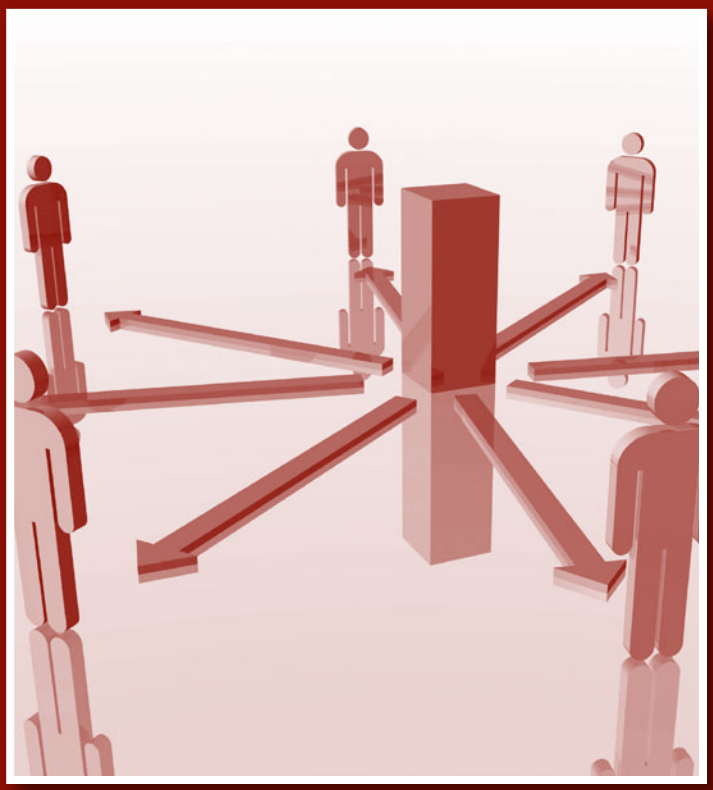
CITY OF
MARICOPA
PROUD HISTORY • PROSPEROUS FUTURE



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

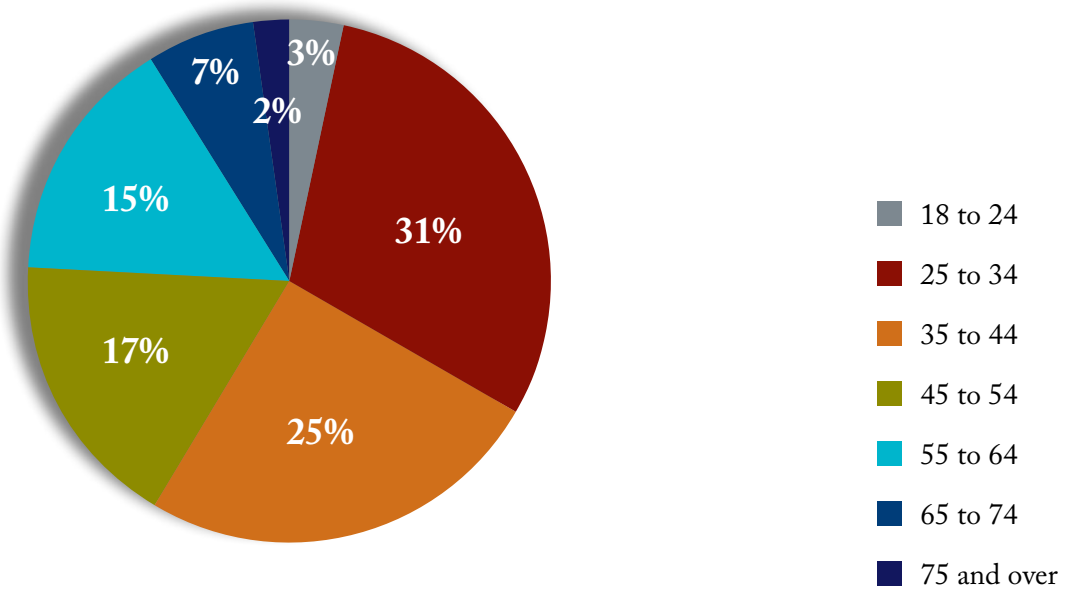
- To assess the skills and demographic characteristics of the local workforce.
- More effective marketing to prospective and regionally expanding employers to add more local jobs.
- Results were compared to previous Maricopa data, metro area data, and a 2007 County-wide labor study.

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.

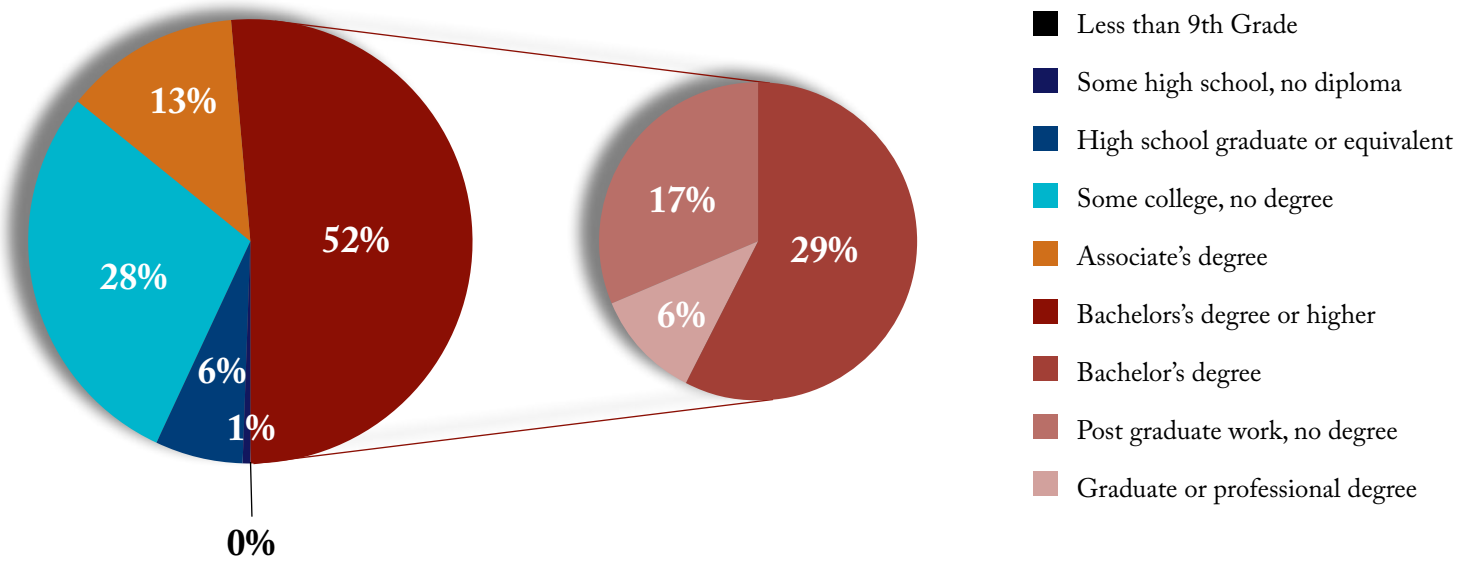
Age Distribution

- **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.



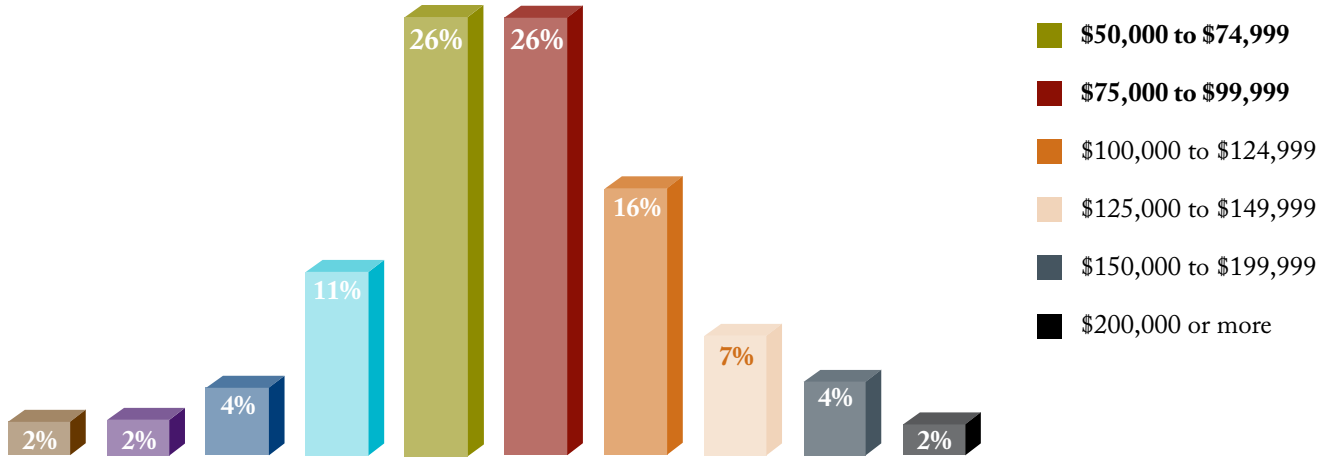
Educational Attainment

- **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

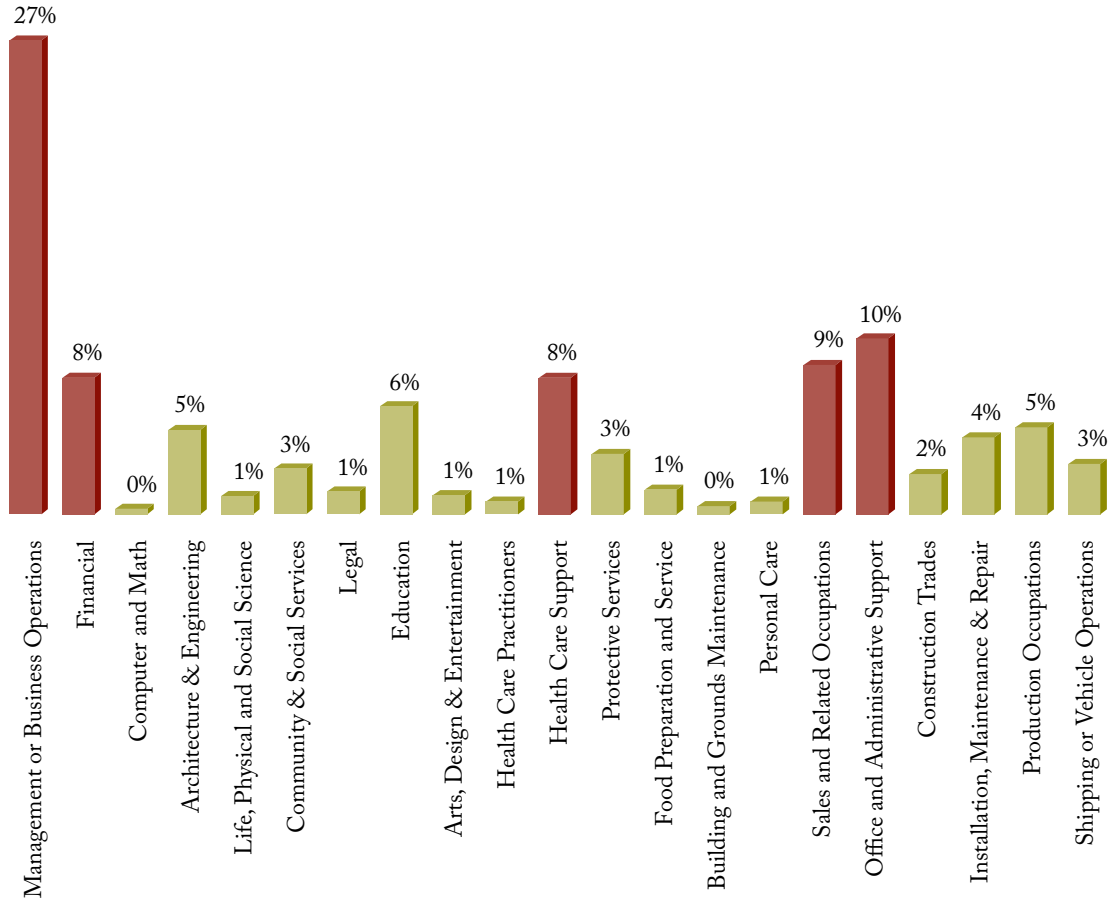
Length of Residence

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

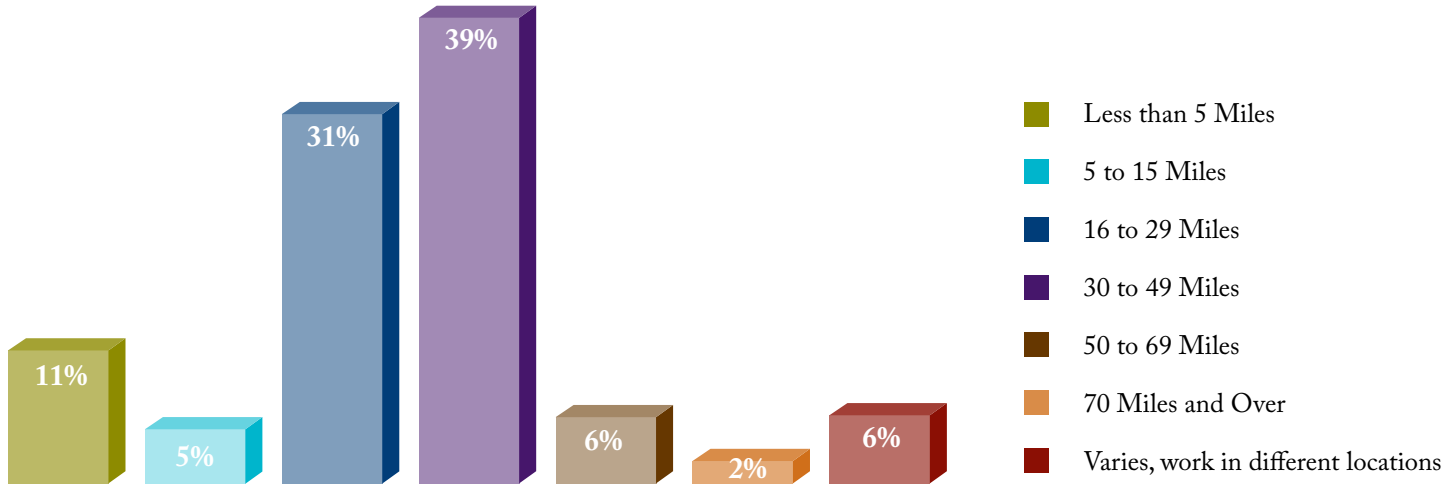


Salary Trends

- **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%
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%

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%