CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

2008 | 2009 Annual Budget Book

Strategies for Reaching our Prosperous Future

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CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

June 17, 2008

Honorable Mayor, members of the City Council and the community of Maricopa, I respectfully present the FY09 Annual Budget for all funds of the City of Maricopa to you and the citizens of Maricopa for your consideration and for City Council approval of the final Annual Budget at Council meeting set for June 17, 2008.

Current Economic Conditions

Major economic realities have required our budget process to proceed in a conservative methodology. This budget reflects the current economic condition's impacting on the City's budget for the upcoming year. Maricopa, like other communities in the state of Arizona, is experiencing a downturn in the housing market.

This economic reality has caused Council to approve, in February 2008, a budgetary reduction to the fiscal year 2008 budget of over $18.3 million. This budget adjustment eliminated 20 positions and many capital projects' funding. The budget adjustment coupled with a newly implemented attrition policy has eliminated an additional 6.5 positions for a total of 26.5 positions and related costs. These reductions in personnel have long term impact to future budgets by holding down costs.

The overall effect of the current economic condition caused us to do a detailed analysis of revenue estimates related to construction. A cautious approach was used in estimating the effects of the downturn on the construction sales tax revenues. Average home sales were estimated at an average of 100 homes per month. State shared revenues have also experienced reductions due to lower collections of construction sales taxes at the state level. Real estate industry specialists are predicting a slow stabilization of the current situation in the new housing market as of April 2008.

The downturn has started to level off and may remain flat for a period. The City permitting levels should return to a reasonable growth pattern for a community of this size. Our City may never again experience growth rates like the 600- 700 single family residential permits per month in 2005, but more likely permit levels at 100-200 single family residential per month, which is a more manageable growth. Our construction revenues are not as severely influenced by the downturn as other Pinal County communities but they could be affected in the near future; a conservative approach is warranted at this time.

Budget Overview

- The total proposed budget for all funds is $80,533,509, which is $13,000,896 less than last year's, a 13.9% decrease. The major reductions to this budget relate to decreases in personnel costs and the fiscal responsiveness of departments' decisions in what is necessary for operations verses deferral of some projects.

- The general fund budget has substantial reductions due to decreases in implementation of projects and lower personnel costs. The general fund budget is $37.6 million, which includes a $4 million contingency fund. This is a $19,775,671 reduction in the general fund budget, a 34.5% decrease. There is a total of $8.4 million of capital projects with $5.8 million detailed in the Capital Improvement Plan.

- Carry forward fund balances exceed $105.7 million for all funds in the budget. The general fund carry forward balance is estimated at $70 million. Total resources available for all fund operations in FY09 exceed $147.1 million, which include $41.5 million of all fund projected revenues. During this economic downturn there is an opportunity to create jobs and have positive economic impacts to the local economy by building infrastructure projects such as road improvements, the new library, park expansion and other community capital projects.

Revenues

- This budget will convey an operations level at a lower rate of growth than previous years, in fiscal year 2007, average single family residential permits were 223 per month. As of April 2008, current average single family residential permits were 137 per month. The average single family residential permits of 100 per month was used as a baseline model for all revenue projections related to construction, including development impact fees, permit and engineering fees and construction sales taxes.

- Property tax assessments have had an increase of $1,636,487 in total assessments with property tax rate decreases from $3.7565 to $3.2326 per $100 in assessed valuation. The valuation base has increased due to newly constructed homes being added to Maricopa's city tax rolls. Overall valuations have decreased with individual home values that also declined due to economic conditions related to housing market adjustments.

- Retail sales tax revenues have stabilized at about $200,000 per month in projected tax revenues with unpredictable future impacts from new commercial development. Construction sales tax projections use a production rate of 100 single family residential permits per month. These construction sales tax projections also show decreases in home valuations as well as reductions in the overall projection of revenues from construction activities.

- Another factor in construction sales tax revenues is commercial projects that are completed within the City. (It is harder to predict revenue than compared to regular housing construction.) More trend history is needed for staff to develop a reliable model for projection of this revenue based on commercial projects scheduled within the city, for both development impact fee projections and commercial construction sales tax projections.

Revenue Summary by Fund Type

Fund Type	Revenues Adopted Budget FY08	Revenues Actual FY08	Revenues Proposed Budget FY09
General Fund	$ 44,879,672	$ 27,489,467	$26,785,206
Special Revenue Funds	$ 5,449,853	$3,724,647	$ 8,253,229
Capital Improvement Funds	$ 13,509,314	$ 6,142,837	$ 6,426,400

Expenditures

- Estimated expenditures are comprised of the same funds as revenues. The total budget for the general fund is $37.5 million, which is composed of the following categories:
  - $18.6 million of personal services (salaries and related benefits)
  - $7 million of professional & technical services (contracted professional services and other contracted services)
  - $648,ooo in purchased property services (utilities, repairs, maintenance and rental costs)
  - $1.4 million in other purchased services (dues, phone, advertising, printing, postage, training and mileage)
  - $1.4 million in supplies (office supplies, fuel/oil, meals, books/periodicals, non-capital equipment)
  - $8.4 million of capital outlay (capital projects)
  - Contingency reserve is $4 million or 10.6% of the general fund budget.
- Expenditures were based on Council priority, current levels of personnel and program costs. General fund allocations reflected these costs by division with the three highest costs as follows:
  - Public safety represents the majority of allocations with $16.0 million or 42.5%
  - Transportation with over $4.1 million or 10.9%
  - Parks, Recreation and Libraries with over $3.4 million or 9.1%
- Due to limited resources there were only three new positions added to the current level of personnel for the city. One position was added to the Facilities Maintenance division to handle city wide custodial duties. The other two new positions were added in the Public Works-Streets division. Total budgeted positions for the City are 215 for fiscal year 2009. The allocations of personnel were similar to spending trends as follows:
  - Public Safety at 59.1% or 127 positions
  - Development Services with 6.5% or 14 positions
  - Public Works-Street with 4.2% or 9 positions
- Major highlights to the general fund budget are as follows:
  - City Magistrate budget increases due to the new IGA for additional staff, handling City court increased activities.
  - City Council budget increases due to higher dues associated with governmental association dues caused by population increases.

- City Manager's office has requested funding of Customer Relations Management software to manage citizen information requests, assistance and needs.
- IT department has requested funding of various capital projects including computer room upgrade, fire department connectivity and a GIS upgrade.
- Marketing & Communications is a new department with requests for website design upgrade, government channel programming, and citizen training outreach programs.
- Budget Office has requested budget software to computerize the budget process and provide better trend analysis.
- Code Enforcement is a new department with requests for a vehicle and additional full-time personnel costs under an IGA for animal control.
- Facilities Management has a new employee to handle custodial duties city wide and includes the elimination of higher costing contracted services.
- Code Enforcement and Parks/Recreation departments have requested Customer Relations Management software to handle citizens concerns for Code Enforcement and Recreational registrations and park requests.
- Economic Development has requested funding for Redevelopment and other Economic Development projects.

- Capital improvement projects as outlined in the CIP are Pacana Park expansion, remodel old library into a new teen center with skate park elements for parks, recreation and the new library. Transportation has requested the capital projects for Safe Routes to Schools improvements, transit project, street maintenance and major road improvement projects. County ½ Cent Road Tax will have dust prevention programs, road maintenance funding, construction of a public works facility, shop and fueling facility.

Expenditures by Fund Type

Fund Type	Expenditures Adopted Budget FY08	Expenditures Actual FY08	Expenditures Proposed Budget FY09
General Fund	$ 45,555,103	$ 24,874,372	$37,561,028
Special Revenue Funds	$ 6,192,900	$ 1,695,018	$ 12,441,530
Capital Improvement Funds	$ 24,016,205	$ 2,343,835	$ 30,530,951

In conclusion, this budget has no bond indebtedness. This does not mean this will not be a funding mechanism in the future of the city. No bonding is planned at this time.

Acknowledgements

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

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

Respectfully submitted,

Kevin Evans
City Manager

Corrine Wilcox-Cornn
Budget Manager

RESOLUTION NO. 08-36

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MARICOPA, ARIZONA, ADOPTING THE BUDGET FOR THE FISCAL YEAR 2008-2009.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Mayor and the Maricopa City Council did, on May 20, 2008, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing fiscal year, also an estimate of revenues from sources other than direct taxation; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Mayor and the Maricopa City Council met on June 17, 2008, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Mayor and the Maricopa City Council would meet on June 17, 2008, at the Maricopa City Council Chambers for the purpose of hearing taxpayers.

NOW, THEREFORE, BE IT RESOLVED that the Mayor and City Council of the City of Maricopa, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedule, as now increased, reduced, or changed are hereby adopted as the budget of the City of Maricopa for the fiscal year 2008-2009.

PASSED AND ADOPTED BY THE Mayor and Council of the City of Maricopa, Arizona, this 17th day of June, 2008.

APPROVED:

Anthony Smith
Mayor

ATTEST:

Vanessa Bueras, CMC
City Clerk

APPROVED AS TO FORM:

Luna Vannucci for

Denis Fitzgibbons
City Attorney

CITY OF
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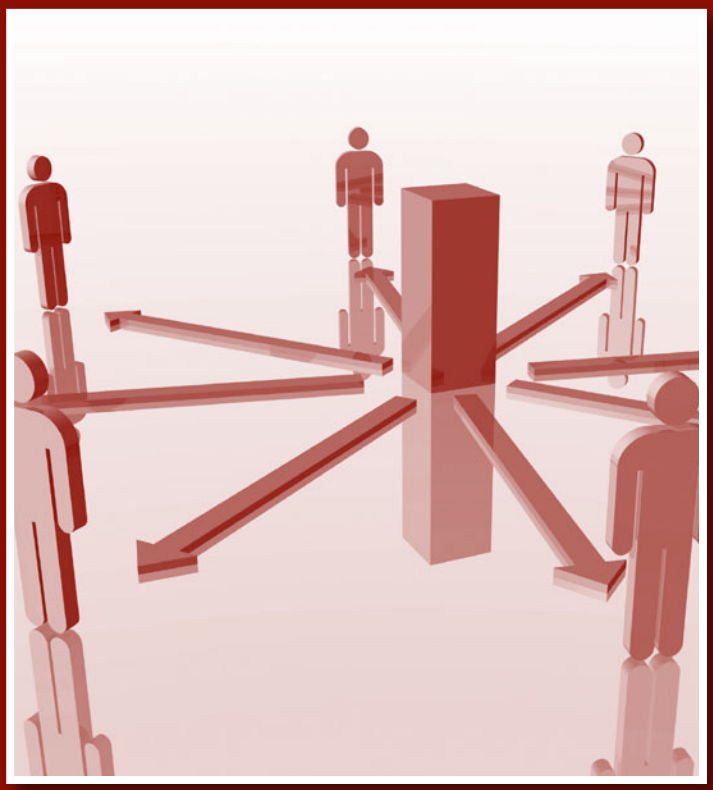


Budgetary Policies

Introduction

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

Annual Budget

1. The fiscal year of the City of Maricopa shall begin July 1 of each calendar year and will end on June 30 of the following calendar year. The fiscal year will also be established as the accounting and budget year.

2. The City Manager, no later than June first of each year, shall prepare and submit to the City Clerk, the annual budget covering the next fiscal year, which shall contain the following information:

   a. The City Manager's budget message shall outline the proposed policies for the next fiscal year with explanations of any major changes from the previous years in expenditures and any major changes of proposed policy and a statement regarding the financial condition of the City.

   b. An estimate of all revenue from taxes and other sources, including the present tax structure rates and property evaluations for the ensuing year.

   c. An itemized list of proposed expenditures for office, department, agency, and projects for the budget year, as compared to actual expenditures of the last ended fiscal year, and estimated expenditures for the current year compared to adopted budget. Analysis will provide identification of long term costs in expenditures versus one-time expenditures, for the purpose of long-term budgetary stabilization and sustainability.

   d. A description of all outstanding bonded indebtedness of the City.

   e. A statement proposing capital expenditure 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. At least two public hearings shall be conducted before the City Council, allowing interested citizens to express their opinions concerning expenditures. The notice of hearing shall be published in the official newspaper of the City not less that 14 days before or more than 20 days before the hearing. (A.R.S. 42-17107)

5. Following the public hearing, the 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 Council fails to adopt the budget, the City shall continue to operate under the existing budget until such time as the 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 Council shall constitute the official appropriations for the fiscal year. Under conditions which may arise, the 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 ninety days following the date of the budget's adoption by the Council.

Basis of Accounting and Budgeting

1. The City's finances shall be accounted for in accordance with generally accepted accounting principles as established by the Governmental Accounting Standards Board (GASB).

   a. The accounts of the City are organized and operated on the basis of funds and account groups. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. Account groups are a reporting device to account for certain long-term assets and liabilities of the governmental funds not recorded directly in those funds. Governmental funds are used to account for the government's general government activities and include the General, Special Revenue and Capital Project funds.

   b. Governmental fund types use the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting revenues are recognized when susceptible to accrual (i.e., when they are "measurable and available"). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Substantially all revenues are considered to be susceptible to accrual. Ad valorem, sales, franchise and state shared revenues recorded in the General Fund are recognized under the susceptible to accrual concept. Licenses and permits, charges for services, fines and forfeitures, and miscellaneous revenues (except earnings on investments) are recorded as revenues when received in cash because they are generally not measurable until actually received. Investment earnings are recorded as earned since they are measur able and available. Expenditures are recognized when the related fund liability is incurred, if measurable, except for principal and interest on general long-term debt, which are recorded when due, and compensated absences, which are recorded when payable from currently available financial resources.

   c. The City utilizes encumbrance accounting for its Governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

2. The City's annual budgets shall be prepared and adopted on a basis consistent with generally accepted accounting principles for all governmental funds except the capital project funds, which adopt project-length budgets. All annual appropriations lapse at fiscal year end. Under the City's budgetary process, outstanding encumbrances are reported as reservations of fund balances and do not constitute expenditures or liabilities since the commitments will be re-appropriated and honored the subsequent fiscal year.

3. The issuance of Statement 34 by the GASB has influenced the creation and reporting of individual funds. GASB 34 essentially mandates dual accounting systems; one for government-wide (i.e. the government as a single entity) reporting and another for individual reporting. Under GASB 34 for individual funds, the City will continue utilizing the accounting and budgeting processes as described in paragraphs #1. and #2. of this section. However, because of GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting, extensive reconciliation must be performed to present aggregated fund information in the government-wide reporting model. Therefore, individual operating funds will be created with the objective of reducing fund to government-wide reconciliation as much as possible. When appropriate, individual funds will be examined as to whether it will be appropriate to account for them as proprietary fund types. Also, the City will limit the use of internal service funds and incorporate the financial transactions of those funds into other governmental funds.

Budget Administration

1. All expenditures of the City shall be made in accordance with the adopted annual budget. The department level is the legal level of the 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 Department and the City Manager when: (1) the transfer does not result in a net increase in the budget for that department, and (2) the transfer will not result in the expenditure of funds for a purpose that is not included the adopted budget. For example, a budgetary transfer may be approved that reallocates budgetary authority from Project A to Project B, when a department has realized budgetary savings on Project A and finds that Project B lacks sufficient budgetary authority to carryout the goals and objectives set by the City Council. Requests for such transfers will be initiated and recorded on forms provided by the Finance 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 department may prepare a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the GASB. The document shall also satisfy all criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program.

2. The CAFR shall show the status of the City's finances on the basis of generally accepted accounting principles (GAAP). The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt account group. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

3. Included as part of the Comprehensive Annual Financial Report shall be the results of the annual audit prepared by independent certified public accountants designated by the City Council.

4. The Finance Director shall within sixty day 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 somewhat volatile, unpredictable source of revenue the City will attempt to reduce its dependence on one-time sales tax revenue. Specifically, analysis will put a priority on identification of long term trends in sales taxes versus one-time sales tax revenues, for the purpose of stabilization of sales tax revenue projections.

2. For every annual tax levy, the City shall receive from the county assessor the certified property values necessary to calculate the property tax levy limit by February 10th of each tax year. The City shall make the property values provided by the county assessor available for public inspection by February 15th 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 20th of each fiscal year. If deemed necessary on July 3rd 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 30th of each fiscal year. The budget will be published once a week for two consecutive weeks prior to the July final adoption date. This publication will include time and place of the budget hearing and a statement indicating where the proposed budget may be examined. (This tentative adoption must be completed by state law on or before the third Monday in July of each fiscal year.)

4. The City of Maricopa will hold a public hearing on the budget and adopt a final budget by first City Council meeting in July of each fiscal year. (This must be completed by state law by the second Monday in August of each fiscal year.)

5. Since the City of Maricopa is subject to "Truth in Taxation", the "Truth in Taxation" notice must published twice in a newspaper of general circulation in the City. The first publication shall be at least fourteen, but not more than twenty days, before the date of the hearing for the proposed levy. The second publication must be at least seven but not more than ten days before the hearing. The hearing must be held at least fourteen days before the adoption of the levy. The hearings for "Truth in Taxation", the adoption of the levy and the adoption of the final budget may be combined into one hearing. The "Truth in Taxation" hearing must be held before the adoption of the final proposed budget. (This only applies if the primary tax levy (net of construction) is greater than the amount levied by the City in the prior year.

6. The City of Maricopa will adopt the property tax levy on or before the third Monday in August of each fiscal year. This tax levy should be adopted fourteen days after the final adoption of the annual City of Maricopa Budget. A.R.S. 42-17151

7. The City of Maricopa will establish user charges and fees at a level that attempts to recover the full cost of providing the service.
   a. User fees should identify the relative costs of serving different classes of customers.
   b. The City will make every reasonable attempt to ensure accurate measurement of variables impacting taxes and fees (e.g. verification of business sales tax payments, etc.)

8. The City of Maricopa will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.

9. The City of Maricopa will consider market rates and charges levied by other public and private organization for similar services in establishing tax rates, fees, and charges.

10. When developing the annual budget, the City Manager shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. In consideration of the fluidity potential of actual revenues, the revenue projections for each fund should be made conservatively so that total actual fund revenues exceed budgeted projections.

11. The City of Maricopa will provide sustainability principles and guidelines for all government departments, as a tool for behavior and decision making and to be promoted generally to the private sector and general public. These principles are generally related to sustainability as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

Operating Expenditures

1. Operating expenditures shall be accounted, reported, and budgeted for in the following major categories:

   a. Operating, recurring expenditures
      i. Personal Services
      ii. Professional and Technical
      iii. Purchased Property Services
      iv. Other Purchased Services
      v. Supplies
   b. Operating, non-recurring expenditures
      i. Capital Outlay

2. The annual budget shall appropriate sufficient funds for operating, and recurring expenditures necessary to maintain the established quality and scope of City services.

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

Fund Balances

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

1. The City shall strive to maintain the General Fund undesignated fund balance at 10 percent of current year budget expenditures. After completion of the annual audit, if the undesignated fund balance exceeds 10 percent, the excess may be specifically designated for subsequent year expenditures.
2. Fund Balance may be used for emergencies, non-recurring expenditures, or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize fund balance.
3. The City shall strive to reserve 50% of the identified one-time revenues received each year. These funds may be used to fund one-time expenditures, such as capital projects, with consideration for on-going future costs.
4. The City shall maintain sufficient reserves in its debt service funds which shall equal or exceed the reserve fund balances required by bond indentures.

Fund Transfers

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

Debt Expenditures

1. The City may issue debt when it is advantageous to the City to do so to fund capital projects that cannot be supported by current, annual revenues.
2. To minimize interest payments on issued debt, the City will exercise due diligence in maintaining a rapid debt retirement policy by issuing debt with a maximum maturity target of fifteen (15) years. Retirement of debt principal will be structured to ensure constant annual debt payments.
3. The City will attempt to attain minimum base bond ratings (prior to insurance) of A1 (Moody's Investors Service) and A+ (Standard & Poor's) on its general obligation debt.
4. When needed to minimize annual debt payments, the City will obtain insurance for new debt issues.

Capital Project Expenditures

Capital Improvement Plan (CIP)

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

Capital Improvement Program

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

The CIP Budget Process

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

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

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

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

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

Utility Capital Expenditures

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

Long-Term Financial Plans

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

Budget Procedures

Overview of Performance Budgeting – Faced with fiscal constraints and demands for more and better public services, governments at every level are implementing new ways of budgeting. The budget is increasingly being seen as a tool to promote government accountability and effectiveness, rather than simply as a vehicle for allocating resources and controlling expenditures.

Performance based budgeting has been defined as a system where managers are provided with the flexibility to utilize agency resources as required, in return for their commitment to achieve certain performance results. Performance budgeting is a system of planning, budgeting and evaluation that emphasizes the relationship between money budgeted and results expected.

Performance budgeting:

- ***Focuses on results.*** Departments are held accountable to certain performance standards. There is a greater awareness of what services taxpayers are receiving for their tax dollars.
- ***Is flexible.*** Money is often allocated in lump sums rather than strictly line-item budgets, giving managers the flexibility to determine how best to achieve results.
- ***Is inclusive.*** It involves policymakers, managers, and often citizens in the budget "discussion" through the development of strategic plans, identification of spending priorities, and evaluation of performance.
- ***Has a long-term perspective.*** By recognizing the relationship between strategic planning and resource allocation, performance budgeting focuses more attention on longer time horizons.

Common characteristics of performance budgets include:

- Agency identification of mission, goals, and objectives;
- Linkage of strategic planning information with the budget;
- Development and integration of performance measures into the budget;
- Disaggregation of expenditures into very broad areas (such as personnel, operating expenditures, and capital outlays) rather than more specific line-items.

Performance based budgeting is not envisioned as a reward and punishment system based on level of performance, but rather as an approach to evidence based decision making. The key intended benefit is to shift the focus and debate away from the level of program inputs, and focus on results. If the current level of results is unacceptable, the reasons for poor performance should be examined and if current strategies are ineffective, program changes may be necessary; the contra is equally true in measuring effectiveness of departments and programs.

Early involvement of stakeholders in the development of strategic plans and performance measures can go a long way towards building consensus and commitment. Decision makers and other stakeholders are generally most supportive of performance measurement systems that they have helped to develop themselves. If managed well, performance budgeting may over time strengthen relationships between the branches of government.

Scope of process - In order to ensure that the City of Maricopa allocates financial resources in line with the City Council's goals and priorities, the following process issues will be discussed in developing these goals and priorities: Growth indicators, how growth impacts service delivery, financial analysis and forecast, CIP projects and other strategic needs. As the process proceeds, City Council will receive input from a City Council survey, public hearings, and from the city staff. Also the City Council will conduct work sessions, council retreats, and will conduct Public hearings and Regular and Special Council meetings to receive community input for the budget. City Council will convene in Regular and Special sessions to adopt and approve the tentative budget, final budget, and the property tax levies.

Performance Goals and Objectives - The detail department goals and objectives are due early in the budget process and before budget requests are to be submitted. The budget office is available to assist departments in developing goals and objectives for each department and project. The budget office will provide examples for each department. Each department shall quantify their department's goals to reflect how the budgeted dollars are to be spent.

As previously stated, performance measurement is a crucial aspect of the budget and management process. Performance measures should reflect your department's goals and objectives. Performance measures should be developed for all departments and they should be meaningful to both management and the department. For more information on establishing performance measures, please contact the Budget office.

Budget Processes - The City has deployed all new budgetary procedures for department budget requests. These procedures help with compliance with established financial policies, and ensure proper priority is given to all funding demands. Departmental budget requests are segregated into five separate components: **base budget, capital improvement program, personnel,**

supplemental requests, and **carryovers.** All of these segments of the departments' budgets shall reflect department goals and objectives.

Base Budget - This base budget is a starting point to the budget process which represents current expenditures. New requests will be added to department's budgets as new proposed expenditures for a total requested budget for the upcoming fiscal year. The total requested budget will reflect department goals and objectives. Budget requests will be submitted by individual line item, this is for accounting purposes only. However, department directors are encouraged to make adjustments between individual line items (within the supplies and services categories), as long as the sum total appropriation does not exceed the total base budget

As a departure point and to assist department heads, each department/program will be calculated by the Budget office, a **base expenditure** amount to support all ongoing operations for the fiscal year. The base budget for salaries and benefits will be calculated by the budget office reflecting all **currently authorized positions,** proposed merit increases and increases in insurance and retirement costs. The allocation for supplies and services is based on the prior year's appropriation less one-time expenditures for each department/program. One time expenditures are usually found in Capital, non-Capital, and Professional Services line items.

Personnel Changes – Department heads should verify current employee names, positions and titles, identify any changes or adjustments to position allocation. This allows department heads to manage personnel dollars and ensure that all funds are appropriately allocated to the proper fund, department, division and program. All requests for additional positions will be entered through the supplemental process and should be shared with the Human Resources (HR) Department.

Changes such as position reclassifications and title changes should be coordinated with the HR Department. Additionally, HR should approve any position/classification titles that do not exist on the current pay plan prior to submittal in the budget process. HR should review all requests for appropriateness including: reclassification of existing positions; placement of additional budgeted positions in existing classifications; and the need to create new compensation classes. Detailed documentation including an updated job description and any other relevant information should be submitted to HR as soon as possible and not later than January 31. HR shall work with departments and assist them in changes to their personnel needs.

Capital Improvement Program - The Capital Improvement Program (CIP) budget is designed to budget for all the cost components of the typical capital improvement project over multiple fiscal years. The CIP process has been combined with the budget process and will follow the same schedule as the budget. All individual items or projects with a total cost of $25,000 or more are considered CIP items. Items/projects costing less than $25,000 and vehicles must be submitted through the supplemental process. Exceptions to this will be handled on a case-by-case basis.

Departments will be accountable for **all five years** of the CIP. Management will evaluate and prioritize **all five years** of the CIP, in concert with the priorities established by the Council. The out-years of the CIP are critical for the establishment and utilization of impact fees and proper fiscal planning.

Departments should provide detail, including a breakdown of project costs, and the specific funding source to be utilized. Operating expenditures associated with a CIP item should be submitted using the supplemental process. The supplemental must state the CIP Project name and should include all operating costs that are required if the project is funded.

Supplemental Requests - Any department requesting an increase to their base budget will be required to develop a supplemental request separately from their base budget. The supplemental process is used to request new personnel, programs and all operating costs associated with CIP items. Supplemental requests are separated into two classifications: "Maintenance" and "Enhancement" and within these classifications requested funding must be specified as "Ongoing" or "One-time". Departments will be required to designate costs in these categories. *Maintenance* requests are those that are needed solely due to growth and the continuation of current services at the *existing level* of service. *Enhancement* requests are those that will improve the current level of service or offer new programs or services or in response to a policy initiative or a directive.

Given the limited amount of funds available for supplemental requests, it is important for departments to ***prioritize*** their individual needs. To assist in prioritizing requests, the supplemental requests should be categorized by level of importance. Supplemental requests should be prioritized at the department level with #1 being the most important. Management understands that all supplemental requests are important; however ***there can be only one #1*** (and one #2, one #3, etc …) per department.

As can be expected, extra scrutiny is given to individual supplemental requests. As a result, the City Manager has developed a questionnaire to be completed by the department to justify their request within the supplemental input module. Following is a listing of these questions.

Please Describe this Supplemental Request – In this section, simply discuss the service that will be provided if this supplemental is funded. It is best to limit your narrative to two paragraphs or less. After reading this description, what you are requesting should be clearly understood by people unfamiliar with your services.

How will this new request affect your current service level? – The City Manager and staff are trying to identify how this will enhance your current level of service, or continue to maintain the existing service level or serve a policy initiative or directive. Please write a paragraph on how this funding will improve or sustain this service activity. Include workload issues and standards utilized, where applicable.

Discuss other options/alternatives which are available to address this concern. – Please describe in a couple paragraphs what other options your division/department has considered to deal with the current issue.

If a position is approved, where will they be housed? – The response should only be completed if an increase in positions is being requested. If remodeling/expansion of facilities is required, be sure to review with Facilities management. If the remodeling/expansion required is anticipated to be over $25,000 the request would need to be submitted through the CIP process.

Has this request been reviewed by other departments? – Specifically, any supplemental request, which has an impact on another department, must be reviewed by the effected department. For example, any computer or communication related requests must be reviewed by the Information Technology Department and any space-related issues must be reviewed by the Facilities Department. Impacted departments may require additional forms to be filled out for specific requests and have established deadlines for review, separate from the budget process.

The HR, Facilities & IT Review deadline will be February 5th.

Carryover Requests – This part of the budget is designed to allow departments to budget for those items obligated in a prior fiscal year but not entirely paid for during that year. One example of the type of item that may be put in a carryover request is a multi-year contract. Another example may be a purchase order for equipment that was initiated in May or June but can't be filled until after the end of the current fiscal year. By using carryover request forms, the budget office is able to more accurately capture commitments that span multiple fiscal years. ***All purchase orders expire on June 30th unless renewed through the budget process and should have an agenda item that renews purchase order annually.***

These Carryover requests will use same form as supplemental request.

Budget Review Process and Calendar

Once departments have prepared their individual budgets, the Budget office will compile the base, supplemental and personnel changes. Departments are required to submit their annual goals and objectives at, or before, submission of individual budgets. After a careful review for accuracy, the Budget office will meet with individual departments to resolve any outstanding issues.

Each department will have an opportunity to meet with the management review team to present and defend their requested capital items, personnel, and service enhancements. The management review team will review all requests for funds and all CIP projects.

When determining funding for projects and enhancements, **eligible restricted funds will be utilized first.** (e.g. Impact Fee Funds) Following the management review process all recommendations on supplements and CIP projects will be available through the Budget office. Departments desiring an appeal of the decisions of the management team will be given an opportunity to voice their concerns at the second management team meeting.

The decisions made by the management team at these meetings will subsequently serve as the basis for the City Manager's recommended budget. A final review of the overall budget with the City Manager will be held in early April. Although the City Manager has the final word on recommended funding, he has committed to abiding by the priorities of the management review team. Following City Manager review and modification, the budget office will prepare all documents for distribution to Council and staff two weeks prior to the Council Retreat, tentatively scheduled for the final week in April.

Following the Council Retreat, and upon any council revisions to the budget, the City Manager and the budget office will present the tentative budget to Council for adoption no later than the third week in May at a special City Council meeting. The final budget is scheduled for adoption no later than the first week in June at a regular scheduled City Council meeting with the property tax levy scheduled for adoption at a regular City Council meeting no later than the third week in July.

Budget Calendar

The following is the FY 2009 calendar budget process. This was final revised version with dates as they occurred.

Start Date	Activity
February 8	Kick off Meeting - City Manager, Department Directors discuss policies, goals and objectives, receive budget materials
February 15	Department Goals and Objectives due
February 22	Facilities, HR, and IT review deadline
March 1	Council Retreat – Discussion of priorities, goals, and objectives for operations budget for FY09
March 18	**All Budget Requests Due –** Review and compile requests
Ongoing	Review and Revise Budget Requests with Departments
March 27	Staff Team Budget Review
March 28 – April 4	Staff Team Budget Reviews with City Manager
April 8	Draft Budget for Review
April 16	Finance Committee/Staff Team Budget Review 5:30-7:30 p.m. Meeting #1 (Budget review, discussion and recommendation)
April 21	Draft Budget for Review Available
April 23	Finance Committee/ Staff Team Budget Review 5:30-7:30 p.m. Meeting #2 (Budget review, discussion and recommendation)
April 28	Distribution of Budget Documents to Council
May 6	Council Work Session - Recommended Budget to Council
May 17	Council Retreat – Discussion and review of operations budget
May 21	Tentative Budget – Council Adoption of Tentative Budget
June 6	Truth-in-Taxation 1st notice published, Budget Publication
June 13	Truth-in-Taxation 2nd notice published, Budget Publication
June 17	Public Hearing on Final Budget - Council Adoption of Final Budget And Public Hearing on Tax Levy
July 15	Council Adoption of Property Tax Levy

PROUD HISTORY.

1694

A 1694 journal entry by Father Euseblo Francisco Kino records a description of what would become Maricopa Wells. He noted an established agricultural community populated by friendly Native Americans who were established traders.

1800s

In the Mid-1800's, when everything south of the Gila River was still part of Mexico, Maricopa Wells was a dependable source of water along the Gila Trail. The 1870's brought the railroad south off the wells and the ever-adaptable people of the area moved to meet the needs of progress. Phoenix was little more than a tiny village on the Salt River but growing political influence led to the building of a spur line from Maricopa to Phoenix. Today's Maricopa Road (John Wayne Parkway) lies over the top of that old rail line.

1900s

In 1935, Maricopa settled into a slower pace as rail traffic north was halted. Although agricultural production had been consistent through time, it became the catalyst when the rail service was cut. Increased mechanization of agriculture slowed the flow of people. However, it created a hearty farm economy that thrives today.

2000s

Farms and pecan groves have given way to new rooftops, paved roads and endless opportunities for residents. In October 2003, Maricopa incorporated and became Arizona's 88th city; and in 2006, in response to unprecedented hypergrowth, Maricopa residents voted to adopt its first Municipal General Plan to ensure the City achieves its vision for the year 2025.

Based on public input, a Municipal General Plan is a comprehensive document that will guide the long-term growth and development of a city. It is a blue-print that outlines our decisions in relation to future land use, transportation systems, economic development, and community facilities and services.

TODAY

In order to honor the past while moving into the future of rapid growth, the City has developed a vision for itself in the year 2025. Maricopa has a unique small-town feel, reflective of its agricultural roots and western heritage.

PROSPEROUS FUTURE.

The City of Maricopa is a family-oriented, vibrant community for residents and businesses seeking careful growth, environmental awareness, and a high quality of life. Maricopa offers a beautiful, clean suburban setting, efficient, high-quality city services, low crime rate, quality schools and recreation opportunities.

People are drawn to Maricopa not only by its surroundings, but also by its small town atmosphere. Maricopa is an easygoing place where making friends comes naturally. The friendly atmosphere demonstrates the legacy of its pioneer past, when words were few and actions mattered.

With its quality of life, sunbelt climate and small-town atmosphere, Maricopa is a highly desirable place to live and work. Residents enjoy the benefits of small-town living. Very low crime rates, easy commuting, a full range of house types and prices, excellent air quality and a the opportunity to build a new city all combine to create a low-stress lifestyle.

Pinal County is the fastest growing county in Arizona. The City of Maricopa is the fastest growing city within the county. The city has been in a hypergrowth period, with a 150% increase from 2005 to 2007. More than 35,000 people reside within Maricopa.

The next several pages contain an overview of the demographics for the City of Maricopa, as well as the results of the most recent labor study.

- Most current demographic information is from the labor study completed July 2008.

The following information presents the results of a resident survey conducted by the City of Maricopa to assess the skills and demographic characteristics of the local workforce. Most of the residents of Maricopa commute to jobs in other communities. However, with detailed information about the education and skills of the workforce, the city will be able to more effectively market to new and expanding businesses and create more local jobs.

The survey was available to residents on-line or by mail during April and May of 2008. A copy of the survey is included in Appendix A. Both an abbreviated post card version of the survey and long form identical to the on-line survey were mailed out to residents. The survey was also promoted at community events. Responses included 1,259 mail in surveys, 1,397 on-line surveys and 95 post card surveys for a total of 2,523 responses. These responses represent about 18 percent of the estimated 14,000 households in the community, which is a very good response rate for this type of survey.

The preliminary survey results shown here are further supplemented with demographic trends for the community as a whole, and with information about local training providers such as Central Arizona College. To the extent possible, results of this survey are also compared to the Central Western Pinal County Labor Market Study completed in October 2007 for Central Arizona Economic Development Foundation (CAREDF). This study included responses for 1,350 individuals in Casa Grande, Coolidge, Eloy and Maricopa. A total of 316 responses were recorded in the City of Maricopa. In comparing the two survey it is important to keep in minds that the Pinal County study represents a much smaller sample size than this survey, particularly for Maricopa specifically.

Demographics

Age and Gender. The largest share of respondents are between 25 and 34 (30 percent), with an additional 25 percent between the ages of 35 and 44. The distribution of respondents by age is fairly similar to the city as a whole, although the share of respondents ages 18 to 24 is slightly lower.[1] The sample was split exactly 50/50 between males and females. By comparison, the Maricopa respondents to the 2007 CAREDF study included a larger share of younger respondents with 15 percent between the ages of 18 and 24.

Household Size. About 41 percent of respondents came from two person households, mostly couples without children. Married couples without children make up about 31 percent of households in Maricopa as a whole.[2] About 43 percent of respondents were from 3 to 5 person households.

Household Income. About 26 percent of respondents reported household incomes of $50,000 to $75,000 and an additional 26 percent earn between $75,000 and $100,000. About 29 percent of survey respondents earn more than $100,000 per year. Although current comprehensive household income data is not available for Maricopa specifically, only 20 percent of households in the metro area as a whole have incomes over $100,000 per year.[3]

Educational Attainment. Overall, the respondents tend to be well educated with 29 percent completing a four year college degree and an additional 23 percent with a graduate or professional degree. By comparison, only 27 percent of residents in the metro area have a bachelor's degree or higher. A significant share of respondents, 29 percent, had attended some college but do not have a degree. By comparison, the CAREDF study showed a less educated group of employed workers in Maricopa with only 25 percent having a bachelor's degree or higher. However, the sample size in that survey was quite low for Maricopa specifically and the results of this survey are likely a better representation of Maricopa's employed residents.

Length of Residence. A full 28 percent of respondents had been in Maricopa for less than a year and an additional 26 percent had been there for less than two years. These results are reflective of the city as a whole which has experienced explosive growth in the past three years. Only 9 percent of respondents had lived in Maricopa for more than five years. The largest share of respondents previously lived in Chandler, Phoenix or Mesa, although a significant share moved to Maricopa from California. By comparison, the CAREDF study showed 23 percent of respondents having lived in Maricopa for more than 5 years, which is not very representative of the overall population given the share of housing inventory in Maricopa that is less than five years old.

[1] Bureau of the Census, 2005 City of Maricopa Special Census.
[2] Bureau of the Census, 2005 City of Maricopa Special Census.
[3] American Community Survey, 2005.

Purpose of Study

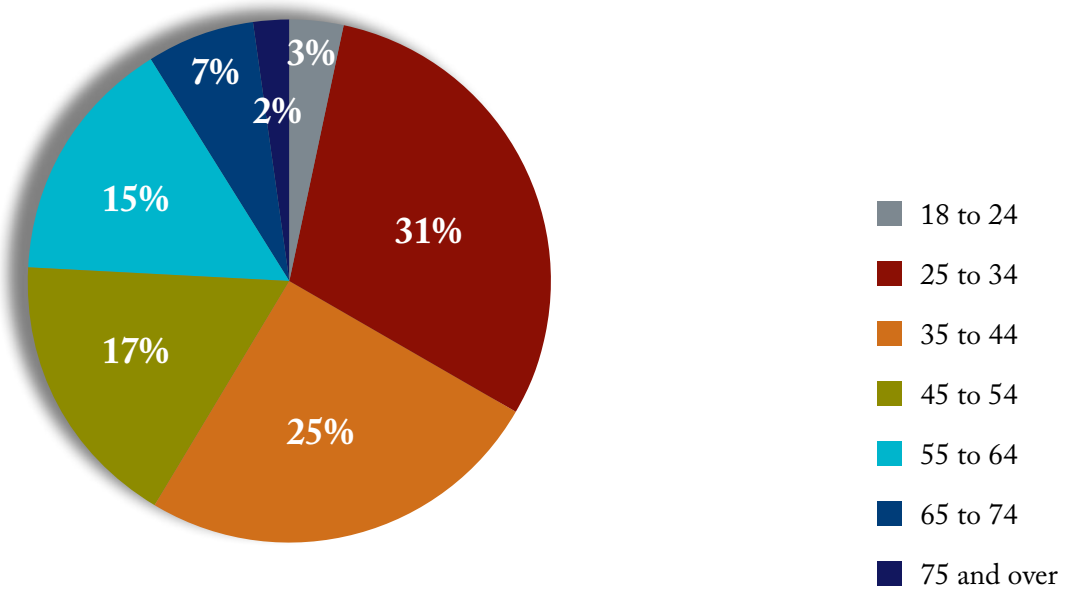
- To assess the skills and demographic characteristics of the local workforce.
- More effective marketing to prospective and regionally expanding employers to add more local jobs.
- Results were compared to previous Maricopa data, metro area data, and a 2007 County-wide labor study.

Responses

- **18% overall response rate** (2,525 responses out of estimated 14,000 occupied households in the community).
- **83% of responders are currently employed** (7% of whom are self-employed compared to 10% in the metro area).
- Of the 19% of residents that are unemployed, **over half (63%) are retired** or not currently seeking employment.

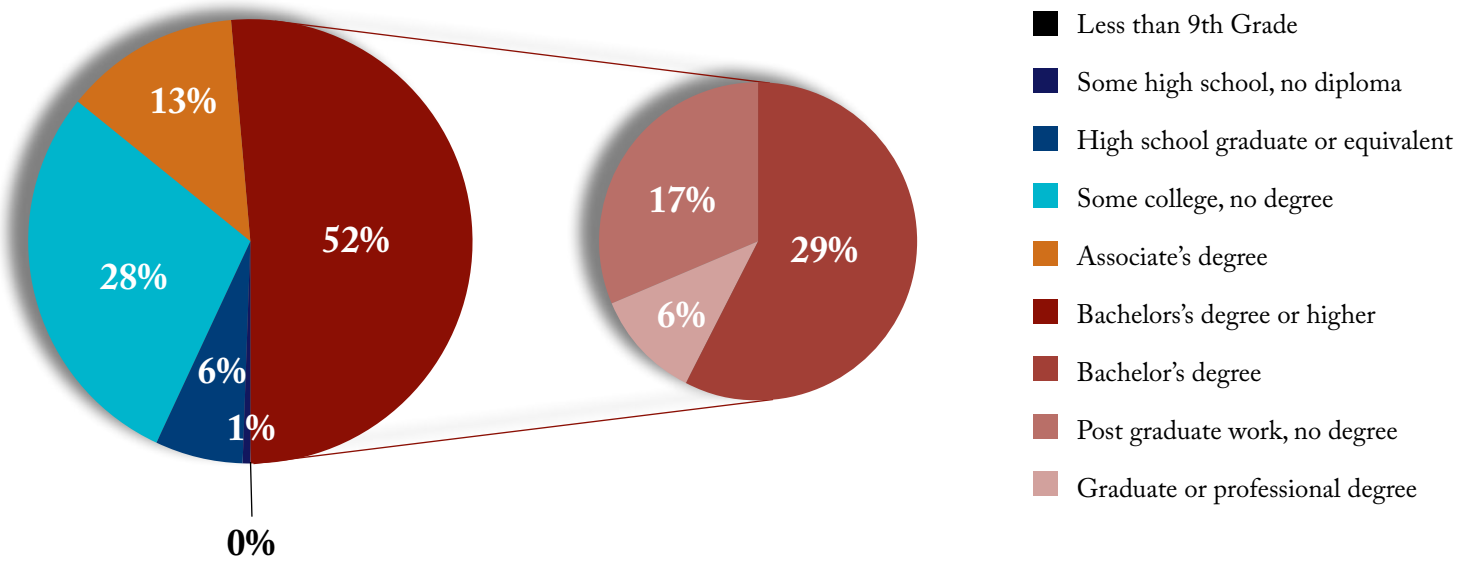
Age Distribution

- **56%** of Maricopa's adult residents are **between the age of 25 to 44.**
- This is positive information for employers seeking an active work force.



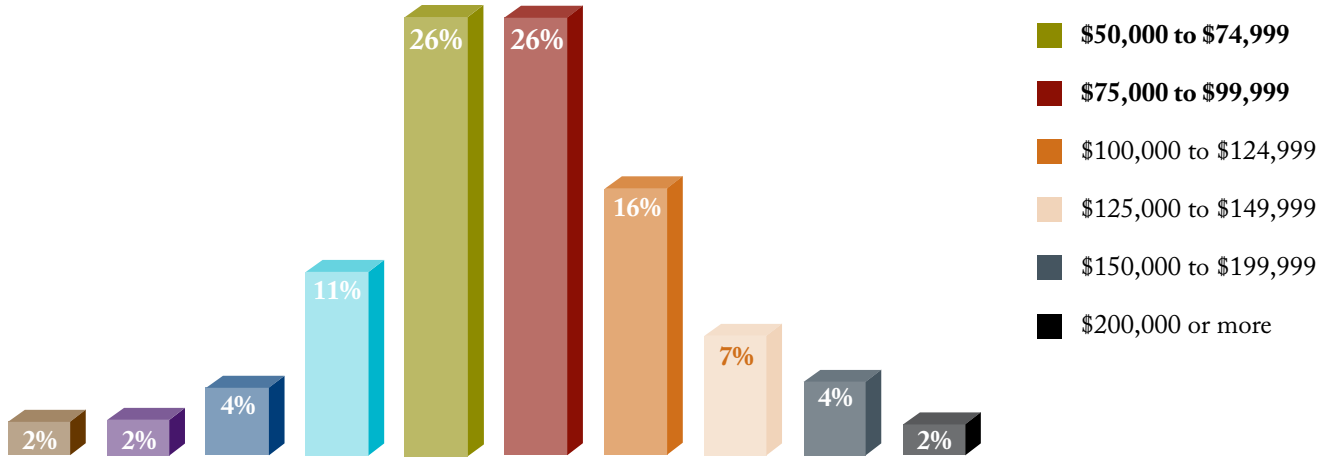
Educational Attainment

- **52% of Maricopa residents have a bachelor's degree or higher,** compared to 27% of residents in the metro area.
- 13% have an associates degree.
- An astounding **88% reported having some post-high school education.**



Household Income

- **29% of Maricopa responders report household incomes of $100,000 or greater** (compared to only 20% of metro area households).
- This is critical information for attracting retail and restaurant industries.



Length of Residence

- Only **9%** of respondents have lived in Maricopa over 5 years.
- Most are from Chandler, Phoenix, or California.
- **60%** of workers had been at their current job for 3 years or more indicating that most did not change jobs when they moved to Maricopa.

Job Sector

- **38%** work in the services sector, with high concentrations in health care, professional services and education.
- **15%** work in finance and insurance, primarily in banking and mortgage lending.
- **14%** work in manufacturing with a concentration in electronics and instruments.
- Specific companies reported by more than 20 respondents each include:
  - Intel
  - Maricopa Unified School District
  - Wells Fargo
  - Banner Health
  - US Airways
  - Arizona State University
  - City of Maricopa
  - Countrywide Home Loans

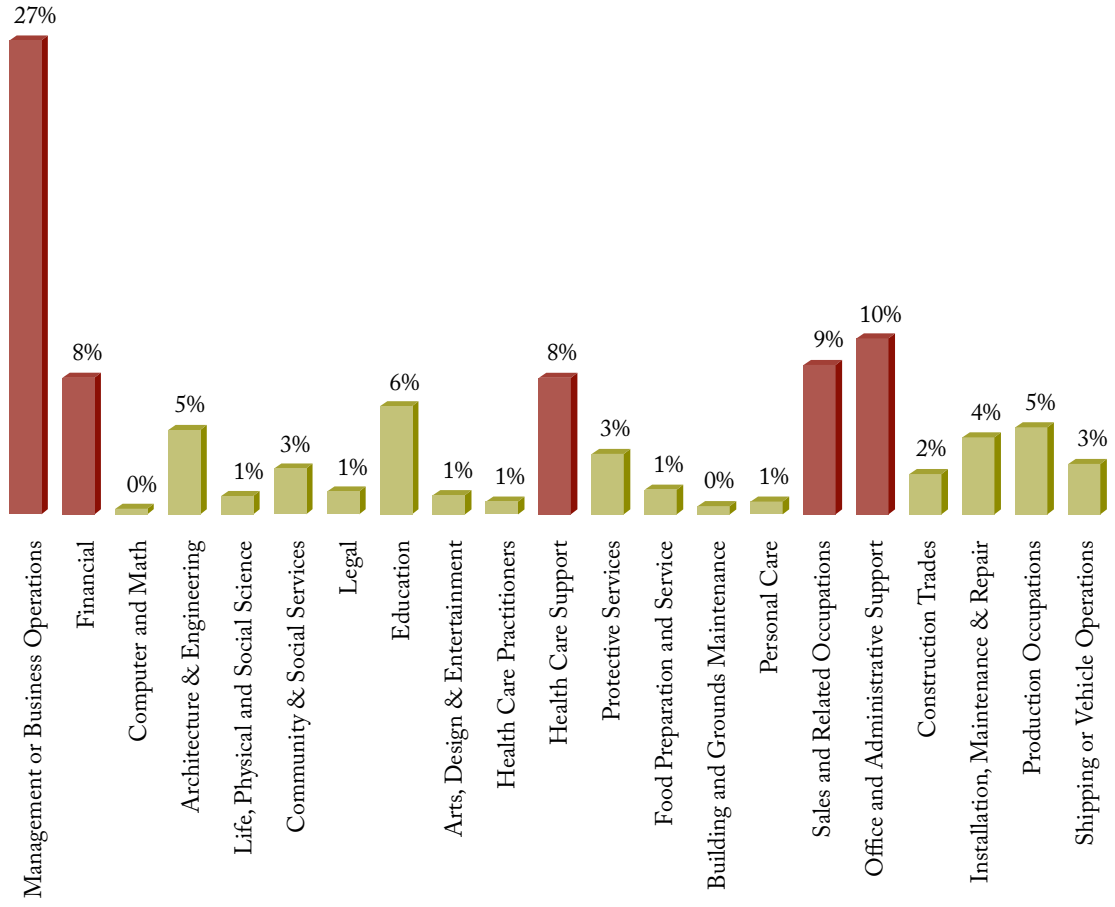
Length of Residence

Previous Residence	Number	Percent
Chandler	**343**	**19%**
Phoenix	**207**	**11%**
Mesa	159	9%
Gilbert	114	6%
Ahwatukee	101	6%
Tempe	95	5%
Scottsdale	55	3%
Glendale	25	1%
All other Maricopa County	52	3%
Pinal County	47	3%
Pima County	28	2%
All other Arizona Counties	31	2%
California	**179**	**10%**
Illinois	36	2%
Washington	26	1%
Michigan	24	1%
Colorado	23	1%
New York	20	1%
Nevada	20	1%
All other states	232	13%
Non-USA	5	0%

Occupational Trends

Overall, the Maricopa workforce is highly skilled with **53% working in management and other professional occupations**, compared to only 33% of the metro area population.

Employment by Occupation

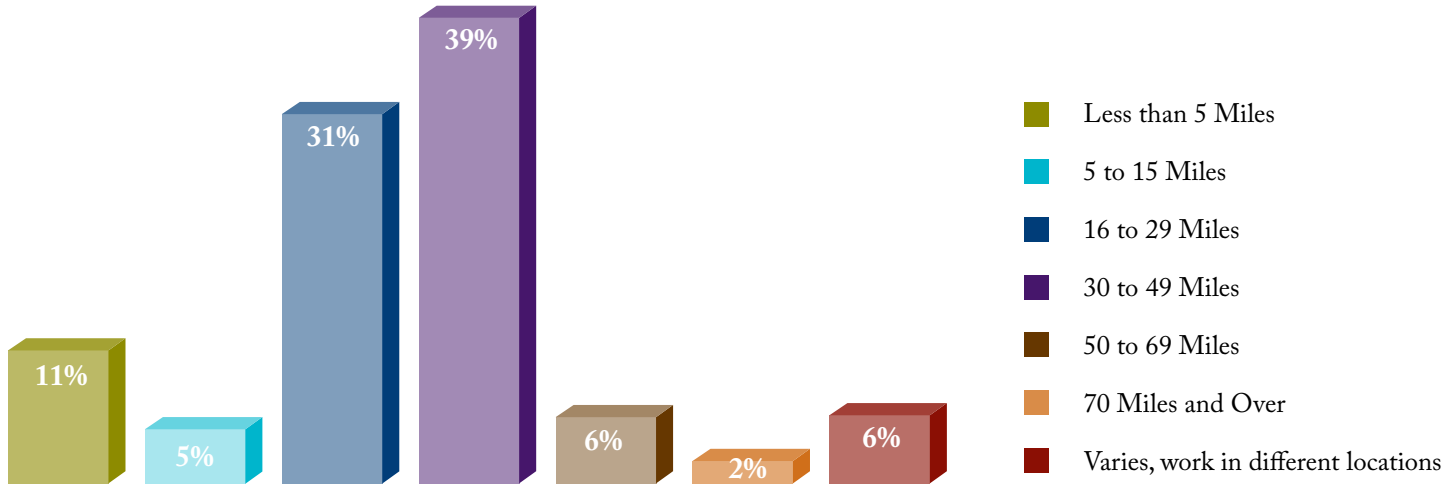


Salary Trends

- **26%** of total respondents earn individually over $75,000.
- **Over 60%** of healthcare practitioners, architects and engineers living in Maricopa earn more than $75,000 along with about 33% each for sales, management and protective service workers.
- **Only 6%** of respondents earn less than $25,000 per year and are mainly retail or food service occupations.

Commuting

- Commuting is a major issue for the local workforce – **74% reported moderate to high associated stress**.
- **47% of residents commute more than 30 miles** one way to work; the average travel time to work for metro area workers is about 27 minutes.
- With rapidly increasing gas prices, these commuting distances place a significant financial burden on residents.



Desire to Work Locally

- **74%** of Maricopa workers would like a comparable job closer to home. *Over half have tried.*
- Because of commuting stress/cost, many would be willing to make some sacrifices in order to lessen their commute.
- **Almost 70%** would be willing to accept a job with less seniority and **63% would be willing to change careers** to have a 15-minute or shorter commute.
- **21% would be willing to accept a 20% or greater pay cut** and 25% more would be willing to accept a pay cut of 10-20%.
- While current salaries could be a deterrent to potential employers, the willingness to trade pay for reduced commute time may be seen as a benefit by prospective employers.

Job Seekers

- **7% of respondents are actively seeking employment.**
- **Those currently seeking employment** mostly work in management and business (20%), office and administrative support (17%) and sales (11%).
- **Desired Occupation.** 23% of persons were seeking positions in management or financial occupations, and 42% listed sales or office and administrative occupations as the type of job they were seeking.
- **Desired Wages.** Most are seeking wages in the range of **$25,000 to $50,000**, although the sample size for desired wages was small.
    - People seeking management positions and computer and math positions had somewhat higher expected wages ranging from $35,000 to $75,000.

Why Maricopa?

People were asked to rate the different factors that attracted them to live in Maricopa. Most desirable to residents were **housing affordability and community safety.**

	Least Important				Most Important
	1	2	3	4	5
Housing Affordability	49	40	184	453	1382
	2%	2%	9%	21%	**66%**
Community Safety	63	91	423	703	766
	3%	4%	21%	34%	**37%**
Small Town Environment	263	201	464	576	568
	13%	10%	22%	28%	27%
Location Relative to Job	585	364	491	290	243
	30%	18%	25%	15%	12%
Location Relative to Family	825	322	370	231	271
	41%	16%	18%	11%	13%
Parks, Open Space & Natural Environment	275	281	575	538	364
	14%	14%	28%	26%	18%

Demographic Characteristics
City Of Maricopa Residents

	Number	Percent
Age		
18 to 24	72	3%
25 to 34	649	30%
35 to 44	545	25%
45 to 54	371	17%
55 to 64	327	15%
65 to 74	145	7%
75 and over	43	2%
Gender		
Male	1,060	50%
Female	1,079	50%
Household Size		
1 Person	264	13%
2 Persons	849	41%
3 Persons	382	18%
4 Persons	342	16%
5 Persons	172	8%
More than 5 Persons	80	4%
Household Income		
Less than $15,000	40	2%
$15,000 to $24,999	42	2%
$25,000 to $34,999	81	4%
$35,000 to $49,999	220	11%
$50,000 to $74,999	527	26%
$75,000 to $99,999	525	26%
$100,000 to $124,999	320	16%
$125,000 to $149,999	143	7%
$150,000 to $199,999	88	4%
$200,000 or more	37	2%
Highest Level of Education in Household		
Less than 9th Grade	2	0%
Some high school, no diploma	15	1%
High school graduate or equivalent	136	6%
Some college, no degree	626	29%
Associate's degree	276	13%
Bachelor's degree	640	29%
Post graduate work, no degree	122	6%
Graduate or professional degree	374	17%

Length Of Residence
City Of Maricopa Residents

	Number	Percent
Length of Time in Maricopa		
6 months or less	253	12%
6 months to 1 year	328	16%
1 to 2 years	553	26%
2 to 3 years	479	23%
3 to 4 years	187	9%
4 to 5 years	108	5%
More than 5 years	190	9%
Previous Residence		
Chandler	343	19%
Phoenix	207	11%
Mesa	159	9%
Gilbert	114	6%
Ahwatukee	101	6%
Tempe	95	5%
Scottsdale	55	3%
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Michigan	24	1%
Colorado	23	1%
New York	20	1%
Nevada	20	1%
All other states	232	13%
Non-USA	5	0%

Since the community of Maricopa has grown so dramatically since 2000, it is interesting to look at demographic changes during this time period. *Note that the information shown in the following table is for the city as a whole, not for respondents to the labor survey.* In 2000, Maricopa was not incorporated but had an estimated population of 1,040. Only 1 percent of residents had a college education and only 2 percent had household incomes over $75,000.[4] By 2005, the population had grown by 1432 percent to 15,934.[5] New residents were significantly more educated than the existing population with 53 percent having a bachelor's degree or higher.[6] By 2007, the population had grown by 102 percent in only 2 years to over 32,000. The demographic makeup of the resident based continued to reflect higher education and income levels with 46 percent of residents having a bachelor's degree or higher and 39 percent having household incomes over $75,000.[7] These results for 2007 for the population at large are generally consistent with the labor survey results.

[4] 2000 Census.
[5] 2005 Special Census.
[6] 2005 Community Profile.
[7] 2007 Community Profile.

Trends In Educational Attainment And Household Income
City Of Maricopa Residents

	2000	2005	2006	2007
Total Population [1,2,3]	1,040	15,934	25,830	32,157
Highest Level of Education in Household [1,4]				
Post High School Education	14%	na	85%	86%
Bachelor's Degree or Higher	1%	53%	61%	46%
Graduate or Professional Degree	0%	na	na	17%
Household Income [1,4]				
Under $25,000	32%	na	na	6%
$25,000 to $49,999	50%	na	na	21%
$50,000 to $74,999	17%	na	na	27%
Over $75,000	2%	na	44%	39%

Sources:
[1] 2000 Census
[2] 2005 Special Census
[3] Arizona Department of Economic Security
[4] 2005 thru 2007 City of Maricopa Community Profiles

Employment Characteristics

Employment Status. Of the total respondents, 83 percent are currently employed, and 7 percent of those are self-employed. By comparison about 10 percent of residents in the metro area are self-employed.[8] It is somewhat surprising that a higher percentage of Maricopa residents are not self-employed given the distance to major employment centers. In the CAREDF study, 18 percent of respondents in Maricopa reported being self-employed.

Length of Employment at Current Job. For employed residents, most had been at their current job for 3 to 5 years (27 percent) and an additional 23 percent had been there 1 to 2 years. The majority of residents moved to Maricopa in the past 3 years, while 60 percent of workers had been at their current job for 3 years or more indicating that many residents probably did not change jobs in order to work closer to home when they moved to Maricopa.

[8] American Community Survey, 2005.

Employment Status
City Of Maricopa Residents

	Number	Percent
Currently Employed	2015	81.3%
Share Self Employed	150	7.4%
Length of Time with Current Employer		
Less than 1 Year	311	17.1%
1 to 2 Years	419	23.0%
3 to 5 Years	490	26.9%
6 to 10 Years	336	18.4%
More than 10 Years	268	14.7%
Not Currently Employed	465	18.8%

Industry Mix. The respondents represent a very diverse group in terms of industry mix. The largest share, 38 percent, works in the services sector, with high concentrations in health care, professional services and education. An additional 15 percent work in finance and insurance, primarily in banking and mortgage lending. About 14 percent work in manufacturing with a concentration in electronics and instruments. Specific companies reported by more than 20 respondents include Intel (60), Maricopa Unified School District (57), Wells Fargo (38), Banner Health (34), US Airways (27), Arizona State University (27), City of Maricopa (26), and Countrywide Home Loans (23). The majority of these employers are located in the southeast portion of Maricopa County. By comparison, the CAREDF study showed a smaller share of Maricopa respondents in manufacturing (9 percent) and finance and insurance (9 percent), and a much larger share in retail (12 percent), hotels and restaurants (14 percent) and personal services (8 percent).

Employment By Industry
City Of Maricopa Residents

NAICS	Industry	Number	Percent	Key Employers
111	**Agriculture**	1	0%	
211	**Mining**	3	0%	
221	**Utilities**	19	1%	Salt River Project (8)
23	**Construction**	64	3%	
	Manufacturing		**14%**	
311	Food processing	14	1%	
321	Mobile home manufacturing	2	0%	
322	Paper products	1	0%	
323	Printing	9	0%	
325	Chemical products, incl pharmaceuticals	13	1%	
326	Plastic and rubber products	8	0%	
327	Nonmetallic mineral products	8	0%	
331	Primary metals	4	0%	
332	Fabricated metal products	13	1%	
333	Machinery manufacturing	7	0%	
334	Computer and electronic products, incl medical devices	137	7%	Intel (60), Freescale Semiconductor (5), Microchip (9), Rogers Corporation (6)
335	Electrical equipment	2	0%	

Employment By Industry
City Of Maricopa Residents

NAICS	Industry	Number	Percent	Key Employers
336	Transportation equipment, incl aerospace	38	2%	Honeywell (13), Orbital Sciences (8)
337	Furniture and fixtures	2	0%	
339	Misc manufacturing	5	0%	
	Wholesale		**2%**	
423	Wholesale - durable goods	34	2%	Avnet (7), Insight (9)
424	Wholesale - nondurable goods	11	1%	
	Retail		**8%**	
441	Motor vehicles and parts	24	1%	
442	Furniture and home furnishings stores	11	1%	
443	Electronics and appliance stores	3	0%	
444	Building material and garden supply stores	12	1%	
445	Food and beverage stores	27	1%	Bashas (8)
446	Health and personal care stores	10	1%	
448	Clothing and clothing accessories stores	21	1%	
451	Sporting goods, hobby, book and music stores	8	0%	
452	General merchandise stores	16	1%	
453	Miscellaneous store retailers	7	0%	
454	Nonstore retailers	8	0%	
	Transportation and Warehousing		**6%**	
481	Air transportation	52	3%	Mesa Airlines (4), Southwest (8), US Airways (27)
484	Truck transportation	18	1%	
485	Transit and ground passenger transportation	8	0%	
488	Support activities for transportation	4	0%	
491	Postal Service	14	1%	
492	Couriers and messengers	3	0%	
493	Warehousing and storage	11	1%	
	Information		**4%**	
511	Publishing and software	30	2%	
512	Motion picture and sound recording industries	1	0%	

Employment By Industry
City Of Maricopa Residents

NAICS	Industry	Number	Percent	Key Employers
515	Broadcasting	11	1%	
516	Internet publishing and broadcasting	2	0%	
517	Telecommunications	28	2%	Verizon (10), Global Crossing (5)
518	ISPs, search portals, and data processing	9	0%	Go Daddy (4)
519	Other information services	2	0%	
	Finance and Real Estate		**15%**	
522	Financial services and transaction processing	151	8%	Wells Fargo (38), Bank of America (15), Chase (8), Countrywide Home Loans (23)
523	Securities, commodity contracts, investments	15	1%	Charles Schwab (10)
524	Insurance carriers	64	3%	State Farm (10), United Healthcare (5)
525	Funds, trusts, and other financial vehicles	1	0%	
531	Real Estate	38	2%	
532	Rental and leasing services	16	1%	IKON Office Solutions (8)
	Services		**38%**	
541	Professional and computer services and research	147	8%	
561	Administrative and support services	41	2%	
562	Waste management and remediation services	6	0%	
611	Education	166	9%	Arizona State University (25), Maricopa Unified (57), University of Phoenix (19)
621	Health care	195	10%	Banner Health (34), Casa Grande Regional Medical Center (8)
624	Social services	15	1%	
711	Arts, entertainment, recreation	40	2%	Casino Arizona (4), Harrah's (17), Gila River Casino (6)
721	Hotels and resorts	11	1%	
722	Restaurants	18	1%	
811	Repair and maintenance	26	1%	
812	Personal services	17	1%	
813	Membership associations and organizations	18	1%	
92	**Government**	**143**	**8%**	Ak-Chin Indian Community (6), City of Chandler (9), City of Maricopa (26), Maricopa County (12)

Occupational Mix. The largest share of respondents, 27 percent, are employed in management or business operations occupations. The next largest share are in office and administrative support occupations at 10 percent, followed by 9 percent in sales and 8 percent each in health care support and financial occupations. Overall, the workforce in Maricopa is highly skilled and with 53 percent working in management and other professional occupations, compared to only 33 percent of the metro area population[9]. Most of the respondents are committed to working in their current field with 72 percent somewhat or very likely to retire in their current occupation. By comparison, the CAREDF study showed only 16 percent employed in management or business operations, but 13 percent in sales and 8 percent in construction. Based on both industry and occupational mix, the CAREDF study reflected a lower skilled group of employed residents in Maricopa and was likely not a good representation of the overall resident workforce given the small sample size.

[9] American Community Survey, 2005.

Employment By Occupation
Employed Residents
City Of Maricopa Residents

Occupation	Number	Percent
Management or Business Operations	517	27%
Financial	149	8%
Computer and Math	6	0%
Architecture & Engineering	92	5%
Life, Physical and Social Science	20	1%
Community & Social Services	50	3%
Legal	25	1%
Education	118	6%
Arts, Design & Entertainment	21	1%
Health Care Practitioners	14	1%
Health Care Support	149	8%
Protective Services	66	3%
Food Preparation and Service	27	1%
Building and Grounds Maintenance	9	0%
Personal Care	14	1%
Sales and Related Occupations	163	9%
Office and Administrative Support	192	10%
Construction Trades	44	2%
Installation, Maintenance & Repair	84	4%
Production Occupations	95	5%
Shipping or Vehicle Operations	55	3%
Expect to Retire in Current Occupation		
Strongly agree	724	41%
Somewhat agree	550	31%
Do not agree	248	14%
Don't know	235	13%

Experience Levels. On average, 29 percent of workers had 6 or more years of experience in their current occupation. Occupations with the largest share of experienced workers include architecture and engineering, management, and manufacturing/production occupations. All of these occupations had more than 40 percent or workers with 6 or more years of experience.

Employment By Occupation And Experience Level
Employed Residents
City Of Maricopa Residents

	Years of Experience				
Occupation	Less than 1 year	1 to 2 years	3 to 5 years	6 to 10 years	10+ years
Management or Business Operations	12%	17%	28%	22%	21%
Finance	16%	35%	21%	16%	12%
Architecture & Engineering	15%	11%	25%	32%	16%
Life, Physical and Social Sciences	30%	30%	25%	5%	10%
Community & Social Services	23%	27%	23%	10%	17%
Legal	20%	20%	44%	12%	4%
Education	25%	24%	30%	13%	7%
Arts, Design and Entertainment	14%	14%	38%	19%	14%
Health Care Practitioners	42%	25%	17%	8%	8%
Health Care Support	23%	27%	25%	16%	9%
Protective Services	19%	25%	22%	20%	14%
Food Preparation and Service	20%	36%	12%	32%	0%
Installation, Maintenance or Repair	10%	26%	29%	24%	11%
Building and Grounds Maintenance	22%	22%	33%	22%	0%
Personal Care	36%	43%	0%	7%	14%
Sales and Related Occupations	24%	20%	32%	13%	12%
Office and Administrative Support	16%	27%	28%	16%	13%
Construction Trades	19%	35%	23%	7%	16%
Production Occupations	10%	20%	27%	23%	20%
Shipping or Vehicle Operations	21%	25%	21%	13%	21%

Salary Levels. About 26 percent of respondents have salaries over $75,000. Over 60 percent of healthcare practitioners, architects and engineers have salaries over $75,000 along with about sales, management and protective service workers. Only 6 percent of respondents earn less than $25,000 per year and are mainly retail or food service occupations. By comparison, the CAREDF study showed only 14 percent of respondents in Maricopa with salaries over $75,000 and 28 percent with salaries less than $25,000. Salaries in that study were not correlated with occupations, however the results are not surprising given the lower skill mix of the respondents.

Average Annual Salary By Occupation
Employed Residents
City Of Maricopa Residents

	Annual Salary							
Occupation	Less than $15,000	$15,000 - $24,999	$25,000 - $34,999	$35,000 - $49,999	$50,000 - $74,999	$75,000 - $99,999	$100,000 - $124,999	Over $125,000
Management or Business Operations	1%	1%	7%	21%	34%	20%	10%	7%
Finance	1%	0%	19%	30%	29%	13%	4%	4%
Architecture & Engineering	0%	0%	0%	10%	29%	35%	18%	7%
Life, Physical and Social Sciences	6%	11%	17%	11%	33%	17%	0%	6%
Community & Social Services	2%	5%	12%	36%	36%	7%	2%	0%
Legal	0%	0%	13%	17%	43%	9%	9%	9%
Education	5%	5%	16%	42%	19%	8%	2%	2%
Arts, Design and Entertainment	0%	6%	6%	29%	59%	0%	0%	0%
Health Care Practitioners	10%	0%	20%	10%	0%	40%	10%	10%
Health Care Support	2%	2%	22%	18%	37%	14%	3%	2%
Protective Services	0%	3%	15%	17%	32%	18%	10%	5%
Food Preparation and Service	30%	9%	17%	13%	26%	4%	0%	0%
Installation, Maintenance or Repair	1%	1%	3%	20%	42%	26%	3%	4%
Building and Grounds Maintenance	11%	0%	44%	11%	22%	0%	11%	0%
Personal Care	21%	7%	36%	14%	14%	7%	0%	0%
Sales and Related Occupations	7%	1%	9%	19%	27%	16%	11%	9%
Office and Administrative Support	3%	10%	29%	33%	20%	4%	1%	0%
Construction Trades	2%	0%	17%	24%	38%	14%	5%	0%
Production Occupations	1%	1%	14%	21%	44%	14%	3%	1%
Shipping or Vehicle Operations	10%	8%	22%	22%	33%	6%	0%	0%

Licenses And Certifications By Industry
Employed Respondents
City Of Maricopa Residents

Education	**Finance and Insurance**
Arizona Teaching Certificate (35)	AAMS (1)
	ACA Certification (1)
Beauty	CPA (11)
Cosmetology License (16)	Certified Mortgage Planner (1)
Massage Therapy (3)	Chartered Financial Analyst (CFA) (1)
	Securities Series 6, 7 and 63 (10)
Nursing	Arizona Property and Casualty License (15)
CNA (8)	CPCU (Chartered Property and Casualty Underwriter) (1)
RN (40)	Insurance Adjustors License (1)
LPN (1)	Life and Health Insurance License (4)
Other Healthcare	**Real Estate**
AAHCA	AZ Real Estate Agent License (30)
ACLS (2)	AZ Real Estate Broker (5)
X Ray Technician (4)	Real Estate Appraisal (3)
Ophthalmic Assistant (2)	
Certificate of Clinical Competency CCC-SLP (1)	**Government**
Dental Assistant (2)	Peace Officer Standards and Training (POST) (9)
Dental Hygenist (1)	AZ Guard CARD (1)
Pharmacy Technician (4)	Certified Homeland Security (1)
Clinical Audiology (1)	DPS Certified Armed Guard (1)
Clinical Laboratory Specialist (2)	Maricopa County Emergency Mgmt (1)
CPHQ (1)	Hazardous Materials (4)
Respiratory Technician (2)	Firefighter/Police Officer (7)
EMT (6)	TSA Certification (2)
Licensed Physical Therapist (1)	Crime Scene Technology (2)
Medical Transcriptions (1)	Fingerprint Technician (1)
Medical Technician (2)	Certified Forensic Interviewer (1)
RHIA (1)	Certified Floodplain Manager (2)
Vetrinary License (1)	CRCM- Certified Regulatory Compliance Manager (1)
Other Healthcare Cont.	
Registered Dietician (1)	
ACDHH Licensure- Sign Language Interpreters (1)	**Legal**
LCSW- Clinical Social Worker (1)	State Bar Members (6)
	Paralegal Certificate (2)

Licenses And Certifications By Industry
Employed Respondents
City Of Maricopa Residents

Auto and Aircraft Mechanics	Patent Agent (1)
FAA Airframe and Powerplant License (5)	
ASE Certification (5)	**Computers**
Caterpillar Heavy Equipment Apprentice (1)	CADD certification (1)
Certified Electronic Technician (1)	CCNA (9)
Certified Welder (2)	CCNP (4)
	A+ Certification (11)
Construction	MCP (4)
Backhoe (1)	MCSE (1)
ACE (1)	Citrix Certified (1)
ACI Field Technician (2)	CompTIA Network+ Certification (1)
Building Inspector (2)	Cisco Certified (5)
Carpenter Apprentice (1)	MCSE Microsoft Certified Systems Engineer (10)
Lead Carpenter (1)	Kofax Certification (1)
EPA and HVAC Certification (8)	Microsoft Certified Developer (2)
Forklift (6)	Microsoft MCP (2)
CDIA+ (1)	Novell CNA Certification (1)
Norstar cert, C7 License Electrical + Low Voltage (1)	SCJP (1)
Permit Technician Certification (1)	Microsoft Certified Software Quality Engineer (1)
Electrical Apprentice (1)	
Electrical Journeyman (1)	**Business and Management**
	Certified Quality Manager (1)
Transportation	CISA (1)
Pilot (10)	Six Sigma Black Belt (5)
Flight Instructor (2)	Six Sigma Green Belt (3)
Commercial Drivers License (4)	Siebel 7 Certified (1)
	Project Management Professional (7)
Engineering	PGA Apprentice (1)
Professional Engineer (6)	ISO Certified (4)
Engineer in Training EIT (5)	Human Resources Management/Sr Professional (7)

Commuting Issues

Commuting. The City of Maricopa is located some distance from nearby job centers in Casa Grande, Chandler, Mesa and Phoenix. Since the local economic base is limited, commuting is a major issue for the local workforce. According to the survey, almost 40 percent of residents commute 30 to 50 miles one way to work. An additional 31 percent commute 16 to 30 miles one way. This represents a substantially longer commute than metro area workers as a whole where the average travel time to work is about 27 minutes. With rapidly increasing gas prices, these commuting distances place a significant financial burden on residents. A full 74 percent or respondents report moderate or high stress levels associated with commuting.

Commuting and Job Choices. Of the over 2,500 survey respondents, 74 percent would like a comparable job closer to home. Over half (53 percent) have tried to find a job closer to home. Because of the stress and cost associated with commuting, many respondents would be willing to make some sacrifices in order to lessen their commute. Almost 70 percent would be willing to accept a job with less seniority and 63 percent would be willing to change careers to reduce their one-way commute to 15 minutes or less. In addition to changes in occupation and seniority, 21 percent would be willing to accept a pay cut of 20 percent or more and an additional 25 percent would be willing to accept a pay cut of 10 to 20 percent. This may be a significant advantage to employers interested in locating in Maricopa. In terms of benefits, 24 percent of respondents would require health insurance and 20 percent would require a 401K plan in order to change jobs.

Commuting Issues
City Of Maricopa Residents

	Number	Percent
Commute Distance (One Way)		
Less than 5 Miles	201	11%
5 to 15 Miles	82	5%
16 to 29 Miles	558	31%
30 to 49 Miles	703	39%
50 to 69 Miles	100	6%
70 Miles and Over	34	2%
Varies, work in different locations	103	6%
Experience Stress From Commuting		
Strongly consider	577	33%
Somewhat consider	715	41%
Would not consider	388	22%
Don't know	58	3%
Would Accept Comparable Job Closer To Home		
Yes	1,293	74%
No	136	8%
Not applicable	329	19%

Commuting Issues
City Of Maricopa Residents

	Number	Percent
Have Tried To Find Job Closer To Home		
Strongly consider	463	28%
Somewhat consider	422	25%
Would not consider	600	36%
Don't know	191	11%
Would Accept Position With Less Seniority In Exchange For Commute Of 15 Minutes Or Less		
Strongly consider	683	40%
Somewhat consider	498	29%
Would not consider	335	20%
Don't know	193	11%
Would Change Careers To Work Closer To Home		
Strongly consider	555	32%
Somewhat consider	531	31%
Would not consider	440	26%
Don't know	187	11%
Difference In Compensation Willing To Accept To Change Job		
No difference	111	9%
Up to 10 percent less	162	13%
10 to 20 percent less	309	25%
More than 20 percent less	256	21%
Up to 10 percent more	113	9%
10 to 20 percent more	140	11%
More than 20 percent more	148	12%
Minimum Benefits Required To Change Jobs		
Health Insurance	1,497	24%
Retirement	972	16%
Life Insurance	864	14%
Disability Insurance	820	13%
Child Care	167	3%
401K	1,246	20%
Tuition Reimbursement	609	10%
Work Option Limitations		
Transportation to Work	146	7%
Child/Dependent Care Needs	230	11%
Lack of Jobs in Field	299	15%

Characteristics of Respondents Not Currently Working

Employment Status. About 19 percent of respondents indicated they are not currently employed. Of these respondents, 68 percent are currently seeking full or part time positions. In addition to the latent labor force of workers who are interested in changing jobs to be closer to home, these employment seekers represent a potential source of workers for new employers in Maricopa.

Commuting. In terms of commuting, most of the respondents (49 percent) would like to commute 15 miles or less, but 32 percent would be willing to commute 16 to 30 miles to work.

Length of Time Unemployed. Of those persons who are seeking employment, 15 percent have been out of work for less than 6 months and an additional 19 percent have been out of work for less than 1 year. Of those who had issues finding jobs, a lack of jobs in their field and child care were the primary barriers.

Previous Occupational Experience. In terms of occupational mix, the respondents who are currently seeking employment are most concentrated in management and business (20 percent), office and administrative support (17 percent) and sales (11 percent). This group is somewhat less concentrated in management and professional occupations than the employed respondents, however, the universe of respondents seeking employment is relatively small.

Desired Occupation. In addition to their previous occupation, respondents were asked to list occupations for which they are qualified, which may or may not be the same as their previous occupation. There are some differences between previous occupation of the unemployed workers and the occupations for which they are qualified. Only 23 percent of persons were seeking positions in management or financial occupations, compared to 31 percent listing this as their previous occupation. A much larger share of respondents (42 percent) listed sales or office and administrative occupations as the type of job they were seeking. By comparison, only 28 percent listed these categories as their previous occupations.

Desired Wage Levels. The majority of respondents are seeking wages in the range of $25,000 to $50,000, although the sample size for desired wages was relatively small. People seeking management positions and computer and math positions had somewhat higher expected wages ranging from $35,000 to $75,000.

Characteristics Of Respondents Who Are Not Employed

	Number	Percent
Not Currently Employed	465	19%
Reasons For Lack Of Employment		
Attending school	15	4%
Can't find suitable job	70	18%
Raising a family	58	15%
Not looking for employment	13	3%
Retired	231	60%
Would Like To Be Employed		
Yes, full time	369	52%
Yes, part time	115	16%
No	229	32%
Work Option Limitations		
Transportation to Work	31	4%
Child/Dependent Care Needs	77	11%
Lack of Jobs in Field	117	16%
How Long Out Of The Workforce		
Less than 6 months	62	15%
6 month to 1 year	82	19%
1 to 2 years	65	15%
2 to 5 years	99	23%
More than 5 years	114	27%
Distance Willing To Commute		
Less than 5 miles	38	9%
5 to 15 miles	168	40%
16 to 29 miles	132	32%
30 to 49 miles	65	16%
50 to 69 miles	14	3%
70 miles and over	1	0%

Occupational Mix
Unemployed Respondents

	Previous Occupation		Desired Occupation	
Occupation Desired	Number	Percent	Number	Percent
Management or Business Operations	33	20%	18	11%
Financial	18	11%	20	12%
Computer and Math	3	2%	4	2%
Architecture & Engineering	2	1%	1	1%
Life, Physical and Social Science	3	2%	1	1%
Community & Social Services	6	4%	4	2%
Legal	1	1%	2	1%
Education	16	10%	8	5%
Arts, Design & Entertainment	0	0%	3	2%
Health Care Practitioners	0	0%	0	0%
Health Care Support	6	4%	7	4%
Protective Services	5	3%	2	1%
Food Preparation and Service	6	4%	3	2%
Building and Grounds Maintenance	0	0%	0	0%
Personal Care	2	1%	2	1%
Sales and Related Occupations	18	11%	30	18%
Office and Administrative Support	29	17%	38	23%
Construction Trades	9	5%	7	4%
Installation, Maintenance & Repair	3	2%	4	2%
Production Occupations	4	2%	1	1%
Shipping or Vehicle Operations	4	2%	8	5%

Characteristics of Respondent Households

Employment Status. Respondents were asked to categorize other workers in their household in terms of educational attainment, occupation and annual income, depending on whether they were currently employed or seeking employment. The sample size for household members seeking employment was only 95, compared to about 980 household members who were already employed.

Educational Attainment. For those household members that were employed, about 30 percent had completed a bachelor's degree and an additional 10 percent had completed a graduate degree. A slightly higher share of respondents themselves, 17 percent, had completed a graduate degree. By comparison, of those seeking employment only 16 percent had completed a bachelor's degree and 9 percent had completed a graduate degree.

Occupational Mix. Both the respondents themselves and other employed household members were heavily weighted toward management and professional occupations which accounted for 51 to 53 percent of total responses. An equally high percentage of unemployed household members (54 percent) fell into this high skill category, although there were more unemployed household members in education occupations. There was also a sizeable share of other household members in sales occupations which accounted for 11 to 15 percent of total responses, compared to only 9 percent for respondents themselves. Overall, unemployed household members do not appear to be less skilled than employed respondents in terms of their occupation, despite being somewhat less educated.

Annual Income. For employed household members, 58 percent earn between $35,000 and $75,000 per year, with an additional 15 percent earning over $75,000. For unemployed household members, incomes are lower with 37 percent earning from $35,000 to $75,000 and only 2 percent earning over $75,000 per year.

Workforce Characteristics
Other Household Members

	Employed		Unemployed	
	Number	Percent	Number	Percent
Educational Attainment				
Less than 9th Grade	5	1%	6	6%
Some high school, no diploma	17	2%	4	4%
High school graduate or equivalent	292	30%	23	24%
Some college or vocational school, no degree	184	19%	27	28%
Associate's degree	76	8%	10	11%
Bachelor's degree	297	30%	15	16%
Post graduate work, no degree	21	2%	1	1%
Graduate or professional degree	94	10%	9	9%

Workforce Characteristics
Other Household Members

	Employed		Unemployed	
	Number	Percent	Number	Percent
Management or Business Operations	96	13%	5	14%
Financial	78	11%	3	8%
Computer and Math	33	4%	2	5%
Architecture & Engineering	25	3%	3	8%
Life, Physical and Social Science	1	0%	0	0%
Community & Social Services	40	5%	1	3%
Legal	6	1%	0	0%
Education	76	10%	6	16%
Arts, Design & Entertainment	11	1%	0	0%
Health Care Practitioners	9	1%	0	0%
Health Care Support	28	4%	0	0%
Protective Services	19	3%	3	8%
Food Preparation and Service	20	3%	1	3%
Building and Grounds Maintenance	1	0%	0	0%
Personal Care	15	2%	2	5%
Sales and Related Occupations	108	15%	4	11%
Office and Administrative Support	22	3%	1	3%
Construction Trades	34	5%	2	5%
Installation, Maintenance & Repair	28	4%	1	3%
Production Occupations	41	6%	1	3%
Shipping or Vehicle Operations	49	7%	2	5%
Annual Income				
Less than $15,000	33	5%	19	46%
$15,000 to $24,999	47	6%	1	2%
$25,000 to $34,999	119	16%	5	12%
$35,000 to $49,999	218	30%	12	29%
$50,000 to $74,999	207	28%	3	7%
$75,000 to $99,999	67	9%	1	2%
$100,000 - $124,999	21	3%	0	0%
Over $125,000	18	2%	0	0%

Community Choice Issues

In addition to labor related questions, respondents were ask to rate the relative importance of various site factors in terms of their decision to live in Maricopa. The primary factors that make Maricopa desirable to new residents include housing affordability and community safety. Over 70 percent of respondents rated these as "very" or "most" important. Location relative to job and family appear to be least important with only 25 to 27 percent of respondents rating these as "very" or "most" important. Almost all of the respondents strongly agree that the city should pursue job opportunities for residents who want to work closer to home by actively recruiting new and expanding businesses to Maricopa.

Factors Important In Choosing City Of Maricopa As A Place To Live

	Least Important				Most Important
	1	2	3	4	5
Housing Affordability	49	40	184	453	1382
	2%	2%	9%	21%	66%
Community Safety	63	91	423	703	766
	3%	4%	21%	34%	37%
Small Town Environment	263	201	464	576	568
	13%	10%	22%	28%	27%
Location Relative to Job	585	364	491	290	243
	30%	18%	25%	15%	12%
Location Relative to Family	825	322	370	231	271
	41%	16%	18%	11%	13%
Parks, Open Space & Natural Environment	275	281	575	538	364
	14%	14%	28%	26%	18%

CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

CITY OF MARICOPA
Budget Summary

Fund	Amended Budget FY08	Fund Balances FY09	Estimated Revenues FY09	Total Resources Available FY09	Proposed Budget FY09
General Fund	45,555,103	70,501,694	26,785,206	97,286,900	37,566,028
HURF(Streets)	1,520,071	1,664,097	1,461,192	3,125,289	1,694,493
Road Maintenance	300,000	3,269,797	220,000	3,489,797	1,200,000
LTAF	188,000	280,392	148,137	428,529	143,137
Grants	1,734,829	-	4,853,900	4,853,900	4,848,900
County Road Tax	2,450,000	3,664,980	1,570,000	5,024,509	4,550,000
Parks DIF	700,000	379,295	377,600	756,895	675,600
Library DIF	-	3,496,501	525,200	4,021,701	3,045,351
Public Safety DIF	455,000	827,124	176,000	1,003,124	-
Gen Govt DIF	-	5,332,327	837,200	6,169,527	6,000,000
Transportation DIF	22,861,205	19,673,266	4,510,400	24,183,666	20,810,000[5]
Budget Summary Totals	**75,764,208[1]**	**109,089,473[2]**	**41,464,835[3]**	**150,343,837[4]**	**80,533,509**

Notes:
[1] Represents amended fund budgets in FY08 after budget reduction of $18.3M.
[2] Carry forward fund balance estimates for July 1, 2008.
[3] Total Resources equal to Fund balances plus estimated revenues for FY09.
[4] Proposed budget for general fund includes $4M in proposed contingency fund from Unrestricted Reserves.
[5] Capital Contingency Allocation $10M.

CITY OF MARICOPA
Summary by Revenue Source/Fund

Revenue Source	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Actual	FY09 Proposed
General Property Tax	-	2,144,642	6,181,572	3,108,408	7,818,059
Local Sales Tax	21,235,269	25,454,638	25,751,500	14,881,846	8,040,000
Franchise Fees	165,662	633,918	621,000	601,411	600,000
Business Licenses	27,414	40,313	38,000	38,759	40,000
Development Permits	8,888,668	4,538,616	4,000,400	1,879,547	2,375,500
Engineering Permits	1,891,102	1,031,097	1,127,100	486,308	718,000
State Shared Revenues	1,356,183	3,713,371	4,792,100	3,578,887	4,590,097
Public Safety Fees	-	-	-	10,108	10,750
Recreational Fees	77,517	130,990	140,600	176,924	202,400
Fines & Forfeitures	87,718	192,084	183,800	292,646	360,400
Investment Earnings	917,192	2,525,937	1,606,000	2,147,291	2,000,000
Other Miscellaneous	263,607	156,779	437,600	287,332	30,000
Total General Fund	**34,910,332**	**40,562,385**	**44,879,672**	**27,489,467**	**26,785,206**
HURF(Streets)	534,885	1,549,536	1,429,252	1,234,375	1,461,192
Road Maintenance	806,383	417,670	290,000	906,661	220,000
LTAF	25,378	99,179	120,772	167,428	148,137
Grants	103,984	1,318,274	1,724,829	133,823	4,853,900
County Road Tax	482,064	1,665,633	1,885,000	1,282,360	1,570,000
Parks DIF	594,790	636,104	774,416	306,170	377,600
Library DIF	853,948	1,967,905	1,133,990	501,494	525,200
Public Safety DIF	300,302	741,741	367,686	180,064	176,000
Gen Govt DIF	1,357,466	2,856,396	1,760,550	835,112	837,200
Transportation DIF	7,574,563	8,064,895	9,472,672	4,319,997	4,510,400
Total Special/DIF Funds	**12,633,763**	**19,317,333**	**18,959,167**	**9,867,484**	**14,679,629**
City Revenue Totals	**47,544,095**	**59,879,718**	**63,838,839**	**37,356,951**	**41,464,835**

CITY OF MARICOPA
Expenditure Summary by Fund/Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
General Fund Totals					
Personal Services	1,697,433	3,379,133	16,737,007	15,348,689	18,605,036
Professional and Technical	4,672,261	4,242,240	15,184,916	3,618,428	7,033,463
Purch. Property Services	143,988	416,362	807,551	503,464	649,432
Other Purchased Services	295,204	589,423	1,159,200	1,022,331	1,479,036
Supplies	188,909	727,424	1,947,443	1,234,733	1,426,660
Capital Outlay	2,631,641	3,487,922	9,718,986	3,146,727	8,372,401
General Fund Total	**9,629,436**	**12,842,504**	**45,555,103**	**24,874,372**	**37,566,028**
Special Rev/DIF Funds					
Personal Services	136,215	218,951	504,225	388,414	616,643
Professional and Technical	227,647	463,856	836,320	363,635	218,137
Purch. Property Services	96,256	133,796	519,000	204,473	2,429,000
Other Purchased Services	3,801	10,726	13,800	4,962	26,750
Supplies	50,981	100,678	332,970	31,843	170,089
Capital Outlay	141,508	2,036,638	28,002,790	3,945,526	39,506,862
All Other Funds Total	**656,408**	**2,964,645**	**30,209,105**	**4,938,853**	**42,967,481**
Total City					
Personal Services	1,833,648	3,598,084	17,241,232	15,737,103	19,221,679
Professional and Technical	4,899,908	4,706,096	16,021,236	3,982,063	7,251,600
Purch. Property Services	240,244	550,158	1,326,551	707,937	3,078,432
Other Purchased Services	299,005	600,149	1,173,000	1,027,293	1,505,786
Supplies	239,890	828,102	2,280,413	1,266,576	1,596,749
Capital Outlay	2,773,149	5,524,560	37,721,776	7,092,253	47,879,263
City Totals	**10,285,844**	**15,807,149**	**75,764,208**	**29,813,225**	**80,533,509**

CITY OF MARICOPA
Authorized Positions by Department

Department Totals	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
City Magistrate	1.5	2.5	2.5	1.0	1.0
Mayor & Council	7.0	7.0	7.0	7.0	7.0
City Manager	4.0	6.0	7.0	3.5	4.5
Information Tech	-	-	8.0	6.0	6.0
Marketing & Comm	-	-	-	1.0	1.0
City Clerk	1.0	2.0	3.0	6.0	6.0
Finance	3.0	9.0	14.5	11.0	8.5
Budget	-	-	-	1.0	1.0
City Attorney	-	-	-	-	-
Human Resources	-	2.0	3.0	3.0	3.0
Planning	5.0	7.0	11.0	5.0	5.0
Dev. Services	4.0	13.0	19.0	14.0	14.0
Code Compliance	-	-	-	1.0	1.0
Facilities	-	-	1.0	1.0	2.0
Police	-	9.0	63.0	62.5	62.5
Fire	-	-	66.0	64.5	64.5
Engineering	2.0	3.0	8.0	4.0	4.0
Transportation	-	-	1.5	3.0	3.0
Recreation	4.0	5.0	7.0	7.0	7.0
Libraries	2.5	2.5	4.0	4.0	4.0
Economic Dev.	-	-	-	-	1.0
Non-Departmental	-	-	-	-	-
Public Works	3.0	4.0	11.0	7.0	9.0
Departmental Totals	**37.0**	**72.0**	**236.5**	**212.5**	**215.0**

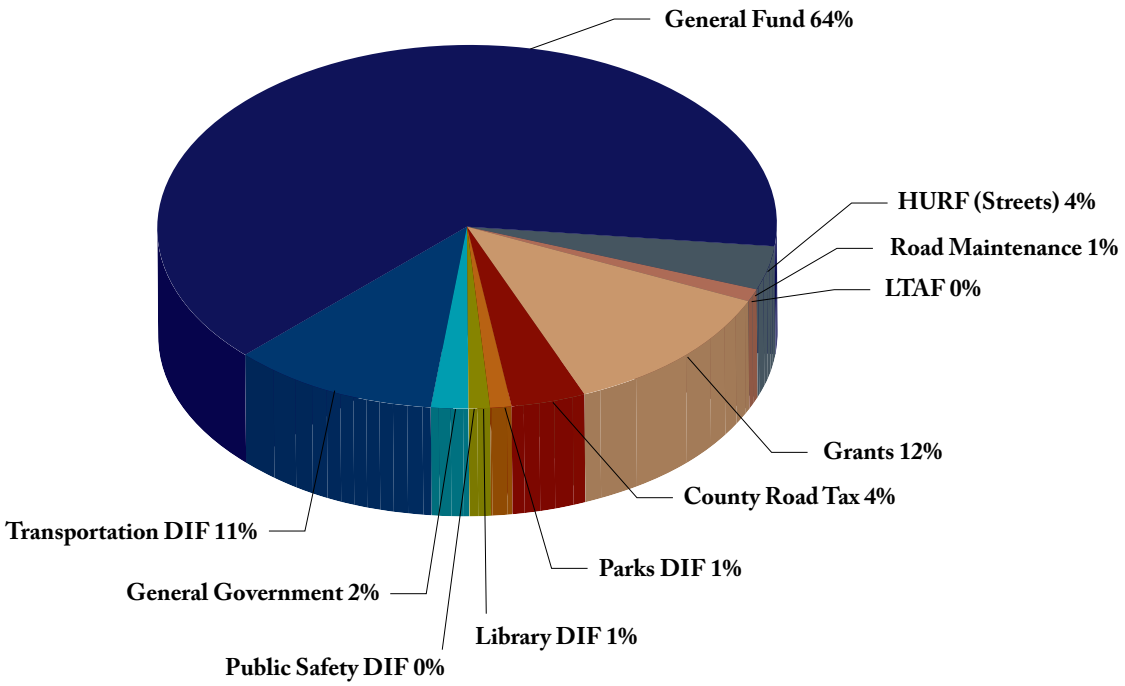
City Of Maricopa
Summary by Department

Expenditure/ Department	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
City Magistrate	112,863	167,219	85,724	61,795	235,424
Mayor & Council	223,438	236,865	364,918	312,251	404,424
City Manager	884,894	1,150,879	788,550	729,411	835,075
Information Tech	-	-	1,467,404	887,592	846,359
Marketing & Comm	-	-	-	-	286,786
City Clerk	98,810	180,800	299,695	221,331	458,326
Finance	319,857	549,372	1,174,036	1,008,728	956,719
Budget	-	-	-	-	145,199
City Attorney	-	258,866	819,178	982,737	397,000
Human Resources	-	-	339,438	279,925	308,726
Planning	341,488	517,487	925,286	774,706	394,816
Dev. Services	2,487,490	1,709,209	1,370,174	1,322,793	1,302,450
Code Compliance	-	-	-	-	274,246
Facilities	2,162,890	1,388,484	5,324,765	1,072,608	636,147
Police	1,624,485	3,711,291	7,829,621	6,752,248	6,866,982
Fire	-	-	10,563,523	7,543,011	9,128,111
Engineering	429,618	1,203,802	957,379	869,639	710,342
Transportation	-	-	928,481	212,987	4,042,136
Recreation	560,673	1,207,804	1,440,024	1,105,070	3,057,123
Libraries	56,925	106,810	481,141	259,764	377,504
Economic Dev.	326,005	453,616	607,000	477,776	1,662,133
Non-Departmental	-	-	9,788,766	-	4,240,000
Public Works	378,119	526,558	1,520,071	1,191,266	1,694,493
Road Maintenance	-	-	300,000	-	1,200,000
LTAF	-	-	188,000	9,079	143,137
Grants	131,754	1,235,029	1,734,829	294,617	4,848,900
County Road	8,561	486,662	2,450,000	200,056	4,550,000
Parks DIF	19,465	540,074	700,000	700,000	675,600

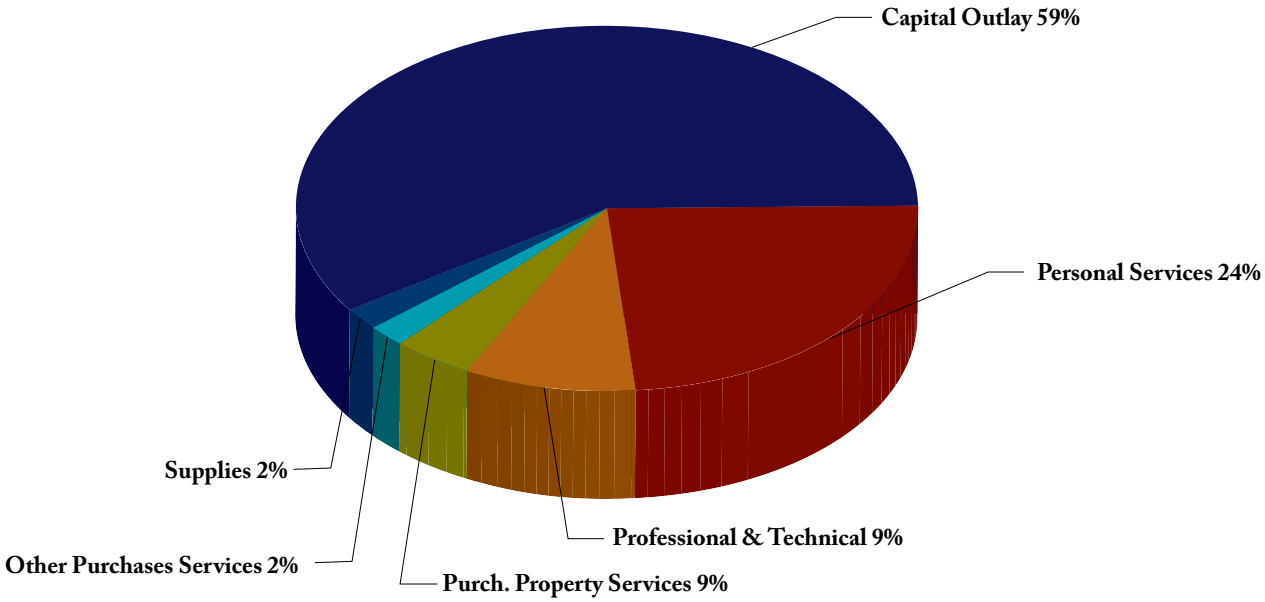
Expenditure/ Department	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Library DIF	-	-	-	-	3,045,351
Public Safety DIF	-	-	455,000	455,000	-
Gen Govt DIF	-	-	-	-	6,000,000
Transportation DIF	118,509	176,322	22,861,205	2,088,835	20,810,000
Totals	**10,285,844**	**15,807,149**	**75,764,208**	**29,813,225**	**80,533,509**

Budget Summary – Overview

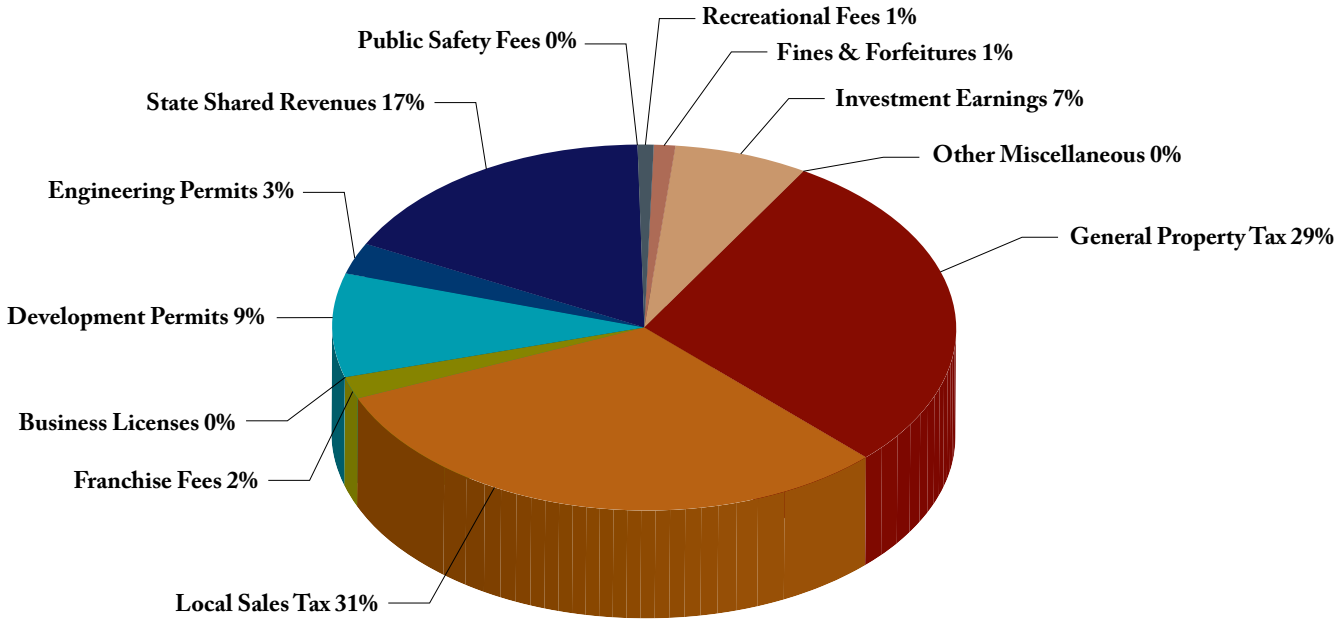
Where The Money Comes From (Sources) — All Funds



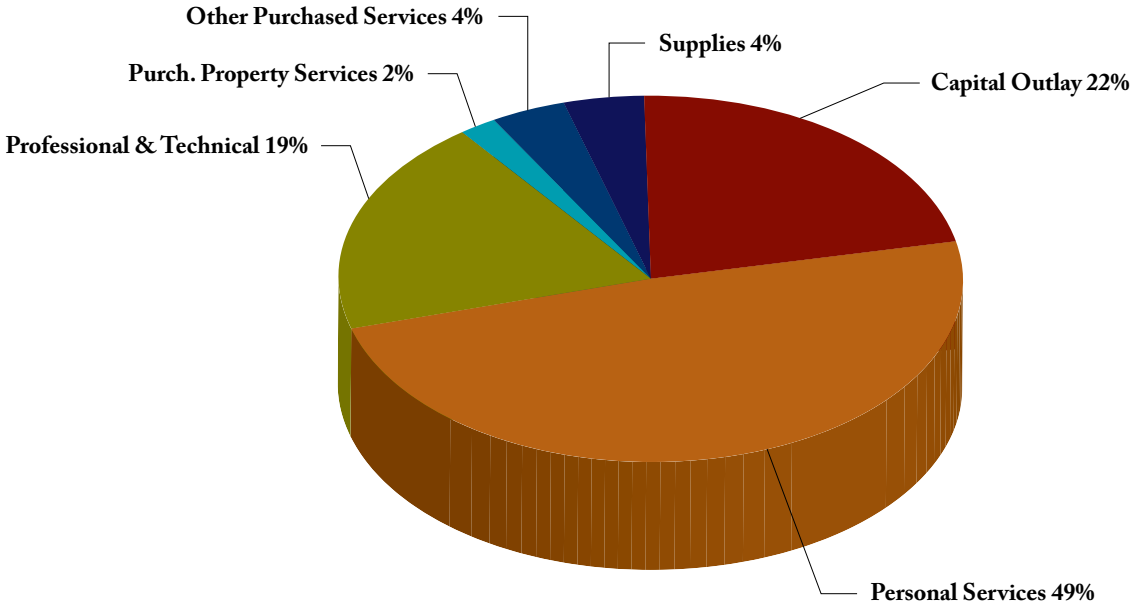
Where The Money Goes (Uses) — All Funds



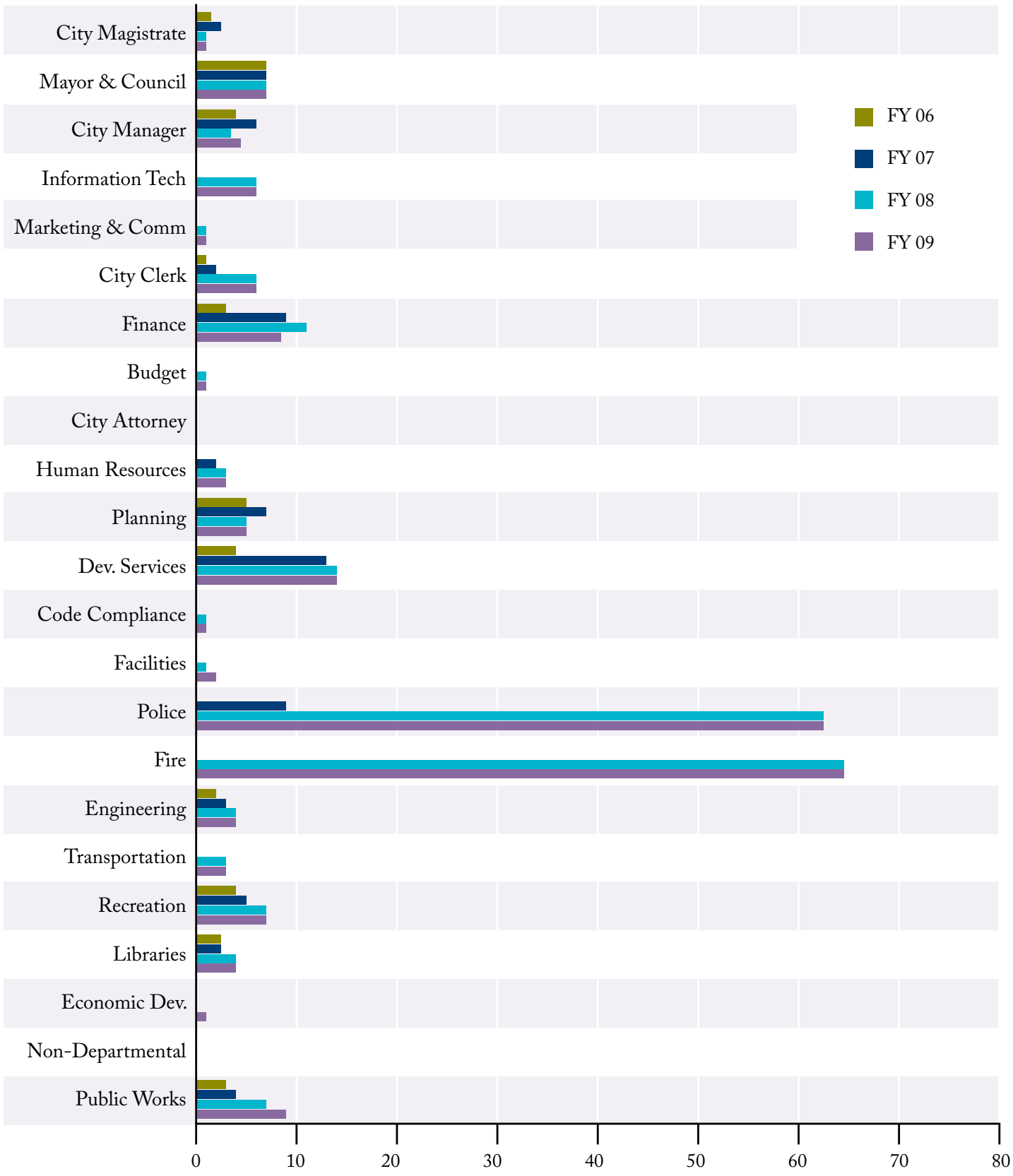
Where The Money Comes From (Sources) — General Fund



Where The Money Goes (Uses) — General Fund



Authorized Positions by Department



CITY OF MARICOPA
Major Fund Revenue & Expenditures Summary

	General Fund	Special Revenue Funds	Capital Funds	Total Funds
Revenues				
Property Taxes	7,818,059	-	-	7,818,059
Local Taxes	8,040,000	1,550,000	-	9,590,000
Licenses & Permits	3,015,500	-	-	3,015,500
Intergovernmental	4,590,097	6,438,229	-	11,028,326
Charges for Services	920,400	-	-	920,400
Fines & forfeits	371,150	-	-	371,150
Interest on Investments	2,000,000	65,000	28,000	2,093,000
Contributions	30,000	200,000	6,398,400	6,628,400
Miscellaneous	-			
Total Revenues	**26,785,206**	**8,253,229**	**6,426,400**	**41,464,835**
Expenditures				
Personal Services	18,605,036	616,643		19,221,679
Professional and Technical	7,033,463	218,137		7,251,600
Purch. Property Services	649,432	2,429,000		3,078,432
Other Purchased Services	1,479,036	26,750		1,505,786
Supplies	1,426,660	170,089		1,596,749
Capital Outlay	8,372,401	8,975,911	30,530,951	47,879,263
Total Expenditures	**37,566,028**	**12,436,530**	**30,530,951**	**80,533,509**
Net Increase (Decrease)	(10,780,822)	(4,183,301)	(24,104,551)	(39,068,674)
% Change (Note 1)	-15.3%	-47.1%	-81.1%	-35.8%
Fund Balance, July 1, 2008	**70,501,694**	**8,879,266**	**29,708,514**	**109,089,474**
Fund Balance, June 30, 2009	**59,720,872**	**4,695,965**	**5,603,963**	**70,020,800**

Note 1: % change represents the utilization of reserves in funds, because of current economic conditions which have left revenues projections low for current fiscal year but expenditure levels for capital projects require reserve spending within the funds. Also due to age of city, many capital projects had been postponed in prior years.

CITY OF MARICOPA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2009

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2008	ACTUAL EXPENDITURES/ EXPENSES ** 2008	FUND BALANCE/ NET ASSETS*** July 1, 2008**	PROPERTY TAX REVENUES 2009	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2009	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2009	BUDGETED EXPENDITURES/ EXPENSES 2009
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 45,555,103	$ 24,874,372	$ 70,047,096	Primary: $ 7,818,059	$ 18,967,147	$	$	$	$	$ 96,832,302	$ 37,566,028
2. Special Revenue Funds	6,192,900	1,695,018	7,892,027	Secondary:	8,253,229					16,145,256	12,436,530
3. Debt Service Funds Available											
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds											
6. Capital Projects Funds	24,016,205	3,243,835	27,739,742		6,426,400					34,166,142	30,530,951
7. Permanent Funds											
8. Enterprise Funds Available											
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds											
11. Internal Service Funds											
12. TOTAL ALL FUNDS	$ 75,764,208	$ 29,813,225	$ 105,678,865	$ 7,818,059	$ 33,646,776	$	$	$	$	$ 147,143,700	$ 80,533,509

EXPENDITURE LIMITATION COMPARISON	2008	2009
1. Budgeted expenditures/expenses	$ 75,764,208	$ 80,533,509
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	75,764,208	80,533,509
4. Less: estimated exclusions	15,583,304	10,905,189
5. Amount subject to the expenditure limitation	$ 60,180,904	$ 69,628,320
6. EEC or voter-approved alternative expenditure limitation	$174,671,904	$235,272,696

☐ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inve

Budget documents are available for review at City Hall front counter located at 45145 W. Madison Avenue, Maricopa and at the Maricopa Public Library at 44240 W. Maricopa/Casa Grande Highway, Maricopa during normal business hours.

If you have any questions about the budget please call Corrine Wilcox-Cornn, Budget Manager City of Maricopa, 520-568-9098
Final Budget will be adopted at a public hearing on June 17, 2008 City Council Meeting at 7 pm at Global Water Center at 22590 N. Powers Parkway, Maricopa

CITY OF MARICOPA
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2009

	2008	2009
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 6,181,572	$ 7,818,059
2. Amount received from primary property taxation in the **current year** 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	$ 6,181,572	$ 7,818,059
B. Secondary property taxes		
C. Total property tax levy amounts	$ 6,181,572	$ 7,818,059
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 2,873,316	
(2) Prior years' levies	235,092	
(3) Total primary property taxes	$ 3,108,408	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 3,108,408	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	3.7565	3.2326
(2) Secondary property tax rate		
(3) Total city/town tax rate	3.7565	3.2326

B. Special assessment district tax rates

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

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

CITY OF MARICOPA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
GENERAL FUND			
Local taxes			
Transaction Privilege	$ 25,751,500	$ 14,881,846	$ 8,040,000
Licenses and permits			
Building Permits	4,000,400	1,879,547	2,375,500
Business Licenses	38,000	38,759	40,000
Franchise Taxes	621,000	601,411	600,000
Intergovernmental			
Urban Revenue	2,244,100	1,681,872	2,348,905
State Sales and Use	1,622,800	1,101,432	1,441,192
Vehicle License	925,200	795,583	800,000
Charges for services			
Planning/Engineering Fees	1,127,100	486,308	718,000
Parks/Recreation Fees	140,600	176,924	202,400
Fines and forfeits			
Police Hearings		10,108	10,750
Court	183,800	292,646	360,400
Miscellaneous			
Interest on investments			
Investment Earnings	1,606,000	2,147,291	2,000,000
Contributions			
Voluntary contributions	437,200	266,926	30,000
Miscellaneous			
Rents	400	1,952	
Miscellaneous		18,454	
Total General Fund	$ 38,698,100	$ 24,381,059	$ 18,967,147

* 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.

SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Motor Vehicle Taxes	$ 1,410,517	$ 1,190,859	$ 1,441,192
Investment Earnings	18,735	43,516	20,000
Total Highway User Revenue Fund	$ 1,429,252	$ 1,234,375	$ 1,461,192
Local Transportation Assistance Fund			
Lottery Allocation	$ 118,572	$ 159,948	$ 143,137
Investment Earnings	2,200	7,480	5,000
Total Local Transportation Assistance Fund	$ 120,772	$ 167,428	$ 148,137
Road Maintenance Fund			
Developer Fees	$ 250,000	$ 820,939	$ 200,000
Investment Earnings	40,000	85,722	20,000
	$ 290,000	$ 906,661	$ 220,000
Grants Fund			
Grants	$ 1,724,829	$ 133,823	$ 4,853,900
	$ 1,724,829	$ 133,823	$ 4,853,900

CITY OF MARICOPA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

1/2 Cent County Road Tax

SOURCE OF REVENUES	2008	2008	2009
County Road Tax	$ 1,860,000	$ 1,068,318	$ 1,550,000
Investment Earnings	25,000	214,042	20,000
	$ 1,885,000	$ 1,282,360	$ 1,570,000
Total Special Revenue Funds	$ 5,449,853	$ 3,724,647	$ 8,253,229

* 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.

CAPITAL PROJECTS FUNDS

Parks DIF			
Developer Contributions	$ 751,200	$ 285,933	$ 375,600
Investment earnings	23,216	20,237	2,000
	$ 774,416	$ 306,170	$ 377,600
Library DIF			
Developer Contributions	$ 1,080,000	$ 411,056	$ 523,200
Investment earnings	53,990	90,438	2,000
	$ 1,133,990	$ 501,494	$ 525,200
Public Safety DIF			
Developer Contributions	$ 348,000	$ 147,341	$ 174,000
Investment earnings	19,686	32,723	2,000
	$ 367,686	$ 180,064	$ 176,000
General Govt. DIF			
Developer Contributions	$ 1,670,400	$ 699,079	$ 835,200
Investment earnings	90,150	136,033	2,000
	$ 1,760,550	$ 835,112	$ 837,200
Transportation DIF			
Developer Contributions	$ 8,980,800	$ 3,835,732	$ 4,490,400
Investment earnings	491,872	484,265	20,000
	$ 9,472,672	$ 4,319,997	$ 4,510,400
Total Capital Projects Funds	$ 13,509,314	$ 6,142,837	$ 6,426,400

* 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.

TOTAL ALL FUNDS	$ 57,657,267	$ 34,248,543	$ 33,646,776

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

CITY OF MARICOPA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
GENERAL FUND				
City Magistrate	$ 68,524	$ 17,200	$ 61,795	$ 235,424
Mayor & Council	516,118	(151,200)	312,251	404,424
City Manager	786,550	2,000	729,411	835,075
Information Technology	2,296,161	(828,757)	887,592	846,359
Marketing & Communications				286,786
City Clerk	304,495	(4,800)	221,331	458,326
Finance	1,411,330	(237,294)	1,008,728	956,719
Budget				145,199
City Attorney	339,500	479,678	982,737	397,000
Human Resources	352,688	(13,250)	279,925	308,726
Planning	1,330,069	(404,783)	774,706	394,816
Development Services	2,322,765	(952,591)	1,322,793	1,302,450
Code Compliance				274,246
Facilities	17,037,336	(1,923,805)	1,072,608	636,147
Police	8,423,871	(594,250)	6,752,248	6,866,982
Fire	12,240,578	(1,677,055)	7,543,011	9,128,111
Engineering	1,012,320	(54,941)	869,639	710,342
Transportation	947,756	(19,275)	212,987	4,042,136
Parks & Recreation	6,659,076	(5,219,052)	1,105,070	3,057,123
Libraries	657,962	(176,821)	259,764	377,504
Economic Development	629,600	(22,600)	477,776	1,662,133
Non-Departmental				4,240,000
Total General Fund	$ 57,336,699	$ (11,781,596)	$ 24,874,372	$ 37,566,028
SPECIAL REVENUE FUNDS				
Public Works	$ 3,858,475	$ (2,338,404)	$ 1,191,266	$ 1,694,493
Road Maintenance	300,000			1,200,000
LTAF	188,000		9,079	143,137
Grants	1,724,829	10,000	294,617	4,848,900
County 1/2 Cent Road Tax	5,250,000	(2,800,000)	200,056	4,550,000
Total Special Revenue Funds	$ 11,321,304	$ (5,128,404)	$ 1,695,018	$ 12,436,530
CAPITAL PROJECTS FUNDS				
Parks DIF	$ 190,197	$ 509,803	$ 700,000	$ 675,600
Library DIF				3,045,351
Public Safety DIF		455,000	455,000	
General Govt. DIF				6,000,000
Transportation DIF	24,686,205	(1,825,000)	2,088,835	20,810,000
Total Capital Projects Funds	$ 24,876,402	$ (860,197)	$ 3,243,835	$ 30,530,951
TOTAL ALL FUNDS	$ 93,534,405	$ (17,770,197)	$ 29,813,225	$ 80,533,509

* 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
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State Shared Revenues

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

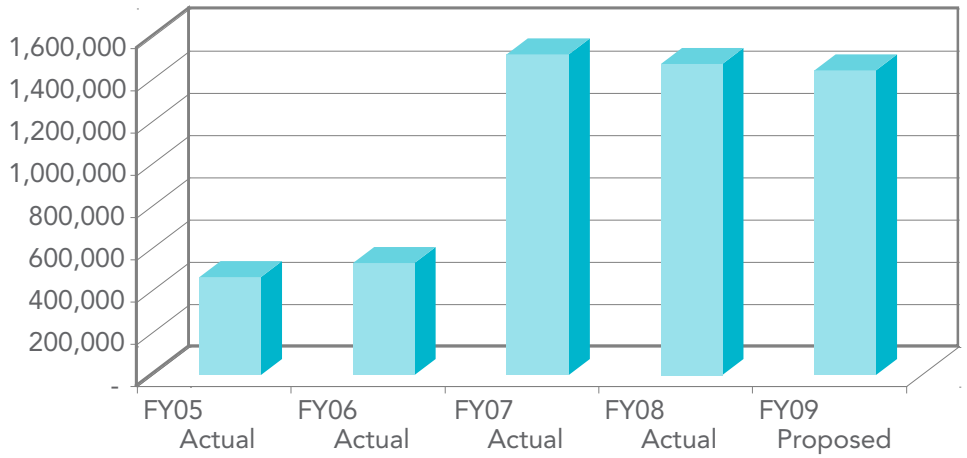
STATE SHARED REVENUES

Cities and towns in Arizona are fortunate to be involved in a fairly progressive State shared revenue program which passes through funding to Arizona municipalities from five State revenue sources. As a rule, municipalities in other States do not receive as great a share of state revenues. The following are sources of State shared revenue.

- **State Transaction Privilege Tax (sales tax).** The current rate of the State sales tax is five and six-tenths percent (5.6%). Cities and towns share in a portion of the collection total. A municipality receives its share of state shared sales tax based on the relation of its population to the total population of all incorporated cities and towns in the State according to the decennial census. This money may be expended for any municipal public purpose; out-side this stipulation, there is not restriction on the expenditure of these revenues. The State sales tax revenues are distributed on a monthly basis to cities and towns.

  - Fiscal Year 2009 estimates were provided by the State of Arizona.

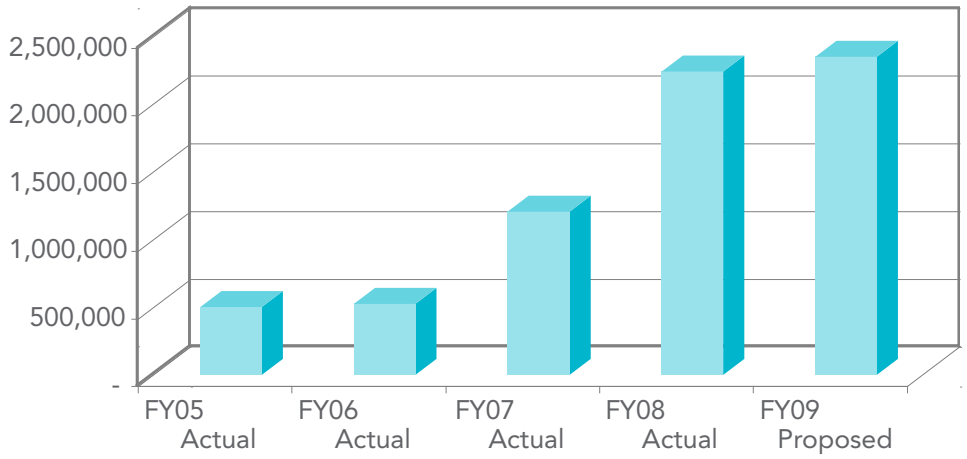
City of Maricopa History of State Transaction Privilege Tax (sales tax)



- **State Income Tax.** A 1972 citizen's initiative gave the cities and towns a percentage share of the state income tax. This source of money is officially called urban revenue sharing. The percentage has fluctuated in the past but returned to 15% in FY2004-2005, the percentage established by the original initiative. This money is distributed to a city or town based on the relation of its population to the total population of all incorporated cities and towns in the State according to the decennial census. The annual amount of urban revenue sharing money distributed is based on income tax collections from two years prior to the fiscal year in which the city or town receives these funds. There is no restriction on the expenditure of urban revenue sharing funds, except that they must be expended for a municipal public purpose. Revenues from this source are distributed on a monthly basis.

  - Fiscal Year 2009 estimates were provided by the State of Arizona.

City of Maricopa History of State Income Tax

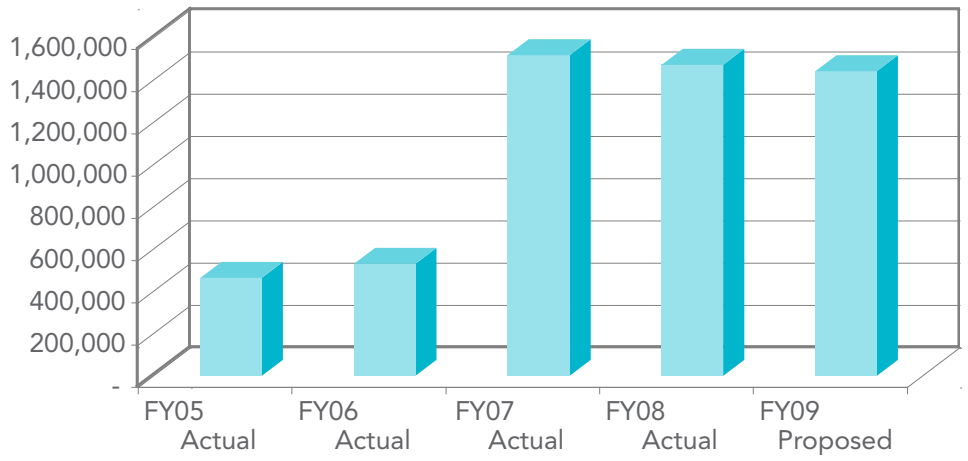


- **Highway User Revenues.** This revenue source is commonly referred to as the gasoline tax; however, there are a number of additional transportation related fees including a portion of vehicle license taxes which are placed in the highway user revenue fund. Cities and towns receive 27.5% of the highway user revenues. One-half of the monies which a city or town receives under this formula is distributed on the basis of the municipality's population in relation of all incorporated cities and towns in the State according to the decennial census. The remaining half of the highway user revenue monies is allocated on the basis of "county of origin" of gasoline sales and the relation of a municipality's population to all incorporated cities and towns in the county. (The "county of origin" factor used in the formula is determined on the basis of the gasoline and other fuel sales in a county in relation to the sale of gasoline and other fuels in the counties in the State). The intent of the distribution formula is to spread a portion of the money across the State solely on the basis of population while the remaining money flows to those areas with the highest gasoline and other fuel sales. 3% of the State portion of this fund is directed to cities with a population of over 300,000. Also, 7.67% of the State portion is allocated to certain projects in Maricopa and Pima Counties. These monies are distributed on a monthly basis.

There is a State constitutional restriction on the use of the highway user revenues, which require that these funds be used solely for street and highway purposes. Eligible expenditures would include the cost of right-of-way acquisition, construction, reconstruction, maintenance, repair, roadside development of city and town roads, street and bridges and payment of the interest and principal on highway and street bonds. This would include specific activities such as the paving of streets, construction of sidewalks, curbs, gutters, street lighting and placement of traffic signs. In 1999 a new law was passed that specifically prohibits the use of highway user revenue for the enforcement of traffic laws or the administration of traffic safety programs. This revenue source is heavily restricted and the Auditor General of the state of Arizona can conduct performance audits for this funding source. The penalty of non-compliance can be high and effect future distribution of funds.

- Fiscal Year 2009 estimates were provided by the State of Arizona.

City of Maricopa History of Highway User Revenue

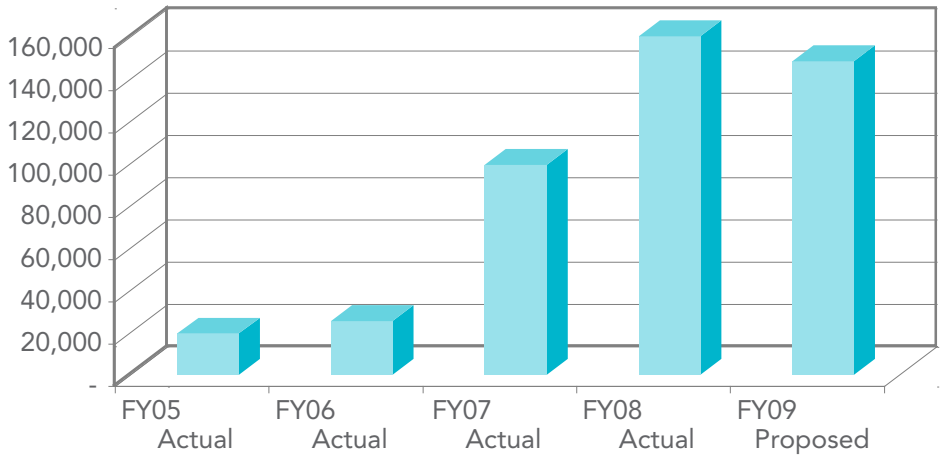


- **Local Transportation Assistance Fund.** This source of State shared revenues is State lottery. Distribution of the fund is based on population, with all cities and towns receiving at least $10,000. A minimum total distribution is guaranteed to cities and towns in the amount of $20.5 million for each fiscal year. This minimum distribution was established as a guaranteed appropriation from the State general fund. In addition, a maximum distribution of $23 million will be distributed to cities and towns if this amount is generated by the lottery. Eligible expenditures of these funds would include street and highway project for any construction or reconstruction in public right-of-way as well as transit programs such as the purchase of buses. These funds however could not be used for the purchase of police cars and other law enforcement equipment. Communities with a population of more than 300,000 must use this revenue for public transportation (mass transit) purposes, except for 10% which may be used as specified below.

If the fund does reach the $23 million amount, then 10% of the local transportation assistance fund monies received by each community may be used for cultural, educational, historical, recreational or scientific facilities or programs. This portion of the lottery monies may also be used for programs or services for non-residential outpatients who are developmentally disabled. However, before this percentage may be spent, an equal cash match must be obtained from non-public monies. The State Treasurer's office distributes the city and town share of these monies as they receive them.

- Fiscal Year 2009 estimates were provided by the State of Arizona.

City of Maricopa History of Local Transportation Assistance



- **Secondary LTAF (LTAF II).** A Secondary LTAF has been established that is eligible to receive revenue from the Powerball lottery. After the state lottery director determines that deposits to the state general fund from multistate lottery game (Powerball) revenues have reached $21 million, a maximum of $18 million is to be paid to the secondary LTAF from this source. In the 2006 legislative session, the threshold going to the state general fund was increased to $37 million.

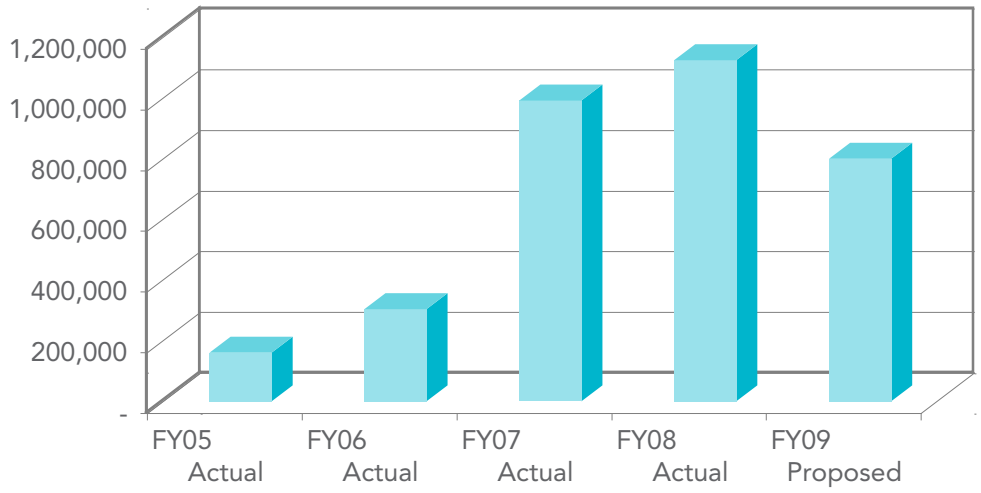
  The monies in this secondary LTAF are distributed differently than the original LTAF. From this fund ADOT will award grants to cities, towns, and counties according to the following matching requirements: Maricopa County, Pima County, and cities with a population of 50,000 or more persons must provide a one to one match; for the other 13 counties and cities and towns with a population of less than 50,000 persons – a one to four match must be provided. All monies awarded from the secondary LTAF can only be used for the public transit services, including operating and capital purposes except for cities and towns that receive less than $2,500, which can use it for any transportation purpose.

  - No estimate was included for Fiscal Year 2009.

- **Vehicle License Tax.** Approximately twenty percent 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 and four percent to the state highway fund.) A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. These monies are distributed on a monthly basis. The only stipulation on the use of this revenue is that is must be expended on a public purpose.

  - Fiscal Year 2009 estimates were based on trends from last few years with adjustments for current economic conditions.

City of Maricopa History of Vehicle License Tax



Federal Revenues

The Federal government has curtailed a number of programs, which had revenue available for cities and towns. The amount of Federal assistance, type of programs and the projects for which the money can be expended from other sources are constantly changing. Summarized below are the two general categories of Federal revenue sources which remain.

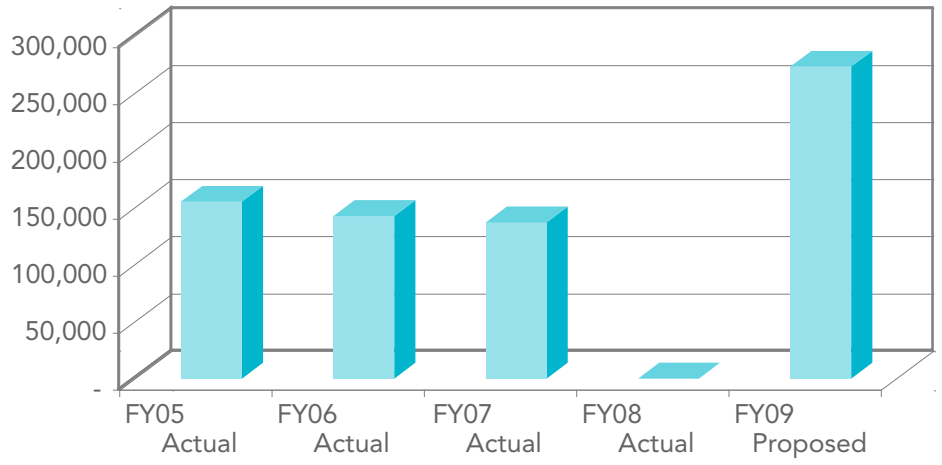
- **Block Grant Programs.** A block grant program, in theory, is designed to fund various Federal programs within a broadly defined area. An example of a block grant program is the Community Development Block Grant program (CDBG). This particular block grant program is designed to fund a variety of housing, public works and physical construction projects.

  A portion of the CDBG program is directed to smaller cities and towns. Under this portion of the program, 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.

  - Fiscal Year 2009 estimates were based on all possible grants for the year.

- **Categorical Grants.** Categorical grants are special Federal appropriations of money to fund specific projects of a definite limitation and scope. For example, a Federal grant to fund the construction of a wastewater treatment facility would be a categorical grant, since the construction of this facility would have the limited use and scope of "wastewater treatment." Categorical grants are usually awarded within a strict framework of Federal guidelines governing this single purpose program. Cities and towns must meet specific guideline requirements to receive Federal money. Securing a Federal categorical grant also involves competition between various levels of government. At one point in time, categorical grants were more prevalent; however, this source of funding has become very limited in recent years.

City of Maricopa History of CDBG



Local Revenue Sources

Arizona's cities and towns under State law have the authority to establish certain taxes for revenue purposes. In addition to this power of taxation, there are a number of other fees and finance mechanisms available to cities and towns to support local service programs.

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

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

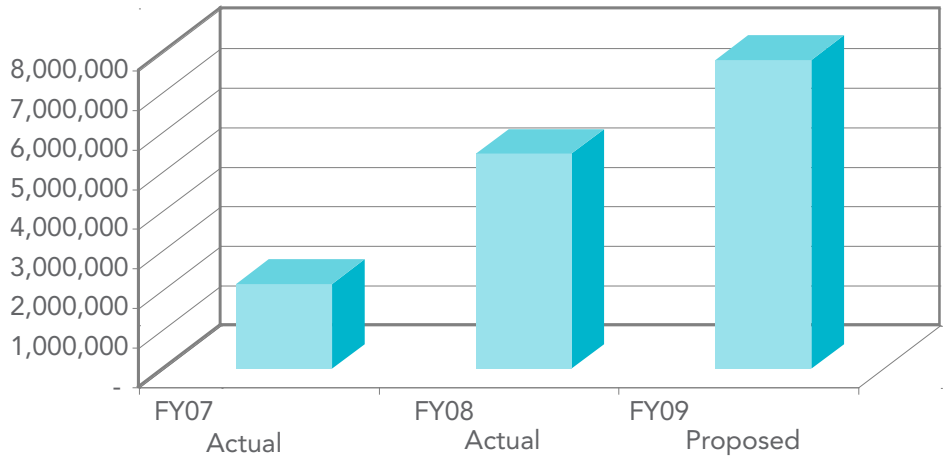
  Any city or town which wants to initiate a primary property tax must submit the proposed amount to be raised from the tax to the voters at an election to be held on the third Tuesday in May. The amount approved by the voters will constitute the base on which future limitations on levies will be determined. If the voters approve the levy, the city or town council may levy the tax in the fiscal year immediately following the election. The city or town, however, is not required to levy the entire amount approved by the voters in the first year. Caution should be exercised in establishing this base levy because not only will it be used as the base for future limitations but also cities currently have no authority to override the limit once it is established.

  The Property Tax Oversight Commission was formed in 1988 to review the primary property tax levy limitations of each city, town, county and community college district in the State. The county assessor is required to transmit and certify to the Property Tax Oversight Commission and the city or town council the values necessary to calculate the levy limit. Those values are to be transmitted on or before the tenth day of February (These values are to be used in calculating the property tax levy limit and the Truth in Taxation requirements). Each city or town is required to notify the Property Tax Oversight Commission in writing within ten days of its agreement or disagreement with the final levy limit. If a city receives notification of a violation of the levy limit, the city has until October 1 to appeal to the Commission. If the city continues to dispute the findings of the Commission after the hearing, it may appeal the decision to Superior Court within thirty days after the decision.

  A city or town that incorporates or annexes land must give proper notice before levying a property tax in the next fiscal year. State law requires that notice must be given to the Department of Revenue and the appropriate county assessor. A map showing the boundaries of the newly incorporated or annexed area should be included along with the report. This notice must be given by November 1 of the year prior to the fiscal year when the tax will be levied.

- Fiscal Year 2009 estimates for primary property tax were provided by Pinal County Assessor's Office.

City of Maricopa History of Primary Property Tax



- **Local Transaction Privilege Tax (Sales Tax).** In recent years, the local sales tax, as a means of financing municipal services, has been increasing in importance. All incorporated cities and towns presently have a local sales tax. As the name implies, this is a tax on retail sales and other activities such as contracting. The statewide average local sales tax rate is two and one-quarter percent (2.25%). Rates range from one percent to three and one-half percent. The State law authority for a local sales tax is contained in state statutes. A city or town may establish a local sales tax through adoption of an ordinance. The initiation number of charter cities with charter provisions requiring voter approval to increase the sales tax above a specified limit. Cities and towns adopting a local sales tax may join the sales tax collection system administered by the State by entering into an intergovernmental agreement with the department of Revenue. Under the system, the local sales tax is collected by the State Department of Revenue at the same time the State sales tax is collected. The local sales tax collections are then returned to the city or town. Approximately eighty-seven percent of the municipalities are in the State collection system.

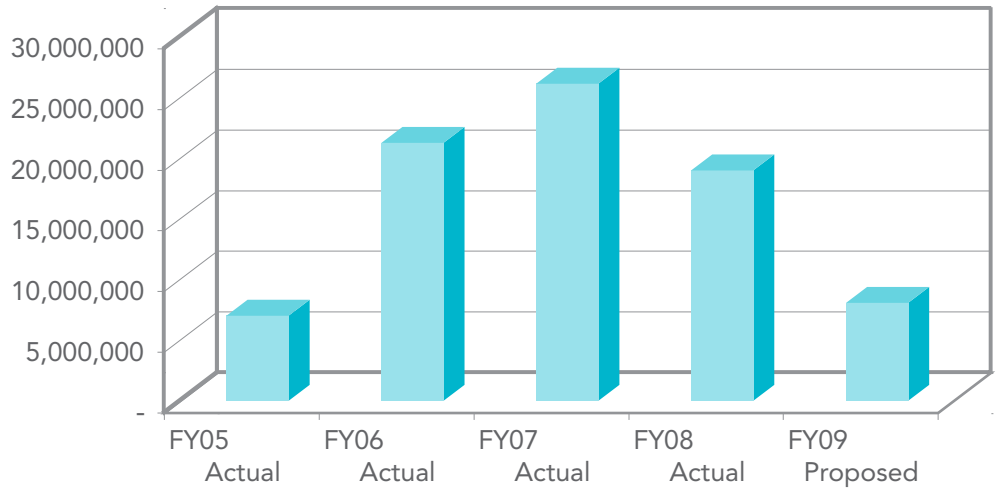
  All of the cities and towns in the state that impose a local sales tax have adopted the model city tax code with various options. In order to keep taxpayers up to date on what a particular city either taxes or exempts, we have prepared a document which consists of a master version of the model city tax code with both model options and local options displayed within the code, a chart displaying which options each particular city or town has chosen and a section showing other specific information pertaining to each city and town.

- **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. In other words, it is a mechanism for taxing property which cannot be taxed using a local sales tax since the purchase was made outside the boundaries of the municipality where the personal property is used. The use tax, if enacted, is part of the model tax code discussed above.

- **Bed Tax.** Most cities and towns have adopted a bed tax in addition to their local sales tax. A bed tax is a special excise tax on hotel and motel room rentals. Increases in the bed tax rate by cities which had a population of more than 100,000 by the most recent decennial census are governed by state statute which specifies how the proceeds from such increases must be used. The imposition of this tax in most cities and towns comes under the model city tax code discussed above.

  - Fiscal Year 2009 estimates for local sales tax were based on construction sales tax at a rate of 100 homes per month of construction production and annual trend estimates for retail/other sales tax.

City of Maricopa History of Local Transaction Privilege Tax



- **Business License Tax.** 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. The State law stipulates that a business license tax can only be issued for the period of one year and may not be less than ten dollars or more than five thousand dollars. However, charter cities are not necessarily subject to this stipulation. Most cities and towns in Arizona have a business license tax structure of some type. There have been, traditionally, two means of levying these taxes on local businesses - a flat rate charge on a quarterly or annual basis or a flat rate charge based on the gross proceeds of sales. While most cities and towns have this type of tax, it has not been an important source of revenue. The tax has been used primarily as a means of regulating businesses within the community.

  A city or town which had a population in excess of 100,000 by the most recent decennial census cannot increase business license taxes or fees on "hospitality industry businesses" without a corresponding equal dollar increase in the business license tax or fees imposed on all other businesses in the city or town. "Hospitality industry businesses" means a restaurant, bar, hotel, motel, liquor store, grocery store, convenience store or recreational vehicle park. This definition was amended to include rental car companies located within a county stadium district which has imposed a car rental surcharge.

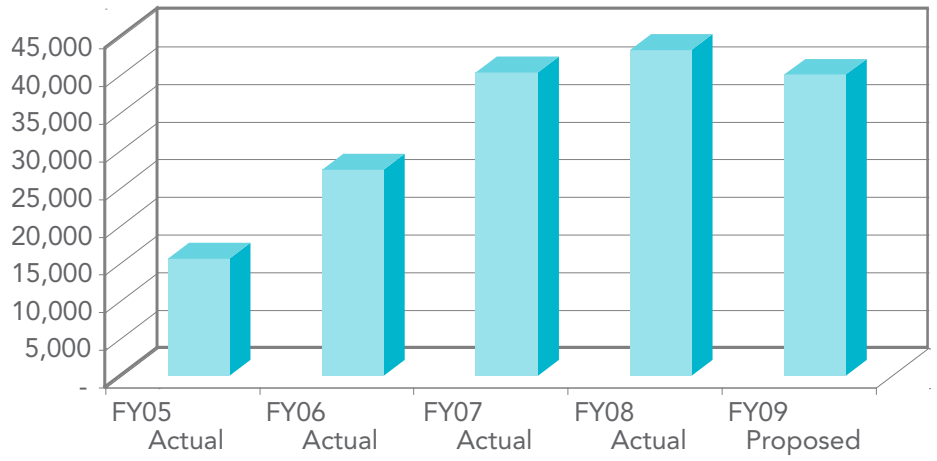
  - Fiscal Year 2009 estimates were based on current level of business licenses with an adjustment for current economic condition.

- **Franchise Tax.** 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. As an example, many cities and towns in Arizona have granted franchises to natural gas companies to place gas lines underground within the public right-of-way. In conjunction with this franchise, a franchise tax can be charged by the municipality. While there is no specific amount or limitation in State law, the traditional amount for a franchise tax has been two percent of the gross proceeds from the sale of utility services within the city or town. To grant a franchise, the municipality must place the question before the voters of the community for approval. State law also limits the term of a franchise agreement to a maximum of twenty-five years.

  City of Maricopa has several franchise agreements with various communications providers in the area as well as some utilities serving Maricopa. Revenues now exceed $700,000 per year.

  - Fiscal Year 2009 estimates were based on trends from previous years averages with adjustment for current economic conditions.

City of Maricopa History of Business License Tax



- **Magistrate Court Fines.** Another revenue source for Arizona cities and towns is the money from fines paid to the municipal magistrate court. Specifically, this revenue would come 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.

  City of Maricopa operates its municipal court with an Intergovernmental agreement with Pinal County to have their Justice Court conduct municipal court functions for the City of Maricopa. They have over the course of growth within the city have increase revenues as well as costs for their services. Currently, City Magistrate's revenues for court costs, fees and charges are in excess of $400,000, well below costs of under $100,000 per year.

  - Fiscal Year 2009 revenues are based on current levels of activities.

- **User Fees.** User fees are collected from municipal residents for the use of certain city and town facilities or services. Examples of user fees would include the amounts charged to use lighting in city or town parks or fees charged for the use of the sewer system.

  City of Maricopa charges user fees for parks and recreation activities, passport charges, transit services charges, and public safety hearing charges. Parks and recreational charges are currently about $225,000 per year, transit service charges are about $60,000 per year and public safety hearing charges are estimated at $15,000 per year. Passport activities generate about $30,000 per year. All these services will continue to grow with more citizens needs being met at City hall for these services.

  - Fiscal Year 2009 revenues are based on current levels of activities.

- **Permit Fees.** Revenues from this source include the fees collected from building permits, zoning permits and a variety of other programs. Residential and Commercial permitting fees have had a drop off given recent economic conditions in the real estate market. City of Maricopa has about $2.4 million in revenues from construction permitting activities. As far as planning and engineering fees the City has about $600,000 in revenues.

  - Fiscal Year 2009 revenues for permit activities on current level estimates.

- **Development (Impact) Fees.** Cities and towns have the authority to impose fees that provide a direct benefit to the newly developed area. There are specific requirements behind the development of these fees and special attention should be paid to state statute.

  In 2005, legislation passed amending the development fees statute, requiring an annual report to account for the collection and use of development fees. The report is due within 90 days of the end of each fiscal year and is required to be maintained in the clerk's office. Copies of the report are required to be made available to the public upon request. The law allows the report to contain financial information that has not been audited.

  There are six specific areas that the report is required to address:

  1. The amount of each type of development fee assessed by a city or town.
  2. The balance of each fund, at the beginning and end of the fiscal year, maintained for each type of development fee.
  3. The amount of interest or other earnings on monies in each fund as of the end of the fiscal year.
  4. The amount of development fees used to repay either

     (a) bonds issued by the municipality to pay the cost of a capital improvement project for which the development fee was assessed or

     (b) monies advanced by the city or town from funds other than development fee funds to pay for a capital improvement project for which a development fee was assessed.

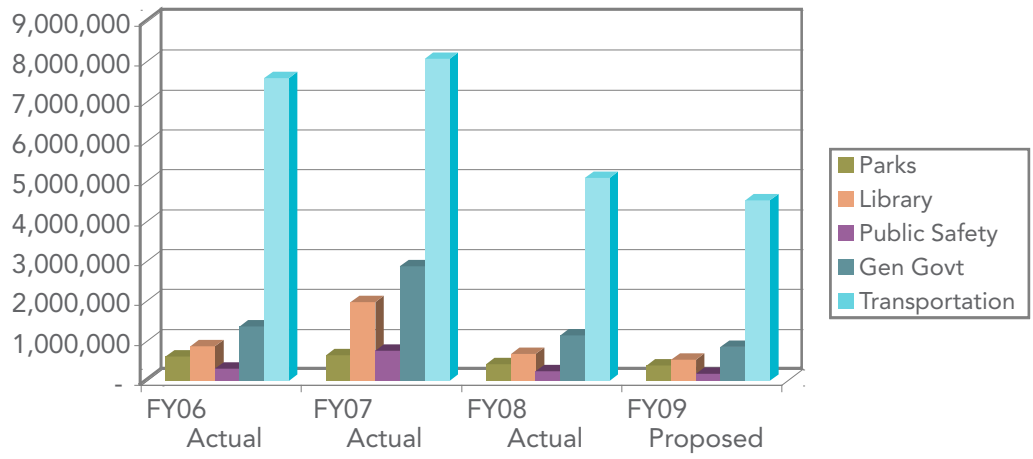
  5. The amount of development fees spent on each capital improvement project for which a development fee was assessed and the physical location of each capital improvement project.
  6. The amount of development fees spent for each purpose other than a capital improvement project for which a development fee was assessed.

  Failing to comply with these reporting requirements will prohibit the municipality from collecting development fees until the report is filed. The reporting requirements become effective on August 12, 2005. The first development fee report is due on September 28, 2005 and will cover development fees assessed in FY 2004-2005.

  City of Maricopa adopted Development Impact Fees September 2005 and started collections November 2005.

  - Fiscal Year 2009 revenue projected are based on 100 single family homes permitted per month at an average level for the year.

City of Maricopa History of Development Impact Fee collections



CITY OF
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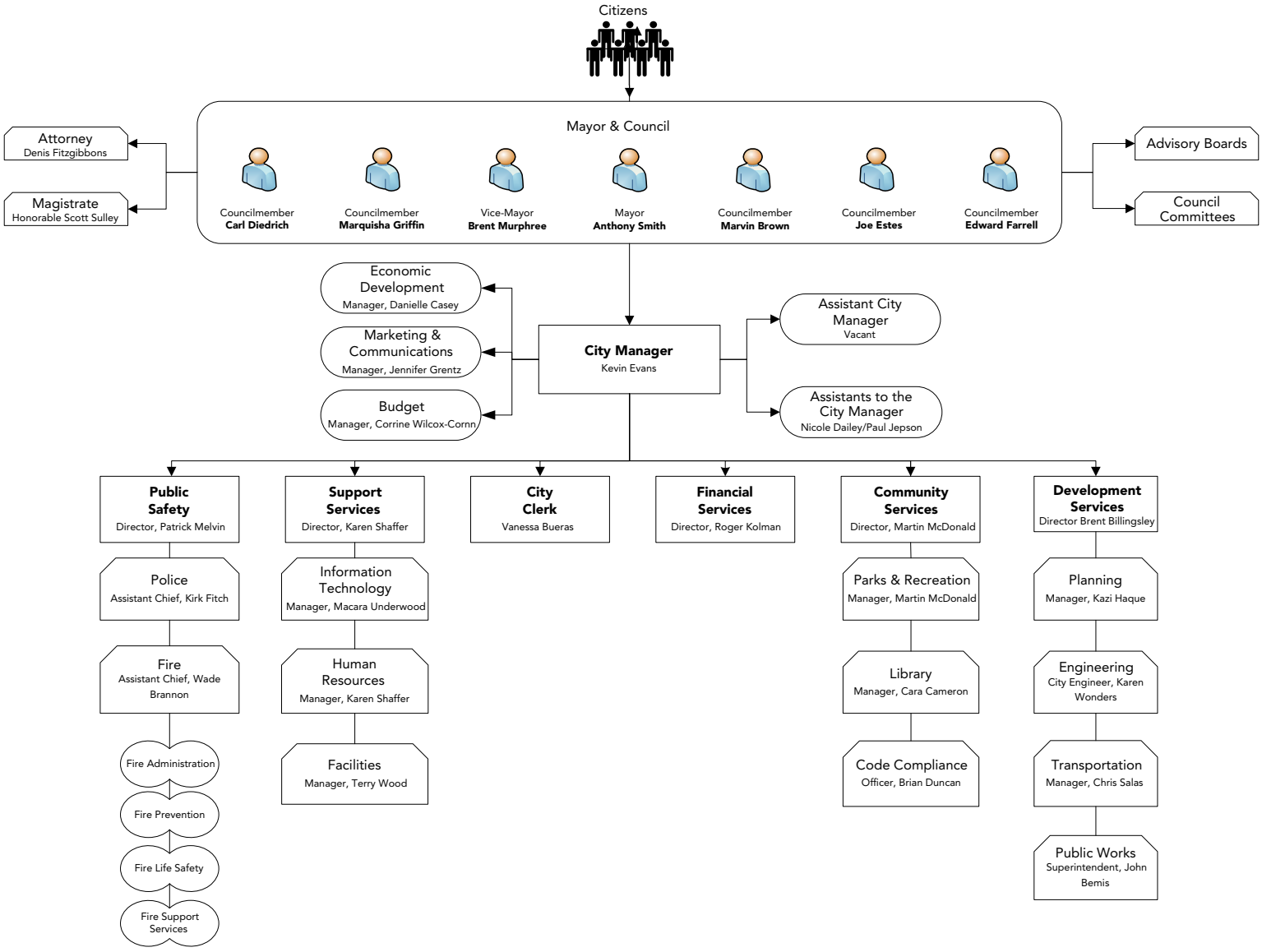
Organization Chart



Mayor Anthony Smith

Anthony Smith and his wife Nancy moved to Maricopa in July 2003, shortly before Maricopa became incorporated. Selected as one of the original members of Maricopa's Planning and Zoning Commission, he served three years as a commissioner and one year as chairperson.

Smith has a strong commitment to the community; he has been actively involved in many city sponsored events, helped plant local churches, and has aided several other community service groups.

In March 2007, Smith left Motorola and started Pinnacle West Consulting, LLC. As a certified Project Management Professional (PMP), he is a project management consultant. A graduate of Purdue University, Smith has a Bachelor of Science degree in Construction Technology. He has had a diverse career with first-hand knowledge of the design and construction of infrastructure improvements, community planning, and site development.

In March 2008, Smith was elected Mayor for the City of Maricopa. His passion for Maricopa is portrayed by his commitment to the community and strong desire to move Maricopa to the next level of growth and prosperity.

Council term: 2008-2010

Vice Mayor Brent Muphree

Brent Murphree is the member services representative for the National Cotton Council of America in Arizona, New Mexico, and El Paso, Texas. He has been with the National Cotton Council since April of 1996.

Murphree is part of a fourth generation Arizona family who farmed in the Phoenix area for three quarters of a century.

Murphree worked from 1984 to 1986 in the City of Chandler City Manager's office as the assistant public information officer during the planning of the Valley's freeway expansion process, and at the beginning of Chandler's downtown redevelopment process.

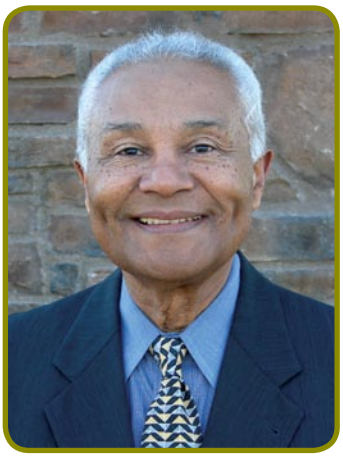
Before joining the council he worked 15 years in the advertising and promotions field, focusing heavily on agriculture and politics. Murphree has received two Arizona Newspaper Association awards for his work in advertising, and he is also the former editor of Pinal Ways Magazine.

Murphree is a past president of the Maricopa Rotary Club and former board chairman of Maricopa Community Church. He is a former county officer with the central committee of the Pinal County Republican Party and also served as the Third District Chairman. His work in politics has included several statewide campaigns.

In addition, Murphree is one of the founding members of Maricopa's incorporation committee, the MASH Drug Free Coalition and the Maricopa Hispanic Heritage Foundation.

"Watching Maricopa grow is exciting. Helping Maricopa grow wisely is a welcome challenge. We are making sure that the growth in this area is well planned. We are also positioning ourselves to take advantage of that growth for those who live in our community for today and for our future."

Council term: 2006-2010.



Councilmember Marvin Brown

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

As the council representative to the Industrial Development Authority Board, and Pinal County Augmentation Authority, and the liaison to the Gila River and Ak-Chin Indian Communities, Brown demonstrates his strong commitment to regional relationships and economic development.
Brown most recently lived in Detroit, Michigan where he held many leadership positions: chairman of the board for the Detroit Non-Profit Housing Corporation, Michigan Unemployment Agency and Layayette Park Kiwanis Club; president of the board for the Travelor's 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: 2008-2012

Councilmember Carl Diedrich

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

Public Service has always been important to Diedrich, and he has served the community in various capacities. His family attends Community of Hope Church where he has been a youth leader and been involved in many of the Church's outreach programs. Diedrich is also very active in the Maricopa Mutt March, an annual event for dog owners to walk and come together to raise money for a future dog park in Maricopa.

After attending Iowa State University in Ames, Iowa, Diedrich joined the HoneyBaked Ham Company and spent 12 years working in several capacities, most recently as district supervisor for the Minnesota region.

Diedrich believes a representative government is responsible for making sure the voice of its constituents is sought and heard. The decisions that the city council makes should reflect the will of the citizens of Maricopa. A council member listens to Maricopans and makes decisions which will improve the quality of life in Maricopa.

Since moving to Maricopa with his wife Kimberly, Diedrich has been a Design Consultant. His wife owns Home Is Where The Hound Is Pet Sitting Services. They live in Rancho El Dorado where they raise their son Nate, who attends Santa Rosa Elementary.

Council Term: 2008-2012

Councilmember Joe Estes

Although not a native to Maricopa, or even Arizona, since moving to Maricopa in August of 2004, Joe Estes has been actively involved in working and serving our community. It is his philosophy that the true key to happiness is through service to others. In keeping with this philosophy, Estes joined the Maricopa City Council in 2005, appointed to fill a vacated council seat following the resignation of a council member. Estes was subsequently elected in 2006 to retain his seat on the council. Prior serving on the City Council he was a member of the City's first Planning and Zoning Commission.

Estes received his bachelor's degree from Wesley College while serving in the United States Air Force, and obtained his law degree from the University of Las Vegas. He is currently working with the Phoenix-based law firm of Mann, Berens & Wisner. Estes resides with his wonderful wife of over 15 years, Trecia, and is the proud father of four wonderful children, Michael, Hayden, Jenna and Nathan.

Estes' life experiences have taken him from coast to coast, including two years in Brazil, and he knows first hand that growth and a changing population create unparalleled challenges. From the outset, he has been committed to protecting the existing rural feeling and lifestyle while at the same time making Maricopa an attractive place for new families. Estes believes it is imperative to insure that public services and structures such as fire stations, police stations, parks and roads keep pace with the growth in the community.

Additionally, Estes lives by the philosophy that those elected to public office are servants of the people. In keeping with this philosophy, he has always maintained an open line of communication with the community. It is his hope and vision that the City of Maricopa will be a place that everyone can take pride in. He looks forward to working hard in an attempt to accomplish those goals that will continue to make the City of Maricopa an even better place to live, learn, work and play. Estes can be reached on his cellular phone at 520.280.6858; please, no calls after 8 p.m. or on Sundays.

Council term: 2006-2010

Councilmember Edward Farrell

Edward Farrell is lifelong resident of Maricopa. He graduated in 1984 from Maricopa High School, and received his Bachelors degree in 1989 from University of Arizona.

Farrell is a partner in Western Land Planning, and the landlord of the Maricopa Manor Business Center. He is Project Central Class XVI alumni, and the Maricopa Rotary Club Rotarian of the Year in 1994.

In addition, Farrell was the chairman of the committee to incorporate Maricopa, and was elected by the first city council of Maricopa as the inaugural Mayor to serve the City.

On May 3, 2004, Farrell received the 2004 American Society for Public Administration Superior Service Award. Farrell is a founding board member of the Pinal Partnership and currently

sits on the Central Arizona Economic Development Foundation Board. He also represents the City of Maricopa with the Central Arizona Association of Government.

As a fourth generation Farrell in Maricopa, he and his and wife, Lori, hope to someday add a fifth generation to continue the growing roots of this historic Maricopa family.

"One of my main goals through incorporation is to help establish a work force 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 educational and recreational activities for our youth so that they can become active and bright young adults."

Council term: 2006-2010

Councilmember Marquisha Griffin

Marquisha Griffin was elected to the Maricopa City Council in March 2008. Prior to being elected as a council member, she was on the Planning & Zoning Commission from 2005 to 2008 and was chairperson in 2008.

Griffin has been active in community and public service. Her leadership is inspired by her strong belief that a more responsive government, greater citizen participation and empowered communities will improve the quality of life for all of Maricopa and create safer communities, a strong local economy and a brighter future for our children. She also believes that public officials should define their lives with fair, honest and effective leadership.

As an assistant to the City of Mesa City Council, Griffin has gained extensive insight in municipal government operations. During her internship for the United States Congress, she viewed government from a global perspective and committed herself to bringing back effective policies to improve Arizona. Griffin understands that good government means transparency, accountability and communication.

Griffin received a Bachelor of Arts Degree in Political Science from Arizona State University and enrolled in post-graduate studies in Public Administration at Keller Graduate School of Management.

Griffin and her husband, Joe, are members of Pilgrim Rest Baptist Church. They have been married since 1999 and are the proud parents of three daughters, Lexus, Taylor, and Bryce, and two sons, DeSean and Kevon.

On July 31, Grffin was appointed by Governor Napolitano to serve on the Governor's African-American Advisory Council.

Council term: 2008-2012

Mayor & Council Goals

March 1, 2008, Council conducted a retreat, where staff and Council discussed and reviewed all department goals and objectives for the upcoming fiscal year. The following were determined by Council to be the concerns and priorities for the new fiscal year:

Economic Development

- Downtown Redevelopment Plan
- Airport Development
- Fiscal Sustainability

It was Council's opinion that the future of the City is built on growth of the economic base in the city. All efforts need to be made to make sure that Economic Development was the underlined motive in what the city did while providing services within our community. The three outlined programs would support economic growth were named as areas to focus resources toward during the fiscal year.

Essential Core Services

- Public Safety – Police Station
- PRL – "Quality of Life"
- Transportation – Road Maintenance

Council has always held the City of Maricopa is place where public safety is at the primary focus. The efforts of fire and police departments provide essential services to protect citizens, property and the lifestyle which make Maricopa a special place to live.

Quality of life is the primary focus for the citizens, a place in the sun to laugh, and live life to its fullest. Park, recreation and libraries has strived to provide a variety of quality programming to the general public in Maricopa. Special events and public fun are focal points in the community, and represent another time to enjoy friends and neighbors in the beauty of the city's Pacana Park.

Essential core services would not be complete without the diligence of public works department's continuous efforts to keep our roadway systems safe, and in good repair. The road system is ever growing with new streets added to the system every year and new improvements being constructed too.

Transportation/CIP Plan

- Traffic control plans
- By-Pass, Loop System, Expressway
- Transit

Flood Control

- Santa Cruz Wash Project completion

Annexation Implementation Plan

- CIP – Forward planning

City Of Maricopa
Mayor & Council
Cost Center: #100-41310

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	142,715	179,998	146,179	175,318
Professional and Technical	195,596	3,877	-	-	16,459
Purch. Property Services	1,315	1,500	1,500	486	7,500
Other Purchased Services	24,163	75,857	180,020	163,851	202,747
Supplies	2,364	12,916	3,400	1,735	2,400
Capital Outlay	-	-	-	-	-
Departmental Totals	**223,438**	**236,865**	**364,918**	**312,251**	**404,424**

Notes: Special Council projects $10,000; increases in Personal services due to 10% increase in healthcare costs, Association dues increased based on population.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Mayor	1.0	1.0	1.0	1.0	1.0
City Council	6.0	6.0	6.0	6.0	6.0
Departmental Totals	**7.0**	**7.0**	**7.0**	**7.0**	**7.0**

LONG TERM GOAL

The purpose of the Office of the City Manager is to provide plans, controls, direction, and coordination to the activities and functions of all City departments, resources, personnel, capital and projects of the City on behalf of the City Council, employees of the City and the citizens of Maricopa so they can be informed, provide and receive needed services and enjoy a safe and productive place to live, play and work.

OBJECTIVES

To intensify focus on Economic Development efforts

To reorganize the management team

To provide strategic planning and implementation plan

To begin implementation of Performance Based Budgeting

PERFORMANCE MEASURES

90% Citizen Survey satisfaction with Quality of life in Maricopa

65% Citizen Survey satisfaction with Communication with Citizens

60% Citizen Survey satisfaction with City's efforts to encourage Economic Growth

80% Citizen Survey satisfaction with Efficiency and Economy of City Services

City Manager's Office

City Of Maricopa
City Manager
Cost Center: #100-41320

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	549,834	658,395	717,400	664,207	680,440
Professional and Technical	133,767	19,705	23,500	21,363	16,690
Purch. Property Services	116	1,012	-	-	-
Other Purchased Services	54,238	32,708	39,700	35,973	99,470
Supplies	20,475	97,872	7,950	7,868	6,475
Capital Outlay	126,464	341,187	-	-	32,000
Departmental Totals	**884,894**	**1,150,879**	**788,550**	**729,411**	**835,075**

Notes: Public Affairs Manager transferred to separate department, Receptionist transferred to City Clerk budget. Management Assistant II transferred into dept. Capital Project is Customer Relations Management software for internet citizen information access.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
City Manager	1.0	1.0	1.0	1.0	1.0
Asst. City Manager	-	-	1.0	-	1.0
Assistant to City Manager	2.0	2.0	2.0	2.0	2.0
Public Affairs Manager	-	1.0	1.0	-	-
Administrative Assistant II	-	1.0	1.0	0.5	0.5
Receptionist	1.0	1.0	1.0	-	-
Departmental Totals	**4.0**	**6.0**	**7.0**	**3.5**	**4.5**

Since its incorporation in October of 2003, one of the City's priority goals has been to ensure Maricopa is more than yet another bedroom community in rapidly growing Arizona. Economic Development seeks to promote these attributes by improving the community's jobs-to-housing balance by attracting expanded retail, commercial and industrial facilities from the larger metropolitan and global market. The creation of quality jobs that pay sustainable and living wages is mission critical to the City's long term health and viability, and quality of life.

2008/9 Goals and Strategies

In September of 2007, Senior Economic Development Consultant Ioanna Morfessis revisited and updated Maricopa's strategic vision to include the following targeted industry pillars:

- Health and Wellness
- Clean and Green Technologies & Jobs
- Regional Aviation
- Higher Education
- Business and Professional Services
- Hospitality and Visitor Attraction
- Retail and Entertainment

A. GOAL: Achieve a Positive and Well-Recognized City Brand.

1. STRATEGY: Implement New Brand.
2. STRATEGY: Execute a Strategic ED Marketing Campaign Using the City Brand.
3. STRATEGY: Meeting and Trade Show Presence.

B. GOAL: Complete Development and Expansion of City of Maricopa Economic Development Toolkit to Allow for Competitiveness in a Regional and Global Market.

1. STRATEGY: Develop, Maintain and Update Socio-Economic Data on the City and Produce in Ready-To-Go Formats for Prospects.
2. STRATEGY: Utilize Existing Toolkit and Technology Elements to Continue to Increase Efficiency and Quality Service Delivery.
3. STRATEGY: Ensure that Maricopa has the Highest Quality Professional Staff through Professional Certification and ongoing development.

C. GOAL: Target Efforts on the Successful Recruitment of Targeted Industries.

1. STRATEGY: Continue Developer Outreach.
2. STRATEGY: Develop a Line of Prospect Accountability with Regional Partners such as GPEC and CAREDF.

D. GOAL: Further the City's Ability to Attract Investment by Investing in Itself.

1. STRATEGY: Continue to pursue the development of a center of regional aviation through the Airport Feasibility Study and potential implementation.
2. STRATEGY: Create Shovel-Ready Sites to Speed the Development Process.
3. STRATEGY: Create a Redevelopment District to Encourage Investment in Maricopa, Especially Old Town.
4. STRATEGY: Explore the Opportunities Available in the Creation of Enterprise Zones.
5. STRATEGY: Deliver Public Services Faster and Less Expensively Through the Utilization of Public/Private Partnerships.

E. GOAL: Use Business Retention and Expansion to ensure loyalty to Maricopa.

1. STRATEGY: Meet with Business Owners Face-To-Face Utilizing E-Synchronist Program.
2. STRATEGY: Continue to Partner with the Maricopa Chamber of Commerce to Promote Small Business Development.

F. GOAL: Participate in an Historic Preservation Initiative to Increase Tourism and Awareness of Community Identity.

1. STRATEGY: Participate in the Formation of an Arts and Culture Committee and/or Nonprofit Organization, or Main Street Program.

City Manager's Office – Economic Development

City Of Maricopa
Econ. Development
Cost Center: #100-46500

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	89,058
Professional and Technical	291,989	349,922	451,000	385,827	357,650
Purch. Property Services	-	-	-	-	-
Other Purchased Services	28,397	98,529	126,800	75,884	96,025
Supplies	5,619	5,165	7,200	4,415	6,900
Capital Outlay	-	-	22,000	11,650	1,112,500
Departmental Totals	**326,005**	**453,616**	**607,000**	**477,776**	**1,662,133**

Notes: Costs include Maricopa Prospector site selection web tool, redevelopment district, retail match research report and other demographic research projects.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Economic Dev. Manager	-	-	-	1.0	1.0
Departmental Totals	**-**	**-**	**-**	**1.0**	**1.0**

City Manager's Office – Marketing & Communications

This office is responsible for cable television broadcast and franchise oversight, citizen engagement, emergency communications, public information, website development and content, and all published materials. These tasks provide the staff with the means to provide City government information to employees, citizens and the media. This plan is a living document that is updated annually.

MISSION

The Marketing and Communications Office informs and educates the community, employees and elected officials about the City of Maricopa's government programs, services and activities. This is accomplished by encouraging citizen involvement.

The Office provides effective, timely, accurate communication and information services and programs to the community, elected officials, employees and the media while adhering to the City of Maricopa's vision and values.

GOALS

- To improve communications and marketing efforts to residents, developers and businesses
- Promote trust and open communication between our citizens and the City government
- Provide 24/7 access to local government
- To encourage greater civic engagement
- To provide our audience the most relevant and pertinent information and oversee web content and development

OBJECTIVES

- **To provide audiences with the most relevant and pertinent information and oversee web content and development.**
  - To provide a user-friendly, interactive website
  - Contract services to redevelop the site into a data driven searchable site
  - Create consistent department pages throughout to maintain branding
  - Utilize surveys to determine the usefulness of the website to users
  - Conduct a usability study once per quarter
  - Move away from PDFs to come into ADA compliance
  - Develop website guidelines
  - Provide 24/7 access to local government
  - Stream council meetings to the web
  - Utilize java to keep the site fresh
  - Utilize submitable online forms to capture information
  - RSS feeds (e-subscribe)
  - Keep content relevant and updated
  - Provide two trainings per year on writing for the web
  - Oversee the content for consistency

- **To provide residents with useful and understandable television programming relevant to the City of Maricopa and oversee the cable television franchise agreements**
  - Provide live and delayed broadcasts of City of Maricopa council meetings
  - Provide copies of the meetings to guests and fulfill other requests for video copies of the meetings
  - Develop two programs that showcase the City of Maricopa
  - Work with department representatives to produce television segments that help to get information to the community about their programs
  - Produce Public Service Announcements to get the word out in a quick, clear concise manner
  - Produce cable television segments that support the City's Strategic Plan

- Use the PEG Attendant as the primary media for Channel 20 information
- Solicit information from City departments and agencies for posting on the Channel 20 bulletin board
- Keep messages current
- Maintain the branding message

- **To provide residents with opportunities to become involved in, engaged in, and knowledgeable about their role in the City of Maricopa government**
  - *Develop programs that create informed, engaged citizens*
    - Host two sessions of the Citizen Leadership Academy each year
    - Hold HOA Academies each year
    - Work with departments to hold your Maricopa to bring local government to residential neighborhoods each quarter
  - *Oversee the State of the City Address*
    - Work with City Manager and Mayor on this event
    - Provide a program that engages City departments
    - Encourage citizens to attend to learn more about the upcoming year and the future of Maricopa
  - *Provide opportunities for 24/7 access to local government*
    - Utilize the website in an effective way that brings government to the people
    - Provide communications that are relevant

- **To provide our audience with information about the City government's programs, services and activities**
  - *Maintain a quality working relationship with local and regional media to effectively deliver City government information to the community*
    - Respond to all media requests for information in a timely manner
    - Distribute news releases announcing government programs, services, and events via e-mail to all regional media
  - *Provide information to current and future residents and business owners*
    - Update and print the Community Handbook
    - Develop relevant e-newsletters
  - *Produce a community newsletter to deliver City government information to each home in the City*
    - Solicit input from all City agencies for inclusion in the citizen newsletter
    - Compile and publish appropriate information for distribution bi-monthly
    - Conduct a survey of residents to determine if they are receiving the information they need
  - *Maintain the City government's 24-hour automated telephone system*
    - Work with City government departments and agencies to develop and maintain automated telephone messages
    - Conduct an analysis of existing messages to determine continued validity
  - *Respond to requests for City government information*
    - Provide information via e-mail to requests for information from the City government's Web site
    - Assist staff with responses
  - *Update and maintain the content of the City government's Web site*
    - Work with City departments to provide current, accurate information on the City government's website
  - *Coordinate local Maricopa*
    - Work with City departments to staff a booth in the community four times per year
    - Provide timely information to residents
    - Work with HOAs to publicize the event in their neighborhoods
  - *Provide communications support to the City Council & Mayor*
    - Research and write speeches and remarks for elected officials
    - Provide liaison services to selected boards, committees, and commissions
    - Produce and distribute information about the work of the City Council
    - Respond to requests from elected officials for City government information
    - Assist elected officials in public relations matters

- **To ensure branding consistency**
  - *To redesign all sub-logos and event logos to fit with the City's brand*
    - Audit all departments
  - *To ensure that all City publications fit within the City's brand guidelines*
    - Work with graphic designer on City department publications
    - Have the final sign-off on all printed pieces
    - Act as the advertising department for the City
- **To keep abreast of current technologies and best practices for communication and civic engagement**
  - *Attend seminars, trainings and conferences*
  - *Stay active in the East Valley PR Coalition, Statewide PIO Group, 3CMA (City-County Communications and Marketing Association), PRSA (Public Relations Society of America), NIOA (National Information Officers Association), AMA (American Marketing Association) and AzGam (Arizona Government Access Managers)*

City Manager's Office – Marketing & Communications

City Of Maricopa
Marketing & Communications
Cost Center: #100-41350

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	105,046
Professional and Technical	-	-	-	-	29,950
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	52,775
Supplies	-	-	-	-	22,600
Capital Outlay	-	-	-	-	76,415
Departmental Totals	**-**	**-**	**-**	**-**	**286,786**

Notes: Public Affairs Office was included in City Manager's office for FY08. Government channel implementation, website design, community newsletters.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Marketing and Comm. Manager	-	-	-	1.0	1.0
Departmental Totals	**-**	**-**	**-**	**1.0**	**1.0**

City Manager's Office – Budget

MISSION

The budget office mission is to provide City Council, Management staff and the Citizens of the City of Maricopa a policy document, financial plan, operation guide and communication device, the Annual Budget. The Annual Budget document is to provide a written guideline for prudent stewardship, planning, accountability, and full disclosure of all public funds of the City of Maricopa.

GOALS

- Provide a better understood process for budget preparation for City Council, management staff and the Citizens of the City of Maricopa.
- Promote and educate easier to understand budgetary documents for City Council, management staff and the Citizens of the City of Maricopa.
- Implement web-based budget process software
- Receive GFOA Distinguished Budget Presentation
- Implement Performance Based Budgeting

OBJECTIVES

- Provide detailed calendars for the annual CIP and Operations budget preparation process
- Provide an explanation for all revenue sources "where the money comes from" for web-site and printed materials
- Provide an explanation for all expenditures "where the money goes" for web-site and printed materials
- Prepare an Annual Budget document which provides all information requested by GFOA under their guidelines for Award program
- Incorporate strategic planning elements into the budget process
- Develop with management staff, performance measures for each budgeted division
- Provide web-based budget preparation software implementation
    - Includes budget monitoring and reporting
    - Capital Improvement Plan preparation
    - Forecasting and trend analysis modeling
    - Personnel projections

City Manager's Office – Budget

City Of Maricopa
Budget
Cost Center: #100-41520

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	98,299
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	6,150
Supplies	-	-	-	-	750
Capital Outlay	-	-	-	-	40,000
Departmental Totals	**-**	**-**	**-**	**-**	**145,199**

Notes: Budget office transferred from Finance. Web based budget software.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Budget Manager	-	-	-	1.0	1.0
Departmental Totals	**-**	**-**	**-**	**1.0**	**1.0**

LONG TERM GOAL

To provide to the public a fair and prompt system of adjudication of cases balancing the requirements of the law and the efficiency of good management practices.

OBJECTIVES

To maintain the Court's policy of continuing legal and managerial education in order to stay current with changes in the law and with improved techniques regarding efficiency and management.

To make decisions that is well grounded in fact and law in order to reduce appeals and enhance the image of the Court in the public's eye.

To continue to recognize that each individual using the Court is entitled to fair, courteous service without consideration of race, gender, and social status or means.

To continue to seek and use innovative methods of enforcing Court orders and collecting fines and restitutions.

To ensure cooperation and communication with all law enforcement agencies and especially facilitate the operations of the City of Maricopa's Police Department while still observing separation of powers.

To add staff members to the Municipal Court to handle the growth generated increased fillings and collections.

To establish a video arraignment system that ensures prisoners are seen within the requirements of the law and lessen the cost of transporting and incarcerating prisoners.

City Magistrate

City Of Maricopa
City Magistrate
Cost Center: #100-41210

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	25,525	50,928	48,824	54,694	59,174
Professional and Technical	85,105	114,315	34,800	4,940	164,000
Purch. Property Services	-	-	-		-
Other Purchased Services	874	658	600	575	2,000
Supplies	1,359	1,318	1,500	1,586	10,250
Capital Outlay	-	-	-	-	-
Departmental Totals	**112,863**	**167,219**	**85,724**	**61,795**	**235,424**

Notes: New IGA with Pinal County provide for additional clerks and court supplies due to increases in court activities.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
City Magistrate	0.5	0.5	0.5	0.5	0.5
Court Clerks	1.0	2.0	2.0	0.5	0.5
Departmental Totals	**1.5**	**2.5**	**2.5**	**1.0**	**1.0**

City Attorney

City Of Maricopa
City Attorney
Cost Center: #100-41530

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	258,866	818,178	982,538	397,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	199	-
Supplies	-	-	1,000	-	-
Capital Outlay	-	-	-	-	-
Departmental Totals	**-**	**258,866**	**819,178**	**982,737**	**397,000**

Notes: Contracted City Attorney includes City Prosecutor, Public Defender. Jail Services are provided by IGA with PCSO.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

GOALS AND OBJECTIVES FISCAL 08 – 09

1. Begin construction of Third Fire Station to be located at Hartman and Bowlin
2. Develop and Implement an NFPA 1500 compliant Health and Wellness Program
3. Develop and institute an Advanced Leadership Program
4. Develop plan and implement the conversion from the current VHF radio system to the 700/800 MGz Regional Wireless Network
5. Develop a Wildland Fire Program
6. In order to reduce the cost of Paramedic Training Develop an in house Paramedic Training Program
7. Continue working towards special operations capabilities by certifying five Firefighters as Haz Mat Technicians and Five Firefighters certified in Technical Rescue procedures
8. Develop Regional Training Center

PERFORMANCE MEASURES FOR FISCAL 08 – 09 GOALS AND OBJECTIVES

1. BEGIN CONSTRUCTION OF THIRD FIRE STATION TO BE LOCATED AT HARTMAN AND BOWLIN

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of the Q2 2008 – 2009 Plans completed, through planning, and contractor on board to begin work. By the end of Q4 2008 – 2009 station under construction.

2. DEVELOP AND IMPLEMENT AND NFPA 1500 COMPLIANT HEALTH AND WELLNESS PROGRAM

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of Q2 2008 - 2009 form a committee of firefighters and officers to plan and discuss Health and Wellness program for the Maricopa Fire Department. By the end of Q3 2008 – 2009 Plan in place and agreed upon by management and labor. By the end of Q4 2008 – 2009 plan in place and implemented.

3. DEVELOP AND INSTITUTE AN ADVANCED LEADERSHIP PROGRAM

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of Q2 2008 - 2009 form a committee of firefighters and officers to plan and discuss an Advanced Leadership Program for the Maricopa Fire Department. By the end of Q3 2008 – 2009 Plan in place and agreed upon by management and labor. By the end of Q4 2008 – 2009 plan in place and implemented.

4. DEVELOP PLAN AND IMPLEMENT THE CONVERSION FROM THE CURRENT VHF RADIO SYSTEM TO THE 700/800 MGZ REGIONAL WIRELESS NETWORK.

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of Q1 2008 – 2009 form a joint task force for planning and implementation with the Maricopa Police Department, Maricopa City Public Works Departments and Information Technology Department. By the end of Q2 2008 - 2009 complete Motorola secondary comprehensive survey of the area and determine channels required for city agencies. By the end of Q3 2008 – 2009 present completed plan to the City Manager for final implementation. By the end of Q4 implement plan.

5. DEVELOP WILDLAND FIRE PROGRAM

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of Q2 2008 - 2009 form a committee of firefighters and officers to plan and discuss a Wild-Land Firefighting Program for the Maricopa Fire department. By the end of Q3 2008 – 2009 Plan in place and agreed upon by management and labor. By the end of Q4 2008 – 2009 plan in place and implemented.

6. DEVELOP IN-HOUSE PARAMEDIC TRAINING PROGRAM.

By the beginning of 2008 – 2009 plan budgeted for and approved. By the end of Q1 2008 – 2009 contract with Physician to oversee The Maricopa Fire Department's Paramedic Training Program. By the end of Q3 2008 – 2009 complete end of first recertification course.

7. CONTINUE WORKING TOWARDS HAZARDOUS MATERIALS FIRST RESPONDER CAPABILITIES BY CERTIFYING FIVE EMPLOYEES AS HAZ MAT TECHNICIANS/SPECIAL OPERATIONS.

By the beginning of 2008 – 2009 training budgeted for and approved. By the end of Q1 2008 – 2009 Battalion Chief in charge of training will submit a list of ten (10) Firefighters and or Captains for consideration to entire operational staff for advanced Training. By the end of Q2 2008 – 2009 Advanced Training will be scheduled for the selected Firefighters. By the end of Q4 2008 – 2009 training will be completed.

8. DEVELOP REGIONAL TRAINING CENTER

By the beginning of 2008 – 2009 land acquisition budgeted for and approved for the purchase of approximately two seven acre sites located at Peters and Nall and White and Parker for Regional Training Center. Q1 Begin land acquisition of property required for the establishment of the Regional Training center. By the end of Q2 complete land acquisition. By the end of Q3 complete IGA's with Ak Chin, Central Arizona Community College and other associated Pinal County agencies. By the end of Q3 establish inter governmental agencies to begin planning the land usage for the Regional training Center. By the end of Q4 establish Maricopa Fire Department Division Chief in charge of training to lead development of training within the department and to execute the Regional Training center program.

KEY CRITERIA COMPLETION RELATIVE TO OVERALL CITIZEN SURVEY RESULTS

Completion of performance measures of the Maricopa Fire Department will be indicated by the successful completion of the key point criteria listed above. Successful completion of the Goals and Objectives listed will work to better serve the citizens of the City of Maricopa thereby enhancing the results of citizens surveys conducted to ascertain satisfaction with the services provided by the Maricopa Fire Department.

GOALS

9. Working with City Administration, Finance, Police, Public Works, Information Technology and our regional partners, develop and implement a comprehensive operational and financial plan to make the required conversion to the 700/800 MgH radio band.
10. Develop a self-supporting Wildland Fire Program that will improve the safety of the community and create new revenue streams for the City.
11. Working with the Police Department and our Regional Partners, including the Ak Chin Indian Community, develop and implement a phased plan to develop a Regional Public Safety Training Center.
12. Continue to improve the City's ability to mitigate Hazardous Materials incidents and provide emergency rescue services by training additional personnel to the Hazardous Materials Technician level; begin training a limited number of Firefighters to the Technical Rescue Operations level, and searching for grant and regional partnership opportunities to fund tools and equipment.
13. Reduce lost work time and the number of worker's compensation claims by developing and implementing an NFPA 1500 compliant Health, Wellness, and Safety Program.

OBJECTIVES

Develop and implement a comprehensive operational and financial plan to make the required conversion to the 700/800 MgH radio band.

Q1 – Form a joint task force for planning and implementation with the Maricopa Police, Public Works, Information, Finance, and Administration.

Q2 - Complete Motorola secondary comprehensive survey of the area and determine channels required for city agencies.

Q3 - Present completed plan to the City Council for final implementation

Develop a self-supporting Wildland Fire Program that will improve the safety of the community and create new revenue streams for the City.

Q1 – Pursue IGA's with established municipal wildland programs to form co-operative staffing and strike team abilities. Adopt Wildland Firefighting Standard Operating Procedures

Q2 – Purchase the required wildland tool cache for the Type 3 Urban Interface Apparatus and Water Tender

Q3 – Provide the required refresher training to Fire Department Personnel

Q4 – Deploy team as needed

Develop and implement a phased plan to develop a Regional Public Safety Training Center.

Q1 – Work with the Daltessa Heights and Avaela planned developments to acquire to adjoining parcels at the 1/2 section line between White and Parker and Porter road on Peter's and Nall.

Q2 – Work with Ak Chin, Central Arizona College, and other regional agencies to develop a long term, phased plan to develop the property.

Q3 – Continue to work with Ak Chin, Central Arizona College, and other regional agencies locate grant funding and other creative ways to provide funding for the project.

Continue to improve the City's ability to mitigate Hazardous Materials incidents and provide emergency rescue services by training additional personnel to the Hazardous Materials Technician level.

Q1 – Develop a funding grant application plan with the City's grants Co-coordinator. Submit Grant applications for eligible items throughout the fiscal year.

Q2 – Provide Hazardous Materials Technician training for an additional 3 firefighters.

Q3 – Provide Technical Rescue training to the Operations level to 12 Firefighters.

Reduce lost work time and the number of worker's compensation claims by developing and implementing an NFPA 1500 compliant Health, Wellness, and Safety Program.

Q1 – Appoint a Captain to fill the role of Department Safety Officer.

Q2 – Establish Standard Operating Procedures for Peer Fitness Program.

Q3 - Develop a plan to begin using Tiered Fitness ratings through the Occupational Health Program as part of the annual employee performance evaluation in FY 09/10.

Q4 – Provide the required medical evaluations to all line employees

DEPARTMENT PERFORMANCE MEASURES

The Maricopa Fire Department measures its ability to save lives and property by assessing its ability to meet key benchmarks in each of our five core areas of responsibility: fire suppression, fire prevention, emergency medical services, rescue, hazardous materials mitigation, and emergency preparedness. These benchmarks are derived from national and regional standards and whenever possible, use objective data gathered in real time. Prevention and preparedness measures reflect the Departments ability to save lives and property through planning, organization, education, and awareness efforts. Response measures reflect the Department's ability to act with the speed and aggressiveness necessary to save lives and property.

1. FIRE SUPPRESSION PERFORMANCE MEASURES:

a. one minute or less for turnout time, 90% of the time;

b. Four minutes or less from the time of dispatch until the arrival of the first arriving engine or ladder company, 90% of the time;

c. Eight minutes or less from the time of dispatch until the arrival of the initial structure fire assignment, 90% of the time

d. 12 minutes or less to achieve a Primary All Clear, 90% of the time;

e. 20 minutes or less to achieve Loss Stop.

2. EMERGENCY MEDICAL SERVICES PERFORMANCE MEASURES

a. Four minutes or less from the time of dispatch until the arrival of the first arriving engine or ladder company, 90% of the time, 90% of the time;

b. Eight minutes or less from the time of dispatch until the arrival of a dual paramedic Advanced Life Support Company, 90% of the time;

c. 35 minutes or less from the time of dispatch until a patient suffering from life threatening traumatic injuries arrives at the hospital, 90% of the time;

d. 60 minutes or less from the time of dispatch until a patient suffering from any medical emergency arrives at the hospital, 90% of the time.

3. RESCUE PERFORMANCE MEASURES

a. Four minutes or less from the time of dispatch until the arrival of the first arriving engine or ladder company, 90% of the time;

b. Eight minutes or less from the time of dispatch until the arrival of operations level Technical Rescue personnel and equipment, 90% of the time.

4. HAZARDOUS MATERIALS MITIGATION PERFORMANCE MEASURES

a. Four minutes or less from the time of dispatch until the arrival of the first arriving engine or ladder company, 90% of the time;

b. Eight minutes or less from the time of dispatch until the arrival of technician level hazardous materials personnel and equipment, 90% of the time.

5. EMERGENCY PREPAREDNESS PERFORMANCE MEASURES

a. The City of Maricopa meets100% of the national emergency management readiness standards;

b. The City of Maricopa meets 100% of the national baseline performance standards for responding to and recovering from disaster and terrorist incidents.

c. Conduct one tabletop and one full-scale multi-agency, multi-jurisdictional exercise annually.

6. FIRE PREVENTION PERFORMANCE MEASURES

a. Cause determination is made in 30% of working incidents

b. Present Fire safety instruction to 90% of the educational institutions and child care facilities in the City of Maricopa;

c. Inspect all public educational institutions every 6 months;

d. Inspect all hazardous occupancies, public institutions, places of assembly, child-care facilities with five or more persons, and residential occupancies with three or more dwelling units annually.

e. 100% of all hazardous occupancies have an updated electronic copy of their HMIS or HMMP on file with the Fire Department.

f. 33% of the City's business occupancies are inspected annually and each occupancy is inspected not less than every 36 months.

FIRE ADMINISTRATION

With the experienced leadership of Battalion Chief Brain Tate, the Maricopa Fire Department's internal goals have been met through fostering strategic priorities and calculated plan implementation. Goals focused on leadership, education, training, and all aspects of health, wellness, and safety. In the last 12 months nearly all of the previously outlined benchmarks were attained, which positioned the Department for a positive and proactive year for all of its personnel.

One of the Department's numerous focus points this past year was ensuring firefighter health and wellness. The Department then developed a *Health and Wellness Program* consisting of annual medical physicals, monthly newsletters and included more precise exercises and fitness activities for employees. The program also made available heart healthy recipes, preventative health news, and other informational resources for personnel to benefit from. This year the *Health and Wellness Program* enlisted a committee, whose members attended the Regional Health and Wellness Conference in Phoenix. The conference introduced a highly desirable athletic program called *Cross Fit* and initiated the *Cross Fit* exercise methodology to the Department's daily workouts. Additionally, members of this committee completed the *Peer Fitness Trainer Course,* and have begun the process of creating an individual assessment program; which is an exercise program to outline and measure the fitness levels of each individual for overall health improvement.

Also this year, the Department developed a *Safety Program* in accordance with NFPA 1500; which included creation of a *Safety Committee.* The newly appointed *Safety Committee* recently completed many objectives which included: safety evaluations of stations, equipment and apparatus as well as monthly inspections of personal protective equipment (PPE) and self-contained breathing apparatus (SCBA). Education and safety have been the core principles of this committee and the Department, which was apparent when the committee selected two members to attend the Regional Health, Wellness and Safety Conference in Phoenix to ensure future safety practices are learned and passed on to all personnel through training and newsletter. The monthly newsletter informs employees about safety advisories, line of duty deaths, safety tips and NFPA statistics regarding Firefighter injuries. The Health, Wellness and Safety programs assure the Department complies with NFPA 1500 and moreover ensures the safety and wellbeing of all members and ultimately those citizens we serve. Principal centered leadership is another core value within the Department. Leadership is taught in all levels of the organization, from recruit training academies to chief officers. Middle managers or "captains" are one of the most impactful positions within the organization, which is why the crucial leadership education practices are upheld. The Department conducts mandatory captain trainings monthly where a number of topics are discussed, from *Standard Operating Procedures,* safety advisories to command procedures. Training is provided to guarantee the Department's captains have clear direction to lead their team and make sure all are aware of their duties. This past year the captains initiated a new project where each captain would team up with a peer and teach a chapter of the "Leadership Challenge" a fourth edition book by Kouzes and Posner. This practice has proven itself worthwhile due to vast improvements in daily routines of the Department.

Another incremental effort this past year was when the Department partnered with the Chandler Fire Department and participated in several outside Department assessment and promotional testings and continues to provide training and education to neighboring Departments as well as their own. Through the partnership with Chandler Fire Department, the Inter-Government Agreement (IGA) ensures both Departments continue to participate in Regional Training at the Chandler Training Academy. The Chandler Training Academy provides members with the opportunity to utilize state of the art tools and props as well as participate in live fire trainings, flashover training, *Minimum Company Standards* training and other beneficial training with its neighbors from Gilbert, Chandler, Queen Creek, Sun Lakes and Gila River Fire Departments.

The Department recently participated in Fire/EMS Safety, Health and Survival Week sponsored by International Fire Chief Association and International Firefighter Association. The week included a number of activities such as review of all operational policies and procedures; review NFPA 1500, wellness and fitness initiatives where crews performed basic checks of each member's pulse, blood pressure, and respirations; and initiated the *Emergency Vehicle Policy "National Seat Belt Pledge".*

The Department also focuses on routine end of shift activities, recap of day's emphasis, moment of silence for line of duty deaths, as well as rest and rehabilitation.

In accordance with OSHA and NFPA 1500, the Department established a *Crisis Response Team,* which practices Critical Incident Stress Management (CISM). This practice manages the psychological impact of critical incidents, which may cause distress of an employee. A critical incident is characterized as: any incident that causes emergency service personnel to experience a strong emotional reaction, which have the potential to interfere with their ability to function either at the scene or later. Nearly all captains and engineers on the Department have completed *Basic CISM* and *Assisting Individuals in Crisis – Peer Counseling.* For additional employee support, the Department has a CISM handout located in all fire stations along with EAP contacts, which provide a free and confidential resource for any mental health needs.

FIRE PREVENTION

Retired Mesa, AZ Fire Chief Dennis Compton has described the fire service's life safety mission as a three stool, with each one of the three legs being comprised of one the three line responsibilities of the department: 1) emergency operations, 2) code enforcement, and 3) public education. The Maricopa Fire Department's Division of Fire Prevention is responsible for delivering both code enforcement and our public education program.

Division Chief Mark Boys took the helm of the Fire Prevention Division less than a year ago and has already helped the Department make tremendous advances in our ability to provide for public safety. Highlights of this very productive year include the approval and implementation of the 2006 ed. of the International Fire Code, the education of over 4,000 elementary school student during Fire Prevention week, and the certification of Fire Prevention members as Fire Inspector II's and Plans reviewers.

The 2006, IFC was adopted by City Council in May, 2008. This updated code helps to ensure that the citizens of Maricopa enjoy the safest and most cost effective building practices in the country. The code allows our Fire Prevention Officers far greater flexibility in code interpretation than previous editions, reducing building costs by allowing for local conditions while still ensuring that the intent of the code and the City Council are met. To improve customer service, the Fire Prevention Division created a "Plans Review Guide and Standard Detail" booklet. The guide answers many commonly asked questions and provides project checklists for contractors, engineers, and architects. The guide is now available online and the Fire Prevention Office.

Public Education

In early June, 2008, the Fire Department responded to a house fire in Desert Cedars. The first unit on scene, E574, found the family outside and a mattress fire in a second floor bedroom. The fire was quickly extinguished. Talking with the family after the fire was out, the engine captain discovered that the fire was had been found by the family's ten year old daughter. She said that she had remembered what the Firefighters had taught her in school, closed the bedroom door, and immediately told her parents about the fire. Her quick actions likely saved her families hundreds of thousands of dollars in fire loss.

The Fire Prevention Division, working with Emergency Operations Crews visited with over 4,000 elementary aged students in 2007 teaching life saving rules to our youngest citizens. We teach them not to play with fire, to crawl low in smoke, how to "stop, drop, and roll", and to practice fire drills at home. We also make sure the children know what a smoke detector sounds like, how to dial 9-1-1 and what a firefighter looks like in his turnouts and what he sounds when he is breathing.

FM Global recently awarded a competitive grant of $1500 to the City for the purchase of fire and life safety education materials. This grant will be used to continue our efforts to save lives and property through education.

Our public education efforts are not confined to the classroom, Firefighter and Public Education Officer Paul Neumann published two informational brochures for the Department this year. The brochures provide information and assistance to survivors and victims of fire or the loss of a loved one. They were specifically designed to leverage the Critical Incident Stress Management (CISM) training our Captain's received and help to reduce the psychological impact of these critical incidents on our customers. The brochures have helped us to care for our customers through the entire spectrum of their incident. Early this spring we received a phone call from a citizen who suffered from the loss of her youngest child, she told us that our "After the Loss" brochure helped her get through first days and weeks of this difficult time, providing direction and support.

The Fire Prevention Division has made great strides the year in meeting our Department's mission of saving lives and property through our Code Enforcement and Public Education efforts. We are looking forward to another year successful year in the City of Maricopa.

FIRE LIFE SAFETY

Over the past year there have been enormous efforts made under Battalion Chief Jim Wise, which has created a stronger foundation for the future of the City of Maricopa's Fire Department. Chief Wise supervises the Department's deployment of resources, the Emergency Medical Division and the Special Operations Branch. This year, Chief Wise also implemented a Special Operations Division to address improvement in the Department's system. The Special Operations Division was created to handle everything from personnel particulars, to specialized training. Another Department development this year was the reorganization of the Emergency Medical Services Division, which increased efficiency as well as implemented continuing education for the Department's front-line personnel.

The Department has reorganized the Emergency Medical Services (EMS) Division this year. It now consists of one Battalion Chief and one EMS coordinator. The division holds monthly continued education classes and training, and also oversees approximately 60 certifications and recertifications annually. A central supply has been added to the organization this year as well as a re-supply schedule that has streamed lined the Department's operation.

The Department's *Standard Operating Procedures* (SOP), were also revisited this year. Addressing this need led Chief Wise and the Department's Chief Staff, to reevaluate all policies that currently exist, while addressing new ones. Concluded was the need to set up a committee to research, evaluate and implement the SOPs. Our dedicated administrative assistant was also a key component to the success of this upgrade. With dedicated attention of a committee and a full-time administrative assistant, the improvements of the Department's SOPs were properly addressed. The Department adopted the City of Phoenix *Volume II Operating Procedures,* which utilizes updated procedures within the Department as well as other agencies through Inter-Government Agreement (IGA's). After full review by the Assistant Fire Chief Wade Brannon and the Public Safety Director Patrick Melvin and their approval, the Department's voice and input created a more unified and professional policy structure. The process is planned to continue.

The Department met other risks and hazards in the City with development of two new programs: the Hazardous Materials Response Team known as HAZMAT and a *Technical Rescue Team (TRT).* The implementation of a *HAZMAT* team is part of a strategic plan. The need for this advanced capability was based on the risks posed by the hazardous materials that are produced, sold, or regularly travel through the City. A major area of concern for example was the Union Pacific Rail and local ethanol plant. Located close enough to residential areas, they could be harmful to the community if a spill, leak, or other emergency occurred. The Department sent twelve members to become certified as hazardous material technicians to help address this concern. The certification was an intensive 5-week specialized training. The Department now has thirteen firefighters, engineers and captains certified as *Hazardous Material Technicians.* This team is focused on specialized education programs and training in order to serve and are continually recruiting for team expansion.

Currently the Department is a non-equipped HAZMAT response team. This year the Department went through a grant process to undo that status in the attempt to procure two 5-gas monitoring systems, in order to better serve the community and act as a stand-alone unit. Future funding is being researched for this program in order to build a force with the equipment requirements to become a full service entry team.

The Department built a strategic plan for the identification of a TRT team. This past year the Department sent 12 firefighters to a Ropes 1 class in preparation for the continued effort of building the TRT program. TRT training is needed by the Department for the expertise in emergencies such as technical rescue, high and low angle rescue, swift water and water rescue and confined space operations. Education and training continues with goal of the TRT program to have 12 certified TRT members and acquire all pertinent equipment within five years.

Public Safety – Fire

Another new program that we began developing this year is the Wildland Fire Response Program.. When our Intragovernmental agreement with approved by the Attorney General's Office, Maricopa Fire will have members capable of wildland responding for campaign fires in collaboration with other local fire departments. The Department ordered two wildland fire apparatuses in preparation for this acquirement. The Department will receive delivery a 2,500-gallon Rosenbauer water tender and a Type III Rosenbauer Timberwolf Engine in the spring of 2009. These needed apparatus will enhance not only the wildland response within Maricopa, but act as a mutual aid and auto aid partner with other jurisdictions within Arizona and other states that may call for wildland fire assistance. All members currently employed with the Department are basic wildland firefighting certified and two are Engine Boss Certified. In addition to training and apparatus acquisition, a tool cache is currently in process. We are eager to have the ability to be deployed and start becoming involved in wildland fire operations.

In conclusion, this past year has brought a successful beginning to the implantation of many new energized areas for the Department. The goal put forth for the start a HAZMAT team was accomplished, just like the groundwork education and training for the future TRT team. The implementation plan for a wildland division was also an accomplishment with the certification of members and the research and development requests for equipment. The additional training and technical teams have prepared the Department for well-designed preparedness for the unknown. All in all, the Department has utilized all of its available resources to proactively ensure the Department's growth for years to come.

FIRE SUPPORT SERVICES

Throughout the past year, there were major strides of continued growth of resources and abilities for the Maricopa Fire Department to provide first-class service to the City of Maricopa's citizens. The vigilant supervision of Battalion Chief Ken Pantoja revealed numerous responsibilities within the Department's Support Service offices that directly affected its improvements this past year. Some of these responsibilities include overseeing station construction and repair, maintenance of apparatus and vehicles and the purchase and maintenance of equipment for personnel, apparatuses, trucks and stations. Chief Pantoja also was the overseer of the Department's uniform program, as well as managed personnel protective equipment (PPE) and self-contained breathing apparatuses (SCBA). Support Services' efforts are greatly counted on by the Department for professionalism, safety and growth.

This past year, the Department received delivery of three E-One fire trucks, which were ordered to upgrade the front-line fire engines for the City. These trucks are primary examples of best practices in modern fire apparatus design, including: Compressed Air Foam Solution Systems (CAFS) for more effective fire suppression, rear mounted pumps for increased space efficiency, and updated cab designs for improved safety of its valued crew. This new and needed resource required extensive training of all personnel. Also in late 2007, the Department's apparatus committee finalized specifications and bid for a water tender for the Department. The City Council promptly approved this needed purchase, which gave the Department a custom 2,500-gallon Rosenbauer Water Tender to add to our fleet. Support Services also planned and completed specifications on a Rosenbauer Timberwolf Type III Engine, an up-to-date wildland truck to aid the Department in its wildland division. With continuing research, seminars and continuing education on apparatus trends and safety, the apparatus committee along with the senior fire mechanic and his staff, are dedicated to providing the Department the safest, most advanced and dependable apparatus.

In late 2007 the Department moved into the City of Maricopa's second brick and mortar fire station, Station 571. The Mayor, City Council members, City Manager and retired chiefs from Maricopa's fire district were on hand for the dedication. The building currently serves the City of Maricopa by housing one engine company as well as the on-duty Battalion Chief. It also serves as office space for Battalion Chief staff for daily duties, meetings and training.

The next fire station for Maricopa was designed by ADM with the direct influences of the Department's firefighters, captains and Chief staff for enhancements of the best possible design. A major project opportunity arose this past year when the Department contacted Global Water to include themselves in the *Purple Pipe Project,* a venture to utilize reclaimed water in its next station construction. This partnership is groundbreaking and would create one of the few firehouses utilizing reclaimed water in the state, and the first in Pinal County. This is an environmentally friendly endeavor, which coincides with the Department's attempt towards more green friendly fire stations so they have less impact on the environment and community. If approved, this effort could be utilized by more fire stations within Maricopa and potentially other cities in Arizona.

Also this year, the Department's uniform committee teamed up with United Fire, a uniform company in the valley, and brought a more sophisticated uniform ordering system for its numerous employees. The new system solves the needs of each individual and can handle multiple requests of those individuals. This new partnership also offers the Department a broader selection so employees look their best each and every day. The Department's formal wear Class A uniform is considered one of the finest of the valley, which reveals our pride in the Department as well as the community which we represent.

The *Self Contained Breathing Apparatus (SCBA) Committee* also grew this year from one team member to three certified SCBA techs. This team maintains the critical equipment, and upholds the Department's fit test compliancy with NFPA 1852 for the ultimate level of safety of the firefighters using the gear.

One of the largest changes in the Department this year was new dispatch services from Rural Metro to Phoenix Alarm dispatch system. Phoenix Alarm is one of the premier Fire/EMS dispatch systems in the world and Maricopa is considered a safer city as a result of this program. The program came complete with state-of-the-art onboard mobile computers terminals (MCT's). The laptop units are mounted in each apparatus and include features like navigational mapping and important patient information, which are vital for responding firefighters. On June 16, 2008, a 6-month pilot study began, which included the City of Maricopa as an automatic aid partner with Phoenix and two dozen other Valley agencies. The Department can now call upon the City of Phoenix in case of a significant emergency for additional resources. With this partnership, the Department is better prepared to handle a critical emergency; with the ability to send up to 210 fire apparatuses and personnel to the City of Maricopa and integrate into any emergency operation, Maricopa has never been more protected. Fire departments from around the world come to Phoenix to study this system. They, in turn, try bringing back to their communities the standards and practices that we are a part of on a daily basis in an attempt to replicate our system for the advancement of their communities. The City of Maricopa is part of the benchmark, we are part of a system leading the way on a global level.

Support Services, overall, has had an incredibly productive year with improvements and upgrades of first-line apparatuses, equipment and training to maintain those technologies. The Department is also standardizing uniform standards and ordering systems while partnering with Phoenix Alarm to open Maricopa to the second largest fire department in the United States in case of emergency. With all of these efforts in just one year's time, Maricopa has never been safer and better protected.

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	6,127,938	5,744,703	6,424,662
Professional and Technical	-	-	274,875	79,879	259,450
Purch. Property Services	-	-	138,300	115,600	117,232
Other Purchased Services	-	-	191,700	127,522	224,876
Supplies	-	-	798,860	300,923	421,309
Capital Outlay	-	-	3,031,850	1,174,384	1,680,582
Departmental Totals	**-**	**-**	**10,563,523**	**7,543,011**	**9,128,111**

Notes: Former Fire District merged into City as Fire Department effective 7-1-2007. CIP projects included in this budget for capital costs.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Public Safety Director	-	-	-	0.5	0.5
Fire Chief	-	-	1.0	-	-
Assistant Fire Chief	-	-	1.0	1.0	1.0
Battalion Chief	-	-	4.0	4.0	4.0
Captain	-	-	15.0	15.0	15.0
Fire Inspector	-	-	1.0	1.0	1.0
Engineer	-	-	12.0	12.0	12.0
Firefighter	-	-	27.0	27.0	27.0
Record Mgmt Coordinator	-	-	1.0	1.0	1.0
Master Mechanic	-	-	1.0	1.0	1.0
Mechanic	-	-	1.0	1.0	1.0
Administrative Assistant I	-	-	1.0	-	-
Training/EMS	-	-	1.0	1.0	1.0
Departmental Totals	**-**	**-**	**66.0**	**64.5**	**64.5**

PROFESSIONAL

Key Objectives for 2008-09:

- Continue hiring professional members of the law enforcement community
- Continue to hire /train professional (civilian) staff
- Provide exceptional training to all employees
- Develop Volunteers in Policing Program (VIPS)
- Develop Community Police Academy
- Develop Police Chaplain program, which benefits both police employees and the community
- Develop partnership with the school district with "Adopt-A-School" Program
- In conjunction with other city departments and council, begin MPD headquarters building process

HIGH QUALITY SERVICES FOR CITIZENS

Key Objectives for 2008:

- Work closely with organizations which help traditionally abused or neglected members of our community through groups such as Against Abuse, Inc.

- Maintain a high level of services as the daytime and total residential population increases.

- New Graffiti Enforcement Program – The department has identified a grant program in cooperation with the Wal-Mart Corporation to fund an anti-graffiti program. Once in place, the department will implement an educational and marketing component, anonymous tip-line where citizens can call in graffiti locations and ensure rapid removal. The program also attempts to aid in strong prosecution and insists on community service for convicted persons.

- MPD Patrol has instituted the "Directed Patrol" concept. Directed Patrol is a weekly exercise between the patrol lieutenant, crime analyst, patrol supervisors and representation from other sections. The previous week's crime data is reviewed to identify the most current crime trends and patterns, then resources are applied in a timely manner and action plans are developed. (This is similar to the nationally known and successful COMPSTAT program).

FISCAL

Key Objectives for 2008:

- Continue timely disclosure of the practicality of projects, including costs and time frames.

- Continue the budget process with full disclosure of true costs and realistic analysis.

- Meet monthly with city finance budget manager to ensure budgetary compliance.

Monthly Community Advisory Committee Meetings: The Maricopa Police Department meets monthly with City Council, Public Safety and Traffic sub-committees to reinforce the department's relationship with the community it serves. These committees provide vital information for shaping the department's priorities and enhancing the quality and effectiveness of police services.

PROGRESSIVE

Key Objectives for FY 2008-09:

- Establish a close working relationship with the Maricopa Fire Department.
- Continue aggressive traffic enforcement, including implementation of second shift DUI, Traffic enforcement, educational programs, etc.
- Increase the perception of safety and security of all citizens in our community by continual police presence, crimes solved, and crime prevention and reduction.
- Continue to attend Block-Watch and other community programs and meetings.
- Acquire a computer system to include an alarm coding unit.
- Implement/train officers/staff in computerized fingerprint recognition system (Livescan).
- Install state-of-the art computers in all patrol vehicles
- Provide crime/accident reports to citizens via e-mail/web page requests.

Annexation Staffing Study: This study will analyze personnel and equipment needs and provide an updated organizational overview should the City of Maricopa annex land (adjacent to the city's west side). The results include justification for both sworn and non-sworn personnel needs assessments.

The mission of the Maricopa Police Department is to be a leader in providing progressive law enforcement services to a culturally rich community. We shall foster a safe environment by maintaining a high state of readiness, cultivating community partnerships, and creating innovative community programs. We shall strive to accomplish these objectives without prejudice, with integrity, and to support the citizens we serve.

On July 2, 2007, the Maricopa Police Department began routine patrol duties within the City of Maricopa. Starting with day shift operations and employing 21 Officers and Professional staff, the department responded to or answered a variety of calls. Today, the department is a 24/7 operation, with 63 FTEs of which 55 are sworn peace officers. Since July 2007, the department has responded to 11,595 calls for service.

The department operates a Traffic Unit, a Community Services Unit (which includes SROs, Police Chaplains and Volunteers), a Property/Evidence Unit, an Investigations Unit, a Records section and the Patrol section (which is the largest section within the department). The headquarters building is located at 45147 W. Madison Ave. The Administration Unit, headed by Public Safety Director Patrick R. Melvin, work out of the Public Safety headquarters building located at 44624 W. Garvey Ave.

Effective Use of Resources

In February 2007, the department moved from one room in the interim city hall, across the parking lot into a 700 sq. ft. modular building, which became police headquarters. An additional modular building (connected by an enclosed walkway) later became the Property and Evidence modular. Two more modular units, one for the briefing area and supervisor offices and the other for prisoner processing, were placed just south of the two original modular buildings. Today, the MPD, as part of the Public Safety Department, occupy five modular buildings, including the shared Public Safety headquarters building.

Enhancement of Communications and Cooperation Among Agencies

Since formation of the police department, we have developed close working relationships with two adjacent tribal police agencies. The Gila River Indian Community, located to the north of the city and the Ak-Chin Indian Community, located directly to the south, both border the City of Maricopa. Residents, students, tribal members and visitors to the Indian Nations' casinos signifies the need for close collaboration between each governmental entity.

One of MPD's first goals was to establish communication with each tribal agency. As a result training agreements were instituted. County-wide mutual aid agreements were signed by the Ak-Chin and Gila River Police Departments as well as the Pinal County Law Enforcement Association. Both departments have participated in DUI enforcement programs. MPD has developed a close collaboration with the Pinal County Sheriff's Office. Currently, by contract, PCSO provides dispatching for the MPD and answers all 911 and non-emergency calls for the city of Maricopa.

Professional relationships were forged with both departments and the utilization of existing contacts. Director Melvin was an executive member on the board of the National Organization of Black Law Enforcement Executives (NOBLE) and a member of the International Association of Chiefs of Police (IACP). The department immediately sought the expertise that was available from these esteemed organizations. Through IACP, information has been obtained such as Small Agency Track Development and Planning, Designing and Building Police facilities.

In addition to these associations, contacts have been made through AZPOST, California Chiefs of Police Association, Pinal County Law Enforcement Association (PCLEA), the Second-in-Command Association (in Maricopa County) and the Arizona Association of Chiefs of Police (AACOP). All of these organizations have proved to be valuable resources of information. Contacts for policy and procedure reviews, potential officer information exchange during investigations and training have been established.

Continual Improvement of Services to the Community

The department saw the need to develop a two-year plan which was unveiled on its initial presentation to City Council. The plan highlights the main goals of the department for its initial year of development and one year beyond which include:

- **Customer Service**
- **Department Development**
- **Traffic Education and Enforcement**
- **Crime Prevention**
- **Technology**
- **Training**
- **Compare UCR** (Part one violent and property crimes) stats on a monthly basis- What is the % change?

Each category was broken down into attainable goals which directly reflected the needs and concerns of the community.

Customer Service Included

- Community input
- Council input
- City Management input
- Establish TEAM policing model
- Partnerships with Public Works, Parks and Recreation, Pinal County Adult Probation, US Marshal's Office, US Attorney's Office, City/County Prosecutors Offices, DEA, ATF, Postal Inspectors, ICE, private businesses, including the Maricopa Chamber of Commerce and various civic groups were established

Department Development - timeline of personnel

- Chief hired October, 2006
- Assistant Chief hired October, 2006
- First non-sworn employee hired February, 2007
- First sworn supervisor hired April, 2007
- Day shift began July, 2007
- Second shift began October, 2007
- Third shift began January 1, 2008
- Fully staffed at 63 employees June 30, 2008
- Chief named Director of Public Safety March 1, 2008

Crime Prevention

- Crime prevention through environmental design - (officers were placed on planning committees reviewing initial plat and commercial designs for CPTED input).
- Purchased a false alarm monitoring program. False alarms continue to be the number 1 call for service within the city. This program will help ensure compliance with city code.
- Education programs such as VIN etching, Watch Your Car, etc.
- Grant applications (applied for automatic license plate readers, variable message boards, etc.)
- Monthly proactive enforcement programs
- Auto theft investigations, liaison with Valley HEAT, Arizona Insurance Association, etc.
- Established an aggressive Anti-Graffiti program
- Established a Tactical Assignment Unit to deal with Gang issues.
- Silent Witness Hotline

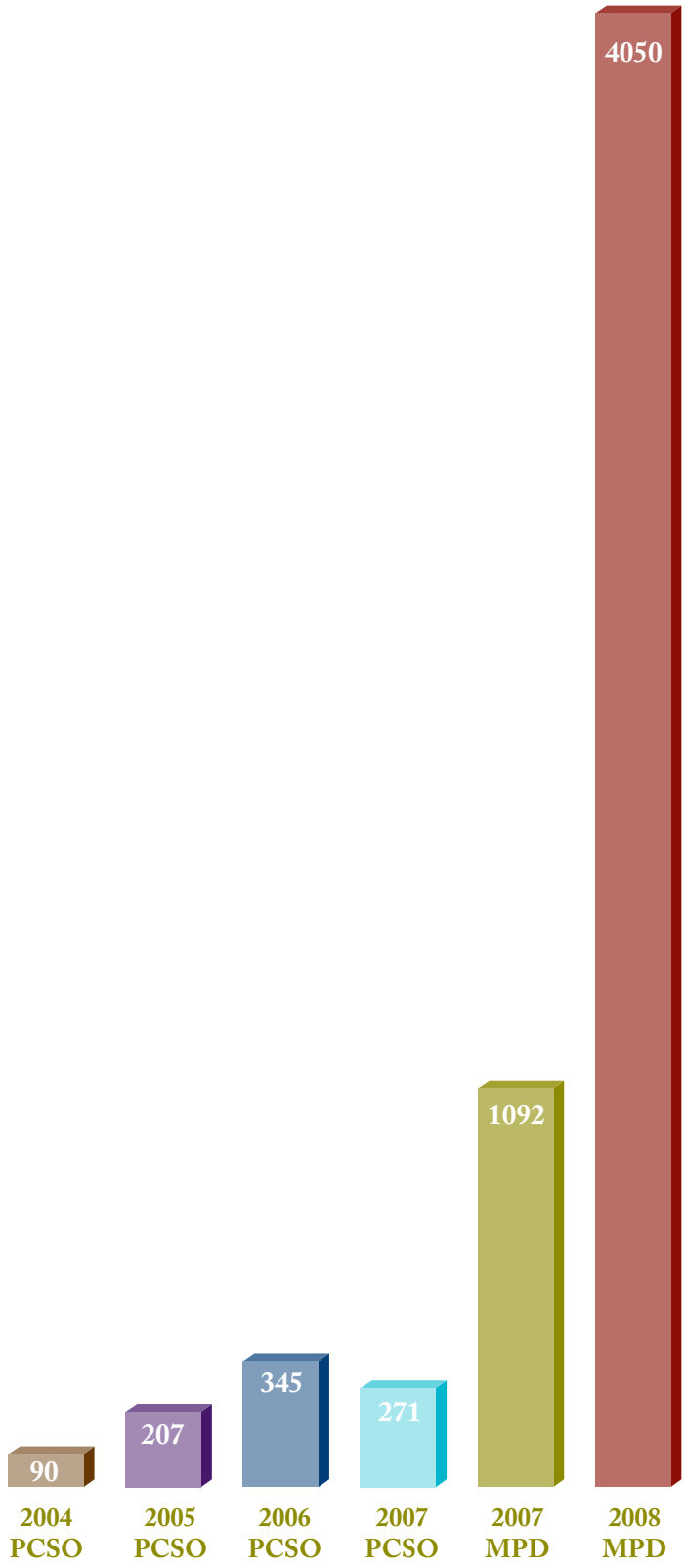
Traffic Education and Enforcement

Initial patrol operations included the purchase of two police motorcycles, an aggressive campaign was launched on a community and visitor speeding epidemic. The department's campaign included community meetings; City Council announcements; numerous press releases and interviews, all in a coordinated effort to advise the public that the Maricopa Police Department was now operational and initiating an intensive traffic enforcement zone within the city limits. Partnerships were developed with the Department of Transportation (ADOT), Department of Public Safety (DPS), neighboring tribal governments and various city departments. Special enforcement efforts included adding new street signs, warning signs, variable message boards, additional speed zones and traffic flow analysis. **While the minor accident count remains low (an average of 32 per month), there has not been a fatal traffic accident within the city of Maricopa on SR 347 since the Maricopa Police Department began operations on July 1, 2007.**

Programs initiated to deal with traffic complaints:

- Traffic "Hotline" which allows citizens to call in area or motorist specific complaints to be investigated by the Traffic Unit
- Two motorcycle officers whose primary focus is traffic enforcement with three more being added in the near future
- Vendor and program review of photo radar and photo red light systems
- Special enforcement programs directed towards speeding, aggressive drivers, DUIs and illegal/unsafe trucks
- Maricopa Police Department uses the state of the art lidar and radar guns for traffic enforcement

Traffic Citations



Technology

- Computer System- Internal/External Links
- Information Technology - Laptops, computer mounts in cars
- Digital Cameras, Digital Voice Recorders, Digital Taser-Cams
- Grant process initiated for City of Maricopa Public Safety Command Vehicle (Police-Fire Use)
- Infrastructure - use of old fire barracks for Public Safety Building housing police and fire command.
- Live-Scan Fingerprint Identification System
- Computerized Inventory Bar Code System
- Computerized Breath Alcohol Analyzer System

Training

Arizona Peace Officer Standards and Training Board - AZ POST required training

- Management Training
- Continuing in-service training
- Implement a plan to establish leadership development, i.e.
- Develop career planning

The West Point Leadership Program is a rewarding and academically challenging compilation of behavioral science theories. Students participate in group problem-solving activities and case studies. Emphasis is placed on practical application and the final examination involves actual issues from the student's workplace. The program focuses on **four** major areas associated with leadership: (AZ POST Sponsored)

- The Individual
- The Group
- The Leader
- The Organization

The philosophy of community-based policing is a sharp departure from the traditional model of law enforcement. It is characterized as proactive, decentralized and creative. It hinges on the expanded role of individual police officers working with the community to establish a partnership that facilitates problem-solving. Problem-solving can involve:

- Eliminating the problem entirely
- Reducing the number of occurrences of the problem
- Reducing the degree of injury per incident
- Improving problem solving
- Manipulating environmental factors to discourage criminal behavior

In order for community-based policing to be effective, it requires active participation on behalf of police, the community, public and private agencies, the business community and the media. Smaller departments tend to be better suited for the implementation of the community-based policing philosophy. Traditionally, much of what smaller police departments routinely do is an integral part of the community-based policing concept.

The Maricopa Police Department's view of community-based policing includes officers spending a great deal of time within our community, on foot or golf cart, interacting with the members of the community, which include business owners and students at local educational facilities (which include our school campuses). Given the closeness of the daily interaction with officers in the community, members of the community are more inclined to share their feelings and concerns with officers creating a very active dialogue in which ideas are exchanged and information is easier to obtain and disseminate. Since many officers actually live in the community, for which they are encouraged to do so (e.g., the Director, Assistant Chief, one lieutenant, several sergeants and quite a few officers have already moved into the City of Maricopa), this leads quite a few many members of the community to accept the officers as part of their community.

The Maricopa Police Department strives to build collaborative partnerships and relationships with the Mayor, City Council, the community and city management in order to implement a TEAM policing concept.

TEAM policing is an acronym for the following:

- Training – Liability reduction; cross-training reduces reliance on specialty details
- Enforcement/Education- targeting repeat offenders with consequential outcome

- Analysis-using information technology Problem/ Crime-Solving techniques
- Management/Leadership - Consensus management philosophy utilizing the seven pillars of Leadership: **Fairness, Loyalty, Integrity, Responsibly, Honesty, Courage and Caring.**

TEAM policing concentrates on six performance areas which include the following:

- Leadership - from first line supervisors to the Director
- Performance Management - ensures performance-based leadership
- Partnerships – continuous collaboration and partnership building with focus in neighborhoods, community social, civic, and business groups
- Public Relations - ensuring media/civic group involvement with the department
- Training – continuous, current training is a key component of Problem-Solving
- Management of Resources – Resources (e.g. budget, personnel, etc.) will be used efficiently and effectively

Accomplishing this mission will require full involvement of the Maricopa Police Department. All of its employees, professional staff, officers, supervisors and executive management of the department must work in collaboration to successfully provide progressive, proactive law enforcement while also responding to the needs of our community. We will be properly trained in all phases of professional police service and we will have a reputation of being proactive, professional, and progressive in our response to the community we serve.

Key Objective for FY08

- Contracted with Pinal County to continue dispatching services to the Maricopa Police Department.
- Developed all policies and procedures in order for the police department to perform all of the required functions of an independent law enforcement agency. Finalized all technical purchases, including computerized records and management system and computerized fingerprint system.
- Sought out key professional staff and accelerated hiring to establish all three shifts for patrol by the end of 2007.
- Developed plans for purchasing/outfitting/decaling of all vehicles, uniforms, PPE used by officers and communications hardware to be a fully functioning department by the end of 2007.
- Developed police campus from two buildings to the current four buildings. Assisted City Facilities manager with the design and construction/deconstruction of the modular buildings. Worked with various City departments with COF for campus and with plans for a permanent facility.
- Developed a Property/Evidence Unit to collect and store evidence taken from crime scenes. Assist with crime scene processing and search warrants.
- **Monthly Community Advisory Committee Meetings:** The Maricopa Police Department meets monthly with City Council, Public Safety and Traffic sub-committees to reinforce the department's relationship with the community it serves. These committees provide vital information for shaping the department's priorities and enhancing the quality and effectiveness of police services.

Progressive

The department is currently in the process to obtain CALEA certification.

The Commission on Accreditation for Law Enforcement Agencies, Inc., (CALEA®) was created in 1979 as a credentialing authority through the joint efforts of law enforcement's major executive associations:

- International Association of Chiefs of Police (IACP);
- National Organization of Black Law Enforcement Executives (NOBLE);
- National Sheriffs' Association (NSA); and the
- Police Executive Research Forum (PERF).

The purpose of CALEA's Accreditation Programs is to improve the delivery of public safety services, primarily by: maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence.

Proactive

- Ensure that all citizens live in a safe neighborhood with police presence, crimes solved, and crime prevention/reduction programs in place.
- Attended Block Watch, community, and all Council meetings.
- Acquired advanced computer system to include stand-alone computerized report/records system (Spillman) and computerized fingerprint recognition system (Livescan).
- Acquired state-of-the art vehicles with onboard computer capability.
- Provide crime/accident reports to citizens through the police Records Unit.
- Established Honor Guard.
- Strategies for a Safe City: The Public Safety Director has established the mission, vision and value statements and these statements have been taught to each new member of our team and translated to the community via Website, through personal appearances, media contacts, etc.

Professional

- Hired professional members of law enforcement community (55 FTE)
- Hired professional staff (7)
- Provide exceptional training to all employees
- Develop Police Chaplain and Volunteer programs, which benefit both the police department and the community

Fiscal

Key Objectives for 2007/2008

- Continue timely disclosure of the practicality of projects, including costs and time frames.
- Continue the budget process with full disclosure of true costs and realistic analysis.

Other Accomplishments

- Detective Meredith McLean was nominated for the Pinal County Community Service award for law enforcement.
- Officer Josh Paulsen received an Honorable Mention award from MADD for his DUI enforcement efforts.
- Officer Mario Ortega received the "Optimist Award" from the Maricopa Optimist Club for his efforts on the department and in the community.

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	320,024	4,175,540	4,150,889	5,779,871
Professional and Technical	1,621,844	1,847,729	1,795,500	846,112	471,134
Purch. Property Services	-	20,342	34,000	25,135	66,800
Other Purchased Services	2,300	20,082	118,870	88,411	260,588
Supplies	341	137,097	518,222	531,588	275,589
Capital Outlay		1,366,017	1,187,489	1,110,113	13,000
Departmental Totals	**1,624,485**	**3,711,291**	**7,829,621**	**6,752,248**	**6,866,982**

Notes: FY08 represents transition year from full-time PCSO contracted services to three shifts of police services. These costs represent a full year of Police services with no implementation costs.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Public Safety Director	-	-	-	0.5	0.5
Chief of Police	-	1.0	1.0	-	-
Assistant Chief of Police	-	1.0	1.0	1.0	1.0
Commander	-	-	-	1.0	1.0
Lieutenants	-	-	3.0	2.0	2.0
Sergeants	-	4.0	10.0	10.0	10.0
Police Officers	-	1.0	41.0	41.0	41.0
Records Mgmt Manager	-	-	1.0	1.0	1.0
Crime Analyst/Acc. Manager	-	-	1.0	1.0	1.0
Property Evidence Manager	-	1.0	1.0	1.0	1.0
Crime Scene Technician	-	-	1.0	1.0	1.0
Administrative Assistant I	-	1.0	3.0	3.0	3.0
Departmental Totals	**-**	**9.0**	**63.0**	**62.5**	**62.5**

GOALS

- **Reliability:** Deploy a secure and robust infrastructure in order to provide consistent and uninterrupted technology service with the capacity to address future growth
- **Optimization:** Maximize city staff productivity and control cost through technology innovation, management and reliability
- **Security:** Maintain data integrity and access through both structural and procedural enhancements
- **Centralization:** Consolidate assets and standardize technical systems, when possible, for ease of management, improved intra-communication, and to reduce the total cost of ownership
- **Accessibility:** Support city efforts to enhance citizen access to information and services
- **Customer Service:** Strengthen the technology support division by increased response times and cost effective technical solutions
- **Professional Management:** Identify, develop, and implement better business practices through project planning, procedure development, documentation, metrics, and municipal partnerships

OBJECTIVES

- Provide a redundant and secure network backbone connecting all physical city locations with the implementation of advanced Cisco technologies
- Maintain productivity and data reliability with the expansion of the city's SAN (Storage Area Network) for files, e-mail, and GIS data
- Merge existing network infrastructure and establish fault tolerant connections between the city locations to include City Hall, parks, libraries, and public safety buildings
- Streamline application and hardware acquisition and distribution by developing guidelines and policies
- Complete the city generator project including the installation of a UPS and air conditioning system for the server room
- Optimize hardware capacities, disaster recovery capabilities, and consolidation by implementing a complete VM Ware solution
- Revamp and merge the city's phone system to provide redundancy and centralized call routing transparent to all callers
- Maintain reliability and redundancy to public safety communication systems
- Maintain existing administrative applications and systems
- Provide an arena for innovative technical ideas and solutions by establishing a steering committee
- Support the goals and efforts of the Marketing and Communications department in expanding the public broadcasting content and recording/broadcasting council meetings as well as online streaming of council meetings in conjunction with the Granicus implementation for council agendas and packets
- Continue to support and define the role of GIS (Graphical Information Systems) services with the city and all department needs
- Implement Orion Network Monitor as well as other tools to monitor and enhance department performance in the interest of eliminating extensive downtime and unnecessary cost
- Apply a project management methodology and solution for the department
- Enhance department performance and productivity through cross training, focused task areas, and additional training opportunities

Support Services – Information Technology

City Of Maricopa
Information Technology
Cost Center: #100-41330

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	722,054	518,580	578,302
Professional and Technical	-	-	9,900	10,074	107,173
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	30,200	21,630	19,730
Supplies	-	-	24,750	23,420	7,750
Capital Outlay	-	-	680,500	313,888	133,404
Departmental Totals	**-**	**-**	**1,467,404**	**887,592**	**846,359**

Notes: Department separated from City Manager in FY8; Projects include GIS enhancements, telco improvements, server room improvements and end of life computer replacements

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
IT Manager	-	-	1.0	1.0	1.0
Network Admin. - Police	-	-	1.0	-	-
Network Admin. - Fire	-	-	1.0	1.0	1.0
Network Administrator	-	-	1.0	1.0	1.0
Client Administrator	-	-	1.0	1.0	1.0
Telco Technician	-	-	1.0	-	-
Network Engineer/Architect	-	-	1.0	1.0	1.0
GIS Coordinator	-	-	1.0	1.0	1.0
Departmental Totals	**-**	**-**	**8.0**	**6.0**	**6.0**

City of Maricopa Department of Human Resources' Mission Statement

MISSION

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

VALUES

- We believe in the dignity of the individual, and are totally committed to fair, honest and professional treatment of all individuals and organizations with which we work.
- We believe our first responsibility is to the customers we serve and we respect their needs for privacy and dignity.
- We recognize and accept diversity among ourselves and others and value the individual's right to fair and equitable treatment, in an environment free of bias and prejudice.
- We aspire to maintain high moral and ethical standards and to reflect honesty, integrity, reliability and forthrightness in all relations.

HR ACCOMPLISHMENTS 2007

Employment

- Implemented 1st New Employee Orientation Program
- City Manager search
- Assisted Police Department staffing new department
- Assisted Police in administering Oral Board Reviews for Sergeant Promotions (6 Sgt.) process
- Implemented City of Maricopa Interview Packets
- Implemented City of Maricopa Employment Application
- Implemented City of Maricopa Benefit Summary
- Developed New Hire and Applicant Tracking database
- Implemented EEO demographic tracking
- Audited Employee files
- Implemented Human Resource procedures for employee records
- Implemented Employee Action Form
- Separated files such as medical, I-9s, disciplinary, etc.
- Developed Employee Evaluation process and forms
- Developed metrics for tracking new hires and turnover rates

Hires:	New Hires 243% increase	Diversity Hires Minorities 322% increase	Diversity Hires Women 41% increase	Diversity Hires Age>40 yrs 94% increase
2004 through 11/06	37 hires	9 hires	22 hires	18 hires
12/06 through 12/07	90 hires	29 hires	31 hires	35 hires
Terminations	#Terms	Turnover		
11/06 – 12/07	17	8.5%		

Compensation

- Put into action the compensation study and Salary Structure
- Put into action the compensation study and Salary Structure for the Fire Department

Training

- Developed Training Data base
- Executed training for staff on:
    a. Customer Service
    b. Governmental Ethics
    c. Professional Conduct
    d. Harassment
- Conducted training on Policies & Procedures for fire department employees

Benefits

- Implemented new benefit plans
    a. Flexible Savings Account,
    b. 457 plan
    c. Voluntary Life Insurance plan
- Implemented PSPRS and Local Board for public safety employees
- Implemented Merit Board
- Formulated Educational Assistance policy and form
- 1st Employee Health Fair
- Employee Activities Committee
- Annual Employee Appreciation Day
- 1st Mammography On Site Screening

Miscellaneous

- Mediated EEOC complaint successfully
- Instigated review of Policies and Procedures (currently being modified)
- Assisted Ak-Chin Community as panel member for HR Director and HR Generalist
- Hired/Assigned Public Safety to support Police and Fire departments.

GOALS & OBJECTIVES

GOAL 1: Leading-edge cities are known by the staff they recruit and retain. HR will seek to assist departments in their efforts to recruit, retain and develop a diverse staff that possess the core competencies needed for personal and City of Maricopa success.

Objective 1.1: *To develop recruitment tools and strategies that attract and promote staff from diverse groups who enhance the reputation and distinctiveness of City of Maricopa.*

Strategy for achieving objective 1.1: Treat every employment decision as an opportunity to hire or promote to a vision in harmony with the long-term strategic plans of the employing department and the City of Maricopa's goals. Develop tools and techniques that managers can use to assess and improve their efforts to recruit, hire, train, promote, and retain individuals from diverse groups.

Performance indicator: Evidence of progress toward achieving several objectives set forth in the City of Maricopa's Strategic Goals. The *Guide to Recruitment, Interviewing and Selection* and the *Staff Handbook* are updated. Classes on the hiring process for staff are developed and presented. The employment section of our website is updated with comprehensive information.

Objective 1.2: *To work with the Department Leaders to revise selection procedures and* ***testing****.*

Strategy for achieving objective 1.2: Design and pilot a selection process that utilizes evaluative processes such as competency assessment, strengths characteristics, analysis of education and experience, and face to face interviews to assess required competencies.

Performance indicator: A selection process that involves testing is developed, piloted and implemented.

Objective 1.3: *Select and develop the kind of leaders the City of Maricopa will require in the future through* ***Succession Planning****.*

Strategy for achieving objective 1.3: Focus management recruitment and development efforts on strategic leadership competencies needed for leading change, leading diverse people, getting the desired results, building partnerships with stakeholders, and promoting innovation and informed risk-taking. Develop an evaluation process for Directors that includes collaborative planning, reporting, assessment, and formative activities that involve other diverse groups, departments, and staff. Develop training programs targeted to developing management and leadership skills.

Performance indicator: Working with the City Manager, the proposed policy for review of Directors is refined and adopted. Thereafter, an appropriate evaluation form is developed and measures of performance based on multi-source assessment of managers and Directors on their **leadership effectiveness** are implemented. Training programs are developed and implemented.

Objective 1.4: *In an effort to attract and retain key contributors, develop strategies and programs to provide support, networking and* ***mentoring*** *opportunities for new staff, especially for those from* ***underrepresented*** *groups.*

Strategy for achieving objective 1.4: Partner with outside agencies on Diversity to develop strategies and programs.

Performance indicator: Programs and services are implemented. Progress made towards the retention of key contributors to the City of Maricopa, particularly those from underrepresented groups.

Objective 1.5: *In an effort to maintain transparency, develop and provide hiring and benefit participation metrics.*

Strategy for achieving objective 1.5: Track and graphically represent hiring metrics, benefit participation, turnover rates and, minority and female hire rates.

Performance indicator: Graphical representation of hiring, turnover, and benefit participation indicators.

GOAL 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.

Objective 2.1: *Work with the 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****.*

Strategy for achieving objective 2.1: Develop and expand training programs targeted to specific employee job groups, making a concerted effort to target lower-level job groups.

Performance indicator: Training programs are developed and conducted to targeted specific employee job groups.

Objective 2.2: *Work with supervisors to ensure workplace* ***equity and equality of opportunity****.*

Strategy for achieving objective 2.2: Train supervisors in effective management of workplace equity, diversity and equality of opportunity issues and encourage managers to evaluate subordinate supervisor's efforts to use these management techniques.

Performance indicator: Training sessions are conducted. Measures of how effective training programs are in changing management techniques to meet the goal of creating an environment that ensures workplace equity and equality of opportunity.

GOAL 3: To administer compensation programs and performance management systems that link rewards and recognition to performance and competencies necessary for job success.

Objective 3.1: *Provide consistent performance management results and* ***additional compensation awards to recognize employees****.*

Strategy for achieving objective 3.1: Develop pay plans based on meeting goals, objectives, and matching core competencies.

Performance indicator: Incentive programs are designed and pay plans are implemented.

Objective 3.2: *Research programs designed to implement* ***awards and recognition programs*** *for professional and classified staff.*

Strategy for achieving objective 3.2: Study the scope and cost of similar programs and develop programs suitable to City of Maricopa.

Performance Indicator: Based on results of research, implement applicable programs.

GOAL 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 ability to attract, retain and reward employees.

Objective 4.1: *To develop and implement strategies to strengthen* ***benefit communications*** *to staff, including* ***electronic enrollment.***

Strategy for achieving objective 4.1: Evaluate, expand and improve employee education services that enable managers and staff to make the right benefit plan choices for their needs over time. Use web-based benefit applications to allow employees greater control over their benefits plan.

Performance indicator: Develop, improve and expand use of web-based interactive systems and benefit workshops that let employees enroll, seek and use information about their benefit choices.

GOAL 5: To improve City of Maricopa effectiveness and individual performance through internal consulting and training and development.

Objective 5.1: *Offer a* ***core curriculum for management development*** *corresponding to the core competencies expected of all managers in an effort to raise the overall level of management capacity throughout the City of Maricopa and complies with the Arizona State Statutes mandatory training requirements.*

Strategy for achieving objective 5.1: Focus the training effort on providing services that ensure individual and organizational improvement in support of the city's strategic goals.

Performance indicator: Measures of how effective training interventions are in changing job performance and attitudes to achieve desired City of Maricopa and departmental objectives.

Objective 5.2: *Through internal consulting services,* ***develop programs*** *targeted to address areas of concern within employee job groups and/or departments based on individual* ***department*** *needs and/or needs of the City of Maricopa.*

Strategy for achieving objective 5.2: Proactively engage in internal consulting efforts with city departments. Target areas of concerns resulting from the feedback received in forums.

Performance indicator: Programs are developed and customized to meet the needs of specific employee job groups, departments, and the City of Maricopa.

GOAL 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.

Objective 6.1: *Re-engineer the* ***HR database*** *to accommodate easy entry and approval of position creation, vacancy authorization, and offer letters.*

Strategy for achieving objective 6.1: Work with IT and Finance to define and implement new system.

Performance indicator: Complete work on database and on-line forms available.

Objective 6.2: *Implement and simplify the* ***applicant tracking*** *processes.*

Strategy for achieving objective 6.2: Improve and automate the process of applicant tracking.

Performance indicator: Reduction in the time and effort associated with gathering applicant and EEO data.

Objective 6.3: *To develop a* ***web-based file system*** *to house applications electronically submitted or scanned into the system so that applications may be kept on file, updated as needed and e-mailed to departments for their consideration.*

Strategy for Achieving Objective 6.3: Design and implementation of the system during the HR database re-engineering effort.

Performance indicator: The results will be quicker service.

GOAL 7: To steadily redeploy HR resources away from lower value-added administrative activities to new practices and services that impact directly on the future success of the City of Maricopa.

Objective 7.1: *To better define HR* ***customer's priorities, develop new competencies*** *needed to deliver that which is of value, and focus on processes needed to deliver that which is of value.*

Strategy for achieving objective 7.1: Continuously assess our customer's needs; and in response, evaluate and improve our services where applicable. Implement best practices approaches to managing the HR function.

Performance indicators: The needs and demands of our customers are met. Best practices are implemented. Update the entire HR website with comprehensive, user-friendly information.

GOAL 8: In an effort to assist employees in reaching their full potential, establish an interactive process that provides employees with the opportunity necessary for personal and career success.

Objective 8.1: *Work with the City Manager to determine specific core competencies needed for achieving their goals and for job success and then use this knowledge to develop and communicate with staff through* ***Quarterly "All Hands Meetings"*** *with the City Manager.*

Strategy for achieving objective 8.1: Develop meetings targeted to specific employee job groups.

Performance indicator: Meetings are developed and conducted to targeted specific employee job groups.

City Of Maricopa
Human Resources
Cost Center: #100-41550

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	248,688	211,136	260,276
Professional and Technical	-	-	61,000	49,287	20,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	17,750	13,675	10,450
Supplies	-	-	12,000	5,827	18,000
Capital Outlay	-	-	-	-	-
Departmental Totals	**-**	**-**	**339,438**	**279,925**	**308,726**

Notes: Department separated from City Manager in FY09. Personal services reflects three positions at full year plus 10% increase in healthcare costs. Include employee team building and Citywide training.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Support Services Director	-	-	-	1.0	1.0
Human Resources Manager	-	1.0	1.0	-	-
Administrative Assistant II	-	1.0	1.0	1.0	1.0
HR Analyst - Public Safety	-	-	1.0	1.0	1.0
Departmental Totals	**-**	**2.0**	**3.0**	**3.0**	**3.0**

GOALS

To provide a safe, clean, comfortable work environment, with a responsive maintenance department for all City owned properties, so City employees can concentrate on being as efficient as possible.

OBJECTIVES

1) Establish a work request program on the city web site so that all city departments can access and submit a work request to Facilities through the web or print a request and deliver to Facilities.

2) Complete Fire and ADA Code requirements at all City buildings.

3) Complete Electrical upgrade for both Police Patrol Trailers.

4) Install Emergency Generator for Police Department and I.T. Server Room

5) Build a new building at the PEED Property to house the Public Works Department

DEPARTMENT PERFORMANCE MEASURES

1) Design a work request form and deliver to the City I.T. Department to be placed on the City Web.

   Facilities will be able to track each job to create a history of how long it takes to do a specific job, costs of each job and where our recurring problems are so Facilities can take steps to resolve these problems.

2) Work with outside consultant "Moody and Assoc." to establish a list of Code discrepancies in each city building. When list is completed; the City will post the appropriate IFB's to the public.

   This process will allow the City to select the proper venders/ contractor to perform the required upgrades to each building.

3) Work with selected contractors through the IFB process to properly install and test the required new electrical equipment for proper operation of both buildings.

4) Work with selected contractors through the IFB process to properly install and test the required new electrical equipment for proper operation

5) Participate in the selection on a General Contractor and will be a main contact for the General Contractor. Will have weekly update meetings to discuss progress, problems, changes, and completion dates.

Support Services – Facilities

City Of Maricopa
Facilities
Cost Center: #100-41940

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	87,236	83,623	126,567
Professional and Technical	-	2,585	7,000	5,695	7,500
Purch. Property Services	119,936	258,135	456,451	251,053	281,300
Other Purchased Services	113,762	213,734	228,000	281,133	36,280
Supplies	54,755	165,839	67,000	61,830	4,500
Capital Outlay	1,874,437	748,191	4,479,078	389,274	180,000
Departmental Totals	**2,162,890**	**1,388,484**	**5,324,765**	**1,072,608**	**636,147**

Notes: New position added for cost savings on janitorial service contract.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Facility Manager	-	-	1.0	1.0	1.0
Maintenance worker	-	-	-	-	1.0
Departmental Totals	**-**	**-**	**1.0**	**1.0**	**2.0**

GOALS AND OBJECTIVES

- Respond to public records requests in a timely manner.
- Reduce the amount of time spent on preparation and distribution of Council packets.
- Implement a program that has the capability to search archives on the city's website. Documents like staff reports, packet documentation, agendas and minutes can be synchronized and linked to an audio archive all which will be available on the website.
- Work with individual departments to develop, implement and follow the records retention and disposition schedule.
- Work with the City Attorney's office to codify the city Ordinances.
- Create a committee to review and make necessary changes to the City Code.
- Continue education program for CPM and MMC certifications. Continue education program for CMC, League Certified Election Officer and State Certified Election Officer for staff.

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	57,453	124,818	218,105	148,570	383,336
Professional and Technical	14,555	18,634	35,000	32,146	36,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	14,074	11,215	17,090	13,302	30,990
Supplies	2,738	22,011	4,500	2,313	8,000
Capital Outlay	9,990	4,122	25,000	25,000	-
Departmental Totals	**98,810**	**180,800**	**299,695**	**221,331**	**458,326**

Notes: Receptionist transferred from City Manager dept, Customer Service/ Business License Specialist transferred from Finance dept, Admin. Asst. I transferred from Development Services to report to City Clerk, cost associated with three transferred employees costs.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
City Clerk Director	1.0	1.0	1.0	1.0	1.0
Administrative Asst. II	-	-	1.0	1.0	1.0
Records Clerk I	-	1.0	1.0	1.0	1.0
Customer Service Rep.	-	-	-	1.0	1.0
Customer Service Rep.	-	-	-	1.0	1.0
Customer Service Rep.	-	-	-	1.0	1.0
Departmental Totals	**1.0**	**2.0**	**3.0**	**6.0**	**6.0**

GOAL

Enhance City fiscal sustainability.

Objectives

- Complete and adopt update to City development impact fee study prior to June 30, 2009
- Re-engage contract transaction privilege tax audit to identify uncollected tax revenues

GOAL

Maintain City internal control standing

Objectives

- Document control policies and procedures in written format
- Complete annual audit without any identified material weaknesses

Financial Services

City Of Maricopa
Finance
Cost Center: #100-41510

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	241,171	425,145	905,136	837,182	746,744
Professional and Technical	37,189	56,475	171,400	130,858	171,075
Purch. Property Services	-	-	-	-	-
Other Purchased Services	12,448	38,366	44,600	29,112	33,450
Supplies	10,766	7,477	20,900	8,257	5,450
Capital Outlay	18,283	21,909	32,000	3,319	-
Departmental Totals	**319,857**	**549,372**	**1,174,036**	**1,008,728**	**956,719**

Notes: Customer Service/ Business License Specialist was transferred to City Clerk Dept. Web-based budget software

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Finance Director	1.0	1.0	1.0	1.0	1.0
Grants Manager	1.0	1.0	1.0	1.0	1.0
Senior Accountant	1.0	-	1.0	1.0	1.0
Purchasing Manager	-	1.0	1.0	1.0	1.0
Budget Manager	-	1.0	1.0	-	-
Accountant - Public Safety	-	-	1.0	1.0	1.0
Accountant	-	1.0	-	-	-
Finance Manager	-	-	2.0	-	-
A/P - Payroll Clerks	-	1.0	2.0	2.0	2.0
Buyer I	-	1.0	1.0	1.0	1.0
Customer Service Rep.	-	1.0	1.0	-	-
Grants Writer	-	1.0	1.0	1.0	-
Administrative Assistant II	-	-	1.0	0.5	0.5
Grants Intern	-	-	0.5	0.5	-
Departmental Totals	**3.0**	**9.0**	**14.5**	**10.0**	**8.5**

GOALS

1. Create a new methodology for cost analysis regarding expenses for field rentals, utilities and general maintenance costs. Utilize research results and develop a new cost recovery model that is applicable to field rentals and field sponsorships.
2. Work with Human Resources to ensure department operations at optimum staffing levels and develop a master plan for future hires, including the hiring of three full time recreation positions in the 08-09 fiscal year.
3. Implement new coaches training program for all youth sports.
4. Re-introduce the concept of the Maricopa Youth Sports Coalition, an action committee designed to enhance Youth Sports programming and services in the community.
5. Create a streamlined registration process for residents by creating and RFP for online registration modules that also accept credit card payment.
6. Provide continuing education opportunities for staff by requesting the necessary funds.
7. Design, develop and implement career-pathing for all PRL staff.
8. Create new Park Memorial Program that allows residents to purchase benches, tables and trees to remember a loved one.
9. Aid in the creation of a Friends of the Park support group.
10. Aggressively market all programs – youth and adult — to achieve an overall increase of 15% in year over year use.
11. Finalize Park and Recreation policies and procedures.
12. Complete the Parks, Trails and Open Space Master Plan no later than October 2008.
13. Establish a community-wide special events calendar.
14. Create an awards and recognition program for all PRL volunteers.
15. Partner with Maricopa Unified School District on creating a new, value-enhanced after school program with collaboration from the East Valley Boys and Girls Club.

16. Create and establish a Youth Summer Employment Program.
17. Increase Active Adult programming by 25% no later than third quarter of the fiscal year.
18. Increase Teen and Tween programming by 30% by the end of the second quarter of the fiscal year.
19. Award construction bid for the expansion of Pacana Park and complete said expansion by the third quarter of the fiscal year.
20. Have three to four concept plans for future parks.
21. Have a concept plan in place for future construction of a Recreation Center.

22. Establish a formal partnership with the Maricopa Rotary Club to operate Rotary Park and Pool.
23. Install a modular skate park at Rotary Park.
24. Create and establish a Teen/Tween Center.
25. Launch the Park Ambassador Program by December 2008.

OBJECTIVES

Complete Park Donation agreement with Pulte/DR Horton to donate 11 acres of land to create Discovery Park.

- Linear park with a north-south alignment
- Connectivity to the Stonegate mega-development
- Will acquire additional acreage from Element Homes to complete this connection
- Construction estimate is approximately $1.5 million, including the creation of a dog park which is one of many recreational desires/wants by our residents.

Complete North Santa Cruz Wash Flood/ Regional Park Solution

- Future City Park
- Finalize Master Plan for Wash (Trails, Turf, etc.)
- Accurately construct amenities for $8.5 million
- Quality of Life Amenities are Crucial to ED

Develop and Grow "Holiday Homes on Parade" beginning this Thanksgiving and running through New Year's.

- Launch Holidays of the World
- Event focuses on cultural diversity, highlighting the various types of religions that we celebrate
- One day event on Saturday, December 13
- Event will run at night
- Tree lighting ceremony, crafts, vendors, fake snow in the parking lot and more!

Expand Founders Day and Salsa Festival Events

- Expand Founders Day Cook Off by incorporating a Rib and Chicken competition
- Want to increase marketing dollars for both signature events to reach a larger segment of the population. 2008 GOAL: over 10,000 people at the 5th Anniversary of Founders Day.

Develop and Deploy a Comprehensive Parks, Trails, and Open Space Master Plan & Update Facilities CIP

- Lobbying to form a unified voice across Pinal County on the importance of preserving, protecting and creating open space despite the aggressive plans of the development community.

Lack of Facilities and Open Space

- Partner with Other Jurisdictions, Short Term
- Build Necessary Facilities in Mid & Long Term
- Seek Additional Lands for Additional Public Parks to Raise the LOS
- Have served over 9,000 residents in PRL Classes or Sports programs since 2004.
- Strong Demand for Summer Programs

Increase Promotion of Classes

- Increase printing budget by a significant amount. Currently print 7,000 copies of our Parks and Recreation activity guidebook, failing to reach less than 30% of our population. Need additional funds to increase our presence in the community. Want to mail the Activator out to every home in Maricopa at least once a year in harmony with Founders Day.
- Work with Ak-Chin and Gila River to Expand Recreational Opportunities for the Region.
- New Library – Projected Need within 1-2 Years
- New Aquatics Center – Projected Need within 1-2 Years
- New Multigenerational Center with indoor basketball courts – Projected need within 1-2 years.

Staff Safety

1. Purchase weather radio(s).
2. Execute fire drills.
3. Review safety manual and procedures.
4. Implement AED training for library staff.

Program Enhancement

Plan to add or enhance the following programs in 2008-2009.

- Sports Camps
- Gymnastics
- More Art Programs
- Improve and create additional Music Programs
- More Adult Dance Programs
- Additional Swimming Programs
- Youth Inline Roller Hockey
- Adult Sports: Kickball & Dodgeball
- Mother and Son Dance
- Soap Box Derby (co-produce with Boy Scouts)
- Cookie Festival/Ice Cream Social/Spring Fling
- Easter Parade (co-produce with local churches)
- Movie in the Park
- Concert Under the Stars (multiple offerings)
- Father/Son Roundup
- Daddy/Daughter Luau
- Mommy/Son Luau
- Taste of Maricopa
- Carnivals
- Basketball Bonanza
- Soccer Shakedown

DEPARTMENT PERFORMANCE MEASURES

Input Measures

Cost Recovery – program generated revenue as a percent of program operating costs.

Volunteer Support – hours or full time equivalents (FTEs) of volunteer time donated.

Output Measures

Percent of program capacity used – measured as the available hours or slots that are filled by participants.

Number of people attending special events per 1,000 population – this measure requires the Community Services Department to identify attendees at all events held at municipal parks.

Percent of facilities and grounds maintained to standard – measured by trained observers evaluating the condition of the facilities. This requires the Community Services Department to update maintenance standards concerning facilities maintenance as well as training staff and volunteers on how to consistently rate how well facilities meet standards.

Outcome Measures

Citizen satisfaction – measured by survey responses.

User satisfaction – measured by survey responses.

Program completion rate – number of participants completing a class as a percent of the number of registrations.

Community Services – Parks & Recreation

City Of Maricopa
Parks & Recreation
Cost Center: #100-45100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	108,765	243,544	501,334	504,549	554,739
Professional and Technical	25,504	80,411	176,400	93,557	115,000
Purch. Property Services	1,537	78,732	164,200	103,610	158,200
Other Purchased Services	13,630	34,974	78,050	87,648	93,010
Supplies	29,390	168,103	387,130	222,296	484,174
Capital Outlay	381,847	602,040	132,910	93,410	1,652,000
Departmental Totals	**560,673**	**1,207,804**	**1,440,024**	**1,105,070**	**3,057,123**

Notes: Costs include Pacana Park expansion, increases in Recreational programs, Renovation on old library site to Teen Center with small Skate park, Customer Relations Mgmt software.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Community Services Director	-	-	-	1.0	1.0
PRL Director	1.0	1.0	1.0	-	-
Recreation Coordinator II	1.0	1.0	1.0	1.0	1.0
Recreation Coordinator I	1.0	1.0	1.0	1.0	1.0
Recreation Programmer	-	-	1.0	1.0	1.0
Maintenance Workers	1.0	2.0	2.0	2.0	2.0
Administrative Assistant II	-	-	1.0	1.0	1.0
Departmental Totals	**4.0**	**5.0**	**7.0**	**7.0**	**7.0**

GOALS

1. Relocate the Maricopa Public Library to a large facility.
2. Complete Library Facilities and Services Master Plan and secure land for flagship library.
3. Explore branch opportunities with Maricopa Unified School District.
4. Continue implementation of Customer Service initiatives.
5. Continue collection enhancement and collection development practices and standards.
6. Update all library policies.
7. Increased literacy –through advocacy and promotion- for all residents.
8. Use of Scholastic News, National Geographic Kids and other appropriate nonfiction materials for children.
9. Increased opportunities to read and/or be read to in the course of each day.
10. Effective use of common computer areas.
11. Convince local budget decision-makers that the library is a sound economic investment.
12. Highlight the economic impact of libraries such as: Small businesses start at libraries, people find jobs at libraries and communities form at libraries.
13. Enhance Market data information available to small business owners.
14. Incorporation guidelines available to small business owners and those wishing to start a new business.
15. Legal resources and patent research available to small business owners.
16. Maintain a balanced and organized collection of high-quality materials and provide professional assistance to all its users.
17. Provide access to information located elsewhere.
18. Deliver education and training in developing information-gathering skills, including accessing, evaluating, and using various information sources.
19. Support the cultural awareness of all students and the community at large.

20. Continue to evaluate and develop the library's Web page including access to appropriate online databases.
21. Expand and improve interlibrary loan services.
22. Maintain formal library service agreements with various libraries and consortiums.
23. Lobby for library instruction area on-site equipped with state-of-the-art software and hardware.
24. Develop Library 101, a community class introducing and educating residents on library services and practices.

OBJECTIVES

Service Enhancements

1. Add signage inside the library.
2. Design, develop and implement a reading program available to children in grades K-6.
3. Coordinate summer reading program and other children's programs with Pinal County Library District.
4. Analyze the cost effectiveness of outsourcing audiovisual processing.

City of Maricopa Website/Library Web Pages

1. Re-image the Maricopa Public Library through creation of the branding process and over haul the main library web page.
2. Cross market Park and Recreation programs as co-offer as library programs; add a weather link, trail maps for surrounding hiking destinations in Maricopa and Pinal Counties, directions to the pools/locker rooms.
3. Tourism section – information about local places of interest.
4. History section – republish (with permission) factoids from the Maricopa History Book.
5. Information on the Emergency Management/Fire/Building & Housing/Public Works/Sanitation/Engineering.
6. Summer Reading Program section – built a statistics page to track participation by children.
7. Add library staff book recommendations, reading for babies, children, toddlers, and preschoolers.
8. Add a library site map.

Funding

1. Seek funds for books through the annual "Books Buy Books" campaign.
2. Seek funds for children's programs, especially for the summer reading program.
3. Seek funds to create an art collection.
4. Create an endowment program to generate long term revenue streams restricted solely for the library.
5. Ensure goals of the library are in alignment with the Friends of the Library.

DEPARTMENT PERFORMANCE MEASURES

Community Collaboration

1. Work with Chamber of Commerce and Rotary to promote the historical aspect of Stage Coach Days.
2. Work with staff at elementary school libraries to promote "Reading Counts" program.
3. Work with local medical entities to promote health and wellness information and resources.
4. Work with Orbitel Communications, Qwest and Maricopa Broadband to promote expansion of broadband connections to residences and businesses.
5. Work with senior citizen centers to provide computer training – especially e-mail use.

Physical Facility

1. Relocate the library.

Policy Development

1. Review and revise all policies.
2. Complete Library Facilities and Services Master Plan.

Public Relations

1. Promote library services through flyers, brochures, Five on Friday, news releases, and paid advertising.
2. Continue to promote reading through "Staff Picks" – titles recommended by library staff members.

Staff Safety

1. Purchase weather radio(s).
2. Execute fire drills.
3. Review safety manual and procedures.
4. Implement AED training for library staff.

Staff Development

1. Conduct annual performance reviews of library staff members.

Input Measures

Cost Recovery – program generated revenue as a percent of program operating costs.

Volunteer Support – hours or full time equivalents (FTEs) of volunteer time donated.

Output Measures

Percent of program capacity used – measured as the available hours or slots that are filled by participants.

Number of people attending library events per 1,000 population – this measure requires the Library division to identify attendees at all events held at the library, Rotary Park or municipal parks.

Percent of facilities and grounds maintained to standard – measured by trained observers evaluating the condition of the facilities. This requires the Community Services Department to update maintenance standards concerning facilities maintenance as well as training staff and volunteers on how to consistently rate how well facilities meet standards.

Outcome Measures

Citizen satisfaction – measured by survey responses

User satisfaction – measured by survey responses

Program completion rate – number of participants completing a class as a percent of the number of registrations

Community Services – Maricopa Public Library

City Of Maricopa
Libraries
Cost Center: #100-45500

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	39,879	72,767	213,030	139,471	275,221
Professional and Technical	-	-	96,500	45,000	30,000
Purch. Property Services	7,895	7,823	13,100	6,437	18,400
Other Purchased Services	2,835	4,000	9,300	31,076	22,400
Supplies	6,316	22,220	59,211	37,126	31,483
Capital Outlay	-	-	90,000	654	-
Departmental Totals	**56,925**	**106,810**	**481,141**	**259,764**	**377,504**

Notes: Costs include new library.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Library Manager	-	-	1.0	1.0	1.0
Library Coordinator I	1.0	1.0	1.0	1.0	1.0
Library Assistant	1.5	1.5	2.0	2.0	2.0
Departmental Totals	**2.5**	**2.5**	**4.0**	**4.0**	**4.0**

CODE COMPLIANCE —
Maintain adequate service levels

Objective
Determine desired level of service in relation to Code Compliance
Measurables
1. Hire additional officer
2. Clarification of department responsibilities

Objective
Provide required security equipment for documentation purposes
Measurables
1. Purchase secure printer

Objective
Improve complaint process/tracking
Measurables
1. Purchase and implement complaint tracking program software

Objective
Continue external involvement
Measurables
1. Membership on State Committee
2. Develop guidelines for State certification for
3. Code Officers

Community Services – Code Compliance

City Of Maricopa
Code Compliance
Cost Center: #100-41930

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	87,976
Professional and Technical	-	-	-	-	60,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	3,720
Supplies	-	-	-	-	45,550
Capital Outlay	-	-	-	-	77,000
Departmental Totals	**-**	**-**	**-**	**-**	**274,246**

Notes: Code Compliance was included in Planning department in FY08. Reorganization of department in conjunction with other departments. Costs for Animal Control are included here for a full-time officer for Maricopa.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Code Compliance Officer	-	-	-	1.0	1.0
Departmental Totals	**-**	**-**	**-**	**1.0**	**1.0**

Development Services – Building Safety

GOAL 1: Protect the public through the implementation and enforcement of appropriate building and fire codes and standards which will insure the safest building with latest materials methods.

Objective:

- Continue reviewing building and civil plans for compliance with all applicable building code, subdivision code, fire code, and other regulatory requirements and standards.

GOAL 2: Maintain quality customer service through a welcoming service oriented workgroup.

Objectives:

- Provide a series of customer service and team building classes to all staff.
- Create a customer service "telephone protocol" policy for all staff member to use.
- Create a DSD customer service survey to solicit direct service feedback. (Distribute postcard size survey via our website, to wall-in customers, with plan review comments, issued permits, inspection visits, etc.)

GOAL 3: Continue professional development for all staff members.

Objective:

- In today's highly competitive business environment, a well-trained, motivated and knowledgeable employee can contribute greatly to the bottom-line goals of our organization.

GOAL 4: Continue to develop submittal checklists/prescreening of submittals.

Objectives:

- Develop complete and thorough checklists for all major permit types
- Consolidate information from various departments and put all information in a consistent format for customers.
- Provide information regarding submittal pre-requisites, applicable codes and ordinances, submittal package requirements and basic plan content requirements.
- Create training program to prescreen all the different submittal types for completeness and basic content requirement

GOAL 5: Continue to build a steadfast relationship with citizens, developers and homebuilders.

Objectives:

- Provide "partnership improvement workshops: with businesses and homeowners.
- Meet regularly with HBA to address issues, communicate new policy initiates, update or changes to existing policies.
- Respond to all building construction inspection request within 24 hours.

GOAL 6: Continue to utilize our contracted services on an "as-needed" basis to effectively manage our department in the most efficient, economical way possible due to the unexpected workloads associated with market trends and the successful recruitment efforts of Economic Development.

Objective:

- Improve customer service by providing staff with needed resources so that we can reduce the need for contracted services.

GOAL 7: Build a Construction Plans and Documents Retention Schedule, per State law.

Objectives:

- Work with the Clerk's office to implement the disposal of records management.
- Provide staff with the appropriate resources to keep permanent records.

GOAL 8: Continue implementing the GIS/Permit tracking system.

Objectives:

- Full transition from Black Bear to LIS/Hound dog by the beginning of fiscal year 2009.
- Create and expand monthly construction activity reports to include revenues directly associated with construction activity.

DEVELOPMENT SERVICES PERFORMANCE MEASURES

The Development Services Department consists of four main categories: Counter Services, Plan Review, Permitting and Inspections.

Customer service will be measured for each category through a combination of surveys:

- Via our website
- To walk in customers
- With plan review comments
- With issued permits
- Through inspection visits

Plan Review performance and turn around times will be measured with the implementation of the surveys listed above. Also by producing a report of actual turn around times of past and present projects and comparing the results with surrounding jurisdictions.

Residential Standard Permits turn around times and total permits issued will be measured through comparisons from other jurisdictions and our own past results.

- 7 day maximum turn around time from date received
- 3 – 4 day typical

The performance of our inspection activities will be measured by:

- the total number of inspections performed
- % of inspections performed within 24 hours
- % of complaints investigated within 24 hours
- Customer service of inspectors through the surveys described above.

We currently perform full plan reviews within 4 weeks of submittal and issue residential standard permits within 5 business days from request. To meet our 3 to 4 week turn around times and inspections the following business day, we operate with the help of consultant plan review (approximately 70% of non-residential reviews) and inspection services (only on an as-needed basis). Our goal is to reduce the use of consultants with the implementation of these performance measures. Development Services number one priority is customer service. Measuring the performance of these activities will help improve our customer satisfaction.

Development Services – Building Safety

City Of Maricopa
Development Services
Cost Center: #100-41920

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	246,205	559,685	1,101,604	994,878	1,149,750
Professional and Technical	2,070,258	923,720	223,000	294,365	100,000
Purch. Property Services	13,189	109	-	-	-
Other Purchased Services	12,048	21,190	27,870	22,500	40,600
Supplies	31,422	59,036	17,700	11,050	12,100
Capital Outlay	114,368	145,469	-	-	-
Departmental Totals	**2,487,490**	**1,709,209**	**1,370,174**	**1,322,793**	**1,302,450**

Notes: Reorganization of department in conjunction with other departments. Wildan contract eliminated except for $100K emergency funds. New director position and elimination of Counter Services Manager, Development Project Administrator, and one transfer of one admin. assistant to clerk's office.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Dev. Services Director	-	-	1.0	1.0	1.0
Counter Services Manager	1.0	1.0	1.0	-	-
Chief Building Official	-	1.0	1.0	1.0	1.0
Permit Center Supervisor	1.0	1.0	1.0	-	-
Development Expeditor	-	-	-	1.0	1.0
Plan Review/Insp. Supervisor	-	-	1.0	1.0	1.0
Development Proj. Admin.	-	-	1.0	-	-
Building Plans Examiner	-	-	3.0	1.0	1.0
Senior Building Inspector	-	1.0	1.0	1.0	1.0
Building Inspector	-	4.0	4.0	4.0	4.0
Permit Technician	2.0	3.0	3.0	3.0	3.0
Administrative Assistant I	-	2.0	2.0	1.0	1.0
Departmental Totals	**4.0**	**13.0**	**19.0**	**14.0**	**14.0**

RESPONSIBILITIES, GOALS, OBJECTIVES AND MEASURABLES

Senior planner: Kazi Haque
March 10, 2008

Responsibility: Provide professional expertise that effectively guides development services on a day to day basis

GOAL 1: Provide excellent internal and external customer service

Objective
Improve responsiveness to customers
Measurables
1. Provide innovative, entrepreneurial common sense services to all with professional courteousness
2. Return e-mails within 48 hours
3. Return phone calls within 48 hours
4. Provide in-person interaction with customers stopping in at the front counter
5. Provide response to elected and appointed officials within 24 hours
6. Complete Public Record Requests within 48 hours

Objective
Emphasize teamwork
Measurables
1. Implement teambuilding activities within the department
2. Comfort level among department members in collaboration
3. Provide opportunities for senior staff to mentor junior staff
4. Encourage open discussion and collaboration on projects
5. Identify and remedy conflicts quickly
6. Weekly Staff meetings with rotating facilitation or as needed

Objective
Provide timely assistance to other departments
Measurables
1. Provide responses to other departments within 24 hours
2. Provide representatives at meetings as requested
3. Assist with project review, input, or document creation as requested
4. Provide project updates bi-weekly

Objective
Provide correct answers
Measurables
1. Train staff as necessary, whether through formal training or collaboration with other staff members
2. Provide educational reading materials and encourage staff discussion for group education
3. Acknowledge and correct mistakes promptly
4. Share information provided with other staff members

Objective
Emphasize professional development of staff
Measurables
1. Judiciously select training opportunities for staff
2. Require staff to provide synopses of information learned at training opportunities to share with other staff members
3. Encourage attendance of conference and seminars for professional development

Objective
Market the "one-stop shop" approach to the Development process
Measurables
1. Collaborate with Development Team to develop marketing strategy
2. Publicize the performance of the departments
3. Publicize the process

GOAL 2: Ensure services are regionally consistent, appropriate, and current

Objective
Analyze and review service provision for regional consistency
Measurables
1. Research other cities and compare services and provision levels
2. Identify areas for improvement
3. Improve/alter processes accordingly

GOAL 3: Improve participation in Development Process

Objective
Ensure accuracy and availability of applications
Measurables
1. Update applications as needed
2. Ensure all applications are posted on website

Objective
Continue to provide timely reviews
Measurables
1. Compare actual review times to advertised review times
2. Identify areas for improvement
3. Shorten review times as necessary
4. Track completion time of reviews for creating baseline data

Objective
Participate in monthly development team meetings
Measurables
1. Staff attendance
2. Complete assignments

Responsibility: Addressing

GOAL 1: Partnerships with Emergency Services, GIS, Pinal County, Postal Services

Objective
Continue to meet as needed
Measurables
1. Number of meetings held

Objective
Establish inter-agency database of addressing information
Measurables
1. Availability of shared information
2. Access to shared information

GOAL 2: Establish consistent addressing

Objective
Identify & correct existing problems, establish street naming consistency, facilitate correct address assignment
Measurables
1. Number of errors corrected
2. Implement SNAP (Street Naming and Addressing Procedures) Guidelines
3. Complete application process
4. Meet with State Land Department
5. Successfully annex state land

Objective
Establish partnership network
Measurables
1. Identify agencies and partners willing to help
2. Hold meetings with identified partners

Responsibility: Planning/maintaining relationships with regional partners

GOAL 1: Build and maintain relationships for sustainable regional development

Objective
Continue to build and maintain relationships for creative development with City, County, State, Federal and Tribal agencies
Measurables:
1. Monthly meetings with Task Force on Education
2. Monthly meetings with Pinal County Planning Directors
3. Regular meetings with Home Builders Association
4. Annual City/County Planning Commissioner Meetings
5. Meet with BLM, State Land Department
6. Participation of outside agencies 9attendance at meetings, comments on projects, response to e-mails, etc.)

Responsibility: Planning and zoning commission

GOAL 1: Expand knowledge base of Commissioners

Objective
Provide educational materials and opportunities
Measurables
1. Encourage attendance at appropriate training opportunities
2. Research and provide educational materials
3. Invite Commissioners to attend TAC meetings

GOAL 2: Provide timely responses and service to Commissioners

Objective
Have packets prepared by Thursday at noon prior to meetings
Measurables
1. Set internal timeframes and deadlines for packet documentation
2. Create schedule for documentation submittals
3. Notify applicant of deadlines
4. Availability of packets
5. Consistency in staff report and presentation

Objective
Respond to Commissioner inquiries/requests within 24 hours
Measurables
1. Response times to inquiries

Objective
Fulfill Commissioner requests for action
Measurables
1. Report back to the Commission on progress during Staff Report
2. Provide "action plan" to Commission within 48 hours of receiving direction

Responsibility: General plan

GOAL 1: Ensure General Plan is accurate and current

Objective
Respond to requests for amendments
Measurables
1. Create application for changes to General Plan
2. Interpret and determine differences between major and minor amendments

Objective
Revise General Plan to reflect amendments
Measurables
1. Update Maps to reflect amendments
2. Update Text to reflect amendments
3. Correct errors as needed

Objective
Update entire General Plan
Measurables
1. Provide public participation opportunities
2. Incorporate public input
3. Update document accordingly
4. Add "Environmental" element
5. Include Growth Areas and Boundary
6. Apply for funding through Growing Smarter process or other sources

GOAL 2: Provide Annual report

Objective
Communicate progress on attaining goals of General Plan to elected and appointed officials, staff, and the community
Measurables
1. Provide annual report by July of each calendar year
2. Provide suggestions for amendments/improvements
3. Identify metrics for measuring progress

Responsibility: Interpret and apply provisions of the zoning code

GOAL 1: Update Zoning Code

Objective
Formulate Zoning Code specifically appropriate to Maricopa
Measurables
1. Process amendments as necessary
2. Hire consultant to rewrite zoning code
3. Public participation process
4. Monthly Development/Code meetings
5. Adopt new zoning code

GOAL 2: Provide consistent interpretations of Zoning Code

Objective
Establish coherent and defensible basis for decision-making
Measurables
1. Staff education as needed
2. Consistency of answers from staff
3. Establish minimum standards for the provisions of the zoning code

GOAL 3: Continue to process plan reviews in compliance with procedures as outlined in Zoning Code

Objective
Provide good customer service and accurate information to applicants
Measurables
1. Accept and process applications accordingly
2. Analyze and adjust process as needed

Responsibility: Long range plan

GOAL 1: Provide long-term plans in conjunction with the General Plan and the Zoning Code

Objective
Address issues of General Plan in conjunction with the Zoning Code as outlined in other goals and objectives

Objective
Create plans for existing Special Planning Areas
Measurables
1. Determine boundaries of Old Town Area
2. Create and implement Downtown Development Plan
3. Work with State Land Department for annexation of State land parcel
4. Create Specific Zoning District Performance Criteria

Development Services – Planning

City Of Maricopa
Planning Dept
Cost Center: #100-41910

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	280,551	422,375	764,236	673,675	376,466
Professional and Technical	22,091	49,408	117,000	68,670	-
Purch. Property Services	-	1,051	-	-	-
Other Purchased Services	9,838	28,535	30,550	18,314	17,200
Supplies	11,038	16,118	4,000	3,264	1,150
Capital Outlay	17,970	-	9,500	10,783	-
Departmental Totals	**341,488**	**517,487**	**925,286**	**774,706**	**394,816**

Notes: Reorganization of department in conjunction with Development Services. Wildan contract eliminated for plan reviews.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Planning Director	1.0	1.0	1.0	-	-
Principal Planner	-	-	1.0	-	-
Planning Manager	-	-	-	1.0	1.0
Senior Planner	1.0	1.0	1.0	-	-
Management Assistant I	-	-	1.0	-	-
Planner II	1.0	1.0	1.0	1.0	1.0
Code Compliance Officer	1.0	1.0	1.0	-	-
Planner I	-	1.0	2.0	-	-
Assistant Planner	-	1.0	1.0	1.0	1.0
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0
Planner Assistant	-	-	1.0	1.0	1.0
Departmental Totals	**5.0**	**7.0**	**11.0**	**5.0**	**5.0**

Development Services – Engineering

GOALS

- To provide engineering support services to the City of Maricopa, including guidelines and plan review
- To provide engineering inspection services for all construction projects performed within the City of Maricopa
- To provide floodplain management in conjunction with Pinal County to the citizens and businesses of the City of Maricopa
- To provide a master drainage study to the City of Maricopa
- To provide continuous cooperation with utility providers that serve the City of Maricopa

OBJECTIVES

- Provide current updates of the City's engineering guidelines
- Provide engineering guidance and comment for all projects proposed within the City by attending meetings and being available for assistance
- Bring all engineering plan reviews 'in-house' by hiring a full time plan reviewer
- Complete a master drainage plan for the City of Maricopa which will include a study to potentially remove the flood prone areas of the City, out of the floodplain
- Complete the Santa Rosa Bridge on Honeycutt Road, including inspection and monitoring of construction
- Establish an official benchmark (a monument that all surveys and projects must use so City projects will be on the same datum) for the City of Maricopa through a survey of the entire City
- Conduct monthly utility coordination meetings
- Provide a one-year warranty guideline to developers for street maintenance of streets accepted by the City

PERFORMANCE MEASURES

- Inspection services with no facility (i.e., streets, drainage ways) failures
- All plan reviews to be completed in-house within the 4 o 6 week review timeframe
- Conduct a master drainage study that determines potential drainage issues and provides guidance for future projects
- Complete the Santa Rosa Bridge on Honeycutt Road within budget and with no delays
- Utility coordination issues minimized through monthly communication
- Implement the one-year warranty program
- Provide effective customer service for engineering related issues

Development Services – Engineering

City Of Maricopa
Engineering
Cost Center: #100-43100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	148,050	358,737	543,203	368,685	386,537
Professional and Technical	174,363	516,593	365,372	469,247	305,000
Purch. Property Services	-	47,658	-	616	-
Other Purchased Services	6,597	9,575	12,625	8,154	16,275
Supplies	12,326	12,252	7,520	8,685	2,530
Capital Outlay	88,282	258,987	28,659	14,252	-
Departmental Totals	**429,618**	**1,203,802**	**957,379**	**869,639**	**710,342**

Notes: Costs reductions due to completion of studies and reduction of Wildan Contract due to hiring of Senior Engineer.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Public Works Director	-	-	1.0	-	-
City Engineer	1.0	1.0	1.0	1.0	1.0
Engineering Proj. Manager	-	-	1.0	-	-
Sr. Engineer	-	-	1.0	1.0	1.0
PW Inspector	-	1.0	2.0	1.0	1.0
Engineering Technician	-	-	1.0	-	-
Administrative Assistant II	1.0	1.0	1.0	1.0	1.0
Departmental Totals	**2.0**	**3.0**	**8.0**	**4.0**	**4.0**

GOALS

- To provide a safe and efficient transportation system for the citizens of Maricopa.
- To provide orderly and efficient movement people, goods, and services.
- To serve the public through a number of diverse services including streets, traffic signalization, sidewalks, bikeways, public buildings, vehicle fleet, municipal airport development, and public transit.

OBJECTIVES

- Preserve the environment and enhance neighborhood livability of Maricopa by: Providing viable transportation alternatives for all citizens.
- Reduce air pollution, energy consumption, automobile traffic, thereby reducing the number of accidents, and need for capacity improvements.
- Provide community access as a social service by providing transportation to youth and elderly, and persons with disabilities
- Provide a sustainable City by delivering cost effective, efficient transportation projects.
- Leverage and expand existing financial resources by seeking grants.
- Provide technical support and guidance to the organization, departments and community on infrastructure needs and projects.
- Ongoing support activities include master facility planning, CIP planning and implementation, development proposal

PERFORMANCE MEASURES

- Implement a successful commuter transit pilot.
- Review plan submittals within 30 days of receipt.
- Install the traffic signal at Donithan Way and Honeycutt Road.
- Install the traffic signal at Santa Cruz Drive and Smith-Enke Road.
- Complete annual traffic count program and post to City website.
- Design intersection improvements at SR-347 and Honeycutt Road to enhance traffic flow and improve safety (pending ADOT's approval).
- Satisfy PM-10 reduction commitments through Pinal County Air Quality Department process.

Development Services – Transportation

City Of Maricopa
Transportation
Cost Center: #100-43130

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	182,681	107,668	267,254
Professional and Technical	-	-	735,725	98,870	384,382
Purch. Property Services	-	-	-	527	-
Other Purchased Services	-	-	5,475	3,372	10,300
Supplies	-	-	4,600	2,550	4,700
Capital Outlay	-	-	-	-	3,375,500
Departmental Totals	**-**	**-**	**928,481**	**212,987**	**4,042,136**

Notes: Department separated from Public Works in FY08. CIP projects are included in this department for equipment, signal and street improvements, Transit grant match, Safe Route to School improvements, other transportation improvements and studies.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Transportation Manager	-	-	-	1.0	1.0
Fleet Manager	-	-	1.0	1.0	1.0
Transit Coordinator	-	-	0.5	1.0	1.0
Departmental Totals	**-**	**-**	**1.5**	**3.0**	**3.0**

CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

PUBLIC WORKS – STREETS GOALS

- To provide clean, well maintained, and accessible public infrastructure.
- To focus on high quality service and customer satisfaction to be the "provider of choice" for our customers.
- To foster collaborative opportunities with other agencies to improve service delivery.

PUBLIC WORKS – STREETS OBJECTIVES

- Decrease City liability through provision of clean well maintained and accessible streets, sidewalks and public facilities.
- Manage and maintain the City's Infrastructure to beautify our community.
- Provide high quality service and customer satisfaction for our customers.

PUBLIC WORKS – STREETS PERFORMANCE MATTERS

- Complete ADOT/FHWA required bridge inspections on a biannual basis.
- Provide maintenance and minor construction support for all city streets and infrastructure related to City streets.

Public Works – Streets

City Of Maricopa
Public Works
Cost Center: #200-43120

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	136,215	218,951	504,225	388,414	616,643
Professional and Technical	107,335	123,103	66,000	66,626	10,000
Purch. Property Services	96,256	133,796	219,000	204,473	319,000
Other Purchased Services	3,473	4,726	13,800	4,962	26,750
Supplies	34,840	42,080	30,200	29,790	162,100
Capital Outlay	-	3,902	686,846	497,001	560,000
Departmental Totals	**378,119**	**526,558**	**1,520,071**	**1,191,266**	**1,694,493**

Notes: $958K represents increase in costs due to annexation. All funding in this department is for street maintenance.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Streets Superintendent	1.0	1.0	1.0	1.0	1.0
Mechanic	-	-	1.0	-	-
Signal Technician	-	-	1.0	-	-
Mechanic's Aide	-	-	1.0	-	-
Equipment Operator	-	1.0	4.0	3.0	4.0
Maintenance Worker	2.0	2.0	3.0	3.0	4.0
Departmental Totals	**3.0**	**4.0**	**11.0**	**7.0**	**9.0**

Road Maintenance

GOALS

- To provide smooth, crack free, aesthetically pleasing, drivable streets.

OBJECTIVES

- Maintain city streets through an annual operations and maintenance program.

PERFORMANCE MEASURES

- Perform Crack sealing on Ranch Eldorado, Cobblestone Farms, Acacia Crossings, and The Villages at Rancho Eldorado.
- Perform slurry/acrylic sealing on Ranch Eldorado, Cobblestone Farms, Acacia Crossings, and The Villages at Rancho Eldorado.

Road Maintenance

City Of Maricopa
Road Maintenance
Cost Center: #205-43100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	300,000	-	1,200,000
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Departmental Totals	**-**	**-**	**300,000**	**-**	**1,200,000**

Notes: These funds are for sealing new streets to extend useful life of streets

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

City Of Maricopa
LTAF
Cost Center: #210-43100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	13,000	9,079	143,137
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	175,000	-	-
Departmental Totals	**-**	**-**	**188,000**	**9,079**	**143,137**

Notes: Projects are included in CIP. Transit match

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

GOALS

- To provide additional revenue sources through the completion of grant applications for all departments in the City of Maricopa.
- To work efficiently with all departments in the City of Maricopa to complete awarded grant contracts.

OBJECTIVES

- By June 30, 2009 to complete ten to fifteen grant applications for the Maricopa Police Department.
- By June 30, 2009 to complete five to eight grant applications for the Maricopa Fire Department.
- By June 30, 2009 to complete nine grant applications for the Public Works/Transportation Department.
- By June 30, 2009 to complete three to five grant applications for the Economic Development Department.
- By June 30, 2009 to complete two to three grant applications for the Planning and Community Development Department.
- By June 30, 2009 to complete four to five grant applications for both Parks and Recreation and four to five for the Libraries Department.

PERFORMANCE MEASURES

- To be awarded approximately eight or 53% of grant applications for the Maricopa Police Department
- To be awarded approximately four or 50% of grant applications for the Maricopa Fire Department.
- To be awarded five or 55% of grant applications for the Public Works/Transportation Department.
- To be awarded two or 40% of grant applications for the Economic Development Department.
- To be awarded two or 66% of grant applications for the Planning and Community Development Department.
- To be awarded six or 60% of grant applications for Parks, Recreation and Libraries Department.
- To complete approximately six or 75% of grant contracts with the Maricopa Police Department.
- To complete approximately three or 75% of grant contracts with the Maricopa Police Department.
- To complete approximately four or 80% of grant contracts with Public Works/ Transportation.
- To complete 100% of grant contracts with the Economic Development Department.
- To complete 100 % of grant contracts with the Planning and Community Development Department.
- To complete approximately five or 83% of grant contracts with the Parks, Recreation and Libraries Department.

City Of Maricopa
Grants
Cost Center: #220

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	111,751	204,131	357,320	287,930	65,000
Purch. Property Services	-	-	-	-	-
Other Purchased Services	328	6,000	-	-	-
Supplies	10,562	58,598	302,770	2,053	7,989
Capital Outlay	9,113	966,300	1,074,739	4,634	4,775,911
Departmental Totals	**131,754**	**1,235,029**	**1,734,829**	**294,617**	**4,848,900**

Notes: Various grants including CDBG, Transit, Transportation Enhancement, ED grants and more

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

County Road Tax

Pinal Co. 1/2 Cent Tax Goals:

- To utilize the Pinal County 1/2 cent sales tax for cost effective street maintenance, minor improvements to the arterial street system, and other special transportation services.

Pinal Co. 1/2 Cent Tax Objectives:

- Establish a pavement management program; evaluate the impacts of pavement restoration with pavement rating and maintenance dollar requirements.

- Resurface various streets throughout the city based on condition rating and available funds.

Pinal Co. 1/2 Cent Tax Performance Measures:

- Perform slurry/acrylic sealing on Ranch Eldorado, Cobblestone Farms, Acacia Crossings, and The Villages at Rancho Eldorado.

County Road Tax

City Of Maricopa
County Road Tax
Cost Center: #300-43100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	8,561	136,622	400,000	-	-
Purch. Property Services	-	-	-	-	910,000
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	350,040	2,050,000	200,056	3,640,000
Departmental Totals	**8,561**	**486,662**	**2,450,000**	**200,056**	**4,550,000**

Notes: Projects are included in CIP. These costs include PW Maintenance facility, signal and street improvements, street maintenance and dust control.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

Parks Development Impact Fee

City Of Maricopa
Parks DIF
Cost Center: #320-45100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	5,579	-	-	-	-
Capital Outlay	13,886	540,074	700,000	700,000	675,600
Departmental Totals	**19,465**	**540,074**	**700,000**	**700,000**	**675,600**

Notes: Projects are included in CIP. Costs include Pacana park expansion construction costs.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

Library Development Impact Fee

City Of Maricopa
Library DIF
Cost Center: #321-45500

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	3,045,351
Departmental Totals	**-**	**-**	**-**	**-**	**3,045,351**

Notes: Projects are included in CIP. Costs include new library and new book collection.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

Public Safety Development Impact Fee

City Of Maricopa
Public Safety DIF
Cost Center: #322-42100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	455,000	455,000	-
Departmental Totals	**-**	**-**	**455,000**	**455,000**	**-**

Notes: No Projects are included in CIP.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

General Government Development Impact Fee

City Of Maricopa
Gen. Govt. DIF
Cost Center: #323-41940

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	-	-	-	-	6,000,000
Departmental Totals	**-**	**-**	**-**	**-**	**6,000,000**

Notes: Projects are included in CIP. These funds represent funding for land acquisition.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

Transportation Development Impact Fee

Development Impact Transportation Goals:

- To provide a safe and efficient transportation system for the citizens of Maricopa.
- To provide orderly and efficient movement people, goods, and services.
- To satisfy the intent of the 2005 Small Area Transportation Study through provision of arterial street improvements as specified in the Capital Improvement Program.

Development Impact Transportation Objectives:

- Design and construct public improvement projects established in the Capital Improvement Program (CIP).

Development Impact Transportation Measures:

- Construct the Honeycutt Bridge across the Santa Cruz Wash.
- Install the traffic signal at Maricopa-Casa Grande Hwy & White & Parker and complete interim improvements to the Maricopa Casa Grande Highway.

Transportation Development Impact Fee

City Of Maricopa
Transportation DIF
Cost Center: #324-43100

Summary by Category

Expenditure Category	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
Personal Services	-	-	-	-	-
Professional and Technical	-	-	-	-	-
Purch. Property Services	-	-	-	-	-
Other Purchased Services	-	-	-	-	-
Supplies	-	-	-	-	-
Capital Outlay	118,509	176,322	22,861,205	2,088,835	20,810,000
Departmental Totals	**118,509**	**176,322**	**22,861,205**	**2,088,835**	**20,810,000**

Notes: Projects are included in CIP, as outlined includes signal and street improvements. Capital Contingency Fund of $10M.

Authorized Positions

Position Classifications	FY06 Actual	FY07 Actual	FY08 Adopted/ Amended	FY08 Estimated Actual	FY09 Proposed
	-	-	-	-	-
Departmental Totals	**-**	**-**	**-**	**-**	**-**

CITY OF
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PROUD HISTORY • PROSPEROUS FUTURE

Capital Improvement Plan

What is a Capital Improvement Plan?

- The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining, and operating publicly financed facilities and improvements with a total cost over $25,000. Capital expenditures that are less than $25,000 are considered Operating Capital and are expended from the City's operating funds.

- It not only includes the short-term, defined herein as being the next five fiscal years, but also encompasses projects anticipated into the indefinite future.

- All costs for the five year plan are stated in current year dollars, with no adjustments for inflationary factors; as a result, actual construction costs may be higher due to inflation.

- The Plan is reviewed and updated annually, with a target date set in December of each year or in conjunction with operations budget.

- The Plan also serves as a foundation to the City's annual review of Development Fees and Operating Budgets to ensure that certain capital and operating costs are sufficiently recovered and budgeted.

What is a Capital Improvement Program?

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

- Projects included within the five year program must have sound cost estimates, an identified site, and verified financing sources, as well as confirmation that they can be staffed and maintained within budgetary constraints. Adherence to these requirements will ensure responsible planning and management of resources.

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

The Process

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

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

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

City Finance Department

The calendar, coordination, development, and preparation of the Capital Improvement Program are completed through the Finance 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 Department also serves as the focus for all information, scheduling, and funding resources for departments in updating, preparing, and submitting projects. The Finance Department is also responsible for the completion of the final draft of the Capital Improvement Program.

Departments

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

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

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

Mayor and Council

The preliminary Capital Improvement Program will be presented to the City Council in April 2008 and proposed adoption in May 2008. Prior to the initiation of any individual project, additional approval must be provided by the City Council. Capital project authorizations are taken up subsequently by the City Council on a project by project basis.

Economic Assumptions and Financial Resources

Economic Assumptions

This Plan is based upon the following general assumptions:

- All costs are stated in current year dollars with no adjustments for inflation.
- The rate of growth in the community will continue on an average of 1,200 additional single family units per year, and non-residential growth is projected at a proportional increase based upon commercial growth in the area; Financial Resources

Financial Resources

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

• Parks & Recreation DIF

At the adopted rate of $313 per residential unit, approximately $375,600 will be generated in 2008-09. This projection is based on 100 permits issued per month using current development fee. These funds are limited to expanding parks and associated recreation infrastructure to serve new growth in the community.

• Library DIF

At the adopted rate of $436 per residential unit, approximately $523,200 will be generated in 2008-09. This projection is based on 100 permits issued per month using current development fee. These funds are limited to expanding library facilities and associated library infrastructure to serve new growth in the community.

• Public Safety DIF

At the adopted rate of $145 per residential unit and a per square foot charge for non-residential structures, approximately $174,000 will be generated in 2008-09. This projection is based on 100 permits issued per month using current development fee. These funds are limited to expanding Public Safety services, facilities and infrastructure to serve new growth in the community.

• General Government DIF

At the adopted rate of $696 per residential unit and a per square foot charge for non-residential structures, approximately $835,200 will be generated in 2008-09. This projection is based on 100 permits issued per month using current development fee. These funds are limited to expanding General Government services, facilities and infrastructure to serve new growth in the community. This includes administration, courts and similar improvement areas.

• Transportation DIF

At the adopted rate of $3,742 per residential unit and a per square foot charge for non-residential structures, approximately $4,490,400 will be generated in 2008-09. This projection is based on 100 permits issued per month using current development fee. These funds are limited to expanding the transportation infrastructure within the City limits.

• 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.

• 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).

DEVELOPMENT IMPACT FEES FY2009-2028

REVENUE PROJECTIONS

	Parks	Library	Public Safety	Gen. Govt	Transportation
Current DIF	313	436	145	696	3,742
FY2009	375,600	523,200	174,000	835,200	4,490,400
FY2010	386,868	538,896	179,220	860,256	4,625,112
FY2011	398,136	554,592	184,440	885,312	4,759,824
FY2012	409,404	570,288	189,660	910,368	4,894,536
FY2013	420,672	585,984	194,880	935,424	5,029,248
FY2014	431,940	601,680	200,100	960,480	5,163,960
FY2015	443,208	617,376	205,320	985,536	5,298,672
FY2016	454,476	633,072	210,540	1,010,592	5,433,384
FY2017	465,744	648,768	215,760	1,035,648	5,568,096
FY2018	477,012	664,464	220,980	1,060,704	5,702,808
FY2019	488,280	680,160	226,200	1,085,760	5,837,520
FY2020	499,548	695,856	231,420	1,110,816	5,972,232
FY2021	510,816	711,552	236,640	1,135,872	6,106,944
FY2022	522,084	727,248	241,860	1,160,928	6,241,656
FY2023	533,352	742,944	247,080	1,185,984	6,376,368
FY2024	544,620	758,640	252,300	1,211,040	6,511,080
FY2025	555,888	774,336	257,520	1,236,096	6,645,792
FY2026	567,156	790,032	262,740	1,261,152	6,780,504
FY2027	578,424	805,728	267,960	1,286,208	6,915,216
FY2028	589,692	821,424	273,180	1,311,264	7,049,928
Total Projected DIF	**9,652,920**	**13,446,240**	**4,471,800**	**21,464,640**	**115,403,280**

Based on 100 SFR/month per year

DEVELOPMENT IMPACT FEES FY2009-2028

REVENUE PROJECTIONS

	Parks	Library	Public Safety	Gen. Govt	Transportation
FY2009	469,500	654,000	217,500	1,044,000	5,613,000
FY2010	483,585	673,620	224,025	1,075,320	5,781,390
FY2011	497,670	693,240	230,550	1,106,640	5,949,780
FY2012	511,755	712,860	237,075	1,137,960	6,118,170
FY2013	525,840	732,480	243,600	1,169,280	6,286,560
FY2014	539,925	752,100	250,125	1,200,600	6,454,950
FY2015	554,010	771,720	256,650	1,231,920	6,623,340
FY2016	568,095	791,340	263,175	1,263,240	6,791,730
FY2017	582,180	810,960	269,700	1,294,560	6,960,120
FY2018	596,265	830,580	276,225	1,325,880	7,128,510
FY2019	610,350	850,200	282,750	1,357,200	7,296,900
FY2020	624,435	869,820	289,275	1,388,520	7,465,290
Total Projected DIF	**6,563,610**	**9,142,920**	**3,040,650**	**14,595,120**	**78,469,740**

Proposed DIF rate increase of 25% with 3% rate of growth

DEVELOPMENT IMPACT FEES FY2009-2028

REVENUE PROJECTIONS

	Parks	Library	Public Safety	Gen. Govt	Transportation
FY2009	563,400	784,800	261,000	1,252,800	6,735,600
FY2010	580,302	808,344	268,830	1,290,384	6,937,668
FY2011	597,204	831,888	276,660	1,327,968	7,139,736
FY2012	614,106	855,432	284,490	1,365,552	7,341,804
FY2013	631,008	878,976	292,320	1,403,136	7,543,872
FY2014	647,910	902,520	300,150	1,440,720	7,745,940
FY2015	664,812	926,064	307,980	1,478,304	7,948,008
FY2016	681,714	949,608	315,810	1,515,888	8,150,076
FY2017	698,616	973,152	323,640	1,553,472	8,352,144
FY2018	715,518	996,696	331,470	1,591,056	8,554,212
FY2019	732,420	1,020,240	339,300	1,628,640	8,756,280
FY2020	749,322	1,043,784	347,130	1,666,224	8,958,348
Total Projected DIF	**7,876,332**	**10,971,504**	**3,648,780**	**17,514,144**	**94,163,688**

Proposed DIF rate increase of 50% with 3% rate of growth

CIP REVENUE PROJECTIONS

	Population***	County 1/2 Cent Gas Tax	LTAF
DES FY 2006	4,855	374,551	24,127
Census FY 2007	15,934	1,438,810	46,942
DES FY 2008 (Actuals)	25,830	1,860,000	118,572
DES FY 2009 (Actuals)	32,157	1,550,000	143,137
Projected FY 2010	35,517	1,627,500	143,099
Projected FY 2011	38,877	1,708,875	158,051
Projected FY 2012	42,237	1,794,319	173,003
Projected FY 2013	45,597	1,884,035	187,955
Projected FY 2014	48,957	1,978,236	202,907
Projected FY 2015	52,317	2,077,148	217,859
Projected FY 2016	55,677	2,181,006	232,811
Projected FY 2017	59,037	2,290,056	247,763
Projected FY 2018	62,397	2,404,559	262,715
Projected FY 2019	65,757	2,524,787	277,667
Projected FY 2020	69,117	2,651,026	292,619
Projected FY 2021	72,477	2,783,577	307,571
Projected FY 2022	75,837	2,922,756	322,523
Projected FY 2023	79,197	3,068,894	337,475
Projected FY 2024	82,557	3,222,339	352,427
Projected FY 2025	85,917	3,383,456	367,379
Projected FY 2026	89,277	3,552,628	382,331
Projected FY 2027	92,637	3,730,260	397,283
Projected FY 2028	95,997	3,916,773	412,235
Total Revenues (FY09-FY28)		**$51,252,229***	**$5,418,803****

* County 1/2 Cent Tax is based on trend calculation based on per capita amount for FY 2009 with annual adjustments for estimated population increases

** LTAF trend calculation based on per capita amount for FY 2009 with annual adjustments for population increases

*** Population is based on current DES with increase based on 100 homes per month with 2.8 residents per household

GENERAL FUND CAPITAL RESERVE PROJECTIONS

	Capital Reserve Additions	Capital Reserve Uses	Capital Reserve Balance
June 30, 2007 Actual	-	-	35,559,271
FY 2008 Projections, 6/30/2008	11,671,080	9,679,486	37,550,865
FY 2009 Projections, 6/30/2009	4,276,750	7,592,619	34,234,996
FY 2010	4,490,588	4,165,549	34,560,035
FY 2011	4,715,117	30,501,513	8,773,638
FY 2012	4,950,873	6,558,902	7,165,609
FY 2013	5,198,416	11,861,908	502,117
FY 2014	5,458,337	5,960,455	(0)
FY 2015	5,731,254	5,731,254	-
FY 2016	6,017,817	6,017,817	-
FY 2017	6,318,708	6,318,708	-
FY 2018	6,634,643	6,634,643	-
FY 2019	6,966,375	6,966,375	-
FY 2020	7,314,694	7,314,694	-
FY 2021	7,680,429	7,680,429	-
FY 2022	8,064,450	8,064,450	-
FY 2023	8,467,672	8,467,672	-
FY 2024	8,891,056	8,891,056	-
FY 2025	9,335,609	9,335,609	-
FY 2026	9,802,389	9,802,389	-
FY 2027	10,292,509	10,292,509	-
FY 2028	10,807,134	10,807,134	-
Total Revenues (FY09-FY28)	**153,085,899***	**188,645,170****	**-**

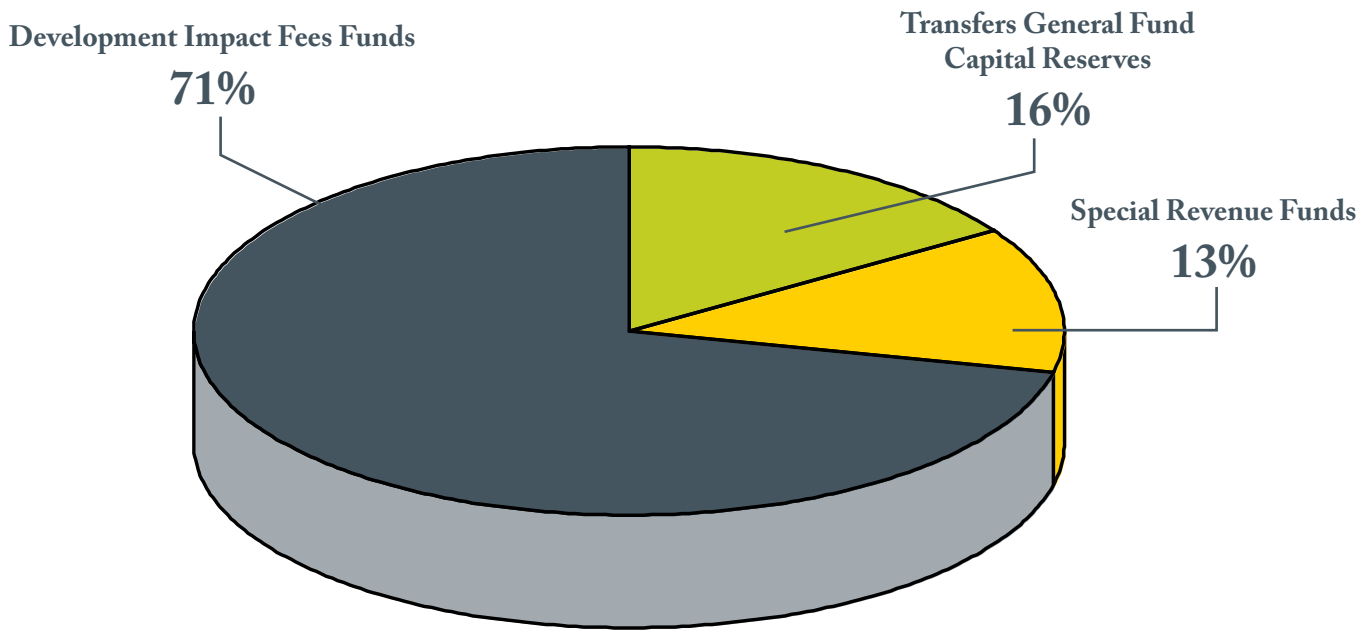
* Capital Reserve increases based on FY09 trends and increase on a 5% annual increase in valuation base.

** Capital Reserve uses include CIP transfers and for FY08 & FY09 General Fund Capital uses of $11,451,301. All other uses are for transfers into the CIP from Capital Reserves for the FY09-28 of $177,193,869

CAPITAL EXPENDITURES BY FUND TYPE

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Transfers General Fund Capital Reserves	5,820,804	4,165,549	30,501,513	6,558,902	11,861,908
Special Revenue Funds	4,693,137	1,770,599	1,866,926	1,967,322	2,071,990
Development Impact Fee Funds	26,351,755	25,424,000	38,537,000	14,894,000	21,002,000
Totals	**36,865,696**	**31,360,148**	**70,905,439**	**23,420,224**	**34,935,898**

CAPITAL EXPENDITURES BY FUND TYPE



CAPITAL RESERVE FUNDING

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Parks Development Fund					
Pacana Park Expansion	1,524,400	-	-	-	-
Skate Park	38,000	-	-	-	-
Public Safety Development Fund					
Public Safety Land Station #573	600,000	-	-	-	-
Radio Infrastructure	250,000	-	-	-	-
Fire Tender Truck	300,000	-	-	-	-
Fire Brush Truck	250,000	-	-	-	-
General Govt. Development Fund					
City IT Equipment & Software	133,404	-	-	-	-
Economic Development Projects	1,000,000				
Transportation Development Fund					
Master Drainage Study	500,000	-	-	-	-
Signal @ Villages/ Smith Enke	300,000	-	-	-	-
Public Works Fleet Maint. Shop/ Fuel Facility	500,000	-	-	-	-
4000 gallon Water Truck	200,000	-	-	-	-
Brush Clipper & Truck	90,000	-	-	-	-
6" Water Pump for Water Truck Filling	40,000	-	-	-	-
30hp Tractor/ Mower with Rake	20,000	-	-	-	-
Sign Truck	75,000	-	-	-	-
Total Capital Reserve Funding	**5,820,804**	**-**	**-**	**-**	**-**

CAPITAL EXPENDITURES BY FUND

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
LTAF Fund					
Transit Grant Match	143,137	143,099	158,051	173,003	187,955
	143,137	**143,099**	**158,051**	**173,003**	**187,955**
County Road Tax Fund					
Dust Prevention Program	400,000	300,000	300,000	300,000	300,000
Street Maintenance	510,000	600,000	600,000	600,000	600,000
Transportation Projects	-	727,500	808,875	894,319	984,035
Honeycutt Road/Santa Rosa bridge Improvements	750,000	-	-	-	-
Signal @Province/Smith Enke	100,000	-	-	-	-
Signal @Honeycutt Road/Maricopa Groves	300,000	-	-	-	-
PW Maintenance Bldg	2,490,000	-	-	-	-
	4,550,000	**1,627,500**	**1,708,875**	**1,794,319**	**1,884,035**
Parks Development Fund					
Pacana Park Expansion	2,200,000	-	-	-	-
Recreation Center	-	-	-	1,200,000	300,000
Community Pool	-	-	300,000	-	-
Skate Park	38,000	-	-	-	-
Santa Cruz Wash - Flood Control CFD	-	8,000,000	-	-	-
Santa Rosa Wash Master Plan Study	-	65,000	-	-	-
	2,238,000	**8,065,000**	**300,000**	**1,200,000**	**300,000**

CAPITAL EXPENDITURES BY FUND

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Library Development Fund					
Library - Extension 8,100 ft	2,805,351	-	-	-	-
Library Collection/Equipment	240,000	-	-	-	-
Main Library Design	-	-	-	-	1,313,000
	3,045,351	**-**	**-**	**-**	**1,313,000**
Public Safety Development Fund					
Public Safety Administration Building	-	1,500,000	24,000,000	-	-
Police Vehicles	-	295,000	360,000	245,000	280,000
Public Safety Fire Station #573 Land	600,000	-	-	-	-
Public Safety Regional Training Center		3,200,000		1,460,000	8,500,000
Cardic Monitoring Equipment	-	-	50,000	-	-
Radio Infrastructure	250,000	50,000	2,100,000	-	-
Fire Tender Truck	300,000	-	-	-	-
Fire Brush Truck	250,000	-	-	-	-
	1,400,000	**5,045,000**	**26,510,000**	**1,705,000**	**8,780,000**
General Government Development Fund					
City Complex	6,000,000	600,000	-	500,000	5,600,000
Economic Development Projects	1,000,000	-	-	-	-
City IT Equipment & Software	133,404	434,000	434,000	434,000	434,000
	7,133,404	**1,034,000**	**434,000**	**934,000**	**6,034,000**

CAPITAL EXPENDITURES BY FUND

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Transportation Development Fund					
MCG Highway Interim Improvements	3,500,000	-	2,000,000	3,800,000	2,000,000
Honeycutt Road/ Santa Rosa Bridge	1,000,000	-	-	-	-
Honeycutt Road from SR347 to CG Highway	2,500,000	4,000,000	-	-	-
Honeycutt Road at 7 Ranches South	1,500,000	2,500,000	-	-	-
Honeycutt Road - Santa Cruz Bridge	-	1,000,000	3,000,000	-	-
Honeycutt Road - White/Parker to Santa Cruz	-	500,000	2,000,000	-	-
Hartman Road	500,000	-	-	2,000,000	-
White/ Parker at 7 Ranches	500,000	500,000	-	2,000,000	-
Farrell Road - Porter to Palo Brea (2 lanes)	-	500,000	2,500,000	-	-
Smith Enke/ Porter Road	300,000	500,000	-	-	-
Signal @ Porter Road/ Smith Enke	100,000	400,000	-	-	-
Signal @ Province/ Smith Enke	-	250,000	-	-	-
Signal @ Porter Road/Honeycutt Road	400,000	-	-	-	-
Signal @Villages/Smith Enke	300,000				
Master Drainage Study	500,000	-	-		-
Public Works Maintenance Building	510,000	-	-	-	-
Public Works Fleet Maintenance Shop/ Fuel Facilities	500,000	500,000	250,000	250,000	250,000
Murphy Road @ Tortosa	-	-	1,000,000	-	-
Hartman Road @ Tortosa	-	-	-	2,000,000	-
Bowlin Road @ Tortosa	-	-	-	-	2,000,000
Signal @ Hartman/Honeycutt Road	-	-	-	500,000	-
Street Sweeper	-	220,000	-	225,000	-
4000 gallon Water Truck	200,000	-	200,000	-	-
2.5 Yard Loader	-	125,000	-	-	-

CAPITAL EXPENDITURES BY FUND

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
Transportation Development Fund cont.					
Tandem-axle Dump Truck	-	110,000	-	110,000	-
Pothole Machine	-	50,000	-	-	-
Brush Clipper & Truck	90,000	-	-	-	-
6" Water Pump for Water Truck Filling	40,000	-	-	35,000	-
Truck F150	-	25,000	-	25,000	25,000
Backhoe	-	-	140,000	-	-
Variable Message Signs	-	50,000	-	-	-
Arrow Boards	-	-	25,000	-	-
Striping Machine	-	20,000	-	-	-
Forklift	-	25,000	-	-	-
Barricade Truck	-	-	50,000	-	-
Crew Cab F150	-	-	30,000	-	-
Grader	-	-	-	-	250,000
Tractor/ Mower	-	-	-	110,000	-
Truck F250	-	-	28,000	-	-
Light Tower (2)	-	-	20,000	-	-
Small Dump Truck 1-Ton	-	-	50,000	-	50,000
30hp Tractor/ Mower with Rake-debris Cleanup	20,000	5,000	-	-	-
Sign Truck	75,000	-	-	-	-
	12,535,000	**11,280,000**	**11,293,000**	**11,055,000**	**4,575,000**

CAPITAL EXPENDITURES FOR OUT YEARS

FUND	FY 2014-2028
LTAF FUND	
Transit Match	4,613,558
COUNTY ROAD TAX	
Dust Prevention Program	4,500,000
Street Maintenance	9,000,000
County Road Tax Projects/Transportation DIF	29,187,500
PARKS DEVELOPMENT FUND	
Recreation Center	15,150,000
Community Pool	5,525,000
Park - Eagle Shadow	13,400,000
Santa Cruz Wash Trail System	13,300,000
LIBRARY DEVELOPMENT FUND	
New Main Library	14,875,000
Collections	500,000
PUBLIC SAFETY DEVELOPMENT FUND	
Police Vehicles	1,750,000
Fire Station #572 (Hartman & Bowlin)	4,608,000
Fire Station #573 (Training Center)	4,500,000
Fire Admin/Training & Fleet Maint. Facility	10,000,000
Electronic Reporting Software	206,000
Ladder Truck	1,300,000
Haz Mat/Special OPS Response Team	1,400,000
Fire Apparatus Replacement	1,285,000
Fire Prevention Vehicle	35,000

CAPITAL EXPENDITURES FOR OUT YEARS

FUND	FY 2014-2028
General Government Development Fund	
Construction - Govt. Complex	11,000,000
Technology - IT Servers, Telcom	3,038,000
Transportation Development Fund	
MCG Highway Interim improvements	4,500,000
SR347 Bypass	44,000,000
PW Fleet Maint. Shop/Fuel Facilities	250,000
MCG Highway Structures:	
Loma Grade Separation	20,000,000
White/Parker Grade Separation	40,000,000
Hartman Grade Separation	25,000,000
Anderson Grade Separation	25,000,000
MCG Hwy Project	121,000,000
Bridge Improvements:	
Porter/Santa Rosa	3,000,000
White/Parker/Santa Rosa	3,000,000
Peter & Nall/Santa Rosa	3,000,000
Farrell Road/Santa Rosa	3,000,000
Streen Road/Santa Rosa	3,000,000
Farrell Road/Santa Cruz	3,000,000
Bowlin Road/Santa Cruz	3,000,000
Smith-Enke/Santa Cruz	3,000,000
Hillard Road/Santa Cruz	3,000,000
Equipment for PW:	
Street Sweepers	250,000
4000 Gallon Water Truck	200,000
6" Water Pump for Water Truck filling	35,000
Total Out Year Projects	**456,408,058**

These capital project estimates represent costs for future fiscal years (beyond FY 2013).

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
LTAF FUND							
Beginning Cash Available	-	-	-	-	-		-
Revenues:							
Lottery Allocation	143,137	143,099	158,051	173,003	187,955	4,613,558	5,418,803
Total Sources of Cash	**143,137**	**143,099**	**158,051**	**173,003**	**187,955**	**4,613,558**	**5,418,803**
Expenditures:							
Transfer to Transportation Dept (Transit Match)	143,137	143,099	158,051	173,003	187,955	4,613,558	5,418,803
Total Uses of Cash	**143,137**	**143,099**	**158,051**	**173,003**	**187,955**	**4,613,558**	**5,418,803**
Ending Cash Available - LTAF Fund	-	-	-	-	-	-	-
COUNTY ROAD TAX							
Beginning Cash Available	3,000,000	-	-	-	-	-	3,000,000
Revenues:							
County Road Tax	1,550,000	1,627,500	1,708,875	1,794,319	1,884,035	42,687,500	51,252,229
Total Sources of Cash	**4,550,000**	**1,627,500**	**1,708,875**	**1,794,319**	**1,884,035**	**42,687,500**	**54,252,229**
Expenditures:							
Dust Prevention Program	400,000	300,000	300,000	300,000	300,000	4,500,000	6,100,000
Street Maintenance	510,000	600,000	600,000	600,000	600,000	9,000,000	11,910,000
Transfer to Transportation DIF (County Projects)		727,500	808,875	894,319	984,035	29,187,500	32,602,229
Honeycutt Road/Santa Rosa bridge Improvements	750,000						750,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Signal @Province/Smith Enke	100,000						100,000
Signal @Honeycutt Road/ Maricopa Groves	300,000						300,000
PW Maintenance Bldg	2,490,000						2,490,000
Total Uses of Cash	4,550,000	1,627,500	1,708,875	1,794,319	1,884,035	42,687,500	54,252,229
Ending Cash Available - County Road Tax	-	-	-	-	-	-	-
Parks Development Fund							
Beginning Cash Available	300,000	-	(7,678,132)	(7,579,996)	(8,370,592)	(8,249,920)	300,000
Revenues:							
Development Impact Fee Revenue	375,600	386,868	398,136	409,404	420,672	7,662,240	9,652,920
Transfer from Capital Reserve	1,562,400	-					1,562,400
Total Sources of Cash	**2,238,000**	**386,868**	**(7,279,996)**	**7,170,592)**	**(7,949,920)**	**(587,680)**	**11,515,320**
Expenditures:							
Recreation Center							
Land & Land Prep				1,200,000	300,000		1,500,000
Planning & Design						250,000	250,000
Construction						12,000,000	12,000,000
Equipment/Furnishings						2,500,000	2,500,000
Technology						225,000	225,000
Communications						175,000	175,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Community Pool							
Land & Land Prep			300,000				300,000
Planning & Design						900,000	900,000
Construction						4,000,000	4,000,000
Technology						500,000	500,000
Communications						125,000	125,000
Pacana Expansion	2,200,000						2,200,000
Skate Park							
Equipment/Furnishings	38,000						38,000
Park - Eagle Shadow							
Planning & Design						125,000	125,000
Construction						7,000,000	7,000,000
Equipment/Furnishings						6,000,000	6,000,000
Technology						150,000	150,000
Communications						125,000	125,000
Santa Cruz Wash - Flood Control CFD		8,000,000					8,000,000
Santa Cruz Wash Trail System							
Construction						13,300,000	13,300,000
Santa Rosa Wash Master Study		65,000					65,000
Total Uses of Cash	**2,238,000**	**8,065,000**	**300,000**	**1,200,000**	**300,000**	**47,375,000**	**59,478,000**
Ending Cash Available - Parks Dev. Fund	-	(7,678,132)	(7,579,996)	(8,370,592)	(8,249,920)	(47,962,680)	(47,962,680)

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Library Development Fund							
Beginning Cash Available	3,300,000	777,849	1,316,745	1,871,337	2,441,625	1,714,609	3,300,000
Revenues:							
Development Impact Fee Revenue	523,200	538,896	554,592	570,288	585,984	10,673,280	13,446,240
Total Sources of Cash	**3,823,200**	**1,316,745**	**1,871,337**	**2,441,625**	**3,027,609**	**12,387,889**	**16,746,240**
Expenditures:							
New Library - 8001 ft							
Design	220,028						220,028
Construction	2,225,278						2,225,278
Equipment/Furnishings	280,035						280,035
Technology	80,010						80,010
Collections	240,000					500,000	740,000
New Main Library							
Planning & Design					1,313,000		1,313,000
Construction						12,000,000	12,000,000
Equipment/Furnishings						1,750,000	1,750,000
Technology						1,000,000	1,000,000
Communications						125,000	125,000
Total Uses of Cash	**3,045,351**	**-**	**-**	**-**	**1,313,000**	**15,375,000**	**19,733,351**
Ending Cash Available - Library Dev. Fund	777,849	1,316,745	1,871,337	2,441,625	1,714,609	(2,987,111)	(2,987,111)

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Public Safety Development Fund							
Beginning Cash Available	800,000	974,000	(3,891,780)	(30,217,340)	(31,732,680)	(40,317,800)	800,000
Revenues:							
Development Impact Fee Revenue	174,000	179,220	184,440	189,660	194,880	3,549,600	4,471,800
Transfer from Capital Reserve	1,400,000						1,400,000
Total Sources of Cash	**2,374,000**	**1,153,220**	**(3,707,340)**	**(30,027,680)**	**(31,537,800)**	**(36,768,200)**	**6,671,800**
Expenditures:							
Land & Land Prep - Public Safety Admin		500,000					500,000
Planning & Design - Public Safety 60K sq ft		1,000,000					1,000,000
Construction - Public Safety			21,000,000				21,000,000
Equipment/Furnishings - Public Safety			500,000				500,000
Technology - Public Safety			1,000,000				1,000,000
Communications - Public Safety			1,500,000				1,500,000
Police Vehicles	-	295,000	360,000	245,000	280,000	1,750,000	2,930,000
Fire Station #572 (Hartman & Bowlin)							
Land & Land Prep						408,000	408,000
Construction						3,700,000	3,700,000
Equipment/Furnishings						100,000	100,000
Technology						200,000	200,000
Communications						200,000	200,000
Fire Station #573							
Land & Land Prep	600,000						600,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Planning & Design						100,000	100,000
Construction						3,800,000	3,800,000
Equipment/Furnishings						100,000	100,000
Technology						200,000	200,000
Communications						200,000	200,000
MCT Updates						100,000	100,000
Regional Training Facility							
Land & Land Prep		3,200,000					3,200,000
Planning & Design				1,460,000			1,460,000
Construction					8,500,000	8,750,000	17,250,000
Equipment/Furnishings						750,000	750,000
Technology						250,000	250,000
Communications						250,000	250,000
Cardic Monitoring Equipment			50,000				50,000
Electronic Reporting Software						206,000	206,000
Radio Infrastructure	250,000	50,000	2,100,000				2,400,000
Ladder Truck						1,300,000	1,300,000
Haz Mat/Special OPS Response Team						1,400,000	1,400,000
Fire Apparatus Replacement						1,285,000	1,285,000
Fire Tender	300,000						300,000
Fire Brush Truck	250,000						250,000
Fire Prevention Vehicle						35,000	35,000
Total Uses of Cash	**1,400,000**	**5,045,000**	**26,510,000**	**1,705,000**	**8,780,000**	**25,084,000**	**68,524,000**
Ending Cash Available - Public Safety Dev. Fund	974,000	(3,891,780)	(30,217,340)	(31,732,680)	(40,317,800)	(61,852,200)	(61,852,200)

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
General Government Development Fund							
Beginning Cash Available	5,250,000	85,200	(88,544)	362,768	339,136	(4,759,440)	5,250,000
Revenues:							
Development Impact Fee Revenue	835,200	860,256	885,312	910,368	935,424	17,038,080	21,464,640
Transfer from Capital Reserve	1,133,404						1,133,404
Total Sources of Cash	**7,218,604**	**945,456**	**796,768**	**1,273,136**	**1,274,560**	**12,278,640**	**27,848,044**
Expenditures:							
Land & Land Prep - Govt. Complex	6,000,000	600,000					6,600,000
Planning & Design - Govt. Complex				500,000			500,000
Construction - Govt. Complex					5,600,000	9,000,000	14,600,000
Equip./Furnishings - Govt. Complex						500,000	500,000
Technology - Govt. Complex						1,000,000	1,000,000
Communications - Govt. Complex						500,000	500,000
Technology - IT Servers, Telcom	133,404	434,000	434,000	434,000	434,000	3,038,000	4,907,404
Economic Development	1,000,000						1,000,000
Total Uses of Cash	**7,133,404**	**1,034,000**	**434,000**	**934,000**	**6,034,000**	**14,038,000**	**29,607,404**
Ending Cash Available - Gen. Govt. Dev. Fund	85,200	(88,544)	362,768	339,136	(4,759,440)	(1,759,360)	(1,759,360)

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Transportation Development Fund							
Beginning Cash Available	18,000,000	11,680,400	6,176,162	896,169	(3,903,453)	(1,475,321)	18,000,000
Revenues:							
Development Impact Fee Revenue	4,490,400	4,625,112	4,759,824	4,894,536	5,029,248	91,604,160	115,403,280
Transfers from County Tax	-	1,150,650	1,253,183	1,360,842	1,473,884	40,286,251	45,524,810
HURF Exchange	-	-	-	-	500,000		500,000
Transfer from Capital Reserve	1,725,000						1,725,000
Total Sources of Cash	**24,215,400**	**17,456,162**	**12,189,169**	**7,151,547**	**3,099,679**	**130,415,090**	**181,153,090**
Expenditures:							
MCG Highway Interim improvements:							
Land & Land Prep				2,500,000	2,000,000	4,500,000	9,000,000
Construction Interim Improvements	3,500,000						3,500,000
Design Concept Report (DCR)			2,000,000	1,300,000			3,300,000
Honeycutt Road improvements:							
Honeycutt Road/Santa Rosa bridge Improvements	1,000,000						1,000,000
Land & Land Prep - SR347 to CG Hwy	1,000,000						1,000,000
Planning & Design - SR347 to CG Hwy	1,000,000						1,000,000
Construction - SR347 to CG Hwy		4,000,000					4,000,000
DCR - SR347 to CG Hwy	500,000						500,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Land & Land Prep - 7 Ranches (South)	1,000,000						1,000,000
Planning & Design - 7 Ranches (South)	500,000						500,000
Construction - 7 Ranches (South)		2,500,000					2,500,000
Planning & Design - Santa Cruz Bridge		1,000,000					1,000,000
Construction - Santa Cruz Bridge			3,000,000				3,000,000
Planning & Design - White/ Parker to Santa Cruz		500,000					500,000
Construction - White/Parker to Santa Cruz			2,000,000				2,000,000
Hartman Road							
Planning & Design	500,000						500,000
Construction				2,000,000			2,000,000
White/Parker at 7 Ranches							
Planning & Design	500,000	500,000					1,000,000
Construction				2,000,000			2,000,000
Farrell Road - Porter to Palo Brea (2 lanes)							
Planning & Design		500,000					500,000
Construction			2,500,000				2,500,000
Smith Enke/ Porter Road							
ROW/Design	300,000						300,000
Construction		500,000					500,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
SR347 Bypass							
Corridor Study						1,000,000	1,000,000
ROW						2,500,000	2,500,000
Design Concept Report (DCR)						500,000	500,000
Construction						40,000,000	40,000,000
Signal Improvements							
Porter Road/Smith Enke							
Design	100,000						100,000
Construction		400,000					400,000
Province/Smith Enke							
Construction		250,000					250,000
Porter Road/ Honeycutt Road							
Construction	400,000						400,000
Villages/ Smith Enke							
Construction	300,000						300,000
Master Drainage Study	500,000						500,000
PW Maintenance Bldg	510,000						510,000
PW Fleet Maint. Shop/Fuel Facilities	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000
MCG Highway Structures:							
Loma Grade Separation						20,000,000	20,000,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
White/Parker Grade Separation						40,000,000	40,000,000
Hartman Grade Separation						25,000,000	25,000,000
Anderson Grade Separation						25,000,000	25,000,000
Murphy Road @ Tortosa			1,000,000				1,000,000
Hartman Road @ Tortosa				2,000,000			2,000,000
Bowlin Road @ Tortosa					2,000,000		2,000,000
Signal @ Hartman/Honeycutt Road				500,000			500,000
MCG Hwy Project						121,000,000	121,000,000
Bridge Improvements:							
Porter/Santa Rosa						3,000,000	3,000,000
White/Parker/Santa Rosa						3,000,000	3,000,000
Peter & Nall/Santa Rosa						3,000,000	3,000,000
Farrell Road/Santa Rosa						3,000,000	3,000,000
Streen Road/Santa Rosa						3,000,000	3,000,000
Farrell Road/Santa Cruz						3,000,000	3,000,000
Bowlin Road/Santa Cruz						3,000,000	3,000,000
Smith-Enke/Santa Cruz						3,000,000	3,000,000
Hillard Road/Santa Cruz						3,000,000	3,000,000
Equipment for PW							
Street Sweepers		220,000		225,000		250,000	695,000
4000 Gallon Water Truck	200,000		200,000			200,000	600,000
2.5 Yard Loader		125,000					125,000
Tandem-axle Dump Truck		110,000		110,000			220,000
Pothole Machine		50,000					50,000

FUND CASH FLOWS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Brush Chipper	30,000						30,000
Brush Chipper Truck	60,000						60,000
6" Water Pump for Water Truck filling	40,000			35,000		35,000	110,000
Truck F150		25,000		25,000	25,000		75,000
Backhoe			140,000				140,000
Variable Message Signs		50,000					50,000
Arrow Boards			25,000				25,000
Striping Machine		20,000					20,000
Forklift		25,000					25,000
Barricade Truck			50,000				50,000
Crew Cab F150			30,000				30,000
Grader					250,000		250,000
Tractor/Mower				110,000			110,000
Truck F250			28,000				28,000
Light Tower (2)			20,000				20,000
Small Dump 1-Ton			50,000		50,000		100,000
Disk for Tractor/Mower - Weeds		5,000					5,000
30 hp Tractor/Mower w/ Rake-debris cleanup	20,000						20,000
Sign Truck	75,000						75,000
Total Uses of Cash	**12,535,000**	**11,280,000**	**11,293,000**	**11,055,000**	**4,575,000**	**307,235,000**	**357,973,000**
Ending Cash Available - Trans. Dev. Fund	11,680,400	6,176,162	896,169	(3,903,453)	(1,475,321)	(176,819,910)	(176,819,910)

SUMMARY OF DIF

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	TOTAL CIP
Beginning Cash Available	30,650,000	13,517,449	-	-	-	-	30,650,000
Revenues	8,091,537	9,511,601	9,902,413	10,302,420	11,212,082	218,114,669	267,134,722
Transfers from Capital Reserves	5,820,804	4,165,549	30,501,513	6,558,902	11,861,908	118,285,193	177,193,869
Expenditures	31,044,892	27,194,599	40,403,926	16,861,322	23,073,990	456,408,058	594,986,787
Ending Cash Available	13,517,449	-	-	-	-	(120,008,196)	(120,008,196)

CIP OPERATING IMPACTS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	5-YEAR TOTALS
Project Funding Sources						
Parks Development Fund						
Pacana Park Expansion	25,000	25,000	25,000	25,000	25,000	125,000
Recreation Center	-	-	-	-	-	-
Community Pool Land Prep	-	-	-	-	-	-
Skate Park	2,000	2,000	2,000	2,000	2,000	10,000
Santa Cruz Wash - Flood Control CFD	-	-	-	-	-	-
Santa Rosa Wash Master Plan Study	-	-	-	-	-	-
Library Development Fund						
Library - Extension 8,100 Ft	-	150,000	150,000	150,000	150,000	600,000
Library Collection/Equipment	-	5,000	5,000	5,000	5,000	20,000
Main Library Design	-	-	-	-	-	-
Public Safety Development Fund						
Public Safety Admin. Building	-	-	-	150,000	150,000	300,000
Police Vehicles	-	-	25,000	25,000	25,000	75,000
Public Safety Training Center	-	-	-	-	-	-
Cardic Monitoring Equipment	-	-	-	2,000	2,000	4,000
Radio Infrastructure	-	1,000	1,000	1,000	1,000	4,000
Fire Tender Truck	-	12,000	12,000	12,000	12,000	48,000
Fire Brush Truck	-	12,000	12,000	12,000	12,000	48,000

CIP OPERATING IMPACTS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	5-YEAR TOTALS
General Govt. Development Fund						
City Complex	-	-	-	-	-	-
City IT Equipment & Software	-	5,000	5,000	5,000	5,000	20,000
Transportation Development Fund						
Street Sweeper	-	-	8,000	8,000	8,000	24,000
4000 gallon Water Truck	-	2,000	2,000	4,000	4,000	12,000
2.5 Yard Loader	-	-	1,500	1,500	1,500	4,500
Tandem-axle Dump Truck	-	-	1,500	1,500	1,500	4,500
Pothole Machine	-	-	500	500	500	1,500
Brush Clipper & Truck	-	1,500	1,500	1,500	1,500	6,000
6" Water Pump/ Water Truck Filling	-	500	500	500	1,000	2,500
Truck F150	-	-	500	500	1,000	2,000
Backhoe	-	-	-	1,500	1,500	3,000
Variable Message Signs	-	-	500	500	500	1,500
Arrow Boards	-	-	-	500	500	1,000
Striping Machine	-	-	500	500	500	1,500
Forklift	-	-	500	500	500	1,500
Barricade Truck	-	-	-	500	500	1,000
Crew Cab F150	-	-	-	500	500	1,000

CIP OPERATING IMPACTS

	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	5-YEAR TOTALS
Grader	-	-	-	-	-	-
Tractor/ Mower	-	-	-	-	1,500	1,500
Truck F250	-	-	-	500	500	1,000
Light Tower (2)	-	-	-	250	250	500
Small Dump Truck 1-Ton	-	-	-	500	500	1,000
30hp Tractor/ Mower	-	500	500	500	500	2,000
Sign Truck	-	500	500	500	500	2,000
Total Operating Impacts *	**27,000**	**217,000**	**255,500**	**413,750**	**416,250**	**1,329,500**

* These costs represent operating and maintenance expenses per year. These will be paid from General Operating Budget. Maintenance expenses for transportation infrastructure improvements are paid by HURF funds.

Project Title: Transit Match	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:	143,137	143,099	158,051	173,003	187,955	4,613,558	5,418,803
Contingency							-
Total Project Expenditures	**143,137**	**143,099**	**158,051**	**173,003**	**187,955**	**4,613,558**	**5,418,803**
Financing Sources							
General Fund							-
Development Impact Fees							-
Lottery Allocation	143,137	143,099	158,051	173,003	187,955	4,613,558	5,418,803
Total Project Financing	**143,137**	**143,099**	**158,051**	**173,003**	**187,955**	**4,613,558**	**5,418,803**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project uses Lottery allocation for mass transit grant match. Uses vary depending on grant needs.

Funding Sources: Arizona Lottery allocation - Local Transportation Assistance Fund (LTAF)

Operational Impacts: None projected at this time

Project Title: Dust Prevention Program	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:	400,000	300,000	300,000	300,000	300,000	4,500,000	6,100,000
Contingency							-
Total Project Expenditures	**400,000**	**300,000**	**300,000**	**300,000**	**300,000**	**4,500,000**	**6,100,000**
Financing Sources							
General Fund							-
Development Impact Fees							-
County Road Tax	400,000	300,000	300,000	300,000	300,000	4,500,000	6,100,000
Total Project Financing	**400,000**	**300,000**	**300,000**	**300,000**	**300,000**	**4,500,000**	**6,100,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is to provide Asphalt Rock Dust Palative (ARDP) for dust control improvements to reduce dust emissions in the City.

Funding Sources: This project is funded by County Road Tax as a road maintenance program.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Street Maintenance	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:	510,000	600,000	600,000	600,000	600,000	9,000,000	11,910,000
Contingency							-
Total Project Expenditures	**510,000**	**600,000**	**600,000**	**600,000**	**600,000**	**9,000,000**	**11,910,000**
Financing Sources							
General Fund							-
Development Impact Fees							-
County Road Tax	510,000	600,000	600,000	600,000	600,000	900,000	3,810,000
Total Project Financing	**510,000**	**600,000**	**600,000**	**600,000**	**600,000**	**900,000**	**3,810,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

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

Funding Sources: This project is funded by County Road Tax as a road maintenance program.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Honeycutt Road/ Santa Rosa Bridge	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	1,750,000						1,750,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**1,750,000**	-	-	-	-	-	**1,750,000**
Financing Sources							
General Fund							-
Development Impact Fees	1,000,000						1,000,000
County Road Tax	750,000						750,000
Total Project Financing	**1,750,000**	-	-	-	-	-	**1,750,000**
Operating Budget Expenditures							
Utilities, PM, O & M	1,000	1,000	1,000	1,000	1,000	15,000	20,000
Total Operating Expenditures	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**15,000**	**20,000**

Project Description: This project is for the construction of a four lane bridge crossing at Santa Rosa Wash and Honeycutt Road.

Funding Sources: This project has dual funding from Development Impact Fees-Transportation and County Road Tax.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance. Include annual bridge inspection.

CAPITAL PROJECTS

Project Title: Signal@Province/ Smith Enke	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	100,000						100,000
Construction Contracted		250,000					250,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**100,000**	**250,000**	**-**	**-**	**-**	**-**	**350,000**
Financing Sources							
General Fund							-
Development Impact Fees		250,000					250,000
County Road Tax	100,000						100,000
Total Project Financing	**100,000**	**250,000**	**-**	**-**	**-**	**-**	**350,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project is for the design and construction of a traffic signal at Smith Enke Road and Province Road.

Funding Sources: This project has dual funding from the Development Impact Fees - Transportation and County Road Tax.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Signal @ Honeycutt Road/ Maricopa Groves	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	300,000						300,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**300,000**	-	-	-	-	-	**300,000**
Financing Sources							
General Fund							-
Development Impact Fees							-
County Road Tax	300,000						300,000
Total Project Financing	**300,000**	-	-	-	-	-	**300,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for the construction of a traffic signal at Honeycutt Road and Maricopa Groves.

Funding Sources: This project is funded by County Road Tax.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Public Works Maint. Building	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	3,000,000						3,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**3,000,000**	-	-	-	-	-	**3,000,000**
Financing Sources							
General Fund							-
Development Impact Fees	510,000						510,000
County Road Tax	2,490,000						2,490,000
Total Project Financing	**3,000,000**	-	-	-	-	-	**3,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for the construction of the Public Works Maintenance Building. This will include the yard for storage of equipment, area for maintenance of equipment, and fuel facility would be located on site.

Funding Sources: This project has dual funding from the Development Impact Fees - Transportation and County Road Tax.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Pacana Park Expansion	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	200,000						200,000
Construction Contracted	2,000,000						2,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**2,200,000**	**-**	**-**	**-**	**-**	**-**	**2,200,000**
Financing Sources							
General Fund	1,524,400						1,524,400
Development Impact Fees	675,600						675,600
Total Project Financing	**2,200,000**	**-**	**-**	**-**	**-**	**-**	**2,200,000**
Operating Budget Expenditures							
Utilities, PM, O & M	25,000	25,000	25,000	25,000	25,000	375,000	500,000
Total Operating Expenditures	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**375,000**	**500,000**

Project Description: This project is the design and construction of the additional 10 acre parcel adjacent to the existing park. This will include a parking lot with lights, two large sport fields with sports lighting and landscaping.

Funding Sources: This project is dual funded by Development Impact Fees - Parks and General Fund Capital Reserves.

Operational Impacts: General fund operations includes park repair and maintenance.

Project Title: Skate Park Equipment	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings	38,000						38,000
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**38,000**	**-**	**-**	**-**	**-**	**-**	**38,000**
Financing Sources							
General Fund	38,000						38,000
Development Impact Fees							-
Total Project Financing	**38,000**	**-**	**-**	**-**	**-**	**-**	**38,000**
Operating Budget Expenditures							
Utilities, PM, O & M	2,000	2,000	2,000	2,000	2,000	30,000	40,000
Total Operating Expenditures	**2,000**	**2,000**	**2,000**	**2,000**	**2,000**	**30,000**	**40,000**

Project Description: This project is for the purchase of Skate park elements for location adjacent to current library site which will be renovated into Teen Center.

Funding Sources: This project will be funded by General Fund Capital Reserve.

Operational Impacts: General fund operations includes repair and maintenance.

CAPITAL PROJECTS

Project Title: Recreation Center	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep				1,200,000	300,000		1,500,000
Planning & Design						250,000	250,000
Construction Contracted						12,000,000	12,000,000
Construction City Workers							-
Equipment/Furnishings						2,500,000	2,500,000
Technology						225,000	225,000
Communications						175,000	175,000
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**1,200,000**	**300,000**	**15,150,000**	**16,650,000**
Financing Sources							
General Fund				1,200,000	300,000	15,150,000	16,650,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**1,200,000**	**300,000**	**15,150,000**	**16,650,000**
Operating Budget Expenditures							
Utilities, PM, O & M						7,500,000	7,500,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**7,500,000**	**7,500,000**

Project Description: This project includes the land acquisition, construction of a 52,000 sq. ft. indoor recreation center with basketball courts, workout facilities, classrooms. City could realize efficiency by building this along with a pool.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Community Pool	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep			300,000				300,000
Planning & Design						900,000	900,000
Construction Contracted						4,000,000	4,000,000
Construction City Workers							-
Equipment/Furnishings						500,000	500,000
Technology						125,000	125,000
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**300,000**	**-**	**-**	**5,525,000**	**5,825,000**
Financing Sources							
General Fund		-	300,000	-	-	5,525,000	5,825,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**300,000**	**-**	**-**	**5,525,000**	**5,825,000**
Operating Budget Expenditures							
Utilities, PM, O & M						3,750,000	3,750,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**3,750,000**	**3,750,000**

Project Description: This project is for land acquisition, and construction of a Community Pool.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Eagle Shadow Park	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design						125,000	125,000
Construction Contracted						7,000,000	7,000,000
Construction City Workers							-
Equipment/Furnishings						6,000,000	6,000,000
Technology						150,000	150,000
Communications						125,000	125,000
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**13,400,000**	**13,400,000**
Financing Sources							
General Fund						13,400,000	13,400,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**13,400,000**	**13,400,000**
Operating Budget Expenditures							
Utilities, PM, O & M						1,875,000	1,875,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**1,875,000**	**1,875,000**

Project Description: This project is for the construction of Eagle Shadow Park, 33 acre site donated by El Dorado Holdings.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Santa Cruz Wash Flood Control CFD	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:		8,000,000					8,000,000
Contingency							-
Total Project Expenditures	**-**	**8,000,000**	**-**	**-**	**-**	**-**	**8,000,000**
Financing Sources							
General Fund		8,000,000		-	-	-	8,000,000
Development Impact Fees							-
Total Project Financing	**-**	**8,000,000**	**-**	**-**	**-**	**-**	**8,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M	-	-	-	-	-	-	-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project is for the City of Maricopa's portion of the Flood Control Regional Solution. This project constructs a flood control channel.

Funding Sources: This project is not eligible for DIF funding and will be funded from the General Fund Capital Reserve.

Operational Impacts: CFD will provide for repair and maintenance.

CAPITAL PROJECTS

Project Title: Santa Cruz Trail System	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted						13,300,000	13,300,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**13,300,000**	**13,300,000**
Financing Sources							
General Fund						13,300,000	13,300,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**13,300,000**	**13,300,000**
Operating Budget Expenditures							
Utilities, PM, O & M						7,500,000	7,500,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**7,500,000**	**7,500,000**

Project Description: This project provides for the installation of landscape elements for North Santa Cruz Wash.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Santa Cruz Trail System Master Plan	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:		65,000					65,000
Contingency							-
Total Project Expenditures	**-**	**65,000**	**-**	**-**	**-**	**-**	**65,000**
Financing Sources							
General Fund		65,000		-	-		65,000
Development Impact Fees							-
Total Project Financing	**-**	**65,000**	**-**	**-**	**-**	**-**	**65,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project provides for the master plan study to make/transform Santa Rosa Wash into a regional amenity.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: None

CAPITAL PROJECTS

Project Title: Library	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	220,028						220,028
Construction Contracted	2,225,278						2,225,278
Construction City Workers							-
Equipment/Furnishings	280,035						280,035
Technology	80,010						80,010
Communications							-
Other: Book Collection	240,000						240,000
Contingency							-
Total Project Expenditures	**3,045,351**	**-**	**-**	**-**	**-**	**-**	**3,045,351**
Financing Sources							
General Fund				-	-		-
Development Impact Fees	3,045,351						3,045,351
Total Project Financing	**3,045,351**	**-**	**-**	**-**	**-**	**-**	**3,045,351**
Operating Budget Expenditures							
Utilities, PM, O & M	155,000	155,000	155,000	155,000	155,000	2,325,000	3,100,000
Total Operating Expenditures	**155,000**	**155,000**	**155,000**	**155,000**	**155,000**	**2,325,000**	**3,100,000**

Project Description: This project provides for an 8,000 sq. ft. library and book collection. Construction is for tenant improvements.

Funding Sources: This is funded by Development Impact Fees - Library.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Main Library	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design					1,313,000	-	1,313,000
Construction Contracted						12,000,000	12,000,000
Construction City Workers							-
Equipment/Furnishings						1,750,000	1,750,000
Technology						1,000,000	1,000,000
Communications						125,000	125,000
Other: Book Collection						500,000	500,000
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**1,313,000**	**15,375,000**	**16,688,000**
Financing Sources							
General Fund					1,313,000	15,375,000	16,688,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**1,313,000**	**15,375,000**	**16,688,000**
Operating Budget Expenditures							
Utilities, PM, O & M						3,750,000	3,750,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**3,750,000**	**3,750,000**

Project Description: This project provides for the construction of a main library and book collection.

Funding Sources: This is funded by Development Impact Fees - Library.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Public Safety Administration Building	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep		500,000					500,000
Planning & Design		1,000,000					1,000,000
Construction Contracted			21,000,000				21,000,000
Construction City Workers							-
Equipment/Furnishings			500,000				500,000
Technology			1,000,000				1,000,000
Communications			1,500,000				1,500,000
Other:							-
Contingency							-
Total Project Expenditures	**-**	**1,500,000**	**24,000,000**	**-**	**-**	**-**	**25,500,000**
Financing Sources							
General Fund							-
Development Impact Fees	-	1,500,000	24,000,000	-	-	-	25,500,000
Total Project Financing	**-**	**1,500,000**	**24,000,000**	**-**	**-**	**-**	**25,500,000**
Operating Budget Expenditures							
Utilities, PM, O & M		150,000	150,000	150,000	150,000	2,250,000	2,850,000
Total Operating Expenditures	**-**	**150,000**	**150,000**	**150,000**	**150,000**	**2,250,000**	**2,850,000**

Project Description: This project is for a 60,000 sq. ft. building on City Complex site. This project includes design and construction.

Funding Sources: Development Impact Fee - Public Safety and General Fund Capital Reserve

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Police Vehicles	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:	-	295,000	360,000	245,000	280,000	1,750,000	2,930,000
Contingency							-
Total Project Expenditures	**-**	**295,000**	**360,000**	**245,000**	**280,000**	**1,750,000**	**2,930,000**
Financing Sources							
General Fund		-		-	-	-	-
Development Impact Fees	-	295,000	360,000	245,000	280,000	1,750,000	2,930,000
Total Project Financing	**-**	**295,000**	**360,000**	**245,000**	**280,000**	**1,750,000**	**2,930,000**
Operating Budget Expenditures							
Utilities, PM, O & M			25,000	25,000	25,000	375,000	450,000
Total Operating Expenditures	**-**	**-**	**25,000**	**25,000**	**25,000**	**375,000**	**450,000**

Project Description: This project is for the replacement of police fleet vehicles.

Funding Sources: Development Impact Fee - Public Safety and General Fund Capital Reserve

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Fire Station #572	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep						408,000	408,000
Planning & Design							-
Construction Contracted						3,700,000	3,700,000
Construction City Workers							-
Equipment/Furnishings						100,000	100,000
Technology						200,000	200,000
Communications						200,000	200,000
Other:							-
Contingency							-
Total Project Expenditures	-	-	-	-	-	**4,608,000**	**4,608,000**
Financing Sources							
General Fund						4,608,000	4,608,000
Development Impact Fees							-
Total Project Financing	-	-	-	-	-	**4,608,000**	**4,608,000**
Operating Budget Expenditures							
Utilities, PM, O & M						2,250,000	2,250,000
Total Operating Expenditures	-	-	-	-	-	**2,250,000**	**2,250,000**

Project Description: This project includes land, design and construction of Fire Station #572 at Hartman and Bowlin.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Fire Station #573	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep	600,000						600,000
Planning & Design						100,000	100,000
Construction Contracted						3,800,000	3,800,000
Construction City Workers							-
Equipment/Furnishings						100,000	100,000
Technology						200,000	200,000
Communications						200,000	200,000
Other:							-
Contingency							-
Total Project Expenditures	**600,000**	**-**	**-**	**-**	**-**	**4,400,000**	**5,000,000**
Financing Sources							
General Fund	600,000					4,400,000	5,000,000
Development Impact Fees							-
Total Project Financing	**600,000**	**-**	**-**	**-**	**-**	**4,400,000**	**5,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M						2,250,000	2,250,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**2,250,000**	**2,250,000**

Project Description: This project includes land, design and construction of Fire Station #573 at unidentified site.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Regional Training Facility Public Safety	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep		3,200,000					3,200,000
Planning & Design				1,460,000			1,460,000
Construction Contracted					8,500,000	8,750,000	17,250,000
Construction City Workers						750,000	750,000
Equipment/Furnishings						250,000	250,000
Technology						250,000	250,000
Communications							-
Other:						-	-
Contingency							-
Total Project Expenditures	**-**	**3,200,000**	**-**	**1,460,000**	**8,500,000**	**10,000,000**	**23,160,000**
Financing Sources							
General Fund		3,200,000	-	1,460,000	8,500,000	10,000,000	23,160,000
Development Impact Fees							-
Total Project Financing	**-**	**3,200,000**	**-**	**1,460,000**	**8,500,000**	**10,000,000**	**23,160,000**
Operating Budget Expenditures							
Utilities, PM, O & M						3,750,000	3,750,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**3,750,000**	**3,750,000**

Project Description: This project is related to Public Safety Regional Training Facility. This is a joint Police and Fire facility and would include classroom space, shooting range, burn tower, skid pad for driver's training, ventilation, forcible entry and other training props.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: MCT updates	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:						100,000	100,000
Contingency							-
Total Project Expenditures	-	-	-	-	-	**100,000**	**100,000**
Financing Sources							
General Fund						100,000	100,000
Development Impact Fees							-
Total Project Financing	-	-	-	-	-	**100,000**	**100,000**
Operating Budget Expenditures							
Utilities, PM, O & M						1,650,000	1,650,000
Total Operating Expenditures	-	-	-	-	-	**1,650,000**	**1,650,000**

Project Description: This project is related to Emergency communications between Phoenix Fire and Maricopa Fire Department. This is required under the IGA with Phoenix Fire.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Cardiac Monitoring Equipment	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:			50,000				50,000
Contingency						-	-
Total Project Expenditures	**-**	**-**	**50,000**	**-**	**-**	**-**	**50,000**
Financing Sources							
General Fund			50,000				50,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**50,000**	**-**	**-**	**-**	**50,000**
Operating Budget Expenditures							
Utilities, PM, O & M				5,000	5,000	75,000	85,000
Total Operating Expenditures	**-**	**-**	**-**	**5,000**	**5,000**	**75,000**	**85,000**

Project Description: This project is the replacement of older equipment with new updated equipment. Allows for Life Pak 12 monitor to become training tool. Allows for one spare monitor to be put into service if we have a monitor failure.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Radio Infrastructure	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications	250,000	50,000	2,100,000				2,400,000
Other:							-
Contingency							-
Total Project Expenditures	**250,000**	**50,000**	**2,100,000**	**-**	**-**	**-**	**2,400,000**
Financing Sources							
General Fund	250,000	50,000	2,100,000				2,400,000
Development Impact Fees							-
Total Project Financing	**250,000**	**50,000**	**2,100,000**	**-**	**-**	**-**	**2,400,000**
Operating Budget Expenditures							
Utilities, PM, O & M	1,000	1,000	1,000	1,000	1,000	15,000	20,000
Total Operating Expenditures	**1,000**	**1,000**	**1,000**	**1,000**	**1,000**	**15,000**	**20,000**

Project Description: This project represents the conversion from VHF to 800hz Radio system. This is required under the IGA with Phoenix Fire.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Fire Brush Truck	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings	250,000						250,000
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Financing Sources							
General Fund	250,000						250,000
Development Impact Fees							-
Total Project Financing	**250,000**	**-**	**-**	**-**	**-**	**-**	**250,000**
Operating Budget Expenditures							
Utilities, PM, O & M		12,000	12,000	12,000	12,000	180,000	228,000
Total Operating Expenditures	**-**	**12,000**	**12,000**	**12,000**	**12,000**	**180,000**	**228,000**

Project Description: This project is for the purchase of a Fire Brush Truck. This is a carry forward project from FY08 since the purchase requires over a year to receive said vehicle.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Fire Tender Truck	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings	300,000						300,000
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**
Financing Sources							
General Fund	300,000						300,000
Development Impact Fees							-
Total Project Financing	**300,000**	**-**	**-**	**-**	**-**	**-**	**300,000**
Operating Budget Expenditures							
Utilities, PM, O & M		12,000	12,000	12,000	12,000	180,000	228,000
Total Operating Expenditures	**-**	**12,000**	**12,000**	**12,000**	**12,000**	**180,000**	**228,000**

Project Description: This project is for the purchase of a Fire Tender Truck. This is a carry forward project from FY08 since the purchase requires over a year to receive said vehicle.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Electronic Reporting System	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology						206,000	206,000
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**206,000**	**206,000**
Financing Sources							
General Fund						206,000	206,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**206,000**	**206,000**
Operating Budget Expenditures							
Utilities, PM, O & M						22,500	22,500
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**22,500**	**22,500**

Project Description: This project is intended to assist emergency personnel with data recall in the field to help personnel make informed command decisions, and to clearly communicate with state and federal officials, to ensure the safety of the public.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Ladder Truck	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:						1,300,000	1,300,000
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**1,300,000**	**1,300,000**
Financing Sources							
General Fund						1,300,000	1,300,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**1,300,000**	**1,300,000**
Operating Budget Expenditures							
Utilities, PM, O & M						375,000	375,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**375,000**	**375,000**

Project Description: The Fire Department requires a ladder truck in order to provide adequate emergency response to City and its citizens. The City currently owns one ladder truck and it, like all ladder trucks, is out-of-service for repairs and maintenance for up to a total of four months per year for maintenance and repairs. This apparatus is a reserve equipment.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: Haz-Mat/Special OPS Response Team	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:						1,400,000	1,400,000
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**1,400,000**	**1,400,000**
Financing Sources							
General Fund						1,400,000	1,400,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**1,400,000**	**1,400,000**
Operating Budget Expenditures							
Utilities, PM, O & M						375,000	375,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**375,000**	**375,000**

Project Description: This project is essential to meet the City's goal of providing emergency response and providing adequate public safety services. It will help to ensure that the City has the assets that are required to provide an adequate emergency response. The City has several high risk occupancies, arterial and collector roads in floor prone areas, and hazardous materials transportation corridors. This project will help in the event of a haz-mat emergency.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Fire Apparatus Replacement	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:						1,285,000	1,285,000
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**1,285,000**	**1,285,000**
Financing Sources							
General Fund							-
Development Impact Fees						1,285,000	1,285,000
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**1,285,000**	**1,285,000**
Operating Budget Expenditures							
Utilities, PM, O & M						180,000	180,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**180,000**	**180,000**

Project Description: This project will help the City maintain safe and effective emergency response capabilities in a cost-effective manner by replacing aging fire apparatus before maintenance costs and out-of -service times have significant impact on the Fire Department's ability to provide adequate response capabilities.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

Project Title: Fire Prevention Vehicle	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:						35,000	35,000
Contingency							-
Total Project Expenditures	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**
Financing Sources							
General Fund						35,000	35,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**-**	**-**	**-**	**35,000**	**35,000**
Operating Budget Expenditures							
Utilities, PM, O & M						30,000	30,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**30,000**	**30,000**

Project Description: This project will help to meet the City's goal of providing adequate public safety services.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: City Hall Complex	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep	6,000,000						6,000,000
Planning & Design		600,000		500,000			1,100,000
Construction Contracted					5,600,000	9,000,000	14,600,000
Construction City Workers							-
Equipment/Furnishings						500,000	500,000
Technology						1,000,000	1,000,000
Communications						500,000	500,000
Other:						-	-
Contingency						-	-
Total Project Expenditures	**6,000,000**	**600,000**	**-**	**500,000**	**5,600,000**	**11,000,000**	**23,700,000**
Financing Sources							
General Fund		-		-	-	-	-
Development Impact Fees	6,000,000	600,000		500,000	5,600,000	11,000,000	23,700,000
Total Project Financing	**6,000,000**	**600,000**	**-**	**500,000**	**5,600,000**	**11,000,000**	**23,700,000**
Operating Budget Expenditures							
Utilities, PM, O & M						3,000,000	3,000,000
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**3,000,000**	**3,000,000**

Project Description: This project is for a 40,000 sq. ft. building and land for City Complex site. This project includes land, design and construction of City Complex.

Funding Sources: Development Impact Fee - General Government and General Fund Capital Reserve

Operational Impacts: General fund operations includes utility costs, repair and maintenance.

CAPITAL PROJECTS

Project Title: IT Servers, Telco, Expansion	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology	133,404	434,000	434,000	434,000	434,000	3,038,000	4,907,404
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**133,404**	**434,000**	**434,000**	**434,000**	**434,000**	**3,038,000**	**4,907,404**
Financing Sources							
General Fund	133,404	434,000	434,000	434,000	434,000	3,038,000	4,907,404
Development Impact Fees							-
Total Project Financing	**133,404**	**434,000**	**434,000**	**434,000**	**434,000**	**3,038,000**	**4,907,404**
Operating Budget Expenditures							
Utilities, PM, O & M	-	5,000	5,000	5,000	5,000	75,000	95,000
Total Operating Expenditures	**-**	**5,000**	**5,000**	**5,000**	**5,000**	**75,000**	**95,000**

Project Description: Future expansion of IT Servers, Telco, and other IT needs for future growth of the City

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: General fund operations includes new license fees and maintenance costs.

CAPITAL PROJECTS

Project Title: Econ. Development Projects	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:	1,000,000						1,000,000
Contingency							-
Total Project Expenditures	**1,000,000**	-	-	-	-	-	**1,000,000**
Financing Sources							
General Fund	1,000,000						1,000,000
Development Impact Fees							-
Total Project Financing	**1,000,000**	-	-	-	-	-	**1,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project represents various Economic Development projects in the City which will create Economic growth within the City, A large portion of this funding is for the Down Town Redevelopment District as well as grant match funding.

Funding Sources: This is not included in current DIF and will need to be funded from the General Fund Capital Reserve.

Operational Impacts: None identified at this time.

Project Title: MCG highway interim improvements	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep				2,500,000	2,000,000	4,500,000	9,000,000
Planning & Design							-
Construction Contracted	3,500,000						3,500,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:			2,000,000	1,300,000			3,300,000
Contingency							-
Total Project Expenditures	**3,500,000**	**-**	**2,000,000**	**3,800,000**	**2,000,000**	**4,500,000**	**15,800,000**
Financing Sources							
General Fund							-
Development Impact Fees	3,500,000		2,000,000	3,800,000	2,000,000	4,500,000	15,800,000
Total Project Financing	**3,500,000**	**-**	**2,000,000**	**3,800,000**	**2,000,000**	**4,500,000**	**15,800,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This is a series of projects that will ultimately expand the existing two land road into a four lane divided expressway with access control. During the next five years, FY09 to FY13 the following work will be completed. This design document is needed to determine the ultimate road alignment, utility conflicts and needed right of way. This should result in construction documents to about the 30% stage and will be used to purchase right of way for the ultimate road. Some money is programmed to allow for the purchase of land and since the project will take over 15 years to compete, $3.5 million is provided for needed major maintenance work. This work will include some intersection improvements and pavement repairs.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Honeycutt Road Improvements - SR347 to CG Highway	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep	1,000,000						1,000,000
Planning & Design	1,000,000						1,000,000
Construction Contracted		4,000,000					4,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other: DCR	500,000						500,000
Contingency							-
Total Project Expenditures	**2,500,000**	**4,000,000**	-	-	-	-	**6,500,000**
Financing Sources							
General Fund							-
Development Impact Fees	2,000,000	4,000,000					6,000,000
Total Project Financing	**2,000,000**	**4,000,000**	-	-	-	-	**6,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: Honeycutt Road Improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from SR347 to the Maricopa/Casa Grande Highway. The first priority project will turn Maricopa/Casa Grande Highway into Honeycutt just west of the Senita 1 subdivision and provide a minimum of four travel lanes from Senita to SR347. This project may include signalization in two areas.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Honeycutt Road improvements 7 Ranches (South)	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep	1,000,000						1,000,000
Planning & Design	500,000						500,000
Construction Contracted		2,500,000					2,500,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**1,500,000**	**2,500,000**	**-**	**-**	**-**	**-**	**4,000,000**
Financing Sources							
General Fund							-
Development Impact Fees	1,500,000	2,500,000					4,000,000
Total Project Financing	**1,500,000**	**2,500,000**	**-**	**-**	**-**	**-**	**4,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: Honeycutt Road Improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from Porter Road to White/Parker.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Honeycutt Road Improvements Santa Cruz Bridge	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design		1,000,000					1,000,000
Construction Contracted			3,000,000				3,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**1,000,000**	**3,000,000**	**-**	**-**	**-**	**4,000,000**
Financing Sources							
General Fund							-
Development Impact Fees		1,000,000	3,000,000				4,000,000
Total Project Financing	**-**	**1,000,000**	**3,000,000**	**-**	**-**	**-**	**4,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: Honeycutt Road Improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from SR347 to Hartman Road, including the second half of the Santa Cruz Bridge.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Honeycutt Road Improvements White/ Parker to Santa Cruz	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design		500,000					500,000
Construction Contracted			2,000,000				2,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**500,000**	**2,000,000**	**-**	**-**	**-**	**2,500,000**
Financing Sources							
General Fund							-
Development Impact Fees		500,000	2,000,000				2,500,000
Total Project Financing	**-**	**500,000**	**2,000,000**	**-**	**-**	**-**	**2,500,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: Honeycutt Road Improvement projects will provide for a minimum of four travel lanes on Honeycutt Road from SR347 to Hartman Road. This project will improve Honeycutt Roads from White/Parker to the Santa Cruz Bridge.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Hartman Road	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	500,000						500,000
Construction Contracted				2,000,000			2,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**500,000**	**-**	**-**	**2,000,000**	**-**	**-**	**2,500,000**
Financing Sources							
General Fund							-
Development Impact Fees	500,000			2,000,000			2,500,000
Total Project Financing	**500,000**	**-**	**-**	**2,000,000**	**-**	**-**	**2,500,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: Hartman Road to CG Hwy to Bowlin - this project is pave two travel 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.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: White/Parker at 7 Ranches	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	500,000	500,000					1,000,000
Construction Contracted				2,000,000			2,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**500,000**	**500,000**	**-**	**2,000,000**	**-**	**-**	**3,000,000**
Financing Sources							
General Fund							-
Development Impact Fees	500,000	500,000		2,000,000			3,000,000
Total Project Financing	**500,000**	**500,000**	**-**	**2,000,000**	**-**	**-**	**3,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: White/Parker @7 Ranches This project will provide four travel lanes through the Seven Ranches area. The project will be needed to handle traffic traveling on White & Parker as an alternative to SR347. Right -of-way will need to be purchased from some property owners.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Farrell Road - Porter to Palo Brea (2 lanes)	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design		500,000					500,000
Construction Contracted			2,500,000				2,500,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**500,000**	**2,500,000**	**-**	**-**	**-**	**3,000,000**
Financing Sources							
General Fund							-
Development Impact Fees		500,000	2,500,000				3,000,000
Total Project Financing	**-**	**500,000**	**2,500,000**	**-**	**-**	**-**	**3,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project will construct two travel lanes on Farrell Road from Porter Road west to the existing pavement east of the Palo Brea subdivision. This project is necessary to provide a paved alternative to SR347.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Smith Enke/ Porter Road	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep	300,000						300,000
Planning & Design							-
Construction Contracted		500,000					500,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**300,000**	**500,000**	**-**	**-**	**-**	**-**	**800,000**
Financing Sources							
General Fund							-
Development Impact Fees	300,000	500,000					800,000
Total Project Financing	**300,000**	**500,000**	**-**	**-**	**-**	**-**	**800,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project includes intersection improvements at the intersection of Smith Enke Road and Porter Road.

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: SR347 Bypass	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep						2,500,000	2,500,000
Planning & Design							-
Construction Contracted						40,000,000	40,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other: DCR and Corridor Study						1,500,000	1,500,000
Contingency							-
Total Project Expenditures	-	-	-	-	-	**44,000,000**	**44,000,000**
Financing Sources							
General Fund						44,000,000	44,000,000
Development Impact Fees							-
Total Project Financing	-	-	-	-	-	**44,000,000**	**44,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: ADOT does not feel that SR347 as it currently exists, operates as a State highway. Essentially is functions as an Urban Street. Staff has agreed to work with ADOT on a long-term high capacity solution. An alignment will be analyzed as part of our 2008 Regional Transportation Plan.

Funding Sources: This is dual funded with Development Impact Fee - Transportation and General Fund Capital Reserves.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Signal @ Porter Road & Smith Enke	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	100,000						100,000
Construction Contracted		400,000					400,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**100,000**	**400,000**	**-**	**-**	**-**	**-**	**500,000**
Financing Sources							
General Fund		400,000					400,000
Development Impact Fees	100,000						100,000
Total Project Financing	**100,000**	**400,000**	**-**	**-**	**-**	**-**	**500,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project is for traffic signal improvements at Porter Road & Smith Enke.

Funding Sources: This is dual funded with Development Impact Fee - Transportation and General Fund Capital Reserve.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Signal @ Porter Road & Honeycutt Road	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	400,000						400,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**400,000**	-	-	-	-	-	**400,000**
Financing Sources							
General Fund							-
Development Impact Fees	400,000						400,000
Total Project Financing	**400,000**	-	-	-	-	-	**400,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for the construction of traffic signal improvements at Honeycutt and Porter Roads

Funding Sources: This is funded with Development Impact Fee - Transportation

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Signal @Smith Enke & Villages	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	300,000						300,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**300,000**	-	-	-	-	-	**300,000**
Financing Sources							
General Fund	300,000						300,000
Development Impact Fees							-
Total Project Financing	**300,000**	-	-	-	-	-	**300,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for traffic signal improvements at Smith Enke Road and entrance to Villages @ Rancho El Dorado

Funding Sources: This is funded with General Fund Capital Reserve.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Master Drainage Study	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design	500,000						500,000
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**500,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
Financing Sources							
General Fund	500,000						500,000
Development Impact Fees							-
Total Project Financing	**500,000**	**-**	**-**	**-**	**-**	**-**	**500,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for a City wide Master Drainage study.

Funding Sources: This is funded with General Fund Capital Reserve.

Operational Impacts: None

Project Title: PW Fleet Maint. Shop/ Fuel Facility	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**500,000**	**500,000**	**250,000**	**250,000**	**250,000**	**250,000**	**2,000,000**
Financing Sources							
General Fund	500,000	500,000	250,000	250,000	250,000	250,000	2,000,000
Development Impact Fees							-
Total Project Financing	**500,000**	**500,000**	**250,000**	**250,000**	**250,000**	**250,000**	**2,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for funding of a City Wide vehicle maintenance shop and fueling facility.

Funding Sources: This is funded with General Fund Capital Reserve.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: MCG Highway Structures	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted						110,000,000	110,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	-	-	-	-	-	**110,000,000**	**110,000,000**
Financing Sources							
General Fund							-
Development Impact Fees						110,000,000	110,000,000
Total Project Financing	-	-	-	-	-	**110,000,000**	**110,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project is for several grade separations over the next 20 years, at the following locations: Loma, White/Parker, Hartman, and Anderson. None are planned for the next five years.

Funding Sources: This is funded with General Fund Capital Reserve.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Tortosa Improvements	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted			1,000,000	2,500,000	2,000,000		5,500,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**-**	**-**	**1,000,000**	**2,500,000**	**2,000,000**	**-**	**5,500,000**
Financing Sources							
General Fund			1,000,000	2,500,000	2,000,000		5,500,000
Development Impact Fees							-
Total Project Financing	**-**	**-**	**1,000,000**	**2,500,000**	**2,000,000**	**-**	**5,500,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Project Description: This project is funding street improvement for Murphy, Hartman and Bowlin Roads at Tortosa and one traffic signal at Hartman & Honeycutt Road.

Funding Sources: This is funded with General Fund Capital Reserve.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: MCG Highway Project	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted						121,000,000	121,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	-	-	-	-	-	**121,000,000**	**121,000,000**
Financing Sources							
General Fund							-
Development Impact Fees						121,000,000	121,000,000
Total Project Financing	-	-	-	-	-	**121,000,000**	**121,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: MCG highway road improvements as defined by the MCG Corridor study a number of phased improvements to enhance mobility and safety along the existing corridor. This represents Maricopa's share in the planned improvements to the Maricopa Casa Grande Highway.

Funding Sources: This is dual funded with Development Impact Fee - Transportation and General Fund Capital Reserves.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CAPITAL PROJECTS

Project Title: Bridge Improvements	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted						27,000,000	27,000,000
Construction City Workers							-
Equipment/Furnishings							-
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	-	-	-	-	-	**27,000,000**	**27,000,000**
Financing Sources							
General Fund							-
Development Impact Fees						27,000,000	27,000,000
Total Project Financing	-	-	-	-	-	**27,000,000**	**27,000,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

Project Description: This project represents nine bridge improvement within the City; Porter Road/Santa Rosa, White/Parker/Santa Rosa, Pater & Nall/Santa Rosa, Farrell Road/Santa Rosa, Steen Road/Santa Rosa, Farrell Road/Santa Cruz, Bowlin Road/Santa Cruz, Smith-Enke/Santa Cruz, Hillard Road/Santa Cruz

Funding Sources: This is dual funded with Development Impact Fee - Transportation and General Fund Capital Reserves.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

Project Title: Public Work Equipment	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014-28	Project Totals
Project Spending by Category							
Land & Land Prep							-
Planning & Design							-
Construction Contracted							-
Construction City Workers							-
Equipment/Furnishings	425,000	630,000	543,000	505,000	325,000	485,000	2,913,000
Technology							-
Communications							-
Other:							-
Contingency							-
Total Project Expenditures	**425,000**	**630,000**	**543,000**	**505,000**	**325,000**	**485,000**	**2,913,000**
Financing Sources							
General Fund							-
Development Impact Fees	425,000	630,000	543,000	505,000	325,000	485,000	2,913,000
Total Project Financing	**425,000**	**630,000**	**543,000**	**505,000**	**325,000**	**485,000**	**2,913,000**
Operating Budget Expenditures							
Utilities, PM, O & M							-
Total Operating Expenditures	-	-	-	-	-	-	-

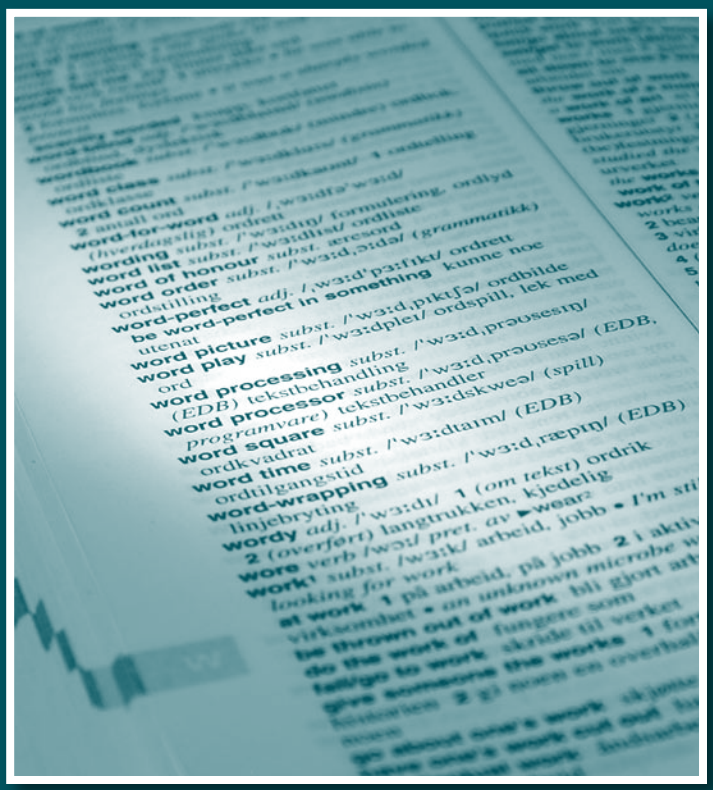
Project Description: This project funds various equipment needs for the purpose of road maintenance of City wide street systems. This includes replacement vehicles and specialty vehicles all used for road maintenance.

Funding Sources: This is dual funded with Development Impact Fee - Transportation and General Fund Capital Reserves.

Operational Impacts: HURF (Streets) funding provides operations funding for all road maintenance.

CITY OF MARICOPA

PROUD HISTORY • PROSPEROUS FUTURE



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 2009 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.

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 $1,000 or more, have a useful life of more than one year, and add to the capital assets or infrastructure of the City.

Capital Improvements - 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 or sewer or sanitation, are financed and operated similarly to those of a private business. The rate schedules for those services are established to ensure that user revenues are adequate to meet necessary expenditures.

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

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

Fees - Fees are charges for specific services.

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

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

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

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

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

Fund Summary - A fund summary, as reflected in the budget document, is a combined statement of revenues, expenditures, and changes in fund balance for the prior years 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.

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.

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.

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 operation 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, 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.

Primary Property Tax – all ad valorem taxes except for secondary property taxes.

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.

CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE

45145 W. Madison Ave.
P.O. Box 610
Maricopa, AZ 85239
www.maricopa-az.gov