-	\$-	\$5,000,000	\$5,000,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$-	\$-	\$-	\$-	\$-	\$5,000,000	\$5,000,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$5,000,000</b>	<b>\$5,000,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Improvements (non-Building)	\$216,700	\$-	\$-	\$-	\$-	\$-	\$216,700
<b>Total</b>	<b>\$216,700</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$216,700</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$216,700	\$-	\$-	\$-	\$-	\$-	\$216,700
<b>Total</b>	<b>\$216,700</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$216,700</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Floodplain Reduction Downtown Area – CLOMR/LOMR

Project No. 35019

Project Cost: \$3,000,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Construction - Buildings	\$3,000,000	\$-	\$-	\$-	\$-	\$-	\$3,000,000
<b>Total</b>	<b>\$3,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,000,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$3,000,000	\$-	\$-	\$-	\$-	\$-	\$3,000,000
<b>Total</b>	<b>\$3,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,000,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Garvey Avenue Extension – Connecting Garvey Ave to SR238**

**Project No. NA**

Project Cost:	\$2,587,500
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Construction - Contracted	\$-	\$337,500	\$-	\$-	\$-	\$-	\$337,500
Design Services	-	-	2,250,000	-	-	-	2,250,000
<b>Total</b>	<b>\$-</b>	<b>\$337,500</b>	<b>\$2,250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,587,500</b>

#### Funding Sources

Transportation DIF Fund	\$-	\$337,500	\$2,250,000	\$-	\$-	\$-	\$2,587,500
<b>Total</b>	<b>\$-</b>	<b>\$337,500</b>	<b>\$2,250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,587,500</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### General Plan Update

### Project No. NA

Project Cost: \$175,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: State law requires communities to adopt a General Plan and review it every 10 years. The General Plan is a policy document that guides growth and development in the City. The City's current General Plan was approved by voters in May 2006. However, since the adoption of the 2006 General Plan there has been significant growth within the corporate limits, the planning boundary, and the region in general. There have been varying degrees of impact on environmental, transportation and natural resources as a result of this growth.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Improvements (non-Building)	175,000	-	-	-	-	-	175,000
<b>Total</b>	<b>\$175,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$175,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$175,000	\$-	\$-	\$-	\$-	\$-	\$175,000
<b>Total</b>	<b>\$175,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$175,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Hartman Road – Honeycutt to Bowlin (Tortosa)  
Half Street Improvements**

**Project No. NA**

Project Cost: \$2,750,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Construction - Buildings	\$-	\$-	\$-	\$-	\$2,500,000	\$-	\$2,500,000
Design Services	-	-	-	250,000	-	-	250,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Funding Sources

Transportation DIF Fund	\$-	\$-	\$-	\$250,000	\$2,500,000	\$-	\$2,750,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$2,500,000</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Hartman Road Interim Improvements – MCG Hwy to Bowlin Road Pavement**

**Project No. NA**

Project Cost: \$2,500,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project is to pave two lanes on Hartman Road from the current end of pavement to Maricopa-Casa Grande 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Construction - Contracted	\$-	\$-	\$2,000,000	\$-	\$-	\$-	\$2,000,000
Design Services	-	500,000	-	-	-	-	500,000
<b>Total</b>	<b>\$-</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,500,000</b>

### Funding Sources

Transportation DIF Fund	\$-	\$500,000	\$2,000,000	\$-	\$-	\$-	\$2,500,000
<b>Total</b>	<b>\$-</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,500,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### HazMat Special Ops Response Vehicle

Project No. NA

Project Cost: \$1,400,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: This project is for the purchase of a hazardous materials/technical rescue/ special operations vehicle and required specialized equipment.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Vehicles	\$-	\$-	\$-	\$-	\$-	\$1,400,000	\$1,400,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>
<b>Funding Sources</b>							
Fire DIF Fund	\$-	\$-	\$-	\$-	\$-	\$1,400,000	\$1,400,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,400,000</b>	<b>\$1,400,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Honeycutt Rd – White & Parker to Santa Cruz Wash Widening**

**Project No. NA**

Project Cost: \$3,350,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Construction - Contracted	\$-	\$-	\$-	\$-	\$-	\$3,000,000	\$3,000,000
Design Services	-	-	-	-	350,000	-	350,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$350,000</b>	<b>\$3,000,000</b>	<b>\$3,350,000</b>

### Funding Sources

Transportation DIF Fund	\$-	\$-	\$-	\$-	\$350,000	\$3,000,000	\$3,350,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$350,000</b>	<b>\$3,000,000</b>	<b>\$3,350,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Honeycutt Road – Porter to White & Parker (7 Ranches)  
Half Street Improvements**

**Project No. 35020**

Project Cost: \$3,500,000  
 Previous Cost: \$500,000  
 O&M Impact: \$0  
 Department: Development Services  
 Description: Honeycutt Road improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from Porter Road to White & Parker Road. This is a City Council requested project.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Construction - Contracted	\$2,960,000	\$-	\$-	\$-	\$-	\$-	\$2,960,000
Design Services	40,000	-	-	-	-	-	40,000
<b>Total</b>	<b>\$3,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,000,000</b>

#### Funding Sources

Transportation DIF Fund	\$3,000,000	\$-	\$-	\$-	\$-	\$-	\$3,000,000
<b>Total</b>	<b>\$3,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,000,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Honeycutt Road Bridge @ Santa Cruz Wash

Project No. NA

Project Cost: \$3,750,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Construction - Contracted	\$-	\$-	\$-	\$-	\$-	\$3,000,000	\$3,000,000
Design Services	-	-	-	-	750,000	-	750,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$750,000</b>	<b>\$3,000,000</b>	<b>\$3,750,000</b>

### Funding Sources

Transportation DIF Fund	\$-	\$-	\$-	\$-	\$750,000	\$3,000,000	\$3,750,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$750,000</b>	<b>\$3,000,000</b>	<b>\$3,750,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Main Library Construction

### Project No. NA

Project Cost: \$15,227,816  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Community Services  
 Description: This project provides for the construction of the library and book collection. Building will be based on findings in the Library Master Plan as adjusted for economic and community needs at the time of construction.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Construction - Contracted	\$-	\$-	\$-	\$-	\$-	\$11,000,000	\$11,000,000
Furniture & Fixtures	-	-	-	-	-	1,202,816	1,202,816
Improvements (non-Building)	-	-	-	-	-	500,000	500,000
Design Services	-	-	-	-	-	1,000,000	1,000,000
Technology	-	-	-	-	-	900,000	900,000
Books	-	-	-	-	-	125,000	125,000
Other	-	-	-	-	-	500,000	500,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$15,227,816</b>	<b>\$15,227,816</b>
<b>Funding Sources</b>							
Parks Bond Fund	\$-	\$-	\$-	\$-	\$-	\$13,900,000	\$13,900,000
Library DIF Fund	-	-	-	-	-	800,000	800,000
Gen Govt CIP Fund	-	-	-	-	-	527,816	527,816
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$15,227,816</b>	<b>\$15,227,816</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Maricopa Police Department Substation at Regional Park**      **Project No. NA**

Project Cost: \$3,500,000  
 Previous Cost: \$0  
 O&M Impact: \$0 (impact in future years)  
 Department: Police Department  
 Description: In order to continue providing effective public safety services to the citizens of Maricopa it is necessary to expand Police Department services to strategic areas within the City.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Land	\$500,000	\$-	\$-	\$-	\$-	\$-	\$500,000
Construction - Contracted	3,000,000	-	-	-	-	-	3,000,000
<b>Total</b>	<b>\$3,500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,500,000</b>

### Funding Sources

Gen Govt CIP Fund	\$3,500,000	\$-	\$-	\$-	\$-	\$-	\$3,500,000
<b>Total</b>	<b>\$3,500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$3,500,000</b>

### Budget Impact

Total O&M Costs	\$-	\$80,000	\$105,000	\$105,000	\$105,000	\$50,000	\$445,000
<b>Total</b>	<b>\$-</b>	<b>\$80,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$50,000</b>	<b>\$445,000</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### MCG Highway Maintenance & Improvements

Project No. NA

Project Cost:	\$1,400,000
Previous Cost:	\$0
O&M Impact:	\$25,000
Department:	Development Services
Description:	This project includes professional services such as geotechnical and civil engineering design and repair construction of five miles of the Maricopa-Casa Grande Highway.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Capital Street Projects	\$500,000	\$450,000	\$450,000	\$-	\$-	\$-	\$1,400,000
<b>Total</b>	<b>\$500,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,400,000</b>

#### Funding Sources

Transportation DIF Fund	\$500,000	\$450,000	\$450,000	\$-	\$-	\$-	\$1,400,000
<b>Total</b>	<b>\$500,000</b>	<b>\$450,000</b>	<b>\$450,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,400,000</b>

#### Budget Impact

Total O&M Costs	\$25,000	\$25,000	\$25,000	\$-	\$-	\$-	\$75,000
<b>Total</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$75,000</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### MCG Highway Widening – Porter to White & Parker

Project No. 35022

Project Cost: \$4,543,743  
 Previous Cost: \$213,743  
 O&M Impact: \$0  
 Department: Development Services  
 Description: The project will widen the Maricopa-Casa Grande Highway between Porter Road and White & Parker Road. The City recently constructed a traffic signal at the White & Parker/Maricopa-Casa Grande Highway intersection, and this improvement will connect that signal with the existing improvements and signal at Porter Road and Maricopa-Casa Grande Highway.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services	\$790,000	\$-	\$-	\$-	\$-	\$-	\$790,000
Capital Street Projects	3,000,000	-	-	-	-	-	3,000,000
Improvements (non-Building)	540,000	-	-	-	-	-	540,000
<b>Total</b>	<b>\$4,330,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,330,000</b>
<b>Funding Sources</b>							
Transportation DIF Fund	\$3,790,000	\$-	\$-	\$-	\$-	\$-	\$3,790,000
Grants Fund	540,000	-	-	-	-	-	540,000
<b>Total</b>	<b>\$4,330,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,330,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### MCG Highway Widening – White & Parker to City Limits

Project No. NA

Project Cost:	\$14,885,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This is potentially a series of projects that will ultimately improve the connection to Casa Grande from White & Parker Rd. The funding for the first year is to perform an engineering study to determine the overall scope of the project. Subsequent years will involve right-of-way acquisitions, design, and construction. Future year costs depend on the outcome of the engineering study.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Design Services (Street Projects)	\$500,000	\$500,000	\$-	\$500,000	\$500,000	\$-	\$2,000,000
Capital Street Projects	-	1,500,000	1,300,000	2,585,000	7,500,000	-	12,885,000
<b>Total</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$1,300,000</b>	<b>\$3,085,000</b>	<b>\$8,000,000</b>	<b>\$-</b>	<b>\$14,885,000</b>

#### Funding Sources

Transportation DIF Fund	\$500,000	\$2,000,000	\$1,300,000	\$3,085,000	\$8,000,000	\$-	\$14,885,000
<b>Total</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$1,300,000</b>	<b>\$3,085,000</b>	<b>\$8,000,000</b>	<b>\$-</b>	<b>\$14,885,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Murphy Road – Honeycutt to Bowlin (Tortosa) Half Street Improvements**      **Project No. NA**

Project Cost: \$2,250,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Capital Street Projects	\$-	\$-	\$-	\$-	\$-	\$2,000,000	\$2,000,000
Design Services (Street Projects)	-	-	-	-	-	250,000	250,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,250,000</b>	<b>\$2,250,000</b>

### Funding Sources

Gen Govt CIP Fund	\$-	\$-	\$-	\$-	\$-	\$2,250,000	\$2,250,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,250,000</b>	<b>\$2,250,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Pacana Park – Renovate East Field

Project No. NA

Project Cost:	\$70,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Community Services
Description:	This project will provide funding to remove all old turf on the east field of Pacana Park and replace it with new turf.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Improvements (non-Building)	\$70,000	\$-	\$-	\$-	\$-	\$-	\$70,000
<b>Total</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$70,000	\$-	\$-	\$-	\$-	\$-	\$70,000
<b>Total</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$70,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Peters & Nall Road Reconstruction Design

Project No. 34002

Project Cost: \$80,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project reflects plans by the Ak-Chin community to design and reconstruct Peters & Nall Road, from SR347 to White & Parker Road This is expected to occur over the next two years.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services (Street Projects)	\$80,000	\$-	\$-	\$-	\$-	\$-	\$80,000
<b>Total</b>	<b>\$80,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,000</b>
<b>Funding Sources</b>							
HURF	\$80,000	\$-	\$-	\$-	\$-	\$-	\$80,000
<b>Total</b>	<b>\$80,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Police Laptop Computer Replacement

Project No. NA

Project Cost:	\$535,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Police Department
Description:	This project provides funding to upgrade one third of the Police Department's laptop computers to establish an effective and reliable replacement schedule, for future fiscal years as well.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Computer Equipment	\$40,000	\$75,000	\$75,000	\$40,000	\$75,000	\$230,000	\$535,000
<b>Total</b>	<b>\$40,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$40,000</b>	<b>\$75,000</b>	<b>\$230,000</b>	<b>\$535,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$40,000	\$75,000	\$75,000	\$40,000	\$75,000	\$230,000	\$535,000
<b>Total</b>	<b>\$40,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$40,000</b>	<b>\$75,000</b>	<b>\$230,000</b>	<b>\$535,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Police Regional Wireless Cooperative (RWC) Repeater Station**

**Project No. NA**

Project Cost:	\$1,500,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Police Department
Description:	This project provides funding for the construction of a physical tower of about 80 feet to facilitate connectivity from the City of Maricopa to the RWC.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Improvements (non-Building)	\$100,000	\$1,400,000	\$-	\$-	\$-	\$-	\$1,500,000
<b>Total</b>	<b>\$100,000</b>	<b>\$1,400,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,500,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$100,000	\$1,400,000	\$-	\$-	\$-	\$-	\$1,500,000
<b>Total</b>	<b>\$100,000</b>	<b>\$1,400,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,500,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Police Replacement Vehicles

Project No. NA

Project Cost:	\$2,434,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Police Department
Description:	This project is for the replacement of Police fleet vehicles as recommended when needed in accordance with the replacement schedule.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Vehicles	\$130,000	\$288,000	\$288,000	\$288,000	\$288,000	\$1,152,000	\$2,434,000
<b>Total</b>	<b>\$130,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$1,152,000</b>	<b>\$2,434,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$11,000	\$255,000	\$255,000	\$255,000	\$255,000	\$1,017,000	\$2,048,000
Police DIF Fund	119,000	33,000	33,000	33,000	33,000	135,000	386,000
<b>Total</b>	<b>\$130,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$288,000</b>	<b>\$1,152,000</b>	<b>\$2,434,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Public Works & Fire Administration Maintenance Facility Project No. 35023

Project Cost: \$4,804,000  
 Previous Cost: \$4,000  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project will provide funding for the design and construction of a new maintenance facility for the Public Works and Fleet Division, as well as a Fire Department administration building, on approximately seven acres located at the Estrella Gin property. This will include an area for equipment and material storage, vehicle maintenance, and a fuel facility.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services	\$425,000	\$-	\$-	\$-	\$-	\$-	\$425,000
Construction - Contracted	2,875,000	-	-	-	-	-	2,875,000
Furniture & Fixtures	500,000	-	-	-	-	-	500,000
Land	1,000,000	-	-	-	-	-	1,000,000
<b>Total</b>	<b>\$4,800,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,800,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$1,800,000	\$-	\$-	\$-	\$-	\$-	\$1,800,000
Transportation DIF Fund	247,064	-	-	-	-	-	247,064
HURF	2,752,936	-	-	-	-	-	2,752,936
<b>Total</b>	<b>\$4,800,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,800,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Public Works Pick-Up Trucks

Project No. NA

Project Cost:	\$140,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project funds the purchase/replacement of pick-ups in compliance with the replacement schedule as determined by the Fleet Manager.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Vehicles	\$35,000	\$35,000	\$-	\$70,000	\$-	\$-	\$140,000
<b>Total</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$-</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$140,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$35,000	\$35,000	\$-	\$70,000	\$-	\$-	\$140,000
<b>Total</b>	<b>\$35,000</b>	<b>\$35,000</b>	<b>\$-</b>	<b>\$70,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$140,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Recreation & Aquatic Center

Project No. 33009

Project Cost: \$20,502,399  
 Previous Cost: \$9,752,399  
 O&M Impact: \$242,925  
 Department: Development Services  
 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services	\$350,000	\$-	\$-	\$-	\$-	\$-	\$350,000
Construction - Contracted	9,000,000	-	-	-	-	-	9,000,000
Furniture & Fixtures	1,100,000	-	-	-	-	-	1,100,000
Computer Equipment	300,000	-	-	-	-	-	300,000
<b>Total</b>	<b>\$10,750,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$10,750,000</b>

<b>Funding Sources</b>							
Parks Bond Fund	\$10,750,000	\$-	\$-	\$-	\$-	\$-	\$10,750,000
<b>Total</b>	<b>\$10,750,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$10,750,000</b>

<b>Budget Impact</b>							
Total O&M Costs	\$242,925	\$485,849	\$499,939	\$512,902	\$526,178	\$540,000	\$2,807,793
<b>Total</b>	<b>\$242,925</b>	<b>\$485,849</b>	<b>\$499,939</b>	<b>\$512,902</b>	<b>\$526,178</b>	<b>\$540,000</b>	<b>\$2,807,793</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Regional Park & Sports Complex

### Project No. 33010

Project Cost: \$23,874,310  
 Previous Cost: \$8,884,310  
 O&M Impact: \$981,106  
 Department: Development Services  
 Description: This project consists of designing and constructing a park with lighted softball/baseball fields, soccer fields, a maintenance facility, restrooms, skate park, dog park, lighted pathways, parking lots, a five-acre lake, a great lawn, playgrounds, basketball, tennis and volleyball courts.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services (non-Building)	\$290,000	\$-	\$-	\$-	\$-	\$-	\$290,000
Improvements (non-Building)	14,000,000	-	-	-	-	-	14,000,000
Computer Equipment	150,000	-	-	-	-	-	150,000
Furniture & Fixtures	50,000	-	-	-	-	-	50,000
Machinery	400,000	-	-	-	-	-	400,000
Vehicles	100,000	-	-	-	-	-	100,000
<b>Total</b>	<b>\$14,990,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$14,990,000</b>
<b>Funding Sources</b>							
Parks Bond Fund	14,990,000	\$-	\$-	\$-	\$-	\$-	\$14,990,000
<b>Total</b>	<b>\$14,990,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$14,990,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$981,106	\$1,962,212	\$2,001,681	\$2,041,867	\$2,082,859	\$3,024,000	\$12,093,725
<b>Total</b>	<b>\$981,106</b>	<b>\$1,962,212</b>	<b>\$2,001,681</b>	<b>\$2,041,867</b>	<b>\$2,082,859</b>	<b>\$3,024,000</b>	<b>\$12,093,725</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Regional Park Commercial Center Land Acquisition

### Project No. NA

Project Cost: \$1,000,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Economic Development  
 Description: This project provides funding for the acquisition of land within the Regional Park for commercial development.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Land	\$250,000	\$-	\$-	\$-	\$-	\$-	\$250,000
<b>Total</b>	<b>\$250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$250,000	\$-	\$-	\$-	\$-	\$-	\$250,000
<b>Total</b>	<b>\$250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Regional Park Offsite Roadway Improvements –  
Bowlin Rd, SR347 & MLK Blvd**

**Project No. 33010**

Project Cost: \$2,300,000  
 Previous Cost: \$125,000  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project is planned to access the Regional Park property and future recreational facilities. City Council approved the construction contract as part of the Regional Park Design-Build Contract.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Capital Street Projects	\$2,175,000	\$-	\$-	\$-	\$-	\$-	\$2,175,000
<b>Total</b>	<b>\$2,175,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,175,000</b>
<b>Funding Sources</b>							
County Road Tax	\$1,500,000	\$-	\$-	\$-	\$-	\$-	\$1,500,000
Transportation DIF Fund	675,000	-	-	-	-	-	675,000
<b>Total</b>	<b>\$2,175,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,175,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Roosevelt & Lexington Drainage Project

Project No. 34003

Project Cost: \$100,000  
 Previous Cost: \$21,844  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project will improve the intersection of Roosevelt & Lexington and eliminate the localized flooding that occurs during storm events at this intersection.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services (Street Projects)	\$78,156	\$-	\$-	\$-	\$-	\$-	\$78,156
<b>Total</b>	<b>\$78,156</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$78,156</b>
<b>Funding Sources</b>							
County Road Tax	\$78,156	\$-	\$-	\$-	\$-	\$-	\$78,156
<b>Total</b>	<b>\$78,156</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$78,156</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**Safe Routes to School – SR347 Sidewalk Bowlin Rd to Ak-Chin**

**Project No. NA**

Project Cost:	\$232,406
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project consists of installing a 2,800 linear foot long sidewalk. The sidewalk will be located along the west side of SR347 between Juan Street and Bowlin Road. This will connect the City of Maricopa to the Ak-Chin Indian Community.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Capital Street Projects	\$232,406	\$-	\$-	\$-	\$-	\$-	\$232,406
<b>Total</b>	<b>\$232,406</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$232,406</b>

#### Funding Sources

Grants Fund	\$232,406	\$-	\$-	\$-	\$-	\$-	\$232,406
<b>Total</b>	<b>\$232,406</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$232,406</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Santa Cruz Wash Regional Flood Control Solution

### Project No. 31005

Project Cost:	\$9,450,000
Previous Cost:	\$890,234
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding for the City of Maricopa's portion of the Santa Cruz Regional Flood Control Solution.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Other	\$850,000	\$-	\$-	\$-	\$-	\$-	\$850,000
Improvements (non-Building)	5,709,766	2,000,000	-	-	-	-	7,709,766
<b>Total</b>	<b>\$6,559,766</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$8,559,766</b>

### Funding Sources

Outside Reimbursables	\$6,559,766	\$2,000,000	\$-	\$-	\$-	\$-	\$8,559,766
<b>Total</b>	<b>\$6,559,766</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$8,559,766</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Self-Contained Breathing Apparatus (SCBA)

Project No. NA

Project Cost: \$357,280  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: This project will replace Self Contained Breathing Apparatus (SCBA) equipment that has reached its end of service life.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Machinery	\$-	\$-	\$-	\$357,280	\$-	\$-	\$357,280
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$357,280</b>	<b>\$-</b>	<b>\$-</b>	<b>\$357,280</b>
<b>Funding Sources</b>							
Fire DIF Fund	\$-	\$-	\$-	\$357,280	\$-	\$-	\$357,280
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$357,280</b>	<b>\$-</b>	<b>\$-</b>	<b>\$357,280</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Signal @ Hartman Road & Honeycutt Road

Project No. NA

Project Cost: \$400,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project consists of the construction of a traffic signal at the intersection of Hartman Road and Honeycutt Road.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Design Services (non-Building)	\$-	\$-	\$50,000	\$-	\$-	\$-	\$50,000
Improvements (non-Building)	-	-	-	350,000	-	-	350,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>	<b>\$350,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$400,000</b>

### Funding Sources

HURF	\$-	\$-	\$50,000	\$350,000	\$-	\$-	\$400,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>	<b>\$350,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$400,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Signal @ White & Parker Road and Honeycutt Road

Project No. NA

Project Cost:	\$350,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project consists of the construction of a traffic signal at the intersection of Honeycutt Road and White & Parker Road.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services (non-Building)	\$-	\$50,000	\$-	\$-	\$-	\$-	\$50,000
Improvements (non-Building)	-	300,000	-	-	-	-	300,000
<b>Total</b>	<b>\$-</b>	<b>\$350,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$350,000</b>
<b>Funding Sources</b>							
HURF	\$-	\$350,000	\$-	\$-	\$-	\$-	\$350,000
<b>Total</b>	<b>\$-</b>	<b>\$350,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$350,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Skip Loader

Project No. NA

Project Cost: \$80,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project provides funding for equipment that will efficiently load material. This is a replacement vehicle.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Heavy Equipment	\$-	\$80,000	\$-	\$-	\$-	\$-	\$80,000
<b>Total</b>	<b>\$-</b>	<b>\$80,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,000</b>

### Funding Sources

HURF	\$-	\$80,000	\$-	\$-	\$-	\$-	\$80,000
<b>Total</b>	<b>\$-</b>	<b>\$80,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$80,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Small Dump Truck (1-Ton)

Project No. NA

Project Cost:	\$50,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding for the purchase of a dump truck to be utilized for road maintenance, debris management and hauling needs for the citywide street system. This is a replacement vehicle.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Vehicles	\$-	\$-	\$50,000	\$-	\$-	\$-	\$50,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>

#### Funding Sources

HURF	\$-	\$-	\$50,000	\$-	\$-	\$-	\$50,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$50,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Smith Enke & Porter Road Intersection Improvements

Project No. NA

Project Cost: \$750,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project funds improvements at the intersection of Smith Enke Rd. and Porter Rd. 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 intersection.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Capital Street Projects	\$750,000	\$-	\$-	\$-	\$-	\$-	\$750,000
<b>Total</b>	<b>\$750,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$750,000</b>

### Funding Sources

Transportation DIF Fund	\$750,000	\$-	\$-	\$-	\$-	\$-	\$750,000
<b>Total</b>	<b>\$750,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$750,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### SR347 Overpass Project: Amtrak Station Relocation

Project No. 35016

Project Cost:	\$1,800,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project is to facilitate relocation of the Amtrak Station. This is a City Council requested project. Funding for \$1.5 million has been allocated from the General Governmental CIP Fund, and a grant from the Gila River Indian Community (GRIC) was awarded in FY12-13 for \$300,000.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
Construction - Contracted	1,500,000	-	-	-	-	-	1,500,000
<b>Total</b>	<b>\$1,800,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,800,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$1,500,000	\$-	\$-	\$-	\$-	\$-	\$1,500,000
Grants Fund	300,000	-	-	-	-	-	300,000
<b>Total</b>	<b>\$1,800,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,800,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### SR347 Overpass Project: Design Concept Report

Project No. NA

Project Cost:	\$500,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding for the City's contribution to the SR347 Grade Separation Design Concept Report (DCR) that is being managed by the Arizona Department of Transportation.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Improvements (non-Building)	\$500,000	\$-	\$-	\$-	\$-	\$-	\$500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$500,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$500,000	\$-	\$-	\$-	\$-	\$-	\$500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$500,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### SR347 Overpass Project: Grant Funded Projects

Project No. NA

Project Cost:	\$62,000,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	The SR347 Grade Separation Project in its entirety has various elements needing to be completed to provide an overall project which helps to address the long-term regional transportation needs of the community.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Capital Street Projects	\$62,000,000	\$-	\$-	\$-	\$-	\$-	\$62,000,000
<b>Total</b>	<b>\$62,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$62,000,000</b>
<b>Funding Sources</b>							
Grants Fund	\$62,000,000	\$-	\$-	\$-	\$-	\$-	\$62,000,000
<b>Total</b>	<b>\$62,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$62,000,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**SR347 Overpass Project: Honeycutt Rd from SR347 to MCG Hwy Improvements**

**Project No. 35021**

Project Cost:	\$4,805,812
Previous Cost:	\$40,812
O&M Impact:	\$0
Department:	Development Services
Description:	Honeycutt Rd improvement projects will provide a minimum of four lanes on Honeycutt Road from SR347 to the Maricopa-Casa Grande Highway.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Land	\$1,390,000	\$-	\$-	\$-	\$-	\$-	\$1,390,000
Design Services (Street Projects)	500,000	-	-	-	-	-	500,000
Capital Street Projects	750,000	1,250,000	-	875,000	-	-	2,875,000
<b>Total</b>	<b>\$2,640,000</b>	<b>\$1,250,000</b>	<b>\$-</b>	<b>\$875,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,765,000</b>
<b>Funding Sources</b>							
Transportation DIF Fund	\$2,640,000	1,250,000	\$-	\$875,000	\$-	\$-	\$4,765,000
<b>Total</b>	<b>\$2,640,000</b>	<b>\$1,250,000</b>	<b>\$-</b>	<b>\$875,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$4,765,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### SR347 Overpass Project: Transportation Center

Project No. NA

Project Cost:	\$1,000,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This projected provides funding for the construction of a permanent transportation center for the Maricopa bus service and private providers.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Construction - Contracted	\$1,000,000	\$-	\$-	\$-	\$-	\$-	\$1,000,000
<b>Total</b>	<b>\$1,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,000,000</b>

#### Funding Sources

Gen Govt CIP Fund	\$1,000,000	\$-	\$-	\$-	\$-	\$-	\$1,000,000
<b>Total</b>	<b>\$1,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$1,000,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### State Special Projects Grant

### Project No. NA

Project Cost: \$300,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: The City receives Community Development Block Grant Funds issued through the Arizona Department of Housing to fund special projects approved by City Council. State Special Projects is a competitive grant process.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Improvements (non-Building)	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Funding Sources

Grants Fund	\$300,000	\$-	\$-	\$-	\$-	\$-	\$300,000
<b>Total</b>	<b>\$300,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$300,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Street Maintenance

Project No. NA

Project Cost:	\$18,400,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides additional funding for street maintenance of an ever increasing number of streets included in the street maintenance program. This project includes preventive maintenance of street infrastructure, crack sealing, acrylic sealing, slurry sealing and overlay based on the age of each street.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Capital Street Projects	\$2,000,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$10,000,000	\$18,400,000
<b>Total</b>	<b>\$2,000,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$10,000,000</b>	<b>\$18,400,000</b>

#### Funding Sources

County Road Tax	\$1,000,000	\$1,600,000	\$1,600,000	\$1,600,000	\$1,600,000	\$10,000,000	\$17,400,000
Local Rd Maintenance Fund	1,000,000	-	-	-	-	-	1,000,000
<b>Total</b>	<b>\$2,000,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$1,600,000</b>	<b>\$10,000,000</b>	<b>\$18,400,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Street Sweepers

Project No. NA

Project Cost:	\$700,000
Previous Cost:	\$0
O&M Impact:	\$0
Department:	Development Services
Description:	This project provides funding for equipment used for road maintenance and cleaning of the citywide street system. This will replace the existing fleet of two sweepers. As these are replacement items, operating costs are already included in the operating budget.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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### Expenditures

Heavy Equipment	\$225,000	\$225,000	\$-	\$-	\$-	\$250,000	\$700,000
<b>Total</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$700,000</b>

### Funding Sources

HURF	\$225,000	\$225,000	\$-	\$-	\$-	\$250,000	\$700,000
<b>Total</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$250,000</b>	<b>\$700,000</b>

### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Tandem-Axle Dump Truck

Project No. NA

Project Cost: \$110,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project provides funding for the purchase of a tandem axle dump truck for the purpose of maintaining the citywide street system. This will be a replacement vehicle.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Vehicles	\$-	\$-	\$-	\$110,000	\$-	\$-	\$110,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$110,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$110,000</b>
<b>Funding Sources</b>							
HURF	\$-	\$-	\$-	\$110,000	\$-	\$-	\$110,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$110,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$110,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

### Telestaff Scheduling and Staffing Software

Project No. NA

Project Cost: \$85,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Fire Department  
 Description: This project provides funding for the software and hardware required to institute electronic staffing and scheduling for the Fire Department. The purpose of this project is to reduce manpower and improve efficiency within the department.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Computer Equipment	\$-	\$-	\$-	\$-	\$-	\$85,000	\$85,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$85,000</b>	<b>\$85,000</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$-	\$-	\$-	\$-	\$-	\$85,000	\$85,000
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$85,000</b>	<b>\$85,000</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**UPRR Grade Separation Study/Design – White & Parker Road**

**Project No. 11408**

Project Cost: \$937,187  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 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 crossing will be closed.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Design Services (non-Building)	\$937,187	\$-	\$-	\$-	\$-	\$-	\$937,187
<b>Total</b>	<b>\$937,187</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$937,187</b>
<b>Funding Sources</b>							
Grants Fund	\$937,187	\$-	\$-	\$-	\$-	\$-	\$937,187
<b>Total</b>	<b>\$937,187</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$937,187</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Water Tank Construction @ 7 Ranches**

**Project No. 34001**

Project Cost: \$407,816  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: Per a settlement agreement with M.A. Maricopa, the City of Maricopa is required to construct a water tank for the 7 Ranches Water District.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
<b>Expenditures</b>							
Improvements (non-Building)	\$407,816	\$-	\$-	\$-	\$-	\$-	\$407,816
<b>Total</b>	<b>\$407,816</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$407,816</b>
<b>Funding Sources</b>							
Gen Govt CIP Fund	\$407,816	\$-	\$-	\$-	\$-	\$-	\$407,816
<b>Total</b>	<b>\$407,816</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$407,816</b>
<b>Budget Impact</b>							
Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**White & Parker – City Hall Property Frontage Half Street Improvements**      **Project No. 35027**

Project Cost: \$2,750,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project will provide funding for 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.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Design Services (Street Projects)	\$-	\$500,000	\$-	\$-	\$-	\$-	\$500,000
Capital Street Projects	-	-	1,250,000	-	-	-	1,250,000
Land	-	-	1,000,000	-	-	-	1,000,000
<b>Total</b>	<b>\$-</b>	<b>\$500,000</b>	<b>\$2,250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Funding Sources

Transportation DIF Fund	\$-	\$500,000	\$2,250,000	\$-	\$-	\$-	\$2,750,000
<b>Total</b>	<b>\$-</b>	<b>\$500,000</b>	<b>\$2,250,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,750,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

**White & Parker Road – South of Honeycutt Road to Cowpath (7 Ranches) Half Street Improvements**

**Project No. NA**

Project Cost: \$2,500,000  
 Previous Cost: \$0  
 O&M Impact: \$0  
 Department: Development Services  
 Description: This project will design and construct the improvements of White & Parker Road to major arterial standards.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Capital Street Projects	\$-	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Design Services (Street Projects)	500,000	-	-	-	-	-	500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,500,000</b>

#### Funding Sources

Transportation DIF Fund	\$500,000	\$2,000,000	\$-	\$-	\$-	\$-	\$2,500,000
<b>Total</b>	<b>\$500,000</b>	<b>\$2,000,000</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$2,500,000</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

## CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

### PROJECT DESCRIPTION

#### Zoning Code Rewrite

Project No. NA

Project Cost:	\$330,750
Previous Cost:	\$125,000
O&M Impact:	\$0
Department:	Development Services
Description:	This project is an update to the existing City of Maricopa Zoning Code, creating an innovative and integrated municipal zoning code based on Smart Growth principles and is user friendly for the public as well as the development community.

	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-23	10-YEAR TOTAL
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#### Expenditures

Other	\$205,750	\$-	\$-	\$-	\$-	\$-	\$205,750
<b>Total</b>	<b>\$205,750</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$205,750</b>

#### Funding Sources

Transportation DIF Fund	\$205,750	\$-	\$-	\$-	\$-	\$-	\$205,750
<b>Total</b>	<b>\$205,750</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$205,750</b>

#### Budget Impact

Total O&M Costs	\$-	\$-	\$-	\$-	\$-	\$-	\$-
<b>Total</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>



# Financial Policies

*Christ Price  
Edward J. Daniels  
Julie Rose  
[Signature]  
Leon Pette  
Brenda S. Zwick*

## Introduction

The City of Maricopa financial 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.
  - 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.
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.

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 in 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 30% of current year budget expenditures. After completion of the annual audit, if the undesignated fund balance exceeds 30%, 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.

## Investment Policy

### ***SECTION 1: PURPOSE***

The purpose of this policy is to create a guide for the investment of City funds and to take advantage of resources not available to the City through the Local Government Investment Pool maintained by the Arizona State Treasurer's Office.

Therefore, it is the investment policy of the City and its designee, the Finance Director to maintain the safety of principal, maintain liquidity to meet cash flow needs and provide competitive investment returns as identified below. The Finance Director will strive to invest with the judgment and care that prudent individuals would exercise in their own affairs.

### ***SECTION 2: GOVERNING AUTHORITY***

The City invest in conformance with Federal, State and other legal requirements, primarily outlined in A.R.S. §35-323.



### **SECTION 3: SCOPE**

This policy applies to the City's investments.

The City will consolidate cash and reserve balances from all funds to maximize investment earnings and increase efficiencies with investment management pricing, safekeeping costs and administration costs, except for cash in certain restricted and/or trust funds, which are exempted from this policy.

Investment income will be allocated to funds based on their respective participation and in accordance with generally accepted accounting principles.

Investments that need to restrict yield for purposes of the Internal Revenue Service's Arbitrage Bond Regulations will be deposited into a separate account and invested in a manner that meets IRS arbitrage guidelines.

### **SECTION 4: INVESTMENT POLICY OBJECTIVES**

The primary investment objectives of the City in order of priority are safety, liquidity, and optimal yield as defined below:

1. Safety - Investments shall preserve capital. The objective will be to prudently mitigate credit risk and interest rate risk. It is understood by the City that no investment is completely free of risk.
  - a. Credit Risk – The City will mitigate credit risk, which is defined as the risk of loss due to the failure of the security issuer or backer, by:
    - i. Limiting investments in the portfolio to the asset classes designated as acceptable in A.R.S. §35-323. When possible, analysis of the credit worthiness of debt issuers held in the portfolio should be conducted annually to guard against investing in weak or deteriorating credit situations;
    - ii. Diversifying the investment portfolio to limit potential losses. Specific diversification parameters will be noted in Section 8;
    - iii. Utilizing external research and advice on current global economic condition and impacts on domestic corporate credit quality.
  - b. Interest Rate Risk – The City will mitigate interest rate risk, which is defined as the risk that the market value of securities will decline due to increases in market interest rates subsequent to their purchase and prior to their maturity, by:
    - i. Structuring the investment portfolio so that securities mature concurrent with cash requirements for operations, thereby avoiding, as much as possible, the need to sell securities into an adverse market environment prior to maturity;
    - ii. Utilizing external research and advice on current interest rate outlook and global economic condition to optimize portfolio duration strategy.
2. Liquidity - The investment portfolio shall remain sufficiently liquid to meet anticipated cash flows by structuring the portfolio so that securities mature concurrent with anticipated cash flow needs (static liquidity). Furthermore, because all cash demands cannot be anticipated, the portfolio should consist of securities with an active secondary market (dynamic liquidity).

3. Optimal Yield – The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:
  - a. A security with declining credit may be sold early to minimize loss of principal.
  - b. A security swap would improve the quality or yield in the portfolio.
  - c. Liquidity needs of the portfolio require that the security be sold.

### ***SECTION 5: INVESTMENT MANAGEMENT AUTHORITY***

Authority to manage internally or to delegate investment management to an external manager is granted to the Finance Director. If all or a portion of the investments are managed externally, the Finance Director is responsible for:

1. Periodic investment portfolio reporting;
2. Evaluating the performance of the externally managed portfolio;
3. Monitoring manager compliance with the investment policy;
4. Conveying investment needs to the external manager;
5. Developing investment strategy with the external manager.

### ***SECTION 6: AUTHORIZED FINANCIAL INSTITUTIONS, DEPOSITORIES, AND BROKER/DEALERS***

1. A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security broker/dealers selected by creditworthiness (e.g. a minimum capital requirement of \$ 10,000,000 and at least five years of operation). These may include “primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule).
2. All financial institutions and broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:
  - a. Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines.
  - b. Proof of certification by the Financial Industry National Regulatory Association (FINRA) (not applicable to Certificate of Deposit counterparties)
  - c. Proof of state registration
  - d. Completed broker/dealer questionnaire (not applicable to Certificate of Deposit counterparties)
  - e. Certification of having read and understood and agreeing to comply with the City’s investment policy.
  - f. Evidence of adequate insurance coverage.

3. An annual review of the financial condition and registration of all qualified financial institutions and broker/dealers will be conducted by the finance director.

### ***SECTION 7: PORTFOLIO CRITERIA***

**Acceptable Asset Classes** - Consistent with the City's investment policy objectives and A.R.S. §35-323A, the following investments will be permitted by this policy:

1. Certificates of deposit in eligible depositories.
2. Interest bearing savings accounts in banks and savings and loan institutions doing business in this state whose accounts are insured by federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.
3. Repurchase agreements with a maximum maturity of one hundred eighty days.
4. The pooled investment funds established by the state treasurer pursuant to A.R.S. § 35-326.
5. Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities.
6. Bonds or other evidences of indebtedness of this state or any of its counties, incorporated cities or towns or school districts.
7. Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district within this state that are payable from revenues, earnings or a special tax specifically pledged for the payment of the principal and interest on the obligations, and for the payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if such obligations were issued less than five years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five years of the investment.
8. Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district in this state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:
  - a. The face value of all such obligations, and similar obligations outstanding, exceeds fifty per cent of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
  - b. A default in payment of principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if the obligations were issued less than five years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five years of the investment.

9. Commercial paper of prime quality that is rated "P1" by Moody's investor's service or rated "A1" or better by Standard and Poor's rating service or their successors. All commercial paper must be issued by corporations organized and doing business in the United States.
10. Bonds, debentures and notes that are issued by corporations organized and doing business in the United States and that are rated "A" or better by Moody's Investor Service or Standard and Poor's rating service or their successors.
11. All other investments of operating funds are thereby prohibited from consideration for investment. Furthermore, the City may desire to be more conservative in its investment portfolio and restrict or prohibit certain of the investments listed above.
12. The Finance Director shall invest trust and restricted funds in accordance with A.R.S. §35-324, A.R.S. §35-328 and the terms of the trust or controlling documents, if any.

**Benchmark** – The performance of an actively managed portfolio on behalf of the City will be expected to at least match the performance of the Local Government Investment Pool during any one-year period. Occasionally, based on the liquidity needs and the portfolio strategy of the City it may be reasonable and desirable to measure portfolio performance against a total return benchmark. The Finance Director shall define such a benchmark.

**Maturity Parameters:**

- a. Operating Funds Maximum Maturity: 3 Years
- b. Operating Funds Weighted Average Maturity 1.5 Years
- c. Maximum Maturity for Repurchase Agreements: 180 Days

**Concentration and Diversification** – At the time of purchase a maximum of 5% of the market value of the portfolio may be invested in debt issued by any single entity. Debt backed by the United States Treasury or GSE's are exempt from this concentration criterion.

**Minimum Acceptable Credit Quality** – As indicated in the table below, all corporate portfolio holdings at the time of purchase must have a minimum rating (\*) by at least one of the Nationally Recognized Statistical Rating Organizations (NRSRO's).

Short Term Rating	Not lower than the City of Maricopa current G.O. Bond Rating or its commensurate short term rating *
Long Term Rating	One grade higher than the City of Maricopa current G.O. Bond Rating *

*\*In no case shall the rating be lower than that required by A.R.S. §35-323, as amended.*

**Safekeeping and Custody:**

- a. Delivery vs. Payment - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.
- b. Safekeeping - Securities will be held by a custodian selected by the City and evidenced by custodial reports. The safekeeping institution shall annually provide a copy of their most recent report on internal controls (Statement of Auditing Standards No. 70, or SAS 70).

## **SECTION 8: REPORTING**

1. The Finance Director shall report investment activity to the Council at least quarterly. The purpose of the report is to enable the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report should include:
  - a. The realized and unrealized gains or losses in the portfolio;
  - b. The maturity date of each security held in the portfolio;
  - c. The book value and market value of each security in the portfolio;
  - d. The percentage of the total portfolio market value that each security represents;
  - e. The yield to maturity of the portfolio and of each security held in the portfolio;
  - f. The periodic interest earnings of each security held in the portfolio;
  - g. The credit quality of each security held in the portfolio;
  - h. The weighted average maturity of the portfolio;
  - i. A periodic summary of portfolio transactions, including fees incurred for external management and custody services.
2. A list of individual securities held at the end of the reporting period;
3. Custodian Reconciliation – The report of investment holdings shall be reconciled within 30 days of the close of each month to the Finance Director’s custodian bank. Discrepancies shall be reported to the Finance Director.

## **SECTION 9: ETHICS AND CONFLICTS OF INTEREST**

Officers and employees involved in the investment process shall refrain from personal business activities that could conflict with the proper execution and management of the investment program or that could impair their ability to make impartial decisions. Employees and investment officials shall disclose, within sixty (60) days, any material interests in financial institutions with which they conduct business. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees and officers shall refrain from undertaking personal investment transactions with the same individual with which business is conducted on behalf of the City.

## **SECTION 10: INVESTMENT POLICY GUIDELINE GLOSSARY**

1. U.S. Treasury Bills, Notes and Bonds: U.S. government guaranteed securities. Represent the most liquid and creditworthy security in the domestic market.
2. U.S. Federal Agency Securities: Debt obligations issued by agencies of the U.S. government such as the Federal National Mortgage Association (FNMA) and the Federal Farm Credit Bank (FFCB). While not explicitly guaranteed by the government, the securities are generally traded with an “implied” guarantee.
3. Repurchase Agreements: Standardized, simultaneous purchase and sale of the same security by approved brokers/dealers. Repurchase Agreements are, in effect, short-term (overnight) loans collateralized by securities. Two types of collateral are authorized: U.S. Treasury securities and U.S. Government Agency securities.

4. Commercial Paper: An unsecured promissory note (maturities 1-270 days) issued by banks, corporations, public entities and finance companies.
5. Corporate Notes and Bonds: Corporate debt instrument. Maturities range from nine months to 30 years.
6. Floating Rate Securities: Corporate or Federal Agency debt in which the periodic coupon is reset based upon a formula stated at the time of issue.
7. Municipal Obligations: Taxable or tax-exempt municipal securities typically secured by general governmental funds from tax revenue or a municipally operated enterprise.
8. Certificates of Deposit: A marketable receipt for funds deposited in a bank or thrift institution for a specific time period at a stated rate of interest.
9. Funds Maximum Maturity: The longest acceptable time to maturity that any one security in the portfolio may have at the time of purchase.
10. Maximum Maturity for Repurchase Agreements: The longest acceptable time to maturity that any one repurchase agreement in the portfolio may have at the time of purchase.
11. Portfolio Duration Target: Duration is the weighted average maturity of a portfolio's cash flows, where the present values of the cash flows serve as the weights. Thus, portfolio duration target is a pre-determined duration at which a portfolio is expected to be maintained.
12. Portfolio Duration Range: An acceptable range in which the actual portfolio duration can deviate from the Portfolio Duration Target.
13. Prudence: The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." Source: GFOA Sample Investment Policy
14. Delegation of Authority: Authority to manage the investment program is granted to the Finance Director or his designee and derived from the following: A.R.S. §§35-321, 35 323. Responsibility for the operation of the investment program is hereby delegated to the investment officer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements and

collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. Source: GFOA Sample Investment Policy

15. Weighted Average Maturity: The weighted average time until all securities in a portfolio mature.

## 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.

## Debt Issuance

1. The City may issue debt to finance capital projects in accordance with the Capital Improvement Plan.
2. The City will issue debt with a target maturity ranging between five (5) and thirty (30) years with the final maturity not to exceed the useful life of the capital project.
3. Where possible, the City will structure debt issues to create annual level debt service payments
4. The City will use investment earnings from debt proceed to pay debt service unless otherwise committed towards a capital project or as otherwise directed by bond restrictions and covenants.
5. The City will fund a debt service reserve when required by rating agencies, bond insurers, or existing bond covenants.
6. The City may issue the following types of long-term debt:
  - a. General Obligation Bonds authorized by voters and repaid with secondary property taxes or from other lawfully available and authorized sources.



- b. Revenue Bonds authorized, as required, by either voters or the Council and repaid by revenue generated by the capital project, highway user revenues, excise taxes, or other lawfully available and authorized sources.
  - c. Annual Appropriation Debt authorized by the Council and repaid by lawfully available and authorized sources.
  - d. Assessment Bonds authorized by the Council after the Council forms a special taxing district in accordance with State statutes.
7. The City may oversee the issuance of Community Facility District debt in accordance with the City's expanded policy on Community Facility Districts.
  8. The City will prohibit the City's financial advisor from underwriting any debt directly issued by the City or special districts sponsored by the City within a negotiated underwriting of debt offered through public sale. This underwriting prohibition does not include:
    - a. competitive bond sales when the City authorizes the financial advisor to submit a competitive bid,
    - b. conduit bond issues by financing authorities on behalf of the City, and limited offerings, private placements, or other underwritings not offered through public sale.

## **Debt Management: Written Policies and Procedures for Tax-Advantaged Bonds**

### ***SECTION 1: PURPOSE***

1. The City has issued and may in the future issue tax-exempt obligations (including, without limitation, bonds, notes, loans, leases and certificates), tax credit obligations and "direct-pay" tax credit obligations (together, "tax-advantaged bonds") that are subject to certain requirements under the Internal Revenue Code of 1986, as amended (the "Code").
2. The City has established these policies and procedures (the "Procedures") to ensure the City complies with applicable Code requirements. These Procedures and requirements contained in the Arbitrage and Tax Certificate (the "Tax Certificate") or other operative documents related to an issuance of tax-advantaged bonds, are written procedures for ongoing compliance with applicable Federal tax requirements and for timely identification and remediation of violations of such requirements.

### ***SECTION 2: RESPONSIBLE OFFICER***

1. The Finance Director (the "Responsible Officer") will have overall responsibility to ensure the City complies with these Procedures.
2. The Responsible Officer shall identify additional persons who will be responsible for the Procedures, notify them of their responsibilities, and provide copies of the Procedures. Upon employee or officer transitions, new personnel should be advised of responsibilities under the Procedures to ensure they understand the importance of the Procedures.

3. The Responsible Officer and other responsible persons shall receive appropriate training that includes the review of and familiarity with:
  - a. These Procedures,
  - b. Applicable Code requirements,
  - c. Tax-advantaged bonds that must be monitored,
  - d. Facilities (or portions thereof) financed with proceeds of tax-advantaged bonds,
  - e. Requirements contained in the Tax Certificate or other operative documents contained in the transcript, and
  - f. Procedures required to correct noncompliance with Code requirements in a timely manner.

### ***SECTION 3: CHANGE IN BOND TERMS***

If any changes to the terms of the bonds are contemplated, bond counsel must be consulted. Such modifications could result in a reissuance, i.e., a deemed refunding, of the bonds which could jeopardize the status of tax-advantaged bonds.

### ***SECTION 4: ISSUE PRICE FOR TAX-ADVANTAGED BONDS AND PREMIUM LIMIT FOR DIRECT-PAY BONDS***

1. To document the issue price of tax-advantaged bonds, the Responsible Officer shall consult with bond counsel and obtain a written certification from the underwriter, placement agent or other bond purchaser as to the offering price of the bonds in a form and substance acceptable to the City and bond counsel.
2. Prior to issuing Direct-Pay Bonds such as Build America Bonds or similar bonds authorized in the future, the Responsible Officer shall consult with bond counsel and the City's financial advisors to assure that the premium on each maturity of the Direct-Pay Bonds (stated as a percentage of principal amount) does not exceed one-quarter of one-percent (0.25%) multiplied by the number of complete years to the earlier of the final maturity of the bonds or, generally, the earliest call date of the bonds, and that the excess of the issue price of the bonds over the price at which the bonds are sold to the underwriter or placement agent, when combined with other issuance costs paid from proceeds of the bonds, does not exceed 2% of the sale proceeds of the bonds.

### ***SECTION 5: IRS FILINGS***

The Responsible Officer will confirm that bond counsel has filed the applicable IRS information reports on a timely basis, and maintain copies of such forms including evidence of timely filing as part of the issue transcript. The information reports vary by type of tax-advantaged bonds and can include:

1. Forms 8038, 8038G, 8038-B, or 8038-TC applicable to most tax-advantaged bonds.
2. Form 8038-CP for Direct-Pay Bonds (including Build America Bonds) to ensure the proper amount of interest is reported and the proper amount of subsidy is requested for each interest payment date. If the Subsidy is to be paid to a person other than the City (i.e., the bond trustee), the Responsible Officer shall obtain and record the contact information of that person, and ensure that it is properly shown on Form 8038-CP so that the direct payment will be made to the proper person.

3. Forms 8038-T or 8038-R applicable to the payment of rebate or yield reduction payments in a timely manner as further detailed in Section 11. The Responsible Officer shall also monitor if the City is eligible to receive a refund of prior rebate payments and file for a refund using an IRS Form 8038-R.

## **SECTION 6: USE OF PROCEEDS**

The Responsible Officer or other responsible person shall ensure and monitor the appropriate use of proceeds as detailed in this section.

1. **Consistent Accounting Procedures.** Maintain clear and consistent accounting procedures for tracking the investment and expenditures of bond proceeds, including investment earnings on bond proceeds.
2. **Reimbursement Allocations at Closing.** At or shortly after closing of a bond issue, ensure that any allocations for reimbursement expenditures comply with the Tax Certificate.
3. **Timely Expenditure of Bond Proceeds.** Monitor that sale proceeds and investment earnings are spent in a timely fashion consistent with the requirements of the Tax Certificate.
4. **Costs of Issuance.** With respect to Direct-Pay Bonds and qualified private activity bonds, monitor that no more than 2% of the sale proceeds are used to pay costs of issuance.
5. **Qualified Use of Proceeds.** As required by the type of tax-advantaged bonds issued and in coordination with Bond Counsel:
  - a. Determine the correct amount of available project proceeds.
  - b. Monitor that 100% of sale proceeds and investment earnings (other than costs of issuance or a reasonably required reserve fund) are allocated to eligible and qualifying expenditures in a timely fashion consistent with the Tax Certificate.
  - c. As applicable, ensure compliance with "Davis Bacon" requirements.
  - d. As applicable, redeem bonds in accordance with Code requirements.
6. **Requisitions.** Utilize requisitions to draw down bond proceeds, and ensure that each requisition details when and how bond proceeds were spent – review requisitions before submission to ensure proper use of bond proceeds to minimize reallocations.
7. **Final Allocation.** Ensure a final allocation of bond proceeds and investment earnings to qualifying expenditures is made if bond proceeds are allocated to project expenditures on a basis other than "direct tracing" (direct tracing means treating the bond proceeds as spent as shown in the accounting records for bond draws and project expenditures). An allocation other than "direct tracing" is often made to reduce the private business use. This allocation must be made within 18 months after the later of the date the expenditure was made or the date the project was placed in service, but not later than five years and 60 days after the date the bonds are issued (or 60 days after the bond issue is retired, if earlier). Bond counsel can assist with the final allocation of bond proceeds to project costs. Maintain a copy of the final allocation in the records for the tax-advantaged bond.

8. **Maintenance and Retention of Records Relating to Proceeds.** Maintain records of all project and other costs (e.g., costs of issuance, credit enhancement and capitalized interest) and uses (e.g., deposits to a reserve fund) for which bond proceeds were spent or used. These records should be maintained separately for each issue of bonds for the period indicated under Section 13.

## ***SECTION 7: MONITORING PRIVATE BUSINESS USE***

For tax-advantaged bonds subject to the private activity bond limitations provided in the Code (e.g., governmental bonds and qualified 501(c)(3) bonds), the Responsible Officer or other responsible person shall ensure and monitor the appropriate use of proceeds as detailed within this section.

1. **Identify Bond-Financed Facilities.** Identify or “map” which outstanding bond issues financed which facilities and in what amounts.
2. **Review of Contracts with Private Persons.** Review all of the following contracts or arrangements with non-governmental persons or organizations or the federal government (collectively referred to as “private persons”) for bond-financed facilities which could result in private business use of the facilities:
  - a. Sales of bond-financed facilities;
  - b. Leases of bond-financed facilities;
  - c. Management or service contracts relating to bond-financed facilities;
  - d. Research contracts under which a private person sponsors research in bond-financed facilities; and
  - e. Any other contracts involving “special legal entitlements” (such as naming rights or exclusive provider arrangements) granted to a private person with respect to bond-financed facilities.
3. **Counsel Review of New Contracts or Amendments.** Before amending an existing agreement with a private person or entering into any new lease, management, service, or research agreement with a private person, consult counsel to review such amendment or agreement to determine if it results in private business use.
4. **Establish Procedures to Ensure Proper Use and Ownership.** Establish procedures to ensure that bond-financed facilities are not used for private use without written approval of the Responsible Officer or other responsible person. For qualified 501(c)(3) bonds, establish procedures to ensure that the bond-financed facilities continue to be owned by a qualified 501(c)(3) organization or a governmental unit.
5. **Analyze Use.** Analyze any private business use of bond-financed facilities and, for each issue of bonds, determine whether the 10% limit on private business use (5% in the case of qualified 501(c)(3) bonds or “unrelated or disproportionate” private business use) is exceeded, and contact bond counsel or other tax advisors if either of these limits appears to be exceeded.
6. **Remediation if Limits Exceeded.** If it appears that private business use limits are exceeded, immediately consult with bond counsel to determine if a remedial action is required. If tax-advantaged bonds are required to be redeemed or defeased to comply with remedial action rules, such redemption or defeasance must occur within 90 days of the date a deliberate action is taken that results in a violation of the private business use limits.

7. **Maintenance and Retention of Records Relating to Private Use.** Retain copies of all of the above contracts or arrangements with private persons for the period indicated under Section 13.

### ***SECTION 8: MONITORING USE OF FACILITIES FINANCED WITH QUALIFIED PRIVATE ACTIVITY BONDS***

For tax-advantaged bonds not subject to the private activity bond limitations, but subject to Code limitations as to the qualifying use of proceeds and qualifying use of bond-financed facilities (e.g., exempt facility bonds, qualified small issue bonds and qualified redevelopment bonds), the Responsible Officer or other responsible person shall ensure and monitor the appropriate use of proceeds as detailed within this section.

1. **Identify Bond-Financed Facilities.** Indemnify or “map” bond-financed facilities and assure that use is for an appropriate purpose.
2. **Review of Contracts with Private Persons.** If the bond-financed facilities are required to be governmentally owned, examine all leases, management contracts or other contracts with private persons to assure compliance with applicable safe-harbors for governmental ownership provided in the Code. Before amending an existing agreement or entering into any new lease, management or other contract, consult bond counsel to review such amendment or agreement to determine whether it complies with applicable safe harbors.
3. **Establish Procedures to Monitor Use.** Establish procedures to monitor that bond-financed facilities are not used for non-qualifying purposes. Require users of facilities to immediately notify the Responsible Officer or other responsible person if a change in use of the facilities is contemplated or occurs.
4. **Remediation if Limitations Exceeded.** If qualified use of facilities financed with tax-advantaged bonds changes to a non-qualified use, consult with bond counsel to determine if a remedial action. If tax-advantaged bonds are required to be redeemed or defeased in order to comply with the remedial action rules, such redemption or defeasance must occur within 90 days of the date an action is taken that causes the bonds to not be used for the qualifying purpose for which the bonds were issued.
5. **Maintenance and Retention of Records Relating to Qualifying Use.** Retain copies of all of the above contracts or arrangements with private persons for the period indicated under Section 13 below.

### ***SECTION 9: LOAN OF BOND PROCEEDS***

The Responsible Office or other responsible person shall consult bond counsel if a loan of proceeds of tax-advantaged bonds is contemplated. If proceeds of tax-advantaged bonds are permitted under the Code to be loaned to other entities and are in fact so loaned, require that the entities receiving a loan institute policies and procedures similar to the Procedures to ensure loan proceeds and financed facilities comply with Code limitations. Require loan recipients to annually report to the City ongoing compliance with the Procedures and Code requirements.

## **SECTION 10: SPECIAL REQUIREMENTS APPLICABLE TO SPECIFIED TAX CREDIT BONDS**

The Code has imposed in the past and may impose in the future additional requirements for "Specified Tax Credit Bonds." The Responsible Officer or other responsible person shall ensure and monitor the requirements of this section are met.

1. **Davis-Bacon Prevailing Wage Rate Requirements.** As required by applicable enabling statutes, some tax-advantaged bonds including Specified Tax Credit Bonds may require federal prevailing wage requirements (Davis-Bacon).
2. **Spending Requirements.** As required by applicable enabling statutes, Special Tax Credit Bonds have the following spending requirements:
  - a. One hundred percent of sale proceeds and investment earnings must be spent within the 3 year period beginning on the date of issuance (the "expenditure period");
  - b. A binding commitment with a third party to spend at least 10 percent of the sale proceeds and investment earnings (other than costs of issuance) ("available project proceeds") will be incurred within the six month period beginning on the date of issuance;
  - c. To the extent less than 100% of available project proceeds are not spent by the end of the expenditure period for qualified purposes, the City must redeem all of the "nonqualified bonds" within 90 days after the end of the expenditure period (with the assistance of bond counsel);
  - d. The expenditure period may be extended beyond the initial three year period by the U.S. Treasury upon the request of the City when failure to spend the available project proceeds within three years was due to a reasonable cause and that spending will continue with due diligence.
3. **Sinking Funds.** Special rules permit Specified Tax Credit Bonds to be structured with sinking funds not be subject to rebate. These sinking funds must be structured as follows:
  - a. The sinking fund may not be funded more rapidly than in equal monthly installments;
  - b. The sinking fund may only be funded in an amount not greater than the amount necessary to repay the bond issue; and
  - c. The yield on the investments in the sinking fund may not exceed the published permitted sinking fund yield for the sale date (which is set forth in the Tax Certificate).
4. **Prohibition on Financial Conflicts of Interest.** Upon the issuance of Specified Tax Credit Bonds, the City certified that applicable State and local laws governing conflicts of interest were followed with respect to the bonds. If the U.S. Treasury prescribes additional conflicts of interest rules with respect to the Specified Tax Credit Bonds, such rules must also be satisfied.
5. **Additional Rules Applicable to Specified Tax Credit Bonds.** New clean renewable energy bonds, energy conservation bonds, qualified school construction bonds and qualified zone academy bonds each have requirements that are applicable to the use of proceeds or eligibility as a Specified Tax Credit Bond. The Responsible Officer should consult the Tax Certificate and establish procedures to monitor compliance applicable

to the City's Specified Tax Credit Bonds.

### **SECTION 11: ARBITRAGE AND REBATE COMPLIANCE**

The Responsible Officer or other responsible person shall monitor compliance with the requirements detailed in this section.

1. **Review Tax Certificate.** Review each Tax Certificate to understand requirements applicable to each tax-advantaged bond issue.
2. **Arbitrage Yield.** Record the arbitrage yield of the bond issue, as shown on IRS Form 8038-G, 8038-B, 8038-TC or other applicable form. If the bonds are variable rate bonds, yield must be determined on an ongoing basis over the life of the bonds as described in the Tax Certificate.
3. **Temporary Periods.** Review the Tax Certificate to determine the "temporary periods" for each bond issue, which are the periods during which proceeds of bonds may be invested without yield restriction
4. **Post-Temporary Period Investments.** Ensure that any investment of bond proceeds after applicable temporary periods is at a yield that does not exceed the applicable bond yield, unless yield reduction payments can be made pursuant to the Tax Certificate.
5. **Monitor Temporary Period Compliance.** Monitor that bond proceeds and investment earnings are expended promptly after the bonds are issued in accordance with the three-year or five-year temporary periods for investment of bond proceeds and to avoid "hedge bond" status.
6. **Monitor Yield Restriction Limitations.** Identify situations in which compliance with applicable yield restrictions depends upon later investments (e.g., the purchase of 0% State and Local Government Securities from the U.S. Treasury for an advance refunding escrow). Monitor and verify that these purchases are made as contemplated
7. **Establish Fair Market Value of Investments.** Ensure that investments acquired with bond proceeds satisfy IRS regulatory safe harbors for establishing fair market value (e.g., through the use of bidding procedures), and maintaining records to demonstrate satisfaction of such safe harbors. Consult the Tax Certificate for a description of applicable rules.
8. **Credit Enhancement, Hedging and Sinking Funds.** Consult with bond counsel before engaging in credit enhancement or hedging transactions relating to a bond issue, and before creating separate funds that are reasonably expected to be used to pay debt service on bonds. Maintain copies of all contracts and certificates relating to credit enhancement and hedging transactions related to a bond issue.
9. **Grants/Donations to Governmental Entities.** Before beginning a capital campaign or grant application that may result in gifts that are restricted to bond-financed projects (or, in the absence of such a campaign, upon the receipt of such restricted gifts), consult bond counsel to determine whether replacement proceeds may result that are required to be yield restricted
10. **Bona Fide Debt Service Fund.** After bond proceeds have been spent, ensure that the debt service fund meets the requirements of a "bona fide debt service fund," i.e.,

one used primarily to achieve a proper matching of revenues with debt service that is depleted at least once each bond year, except for a reasonable carryover amount not to exceed the greater of: (i) the earnings on the fund for the immediately preceding bond year; or (ii) one-twelfth of the debt service on the issue for the immediately preceding bond year. To the extent that a debt service fund qualifies as a bona fide debt service fund for a given bond year, the fund is not subject to yield restriction for that year.

11. **Debt Service Reserve Funds.** Ensure that amounts invested in any reasonably required debt service reserve fund do not exceed the least of: (i) 10% of the stated principal amount of the bonds (or the sale proceeds of the bond issue if the bond issue has original issue discount or original issue premium that exceeds 2% of the stated principal amount of the bond issue plus, in the case of premium, reasonable underwriter's compensation); (ii) maximum annual debt service on the bond issue; or (iii) 125% of average annual debt service on the bond issue.
  
12. **Rebate and Yield Reduction Payment Compliance.** Review the Arbitrage Rebate covenants contained in the Tax Certificate. Subject to certain rebate exceptions described below, investment earnings on bond proceeds at a yield in excess of the bond yield (i.e., positive arbitrage) generally must be rebated to the U.S. Treasury, even if a temporary period exception from yield restriction allowed the earning of positive arbitrage.
  - a. Ensure that rebate and yield reduction payment calculations will be timely performed and payment of such amounts, if any, will be timely made. Such payments are generally due 60 days after the fifth anniversary of the date of issue of the bonds, then in succeeding installments every five years. The final rebate payment for a bond issue is due 60 days after retirement of the last bond of the issue. The City should hire a rebate consultant if necessary.
  - b. Review the rebate section of the Tax Certificate to determine whether the "small issuer" rebate exception applies to the bond issue.
  - c. If the six-month, 18-month, or 24-month spending exceptions from the rebate requirement (as described in the Tax Certificate) may apply to the bonds, ensure that the spending of proceeds is monitored prior to semi-annual spending dates for the applicable exception
  - d. Make rebate and yield reduction payments and file Form 8038-T in a timely manner.
  - e. Even after all other proceeds of a given bond issue have been spent, ensure compliance with rebate requirements for any debt service reserve fund and any debt service fund that is not exempt from the rebate requirement (see the Arbitrage Rebate covenants contained in the Tax Certificate).
  
13. **Maintenance and Retention of Arbitrage and Rebate Records.** Maintain records of investments and expenditures of proceeds, rebate exception analyses, rebate calculations, Forms 8038-T, and rebate and yield reduction payments, and any other records relevant to compliance with the arbitrage restrictions for the period indicated in Section 13 below.

## **SECTION 12: RECORD RETENTION**

For each issue of bonds or other obligations of the City, the Responsible Officer or other responsible person shall ensure and monitor the transcript and all records and documents described in these Procedures will be maintained while any of the bonds are outstanding



and during the three-year period following the final maturity or redemption of that bond issue, or if the bonds are refunded (or re-refunded), while any of the refunding bonds are outstanding and during the three-year period following the final maturity or redemption of the refunding bonds.

## 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.





# *Supplemental Information*



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



RESOLUTION NO. 13-24

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MARICOPA, ARIZONA, ADOPTING BUDGET FOR THE FISCAL YEAR 2013-2014.**

**WHEREAS**, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on May 7, 2013, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Maricopa, Arizona, and

**WHEREAS**, in accordance with said chapter of said title, and following due public notice, the Council met on June 4, 2013, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

**WHEREAS**, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Maricopa City Council would meet on June 4, 2013, at the Maricopa Unified School District Administration Building for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

**WHEREAS**, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A).

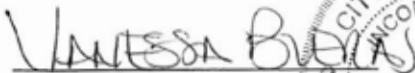
**NOW, THEREFORE, BE IT RESOLVED** by the Mayor and City Council of the City of Maricopa, Arizona that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of the City of Maricopa, Arizona for the fiscal year 2013-2014.

PASSED AND ADOPTED by the Mayor and Council of the City of Maricopa, Arizona, this 4<sup>th</sup> day of June, 2013.

APPROVED:

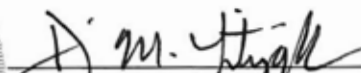
  
Christian Price  
Mayor

ATTEST:

  
Vanessa Bueras  
City Clerk



APPROVED AS TO FORM:

  
Denis Fitzgibbons  
City Attorney

**OFFICIAL BUDGET FORMS**

**City of Maricopa, Arizona**

**Fiscal Year 2014**

City of Maricopa, Arizona  
 Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 29,931,708	\$ 29,431,708	\$ 19,399,294	Primary: \$ 10,102,118 Secondary:	\$ 18,942,378	\$	\$	\$ 1,370,000	\$ 1,370,000	\$ 47,073,790	\$ 29,422,573
2. Special Revenue Funds	19,059,412	15,942,652	10,683,046		17,986,722			1,370,000		30,039,768	24,078,566
3. Debt Service Funds Available	2,121,048	2,121,048	(38,956)	3,513,539	332,778					3,807,361	4,587,366
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	2,121,048	2,121,048	(38,956)	3,513,539	332,778					3,807,361	4,587,366
6. Capital Projects Funds	124,063,273	45,635,765	63,576,469		73,620,324					137,196,793	127,004,367
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	\$ 175,175,441	\$ 93,131,173	\$ 93,619,853	\$ 13,615,657	\$ 110,882,202	\$	\$	\$ 1,370,000	\$ 1,370,000	\$ 218,117,712	\$ 185,092,862

EXPENDITURE LIMITATION COMPARISON

	2013	2014
1. Budgeted expenditures/expenses	\$ 175,175,441	\$ 185,092,862
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	175,175,441	185,092,862
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 175,175,441	\$ 185,092,862
6. EEC or voter-approved alternative expenditure limitation	\$ 348,792,758	\$ 358,647,248

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

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

\*\*\* Amounts in this column represent Fund Balance/Net Position 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, Arizona**  
**Tax Levy and Tax Rate Information**  
**Fiscal Year 2014**

	<b>2013</b>	<b>2014</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 10,437,938	\$ 10,720,477
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$	
3. Property tax levy amounts		
A. Primary property taxes	\$ 10,032,647	\$ 10,102,118
B. Secondary property taxes	1,437,724	3,513,539
C. Total property tax levy amounts	\$ 11,470,371	\$ 13,615,657
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ 9,607,647	
(2) Prior years' levies	50,000	
(3) Total primary property taxes	\$ 9,657,647	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 1,437,724	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ 1,437,724	
C. Total property taxes collected	\$ 11,095,371	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	4.8753	5.0898
(2) Secondary property tax rate	0.6917	1.7600
(3) Total city/town tax rate	5.5670	6.8498
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>no</u> 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, Arizona**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2014**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2013</b>	<b>ACTUAL REVENUES* 2013</b>	<b>ESTIMATED REVENUES 2014</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Local Sales Tax	\$ 6,120,000	\$ 6,317,020	\$ 6,453,247
Personal Property Tax	275,000		
<b>Licenses and permits</b>			
Permit Fees	302,550	509,550	658,823
Franchise Fees	272,000	272,000	296,000
Business Licenses	45,000	45,000	45,675
<b>Intergovernmental</b>			
State Shared Sales Tax	3,550,000	3,630,000	3,757,174
State Shared Income Tax	4,441,190	4,441,190	4,851,066
Vehicle License Tax	1,850,000	1,850,000	1,906,367
<b>Charges for services</b>			
Parks and Recreation Fees	245,970	225,970	270,120
Public Safety Fees	64,200	64,200	64,553
Library Fees	13,000	13,000	13,200
Passport Fees	26,000	26,000	24,793
<b>Fines and forfeits</b>			
Magistrate Court Fees	470,000	300,000	300,000
Public Safety Hearing Charges	23,000	23,000	25,000
<b>Interest on investments</b>			
Investment Earnings	110,000	110,000	210,000
<b>Miscellaneous</b>			
Miscellaneous	66,360	66,360	66,360
<b>Total General Fund</b>	<b>\$ 17,874,270</b>	<b>\$ 17,893,290</b>	<b>\$ 18,942,378</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Intergovernmental	\$ 2,715,915	\$ 2,715,915	\$ 2,826,580
Investment Earnings	7,500	7,500	20,900
	<b>\$ 2,723,415</b>	<b>\$ 2,723,415</b>	<b>\$ 2,847,480</b>
<b>Copper Sky Recreation</b>			
Parks and Recreation Fees	\$	\$	\$ 545,361
	<b>\$</b>	<b>\$</b>	<b>\$ 545,361</b>
<b>Local Road Maintenance</b>			
Investment Earnings	\$ 2,000	\$ 2,000	\$ 6,000
	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 6,000</b>
<b>Grants</b>			
Intergovernmental	\$ 12,704,750	\$ 725,134	\$ 13,073,381
	<b>\$ 12,704,750</b>	<b>\$ 725,134</b>	<b>\$ 13,073,381</b>
<b>County Road Tax</b>			
Intergovernmental	\$ 995,000	\$ 995,000	\$ 1,500,000
Investment Earnings	5,000	5,000	14,500
	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,514,500</b>
<b>Total Special Revenue Funds</b>	<b>\$ 16,430,165</b>	<b>\$ 4,450,549</b>	<b>\$ 17,986,722</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, Arizona  
Revenues Other Than Property Taxes  
Fiscal Year 2014**

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
<b>DEBT SERVICE FUNDS</b>			
<b>General Obligation Debt Service</b>			
Miscellaneous	\$ 332,778	\$ 332,778	\$ 332,778
	\$ 332,778	\$ 332,778	\$ 332,778
<b>Total Debt Service Funds</b>	<b>\$ 332,778</b>	<b>\$ 332,778</b>	<b>\$ 332,778</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>General Governmental CIP</b>			
Local Sales Tax	\$ 719,000	\$ 719,000	\$ 767,955
Other Entities' Participation	350,000	97,887	6,559,766
Investment Earnings			4,900
	\$ 1,069,000	\$ 816,887	\$ 7,332,621
<b>Grants CIP</b>			
Intergovernmental	\$ 61,477,187	\$ 790,000	\$ 64,909,593
	\$ 61,477,187	\$ 790,000	\$ 64,909,593
<b>Police/Public Safety DIF</b>			
Impact Fees	\$ 4,725	\$ 4,725	\$ 18,360
Investment Earnings	715	715	400
	\$ 5,440	\$ 5,440	\$ 18,760
<b>Parks DIF</b>			
Impact Fees	\$ 105,715	\$ 105,715	\$ 357,210
Investment Earnings	125	125	2,800
	\$ 105,840	\$ 105,840	\$ 360,010
<b>Library DIF</b>			
Impact Fees	\$ 860	\$ 860	\$ 4,590
Investment Earnings	500	500	3,800
	\$ 1,360	\$ 1,360	\$ 8,390
<b>Transportation DIF</b>			
Impact Fees	\$ 191,970	\$ 191,970	\$ 699,030
Investment Earnings	15,150	15,150	65,500
	\$ 207,120	\$ 207,120	\$ 764,530
<b>Fire DIF</b>			
Impact Fees	\$ 66,830	\$ 66,830	\$ 225,720
Investment Earnings	50	50	700
	\$ 66,880	\$ 66,880	\$ 226,420
<b>Total Capital Projects Funds</b>	<b>\$ 62,932,827</b>	<b>\$ 1,993,527</b>	<b>\$ 73,620,324</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 97,570,040</b>	<b>\$ 24,670,144</b>	<b>\$ 110,882,202</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, Arizona**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2014**

<b>FUND</b>	<b>OTHER FINANCING 2014</b>		<b>INTERFUND TRANSFERS 2014</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Copper Sky Recreation	\$	\$	\$	\$ 1,370,000
<b>Total General Fund</b>	\$	\$	\$	\$ 1,370,000
<b>SPECIAL REVENUE FUNDS</b>				
General Fund	\$	\$	\$ 1,370,000	\$
<b>Total Special Revenue Funds</b>	\$	\$	\$ 1,370,000	\$
<b>TOTAL ALL FUNDS</b>	\$	\$	\$ 1,370,000	\$ 1,370,000

**City of Maricopa, Arizona  
Expenditures/Expenses by Fund  
Fiscal Year 2014**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>GENERAL FUND</b>				
Mayor & Council	\$ 402,527	\$	\$ 402,527	\$ 440,222
City Attorney	600,000		600,000	600,000
City Clerk	356,916		356,916	370,293
City Magistrate	283,745		283,745	282,973
City Manager	622,660	34,975	657,635	867,830
Community Services	2,397,230	68,600	2,465,830	2,031,570
Development Services	2,385,994	254,417	2,640,411	2,731,871
Economic Development	780,199	23,222	803,421	450,423
Finance/Administrative Services	1,616,247	412,876	2,029,123	1,585,087
Fire	7,672,190	34,987	7,707,177	7,915,604
Human Resources	299,147	11,568	310,715	334,778
Police	7,765,845	342,463	8,108,308	8,075,418
Non-Departmental	4,612,808	(1,046,908)	3,065,900	3,736,504
<b>Total General Fund</b>	<b>\$ 29,795,508</b>	<b>\$ 136,200</b>	<b>\$ 29,431,708</b>	<b>\$ 29,422,573</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$ 3,130,169	\$	\$ 1,574,198	\$ 4,813,771
Copper Sky Recreation				1,913,248
Local Road Maintenance	1,000,000		517,367	1,000,000
Grants	12,704,243		12,704,243	13,073,381
County Road Tax	2,225,000		1,146,844	3,278,156
<b>Total Special Revenue Funds</b>	<b>\$ 19,059,412</b>	<b>\$</b>	<b>\$ 15,942,652</b>	<b>\$ 24,078,556</b>
<b>DEBT SERVICE FUNDS</b>				
General Obligation Debt Service	\$ 2,121,048	\$	\$ 2,121,048	\$ 4,587,366
<b>Total Debt Service Funds</b>	<b>\$ 2,121,048</b>	<b>\$</b>	<b>\$ 2,121,048</b>	<b>\$ 4,587,366</b>
<b>CAPITAL PROJECTS FUNDS</b>				
General Governmental CIP	\$ 16,058,287	\$ 8,436,488	\$ 19,033,546	\$ 24,002,120
General Governmental Bond	8,572,688	(8,572,688)		
Grants CIP	61,477,187		790,000	64,909,593
Parks Bond	22,877,936		20,169,676	25,740,000
Police/Public Safety DIF	714,975		576,078	129,760
Parks DIF				17,400
Library DIF				4,590
General Governmental DIF	3,606,436		3,449,751	
Transportation DIF	10,842,064		1,566,818	12,130,384
Fire DIF	49,900		49,896	70,520
<b>Total Capital Projects Funds</b>	<b>\$ 124,199,473</b>	<b>\$ (136,200)</b>	<b>\$ 45,635,765</b>	<b>\$ 127,004,367</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 175,175,441</b>	<b>\$</b>	<b>\$ 93,131,173</b>	<b>\$ 185,092,862</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, Arizona**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED</b>	<b>ACTUAL EXPENDITURES/ EXPENSES*</b>	<b>BUDGETED EXPENDITURES/ EXPENSES</b>
	<b>2013</b>	<b>2013</b>	<b>2013</b>	<b>2014</b>
<b>Mayor &amp; Council</b>				
General Fund	\$ 402,527	\$	\$ 402,527	\$ 440,222
<b>Department Total</b>	<b>\$ 402,527</b>	<b>\$</b>	<b>\$ 402,527</b>	<b>\$ 440,222</b>
<b>City Attorney</b>				
General Fund	\$ 600,000	\$	\$ 600,000	\$ 600,000
<b>Department Total</b>	<b>\$ 600,000</b>	<b>\$</b>	<b>\$ 600,000</b>	<b>\$ 600,000</b>
<b>City Clerk</b>				
General Fund	\$ 356,916	\$	\$ 356,916	\$ 370,293
<b>Department Total</b>	<b>\$ 356,916</b>	<b>\$</b>	<b>\$ 356,916</b>	<b>\$ 370,293</b>
<b>City Magistrate</b>				
General Fund	\$ 283,745	\$	\$ 283,745	\$ 282,973
<b>Department Total</b>	<b>\$ 283,745</b>	<b>\$</b>	<b>\$ 283,745</b>	<b>\$ 282,973</b>
<b>City Manager</b>				
General Fund	\$ 622,660	\$ 34,975	\$ 657,635	\$ 867,830
Grants	2,400,000		2,400,000	3,725,000
General Governmental CIP		14,072,688	13,041,098	3,100,000
General Governmental DIF	3,606,436		3,449,751	
<b>Department Total</b>	<b>\$ 6,629,096</b>	<b>\$ 14,107,663</b>	<b>\$ 19,548,484</b>	<b>\$ 7,692,830</b>
<b>Community Services</b>				
General Fund	\$ 2,397,230	\$ 68,600	\$ 2,465,830	\$ 2,031,570
Copper Sky Recreation				1,913,248
Grants	289,770		289,770	197,770
General Governmental CIP	191,000		97,662	70,000
<b>Department Total</b>	<b>\$ 2,878,000</b>	<b>\$ 68,600</b>	<b>\$ 2,853,262</b>	<b>\$ 4,212,588</b>
<b>Debt Service</b>				
General Obligation Debt Service	\$ 2,121,048	\$	\$ 2,121,048	\$ 4,587,366
<b>Department Total</b>	<b>\$ 2,121,048</b>	<b>\$</b>	<b>\$ 2,121,048</b>	<b>\$ 4,587,366</b>
<b>Development Services</b>				
General Fund	\$ 2,385,994	\$ 254,417	\$ 2,640,411	\$ 2,731,871
Highway User Revenue Fund	3,130,169		1,574,198	4,813,771
Local Road Maintenance	1,000,000		517,367	1,000,000
Grants	3,488,656		3,488,656	1,877,736
County Road Tax	2,225,000		1,146,844	3,278,156
General Governmental CIP	11,131,926	(5,636,200)	1,640,014	15,310,062
General Governmental Bond	8,572,688	(8,572,688)		
Grants CIP	61,477,187		790,000	64,609,593
Parks Bond	22,877,936		20,169,676	25,740,000
Police/Public Safety DIF				10,760
Parks DIF				17,400
Library DIF				4,590
Transportation DIF	10,842,064		1,566,818	12,130,384
Fire DIF				13,920
<b>Department Total</b>	<b>\$ 127,131,620</b>	<b>\$ (13,954,471)</b>	<b>\$ 33,533,984</b>	<b>\$ 131,538,243</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, Arizona**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2014**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2013</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2014</b>
<b>Economic Development</b>				
General Fund	\$ 780,199	\$ 23,222	\$ 803,421	\$ 450,423
Grants	1,000,000	(50,000)	950,000	1,200,000
General Governmental CIP	400,000		68,827	1,000,000
<b>Department Total</b>	<b>\$ 2,180,199</b>	<b>\$ (26,778)</b>	<b>\$ 1,822,248</b>	<b>\$ 2,650,423</b>
<b>Finance/Administrative Services</b>				
General Fund	\$ 1,616,247	\$ 412,876	\$ 2,029,123	\$ 1,585,087
Grants	100,000		100,000	100,000
<b>Department Total</b>	<b>\$ 1,716,247</b>	<b>\$ 412,876</b>	<b>\$ 2,129,123</b>	<b>\$ 1,685,087</b>
<b>Fire</b>				
General Fund	\$ 7,672,190	\$ 34,987	\$ 7,707,177	\$ 7,915,604
Grants	3,614,570		3,614,570	3,279,570
Fire DIF	49,900		49,896	56,600
General Governmental CIP	4,231,003		4,113,330	841,700
Grants CIP				300,000
<b>Department Total</b>	<b>\$ 15,567,663</b>	<b>\$ 34,987</b>	<b>\$ 15,484,973</b>	<b>\$ 12,393,474</b>
<b>Human Resources</b>				
General Fund	\$ 299,147	\$ 11,568	\$ 310,715	\$ 334,778
<b>Department Total</b>	<b>\$ 299,147</b>	<b>\$ 11,568</b>	<b>\$ 310,715</b>	<b>\$ 334,778</b>
<b>Non-Departmental</b>				
General Fund	\$ 4,612,808	\$ (1,046,908)	\$ 3,065,900	\$ 3,736,504
Grants		50,000	50,000	
<b>Department Total</b>	<b>\$ 4,612,808</b>	<b>\$ (996,908)</b>	<b>\$ 3,115,900</b>	<b>\$ 3,736,504</b>
<b>Police</b>				
General Fund	\$ 7,765,845	\$ 342,463	\$ 8,108,308	\$ 8,075,418
Grants	1,811,247		1,811,247	2,693,305
Police/Public Safety DIF	714,975		576,078	119,000
General Governmental CIP	104,358		72,615	3,680,358
<b>Department Total</b>	<b>\$ 10,396,425</b>	<b>\$ 342,463</b>	<b>\$ 10,568,248</b>	<b>\$ 14,568,081</b>
<b>TOTAL ALL DEPARTMENTS</b>	<b>\$ 175,175,441</b>	<b>\$</b>	<b>\$ 93,131,173</b>	<b>\$ 185,092,862</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, Arizona**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2014**

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
<b>GENERAL FUND</b>	206.85	\$ 13,653,018	\$ 1,714,147	\$ 2,325,482	\$ 1,506,421	= \$ 19,199,068
<b>SPECIAL REVENUE FUNDS</b>						
Highway User Revenue Fund	9.75	\$ 513,203	\$ 59,230	\$ 117,227	\$ 71,258	= \$ 760,918
Local Road Maintenance						
Grants	0.40	23,903	2,761	6,177	1,900	34,741
County Road Tax						
Copper Sky Recreation						
<b>Total Special Revenue Funds</b>	10.15	\$ 537,106	\$ 61,991	\$ 123,404	\$ 73,158	= \$ 795,659
<b>DEBT SERVICE FUNDS</b>						
General Obligation Debt Service						
<b>Total Debt Service Funds</b>						
<b>CAPITAL PROJECTS FUNDS</b>						
General Governmental CIP						
General Governmental Bond						
Grants CIP						
Parks Bond						
Police/Public Safety DIF						
Parks DIF						
Library DIF						
General Governmental DIF						
Transportation DIF						
Fire DIF						
<b>Total Capital Projects Funds</b>						
<b>TOTAL ALL FUNDS</b>	217.00	\$ 14,190,124	\$ 1,776,138	\$ 2,448,886	\$ 1,579,579	= \$ 19,994,727

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	MINIMUM	MIDPOINT	MAXIMUM
Accounting Manager	\$63,049	\$74,982	\$86,914
Administrative Assistant	\$35,188	\$41,848	\$48,507
Animal Control Officer	\$42,771	\$50,866	\$58,961
Assistant City Manager	\$100,387	\$119,411	\$138,435
Assistant Development Services Director	\$84,684	\$100,711	\$116,738
Assistant to the City Manager	\$63,049	\$74,982	\$86,914
Building Inspector	\$47,155	\$56,080	\$65,004
Chief of Police	\$93,364	\$111,034	\$128,703
CIP Improvement Coordinator	\$54,588	\$64,919	\$75,250
City Manager	\$131,373	\$156,236	\$181,099
Code Compliance Officer	\$42,771	\$50,866	\$58,961
Custodian	\$25,007	\$29,740	\$34,473
Customer Service Representative	\$28,949	\$34,428	\$39,907
Deputy City Clerk	\$47,155	\$56,080	\$65,004
Development Manager	\$63,049	\$74,982	\$86,914
Director of Community Services	\$84,684	\$100,711	\$116,738
Director of Development Services	\$93,364	\$111,034	\$128,703
Director of Economic Development	\$84,684	\$100,711	\$116,738
Director of Finance & Administrative Services	\$93,364	\$111,034	\$128,703
Director of Human Resources	\$93,364	\$111,034	\$128,703
Economic Development Coordinator	\$47,155	\$56,080	\$65,004
Economic Development Specialist	\$57,317	\$68,165	\$79,013
Engineering Flood Plain Administrator	\$73,153	\$86,998	\$100,842
Engineering Manager	\$73,153	\$86,998	\$100,842
Engineering Plans Examiner	\$57,317	\$68,165	\$79,013
Equipment Operator	\$35,188	\$41,848	\$48,507
Facilities Maintenance Coordinator	\$47,155	\$56,080	\$65,004
Fire Battalion Chief	\$76,811	\$91,348	\$105,885
Fire Chief	\$93,364	\$111,034	\$128,703
Fire Division Chief	\$76,811	\$91,348	\$105,885
Fire Marshal/Inspector	\$47,155	\$56,080	\$65,004
Fire Mechanic	\$49,513	\$58,884	\$68,254
Fleet Manager	\$54,588	\$64,919	\$75,250
Fleet Mechanic	\$35,188	\$41,848	\$48,507
Grants Manager	\$54,588	\$64,919	\$75,250
Information Technology Manager	\$73,153	\$86,998	\$100,842
Library Assistant	\$28,949	\$34,428	\$39,907

## SALARY SCHEDULE BY JOB TITLE

JOB TITLE	MINIMUM	MIDPOINT	MAXIMUM
Library Manager	\$63,049	\$74,982	\$86,914
Maintenance Foreman	\$47,155	\$56,080	\$65,004
Maintenance Worker	\$28,949	\$34,428	\$39,907
Management Analyst	\$49,513	\$58,884	\$68,254
Master Mechanic	\$49,513	\$58,884	\$68,254
Media Production Specialist	\$54,588	\$64,919	\$75,250
Network Administrator	\$57,317	\$68,165	\$79,013
Network Engineer	\$73,153	\$86,998	\$100,842
Parks Maintenance Worker	\$28,949	\$34,428	\$39,907
Parks Manager	\$63,049	\$74,982	\$86,914
Payroll/Accounts Payable Clerk	\$35,188	\$41,848	\$48,507
Permit Technician	\$35,188	\$41,848	\$48,507
Plan Review Supervisor	\$57,317	\$68,165	\$79,013
Planner	\$54,588	\$64,919	\$75,250
Planning and Zoning Administrator	\$73,153	\$86,998	\$100,842
Planning Manager	\$73,153	\$86,998	\$100,842
Plans Examiner	\$49,513	\$58,884	\$68,254
Police Commander	\$84,684	\$100,711	\$116,738
Police Lieutenant	\$76,811	\$91,348	\$105,885
Police Property/Evidence Manager	\$54,588	\$64,919	\$75,250
Police Public Affairs Specialist	\$49,513	\$58,884	\$68,254
Property Evidence Technician	\$35,188	\$41,848	\$48,507
Public Information Officer	\$54,588	\$64,919	\$75,250
Public Works Construction Inspector	\$47,155	\$56,080	\$65,004
Public Works Superintendent	\$73,153	\$86,998	\$100,842
Purchasing Coordinator	\$47,155	\$56,080	\$65,004
Purchasing Manager	\$63,049	\$74,982	\$86,914
Records Clerk	\$35,188	\$41,848	\$48,507
Records Coordinator	\$47,155	\$56,080	\$65,004
Recreation Coordinator	\$42,771	\$50,866	\$58,961
Recreation Manager	\$63,049	\$74,982	\$86,914
Recreation Services Leader	\$28,949	\$34,428	\$39,907
Senior Building Inspector	\$49,513	\$58,884	\$68,254
Senior Library Coordinator	\$42,771	\$50,866	\$58,961
Systems Analyst/Data Base Administrator	\$57,317	\$68,165	\$79,013
Transportation Transit Planner	\$54,588	\$64,919	\$75,250
Youth Coordinator	\$42,771	\$50,866	\$58,961



## 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.

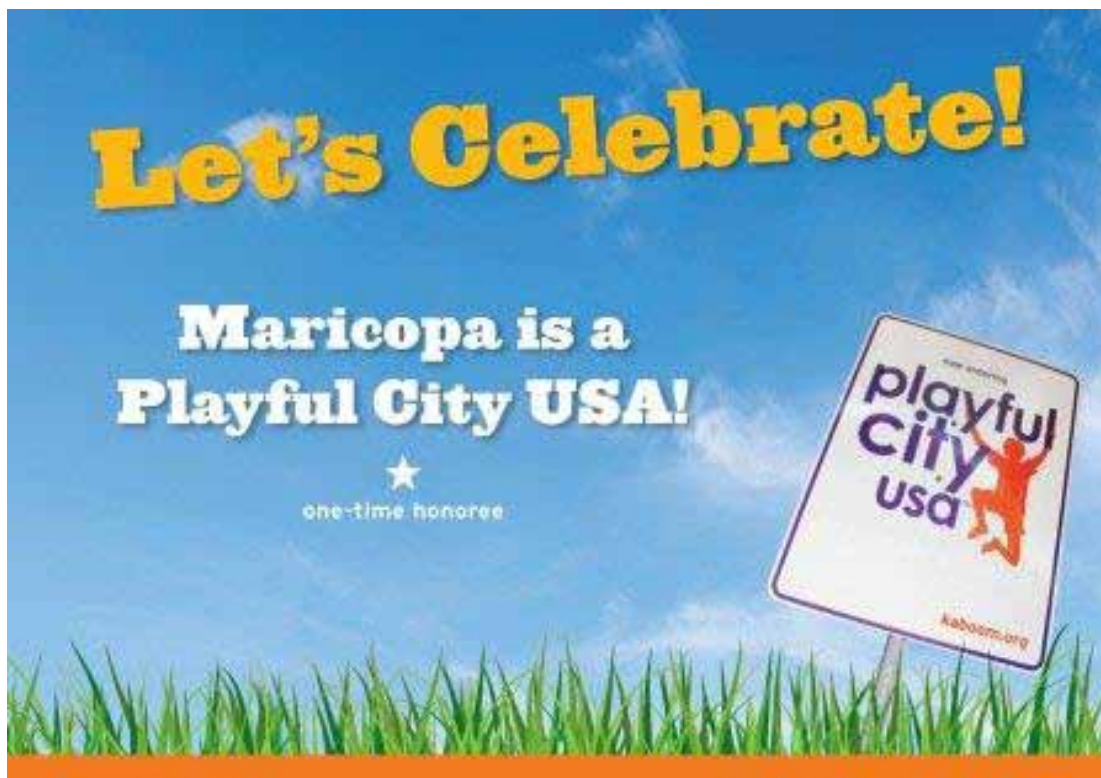
**Special Revenue Fund** - Created out of receipts of specific taxes or other earmarked revenues. Such funds are authorized by statutory or charter provisions to pay for specific activities with a special form of continuing revenues.

**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 Christian Price  
Vice Mayor Edward Farrell  
Councilmember Marvin L. Brown  
Councilmember Peggy Chapados  
Councilwoman Julia R. Gusse  
Councilmember Bridger Kimball  
Councilmember Leon Potter

Department Directors:  
Bob Goodhue, 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  
Steve Stahl, Chief of Police

An extra special thanks to Trisha Sorensen, Interim City Manager; Paul Jepson, Assistant to the City Manager, Rebecca Molus, Management Analyst and LaTricia Woods, Public Information Officer; without whose unwavering dedication the entire budget process and resulting publication would unrecognizably suffer.



## City of Maricopa Facts

Date of Incorporation  
October 15, 2003

Population  
44,946

Square Miles  
approx. 45

Number of Building Permits  
463

Budgeted FTEs  
217

General Fund Budget  
\$30,792,573

All Funds Budget  
\$186,462,862

Assessed Valuation  
\$199,632,939

Average Age  
31

Median Income  
\$65,556

Housing Units  
17,900



Christian Price  
Mayor

Edward Farrell  
Vice Mayor

Marvin L. Brown  
Councilmember

Peggy Chapados  
Councilmember

Julia R. Gusse  
Councilwoman

Bridger Kimball  
Councilmember

Leon Potter  
Councilmember

Trisha Sorensen  
Interim City Manager

Tom Duensing, CPA  
Assistant City Manager

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