CITY OF MARICOPA®

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# OVERCOMING OBSTACLES

## 2017-2018 ANNUAL BUDGET BOOK

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CITY OF MARICOPA

ARIZONA

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# Introduction

## CONNECTING THE BUDGET TO THE CITY COUNCIL STRATEGIC PLAN

### *Strategic Plan*

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

- Well Planned Quality Growth and Development: Maricopa will offer a carefully planned and well-designed community utilizing Smart Cities initiatives. The City will be amenity driven, with balanced development, well planned transportation and will foster environmental stewardship.
- Economic Development: Maricopa will continue to be an economically prosperous, dynamic and sustainable community offering government structure that is welcoming and supportive of business and employment growth.
- Community Resource and Quality of Life Amenities: Maricopa will maintain a community where its residents can gain a true hometown feel; where citizens can work and play together and share experiences unique to the City.
- Safe and Livable Community: Maricopa will provide a safe and livable community in which citizen involvement supports and upholds the value of being safe and secure in one's own community.
- Community Pride, Spirit, and Relationship: Maricopa will work to highlight and enhance its amenities as a City to promote a positive and professional image, and foster regional relationships.
- Fiscal Policies and Management: Maricopa will carefully maintain fiscal policies designed to maintain integrity, ensure fiscal stability, provide long-term sustainability, and guide the development and the administration of operating and capital budgets and debt administration.

## Mayor Christian Price

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

Mayor Price is an advocate of networking – meeting new people and establishing relationships with citizens, stakeholders, regional partners, members of neighboring cities, and other government officials. He strongly believes that good working relationships with these groups and individuals will help Maricopa become a strong well-rounded regional player and directly influence the quality of life of the citizens through an enhanced economic development climate.

For more than 13 years, Mayor Price has been an entrepreneur and small business owner. He is the managing partner of Pantheon Investments, LLC/NPC, a financial advisory firm. A graduate of Northern Arizona University, he holds a Bachelor of the Arts degree in English literature.

Mayor Price has also had the privilege of working as a legislative analyst for the Arizona State House of Representatives and has first-hand knowledge of legislative processes and procedures. His family hails from northwest Tucson and he is an Eagle Scout who is fluent in Spanish. As a member of the Maricopa City Council, Mayor Price has a strong desire to work closely with fellow Council members and City staff to find the most economic and efficient solutions to help Maricopa grow and prosper.

Council term: 2016-2020

## Vice Mayor Marvin L. Brown

Vice Mayor Marvin L. Brown and his wife Helen joined the Maricopa community in June 2006. Vice Mayor Brown was selected as one of the original members of the City's Merit Board, a position he stepped down from when elected to the City Council in May 2008. As the council representative to the Industrial Development Authority Board, the Pinal County Augmentation Authority, and the liaison to the Gila River and Ak-Chin Indian Communities, Vice Mayor Brown demonstrates a strong commitment to regional relationships and economic development.

Vice Mayor Brown most recently lived in Detroit, Michigan, where he held many leadership positions such as: Chairman of the Board for the Detroit Non-Profit Housing Corporation, Michigan Unemployment Agency and Lafayette Park Kiwanis Club; President of the Board for the Travelers Aide Society of Detroit; Executive Director of Urban Investments for Coman Corporation; and a board member for the Bank of Lansing.

In addition to his education in advanced urban studies at the University of Wisconsin, Vice Mayor 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: 2016-2020

# Councilmember Henry M. Wade Jr.

Councilmember Henry M. Wade Jr. is the co-founder and Past-President of the Arizona Association of Real Estate Brokers and former board member of the National Association of Real Estate Brokers (NAREB). He served as Chair of NAREB National Political Action Committee. Councilmember Wade is the previous chair of the Pinal County Democratic Party and has served on the Pinal County and Arizona Democratic Party Executive Committees.

Councilmember Wade is a graduate of the first Maricopa Citizen Leadership Academy and spent four years on the Maricopa City Planning and Zoning Commission with one year as Vice-Chair. Until his election, he served as a member of the Maricopa Police Chief's Citizen's Advisory Committee. Councilmember Wade has also been called upon to participate in numerous community studies, task force and stakeholder review opportunities.

With 30 years of real estate experience in the Valley of the Sun, Councilmember Wade brings a wealth of hands on experience to the Council. He began his real estate career selling homes part-time while stationed at Luke AFB. Upon his retirement from the Air Force in 1993, he opened Sabry, Inc. Real Estate Appraisals and then added Northstar Homes as part of his bundle of services. He is also a Certified Housing Counselor, specializing in loss mitigation and foreclosure prevention. He is currently the Director of Commercial and Single Family Residential Property Management for Tiempo, Inc., a subsidiary of Chicanos Por La Causa. One only has to spend five minutes with him to feel his passion for the community he serves. Community service has been a part of Councilmember Wade's life since he was 9 years old.

As part of his military career, Councilmember Wade has lived in numerous communities throughout the world where he has been actively involved in community development and support. Locally, he was awarded the "Unsung Hero of the Year Award" from former Arizona State Senator Leah Landrum. He is the father of three sons and two grandsons; Councilmember Wade enjoys working with children and traveling.

Councilmember Henry's personal motto is, "If you want to be taken seriously, you must be serious".

Council term 2014-2018

# Councilwoman Julia R. Gusse

Since first taking office in 2010, Councilwoman Gusse has worked tirelessly to build a Maricopa that works for every community member – young and old. Transforming a bedroom community into a home town that people want to settle into, play and live a good life is her priority as a councilmember. Supporting local businesses, making sensible decisions that affect the people, investing in a sustainable community and boosting economic development is her leadership model to create an economy built to last.

Councilwoman Julia Gusse is a first generation American, Air Force Veteran and military veteran advocate. Councilwoman Gusse is also a former city employee that served the Planning Department prior to running for office. While serving on the City Council she served as a board member of the National League of Cities, Women in Municipal Government and the Hispanic Elected Local Officials Board. She established the Maricopa Let's Move program, Operation Welcome Home and the Maricopa Veterans Town Hall. She holds a BA, an MA and is pursuing a PhD. She and her husband of 27 years are proud parents of an ASU graduate, an ASU student and a Maricopa High Schooler. She is currently a program coordinator at Arizona State University and a licensed Realtor with The Maricopa Real Estate Company.

"I was taught to remember and honor our elders/past generations while working to help build our next generation for what the future holds" - Proud History, Prosperous Future

Council term 2016-2020

# Councilmember Nancy Smith

Councilmember Nancy Smith graduated at the top of her class with a degree in Electronic Technology and was immediately hired by Motorola. While working for Motorola, she advanced her education by receiving a degree in Business Management. She has spent the majority of her career in military technology and project management for major government programs. While at Motorola she extended her work experience by specializing in finance and budgeting. The success and talents she acquired at Motorola are transferable to the duties and responsibilities of the Maricopa City Council.

Councilmember Smith moved to Maricopa prior to the city's incorporation. She has continuously served the community since she moved to the community. She is one of the co-founders and a previous board member of the F.O.R Maricopa food bank. She served as Co-Chair of the American Cancer Society – Maricopa Relay for Life. She has a passion for non-profits and enjoys serving at church, in various school committees and many city-wide events. Councilmember Smith participated and graduated from the first Maricopa Citizen Leadership Academy and is currently a member of the Maricopa Advocate Program.

She is the proud mother of two children and a trusted mentor to a large extended family. Her husband and family spend their free time playing sports and watching their favorite sports team compete. Although Arizona is not her birth state, she thoroughly loves living in Arizona and feels like a native.

As one of the Councilmembers for the City of Maricopa, Councilmember Smith is focused on an agenda that builds a strong and sustainable economy that moves Maricopa from a bedroom community to a place we live, play and work.

Council term 2016-2020

# Councilmember Peggy Chapados

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

Councilmember Chapados' career path afforded her countless opportunities to make a positive difference and serve the public. She began in law enforcement, working as a Public Safety Officer at two university campuses in the greater Buffalo area before becoming one of the first female instructors at the Erie County Central Police Services Law Enforcement Training Academy. After that, she became a Special Event Planner, eventually starting an event consulting business. Councilmember Chapados was an original faculty member of a Special Events Management course at a college in Ontario, Canada where she created and taught four of the program's core courses. Her love of teaching led her to write and publish a textbook for the course, which is still being used. She also continued to produce special events for a variety of private, corporate, non-profit and community clients.

Councilmember Chapados' leadership roles include past and present service as both Director and Officer on the inaugural boards for The Villages at Rancho El Dorado HOA, Maricopa Seniors, and the Maricopa Police Foundation. She has also served on the City of Maricopa's former Public Safety Advisory Committee and 2010 U.S. Census Complete Count Committee. Most recently, she served as Chair of the Parks, Recreation and Libraries Advisory Committee. Councilmember Chapados' volunteer activities fuel her desire to be involved, make a positive difference and meet new people. She is a graduate of the first Maricopa Citizens Leadership Academy and was a volunteer with Code Enforcement. Her participation in the Maricopa Historical Society non-profit incorporation committee and the Animal Control and Graffiti Task Forces are just a few examples of her service to the community. She strongly advocates expanding and sharing knowledge to achieve the best results possible. Embracing the words of Sir Francis Bacon and J.K. Rowling, two of her favorite mottos are "Knowledge is power" and "It is not our abilities that show who we truly are, it is our choices."

Council term: 2014-2018

# Councilmember Vincent Manfredi

Councilmember Vincent Manfredi and his family moved from Phoenix and made Maricopa their home in 2010. Upon arriving in Maricopa he saw a community that had such promise and decided to get involved. He started with youth sports, helping the Babe Ruth League with Softball, and is still helping to this day, coaching Maricopa Little League.

He has volunteered his time for many causes in the community like helping many non-profits and collecting food donations for our food bank. He has served on the Maricopa Board of Adjustment and the Zoning Re-Write Task Force which gave us a new zoning code in 2014. Councilmember Manfredi and his family can always be found pitching in to help our city.

Councilmember Manfredi is an advocate for continuing education and works in the Learning and Development field. He understands the need to continually grow and learn new skills to keep pace with an ever-changing workplace. He holds a Bachelor's Degree with a dual major in Business Administration and Social Sciences with an emphasis on Education.

Councilmember Manfredi has faced many challenges in life, but the one constant was his respect and admiration for his parents. Councilmember Manfredi's parents had a huge role in his desire to be self-sufficient and give back to his community when possible. They instilled in him a belief that in order to be successful you had to keep trying - even when less would be accepted and he strives to instill this same belief in his daughters. Frank and Katherine Manfredi taught him the need to do more than others expected and surpass artificial limitations.

Council Term: 2014-2018

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

# *Distinguished Budget Presentation Award*

**PRESENTED TO**

## City of Maricopa

## Arizona

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Maricopa, Arizona for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# COUNCIL STRATEGIC PLAN

## Mission

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

### *Well Planned Quality Growth and Development*

**Objectives and Activities**

1. Land Use
   a. Create, adopt, and implement a General Plan update that, where possible, aligns with the Maricopa 2040 Vision and Strategic Plan
   b. Encourage mixed-use development
   c. Promote and encourage development of large destination commercial centers, as well as small scale shopping centers and convenience shopping/services in close proximity to neighborhoods
   d. Evaluate annexation of land to accommodate the City's projected growth
   e. Encourage development of industrial and business parks to enhance employment opportunities
   f. Identify and develop multiple mixed-use village core areas with commercial and employment centers served by restaurants, retail shopping and cultural opportunities such as art districts and galleries
   g. Ensure land uses are compatible with transportation corridors within the General and Master Plans.
2. Housing Availability and Diversity
   a. Adopt policies to provide desired and attractive amenities to drive quality growth and development
   b. Partner with developers to identify innovative strategies for providing housing diversity for all ages and income levels.
3. Transportation
   a. Provide greater, more efficient mobility through multimodal transportation to and from Maricopa
   b. Create an adequate intra-city road network
   c. Create transportation connectivity with other cities and regions
   d. Create safe and functional pedestrian ways and bicycle routes throughout the City of Maricopa.
4. Water, Wastewater and Utilities
   a. Improve the quality of water and utilities while controlling costs
   b. Ensure the City will be well served by regional utility providers that offer alternative, sustainable energies such as solar and wind energy for residential and commercial use
   c. Establish a municipal solid waste (garbage) and recycling program

d. Establish greater Right-Of-Way (ROW) control over other utilities within the City
e. Environmental Stewardship and Flood Mitigation
f. Improve air quality
g. Encourage renewable energy use and long-term environmental stewardship
h. Expedite removal of Maricopa from the FEMA 100-Year flood plain.

5. Technology Infrastructure and Regional Connectivity
   a. Establish Maricopa as a "Top Tier" Smart City.

## *Economic Development*

### Objectives and Activities

1. Achieve a diverse and sustainable Maricopa economy
2. Cultivate a climate of rich educational opportunities at all levels which support economic growth
3. Provide responsive and high-quality services and process support for businesses at all stages of growth.

## *Community Resource and Quality of Life Amenities*

### Objectives and Activities

1. Parks, Recreation and Leisure
   a. Create and maintain a responsibly connected system of open spaces and recreational opportunities throughout the City
   b. Expand the availability of leisure opportunities
2. Cultural, Historical Worship and Community-Oriented Facilities and Programs.
   a. Encourage the creation and expansion of a wide array of community-oriented services, and the ability of residents to share such services.
3. Libraries
   a. Encourage the creation and expansion of a wide array of community-oriented services, and the ability of residents to share such services.
4. Quality Healthcare Services and Facilities.
   a. Encourage the development of an array of healthcare facilities
   b. Stimulate the expansion of a variety of healthcare services.
5. Cemeteries
   a. Support the availability of burial facilities
   b. Encourage the establishment of mortuary services.

## *Safe and Livable Community*

### Objectives and Activities

1. Maintain a community in which all residents, businesses and visitors are safe
2. Increase meaningful citizen participation in community policing efforts, especially within neighborhoods.

## *Community Pride, Spirit and Relationships*

### Objectives and Activities

1. Community Image and Brand
   a. Foster and sustain community events that maintain our heritage while engaging the citizens of Maricopa.
   b. Develop and maintain programs to preserve the overall aesthetics of Maricopa.
2. Engagement, Volunteerism and Involvement.
   a. Encourage community involvement by developing and maintaining a wide range of opportunities that benefit the citizens of Maricopa.
3. Vital Regional Relationships
   a. Strengthen the City's unique position in proactively establishing mutually beneficial regional relationships.

## *Fiscal Policies and Management*

### Objectives and Activities

1. Adopt a long-term fiscal management plan and accompanying policies to ensure financial resources are available to achieve the City of Maricopa 2040 Vision and Strategic Plan
2. Achieve a more equitable distribution and diversification of tax revenues to the City
3. Aggressively pursue all available funding from grants and other sources
4. Explore options that recapture or reduce the costs of providing municipal services throughout the City.

# BUDGET MESSAGE

## Honorable Mayor, members of the City Council and the Citizens of Maricopa,

We respectfully present to you the Fiscal Year 2018 (FY17-18) Annual Budget. This budget includes all funds of the City of Maricopa and represents months of hard work and difficult decisions by the Mayor and City Council, our employees, and City management.

Maricopa is beginning to feel the effects of a slowly recovering economy, and this budget reflects our efforts to maintain high service levels. Solid financial planning has resulted in matching planned expenditures to anticipated revenues. Sales tax revenue has increased over the past several years, and the sales tax base has increased the City's ability to provide quality services to citizens. Continued stronger economic conditions, coupled with anticipated expenditure increases, are the primary drivers behind the FY17-18 budget. During this time of slow growth, the City is working not only to balance the budget but also to position itself for future success. While most aspects of the local economy seem to be increasing steadily, as compared to prior budget years, the City continues to estimate conservatively, as the growth and stability of the economy's is unpredictable.

To balance the budget, the City adopted a "zero-based" budget approach developed around the Council-adopted five-year Capital Improvement Plan. The construction, maintenance, and future operating costs of proposed capital improvement projects (CIP) were key factors in the development of the Capital Improvement Plan and Budget.

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

- Quality Growth and Development: Maricopa will offer a carefully planned and well-designed community utilizing Smart-Cities initiatives. The City will be amenity driven, with balanced development, well planned transportation and will foster environmental stewardship.
- Economic Development: Maricopa will continue to be an economically prosperous, dynamic and sustainable community offering government structure that is welcoming and supportive of business and employment growth.
- Community Resource and Quality of Life Amenities: Maricopa will maintain a community where its residents can gain a true hometown feel; where citizens can work and play together and share experiences unique to the City.
- Safe and Livable Community: Maricopa will provide a safe and livable community in which citizen involvement supports and upholds the value of being safe and secure in one's own community.
- Community Pride, Spirit, and Relationship: Maricopa will work to highlight and enhance its amenities as a City to promote a positive and professional image, and foster regional relationships.
- Fiscal Policies and Management: Maricopa will maintain carefully designed fiscal policies that maintain integrity, ensure fiscal stability, provide long-term sustainability, and guide the development and the administration of operating and capital budgets and debt administration.

## Budget Overview

- The Citywide total budget for all funds as adopted, June 20, 2017, is $86.4 million, which is $55.8 million (39%) less than last year's budget.
- The General Fund budget includes an overall decrease from FY16-17 budget of $44.4 million to the currently adopted FY17-18 budget of $38.4 million. This represents a decrease of $6.0 million. In FY16-17, the City made budget allocations to fund the SR347 project, and transfers to Maricopa Unified School District (MUSD). The City satisfied most of its obligation to fund the SR347 project in FY16-17. The City eliminated transfers to Maricopa Unified School District (MUSD) based on a court ruling stating a state law requiring local jurisdictions pay a portion of the property taxes due to public school districts is unconstitutional. Further, the City had to budget conservatively to accommodate a projected reduction in state shared revenues for FY17-18.
- Citywide carry forward fund balances from FY16-17 to FY17-18 are estimated at $58.3 million for all funds in the budget, including General Fund ($28.7 million), Special Revenue Funds ($5 million), and Capital Projects Funds ($24 million). Total resources available for FY17-18 are estimated to be $128.6 million. This includes $58.3 million in carry forward fund balance and $70.3 million in budgeted revenue. It is notable that the $70.3 million in projected revenue includes $17.1 million in projected grant revenue which includes $3.6 million in capital projects. Although budgeted, grant projects can only proceed if successfully awarded.

## Revenues

This operating budget projects revenues at the same level as FY16-17. Overall, operating revenues in FY 17-18 are projected at $64 million.

Primary property tax assessments are projected slightly higher in FY17-18 with an increase of $711,210 in total assessments while maintaining primary property tax rate at $4.7845 per $100 in assessed valuation. The moderate assessment increase is due in part to the impact of new construction and the rise in property values.

Grants revenue, which accounts for a major portion of operating revenues, is projected at $13.5 million.

Local sales tax revenue has increased over the past fiscal year and is budgeted at $10.5 million in FY17-18 compared to FY16-17 estimate of $9 million.

The State of Arizona is projecting a decrease in revenues passed through the State to municipalities otherwise known as state shared revenues. The decrease in state shared revenues under the general fund is projected at 6% in FY17-18.

The revenue budget for the Capital Projects Funds is projected at $6.4 million in FY17-18

## Revenues by Fund Type

| Fund Type | FY16-17 Budget | FY17-18 Budget |
|---|---|---|
| General Fund | $ 37,132,192 | $ 38,786,156 |
| Special Revenue Funds | $ 22,826,250 | $ 21,480,141 |
| Debt Service Funds | $ 4,026,985 | $ 3,693,503 |
| Total Operating Revenue Budget | $ 63,985,427 | $ 63,959,800 |
| Capital Projects Funds | $ 30,066,629 | $ 6,420,823 |
| **Total Revenue Budget** | **$ 94,052,056** | **$ 70,380,623** |

## *Expenditures*

Estimated expenditures are comprised of the same funds as revenues. The total budget for General Fund expenditures is $38.4 million, which is composed of the following categories:

- $26.5 million in personnel services (salaries and related benefits)
- $4.1 million in professional & technical services (contracted professional services and other contracted services)
- $4.6 million in contracted and other purchased services
- $909,413 in supplies
- $2.3 million in contingency reserve, or 5.9% of the General Fund budget

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

- Police with the majority of allocations with $11.3 million or 29.4%
- Fire with $10.9 million or 28.3%
- Community Services with $2.6 million or 6.8%
- Public Works and Development Services each with $1.7 and $1.8 million or 4.4% and 4.7% respectively of the General Fund Budget.

Major highlights of the General Fund budget are as follows:

- Overall, the FY17-18 adopted budget represents a decrease of $6 million from the FY16-17 revised adopted budget. In FY16-17 the City made budget allocations to fund the SR347 project, and transfers to MUSD. The City satisfied 86% of its obligation to fund the SR347 project in FY16-17. The City also eliminated transfers to MUSD based on a court ruling stating a state law requiring local jurisdictions pay a portion of the property taxes due to public school districts is unconstitutional. Further, the City had to budget conservatively to accommodate a projected reduction in state shared revenues for FY17-18.

- Non-Departmental expenditures increased due primarily to the City's obligation to refund employees' public safety personnel retirement system contributions related to the Hall and Parker lawsuit.
- There are no planned "across-the board" salary increases, cuts, furloughs, or layoffs. However, this budget includes salary merit increases that are based on employee performance.

The adopted budget for Special Revenue Funds increased by less than $500,000 over FY16-17. This is due primarily to a decrease in grant funding capacity based on the City's inability to fund excessive matching funds for grant activities.

For FY17-18, the Debt Service Fund appropriation of principal and interest remained relatively unchanged for the debt service requirement for Copper Sky Recreation Complex.

The FY17-18 Capital Projects Funds budget decreased from the FY16-17 budget by $50 million. This is due to the fact that the City no longer needed to allocate a large portion of its capital improvement budget to the SR347 Grade Separation project in FY17-18, since the City met a major part of that obligation in FY16-17.

### Expenditures By Fund Type

| Fund Type | FY16-17 Budget | FY17-18 Budget |
|---|---|---|
| General Fund | $ 44,403,318 | $ 38,391,889 |
| Special Revenue Funds | $ 19,837,674 | $ 24,955,757 |
| Debt Service Funds | $ 3,678,781 | $ 3,693,503 |
| Total Operating Expenditures Budget | $ 67,919,773 | $ 62,340,255 |
| Capital Projects Funds | $ 74,288,734 | $ 19,348,308 |
| **Total Budget** | **$ 142,208,507** | **$ 86,389,457** |

## *Bonded Indebtedness*

In November 2008, City of Maricopa voters authorized $65.5 million in general obligation (G.O.) bonds be issued for Parks, Recreation and Library projects. In FY09-10, the City issued its first G.O. bonds in the amount of $20.0 million. These bonds were issued via the Greater Arizona Development Authority Infrastructure Revenue Bonds, Series 2010A. In FY12-13, the City issued G.O. bonds in the amount of $31.6 million for completion of the recreational aquatic center and regional park/sports complex projects, thus leaving the remaining bond authorization at $13.9 million.

## *Acknowledgments*

This budget reflects the hard work and cooperative efforts of City Council and Management staff to produce a budget that reflects the balance between the current economic realities and the desire to provide the best government services possible for the citizens of Maricopa. Through this process we believe that the departments have strengthened their understanding and relationships as to the needs and contributions that each provide to the City.

A special note of thanks and appreciation should go to the Financial Services Department for its performance in gathering, analyzing and presenting information clearly and accurately.

We are confident that the programs included in this budget reflect the policies and direction of the City Council and provide the financial plan for a successful year.

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

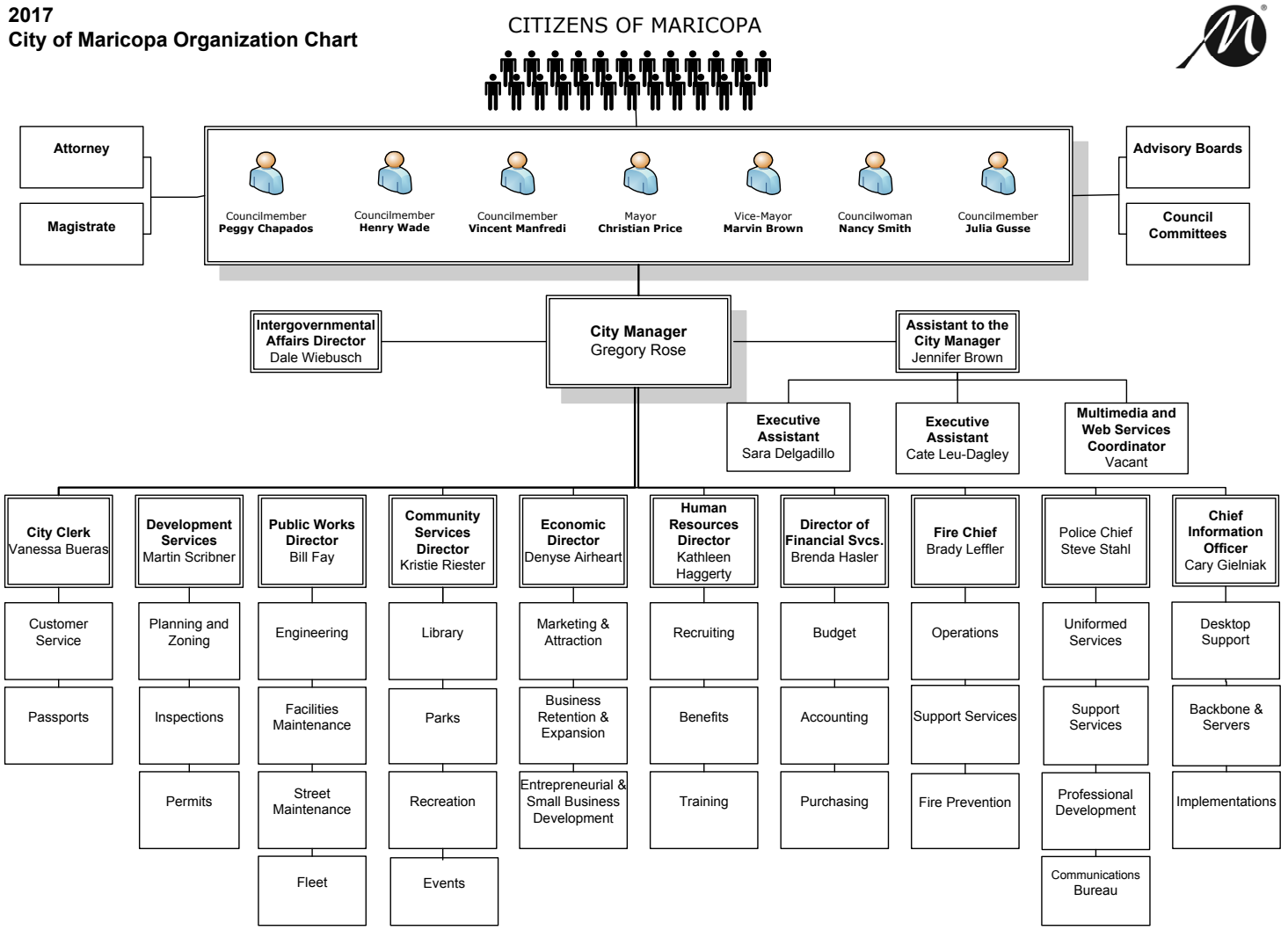
Respectfully submitted,

Gregory E. Rose, ICMA-CM
City Manager

Brenda K. Hasler

Brenda K. Hasler, CPA
Financial Services Director

# City Organization Chart



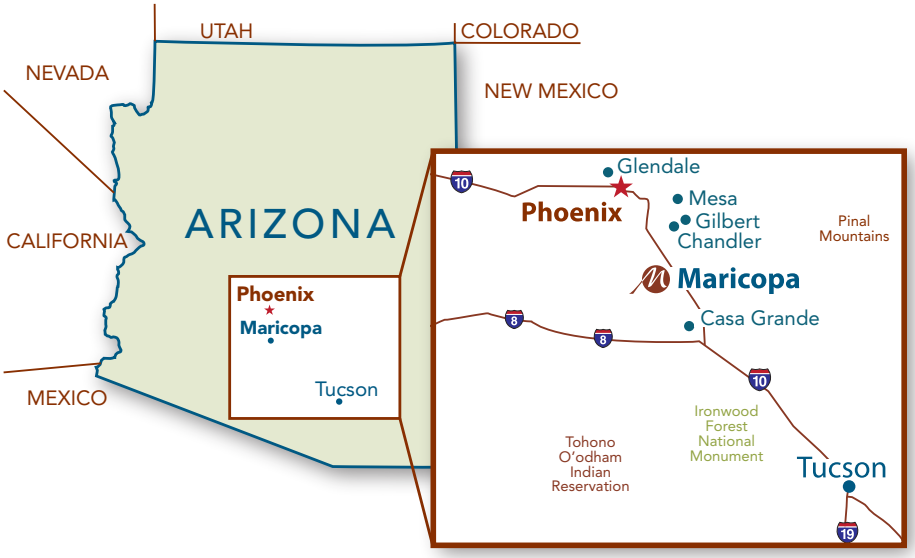
# BUDGET CALENDAR

Legend:
Capital Improvement Projects (CIP) Budget Process; Operating Budget Process

| Start Date | Activity |
|---|---|
| November 16 | **Finance**<br>CIP Plan budget kickoff meeting for departments at staff meeting |
| January 9 | **Departments**<br>CIP Plan Detail Project Sheets due |
| December 15 | **City Council, Departments**<br>All day City Council strategic planning retreat<br><br>**Departments/Finance**<br>Budget kick-off/Software training for the departments |
| October 27 | **Departments**<br>Department budget briefing to other departments<br><br>**City Council**<br>Mid-year budget review |
| January 26 | **City Manager and Finance, Departments**<br>CIP budget review meetings with Departments |
| February 9 | **Departments**<br>Operating Budget Requests Input into Munis<br>Service Enhancement Request Forms due to Finance |
| February 16 | **Budget, Finance and Operations Subcommittee, City Manager, Finance**<br>Review and refine proposed City Manager CIP budget |
| February 20-24 | **City Manager and Finance, Departments**<br>Budget review meetings with Departments |
| March 23 | **City Council**<br>Five-year CIP Plan Work Session |
| March 27-30 | **Budget, Finance and Operations Subcommittee, City Manager, Finance**<br>Review and refine proposed City Manager budget |
| April 13, 20, or 27 | **City Council, Departments**<br>All day budget work session |
| May 16 | **City Council**<br>Adopt Tentative Budget |

| | |
|---|---|
| June 6 | **Finance**<br>Post Tentative Budget on City web site<br>Publish Tentative Budget in newspaper - first notice<br>Publish Truth-in-Taxation in newspaper - first notice |
| June 13 | **Finance**<br>Publish Tentative Budget in newspaper-second notice<br>Publish Truth-in-Taxation second notice |
| June 20 | **City Council**<br>Hearing for Truth-in-Taxation<br>Hearing for final budget adoption<br>Property tax ordinance introduced<br>*Final Budget adoption* - Special meeting required |
| 1st Council Meeting in July – July 18th | City Council<br>Final adoption of property tax levies ordinances – roll call vote required if it is an increase in the levy amounts |

# City Profile

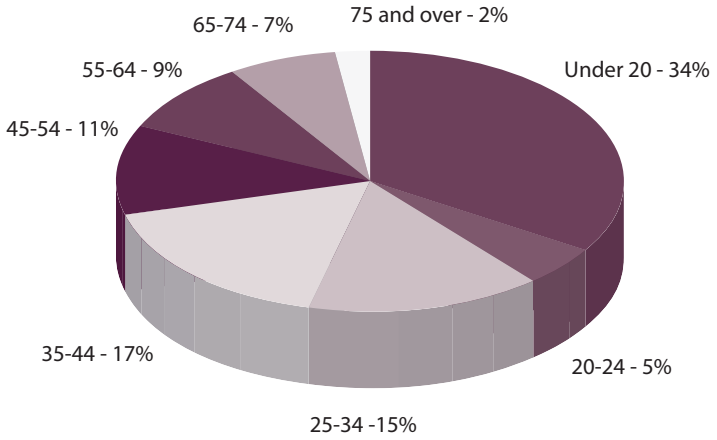



## *Maricopa Population Growth Since Inception*

| Year | Population | Annual Growth | Growth Since Inception |
|---|---|---|---|
| FY2005 | 5,814 | | |
| FY2006 | 10,087 | 73.5% | 73% |
| FY2007 | 26,661 | 164.3% | 359% |
| FY2008 | 33,336 | 25.0% | 473% |
| FY2009 | 38,794 | 16.4% | 567% |
| FY2010 | 41,309 | 6.5% | 611% |
| FY2011 | 43,482 | 5.3% | 648% |
| FY2012 | 44,450 | 2.2% | 665% |
| FY2013 | 44,946 | 1.1% | 673% |
| FY2014 | 45,821 | 1.9% | 688% |
| FY2015 | 46,708 | 1.9% | 703% |
| FY2016 | 47,600 | 1.9% | 719% |
| FY2017 | 48,374 | 1.6% | 732% |
| FY2018 | 50,174 | 3.7% | 763% |

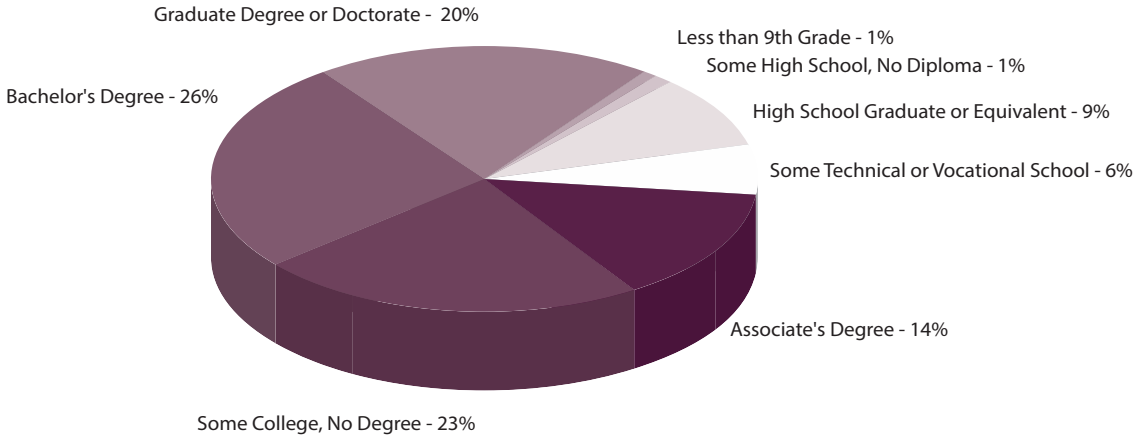
## Population Age

Maricopa has a larger than average workforce-aged population. According to the 2016 American Community Survey, 43% of Maricopa residents are between the ages of 25 and 54, compared to only 38% for Pinal County. As of 2017, the median age in Maricopa was 33.



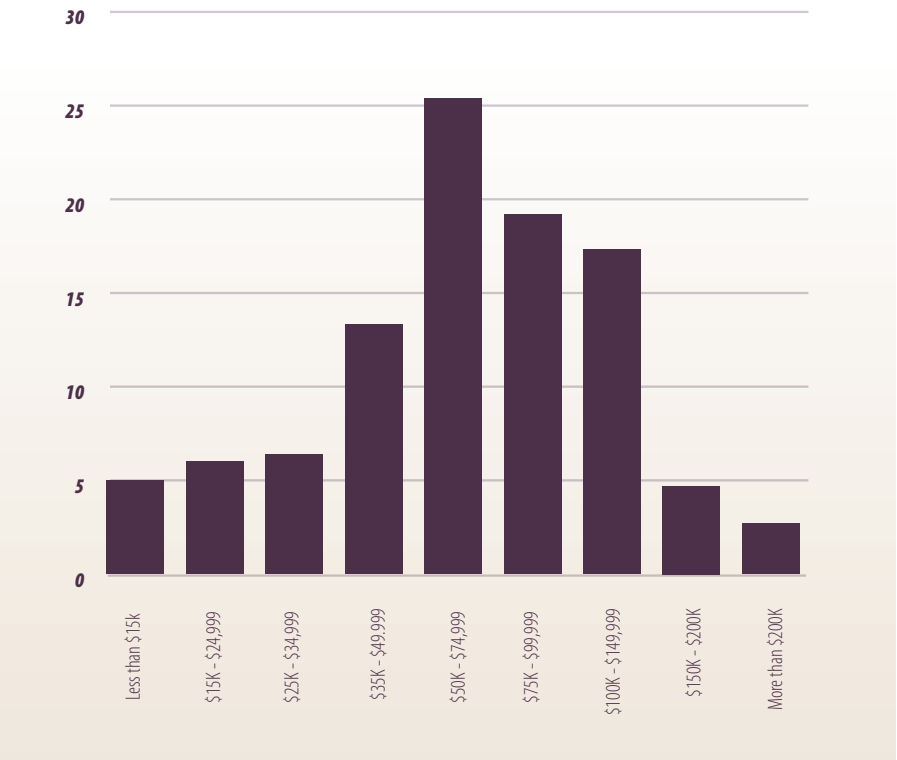

## Education Levels

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



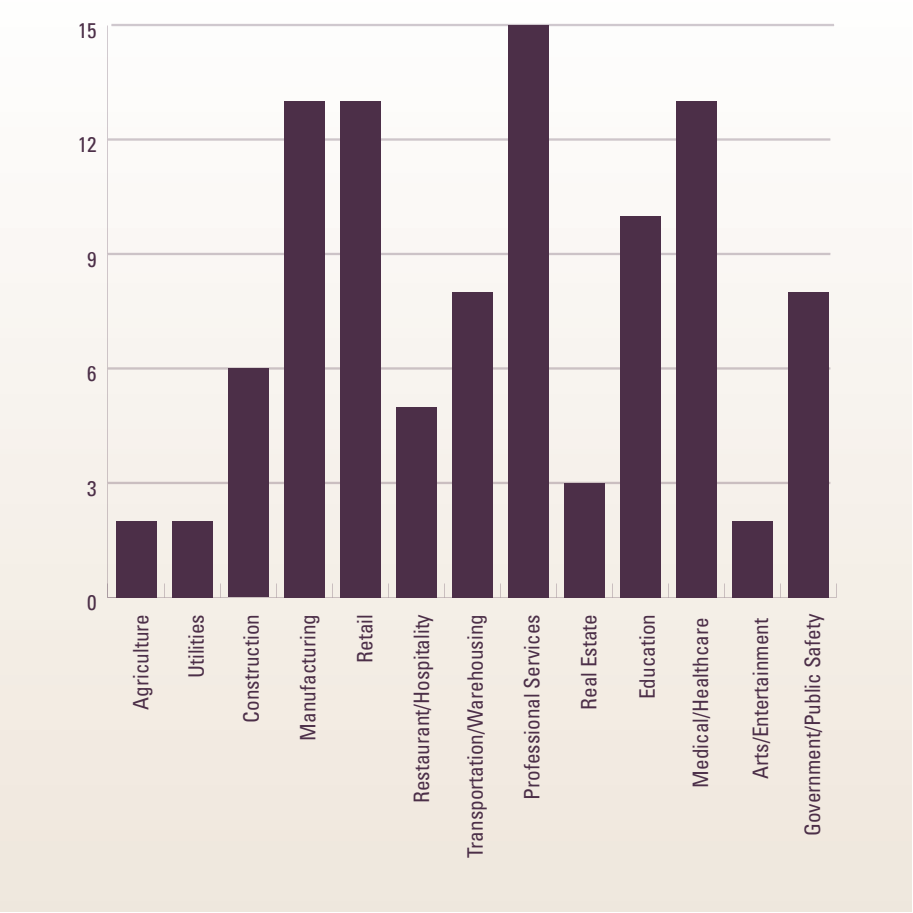
## *Household Income*

Income and years of education are prime proxies to gauge skill level. Maricopa has a relatively large percentage of residents in high wage jobs (earning between $50,000 and $100,000) compared to the greater Phoenix area. As of 2017, the median household income was $66,860.



## *Occupations*

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



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# Comprehensive Financial Plan

## Comprehensive Financial Plan Overview

### Introduction

The Comprehensive Financial Plan provides a five-year perspective on the financial condition of the City's General Fund and any other appropriated funds deemed necessary. For the FY2018 budget process, a Comprehensive Financial Plan was prepared for the General Fund, the Copper Sky Fund, and the Highway User Revenue Fund (HURF). This plan provides a long-range context for staff and the City Council to make budgetary decisions for the upcoming fiscal year.

The FY2018 financial forecast was utilized to examine the revenue and expenditure structures for the period of FY2016 through FY2022. These forecast models include forecasted fund balance information.

It is important to note that the forecast models presented herein were presented to the City Council in December, 2014 and provided five-year perspectives that were representative of the City's projected financial position at that time. The FY2018 operating budgets for the General Fund, Copper Sky Fund, and HURF Fund were formulated using this forecast as a starting point. As such, the forecast provides the long-term context used as the foundation for budget development and do not serve to provide a prospective look at the future impacts of current year budget choices.

In May 25, 2017 the Arizona League of Cities and Towns released the state shared revenues final estimates that reflected a $709,000 reduction in the Cities shared of state revenues. Despite the foregoing, the financial outlook of the City of Maricopa remains positive.

Based on the prior year forecast, the City of Maricopa was projected to spend $7.3 million from the City's FY2016 general fund unrestricted fund balance of $29.9 million to cover FY2017 operations. . This projection included $6.0 million to fund the SR347 Grade Separation Project, and $2.6 million as FY2016, FY2017 projected transfers to the Maricopa Unified School District.

Despite the foregoing the City is still committed to eliminating operating deficits over a four year period. As such, the City's General Fund FY2018 Operating Budget is balanced, although the City has projected a transfer of $4.7 million from the general fund to cover capital projects.

# Forecast Methodology

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

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

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

# Major Revenue Assumptions

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

## *Local Sales Tax*

Maricopa was incorporated in 2003 and grew from a population of 5,088 in FY2004 to 50,174 in FY2017. Likewise, construction sales tax revenue increased tremendously over this time period. The City is slowing recovering from the effects of the recession, which resulted in a sharp fall in construction sales tax revenues.

Despite the decrease in construction sales tax revenues, non-construction sales tax revenues have increased slightly over the past five years. Overall taxable sales are expected to increase modestly throughout the forecast period; therefore, sales tax revenues are expected to increase 3% per year anticipating a slow but stable economic recovery.

## *Primary Property Tax*

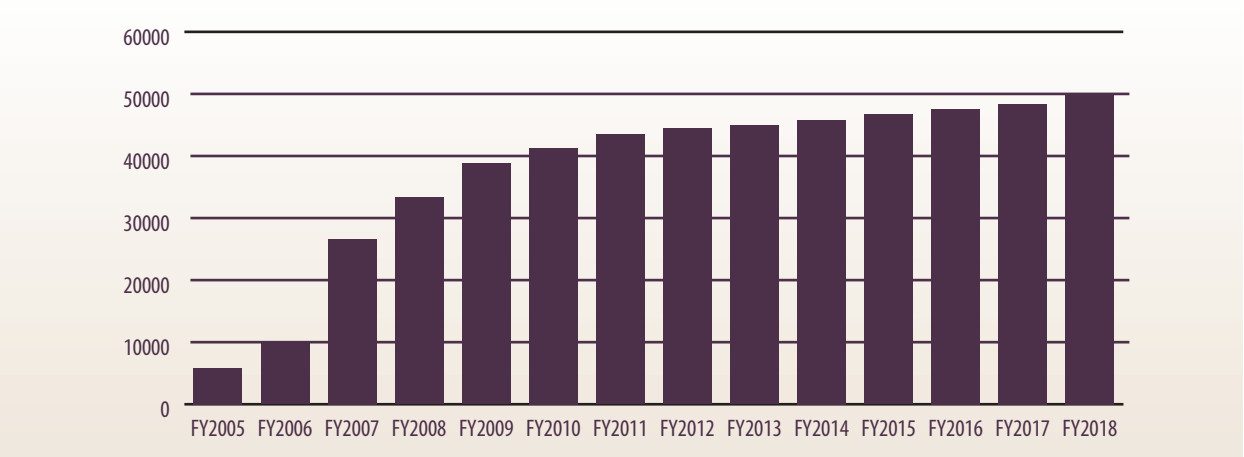
Arizona public finance statutes provide for two different property tax bases, distinguished by both their allowable use as well as the extent to which they can grow in successive years. The first is the primary property tax base, which is the base used for financing current government operating expenditures in the

General Fund. This portion of the property tax is limited in the extent to which the levy can grow each year to a level of 2% plus new construction.

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

## Population

As referenced earlier, Maricopa experienced some of the strongest population growth in the United States. Since incorporation in October 2003 through the 2010 population census, the City had grown from 5,088 to 50,174 (886%) in that time period. The most current population estimate is 50,174. This represents a one year increase of 3.7%.




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

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

## State Shared Revenues

State shared revenues in the City's General Fund include state-shared sales tax, state-shared income tax and vehicle license tax. These "intergovernmental revenues" increased sharply in 2011 due to the 2010 population census despite sharply negative revenues received statewide. However, for FY2018, the City projects a decrease in State Shared Revenues due to the increase in Maricopa's population relative to the

state population.

The City's Highway User Revenue Fund (HURF) also received state-shared gasoline tax revenue. The distribution formula for this revenue is slightly different from state shared sales and income tax and is expected to grow by 2.0% throughout the forecast period.

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

### *Investment Earnings*

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

### *Economic Outlook*

Following a mild recession in 2001 to 2002, the State economies enjoyed a period of strong economic growth. However, that trend reversed sharply beginning in FY 2009 as the economic recession gripped the national, state and local economies. Adverse impacts on revenues were substantial. Recent economic forecasts anticipate a slow but stable economic recovery. Therefore, this forecast generally anticipates slow revenue growth.

## Major Expenditure Assumptions

The following major expenditure assumptions drive the expenditure forecasts.

### *Personnel Costs*

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

### *Salaries and Wages*

The salaries and wage costs assume annual merit increases each year over the forecast period. The City's normal salary structure allows for a 2.5% to 5.0% merit increase, depending upon employee performance. The forecast assumes increases occur annually on each employee's anniversary date.

### *Group Insurance*

Group health insurance costs are forecasted to increase in excess of inflation estimates over the next five years. The significant cost of group health insurance to the total operating budget, the unknown impact of recent federal legislation and the significant cost increases require the City to monitor this item closely. This forecast assumes a moderate increase in group health insurance in FY18.

### *Retirement Contributions*

City of Maricopa employees contribute to two public retirement plans: the Arizona State Retirement System (ASRS) and the Public Safety Personnel Retirement System (PSPRS) for the City's sworn police and fire personnel. The annual employer's portion of the contribution rates differ by retirement system. With the recent reduction in the value of plan assets in both retirement systems, it is anticipated the contributions to the plans will increase through the forecast period. The rates, as a percentage of earnings, used in the forecast for FY16-17 through FY18-19 were estimated as follows.

| | FY16-17 | FY17-18 | FY18-19 |
|---|---|---|---|
| Arizona State Retirement | 11.77% | 11.48% | 11.48% |
| Public Safety Personnel Retirement - Police | 12.60% | 12.33% | 12.33% |
| Public Safety Personnel Retirement - Fire | 12.94% | 13.08% | 13.08% |

### *Inflation*

General inflation is expected to fluctuate from 2.5% to 3.0% in the later years of the forecast.

### *Limits on Discretionary Budget Increases*

For this forecast and also for the adopted FY2018 budget, no new programs were authorized, as the focus was to maintain basic services and plan for the operational impact of upcoming capital projects.

### *Capital Improvements Program Operating Budget Impacts*

An important aspect of the City's Capital Improvements Program is the identification of operating budget impacts associated with capital projects. Since long-range planning takes place prior to the adoption of the Capital Budget, future impacts of new programs are not included. However, operating impacts for projects approved in prior years' Capital Budgets are considered in the out-years of the forecast. The City's anticipated Police Substation at the Copper Sky Recreation Complex and the Public Works and Fire Fleet Maintenance Facilities are fully operational and their impact is being felt in FY2018.

## General Fund Forecast Discussion

In the mid-2000's, Maricopa experienced significant growth in population, construction and resulting sales taxes primarily related to construction. This resulted in significant fund balances in the General Fund. During FY2012, the City established the General Governmental CIP Fund and transferred a significant portion of the fund balances for pay-as-you-go financing of capital projects. In the forecast, the unreserved fund balance is estimated to be $24.9 million at June 30, 2018 or 58% of estimated operating expenditures for FY2018. This total fund balance exceeds the policy of 30% of operating expenditures.

The largest component of General Fund revenues are **local taxes** (which include City sales and property taxes) which represent 56% of estimated operating revenue for FY2018. The City is slowly recovering from the state and national recession that saw a steady decline in construction sales tax revenues. A modest economic recovery is anticipated resulting in modest sales tax growth. The FY18 forecast factors in a 4.2% increase in the primary property tax levy for fiscal year 2018.

The next largest source of General Fund revenues is **intergovernmental revenue**, which is comprised of state sales, income, and vehicle license taxes (commonly referred to as "State Shared Revenues"). This category represented 33% of estimated operating revenue for FY2018. Similar to local sales taxes, each of these categories experienced decline in the most recent economic recession. However, beginning in FY2012, the City experienced a significant increase in these revenues due to the significant population increase captured in the 2010 census. The forecast anticipates moderate decrease in intergovernmental revenues in FY18 due to the increase in Maricopa's population relative to the state population which results in a decrease in state shared revenues.

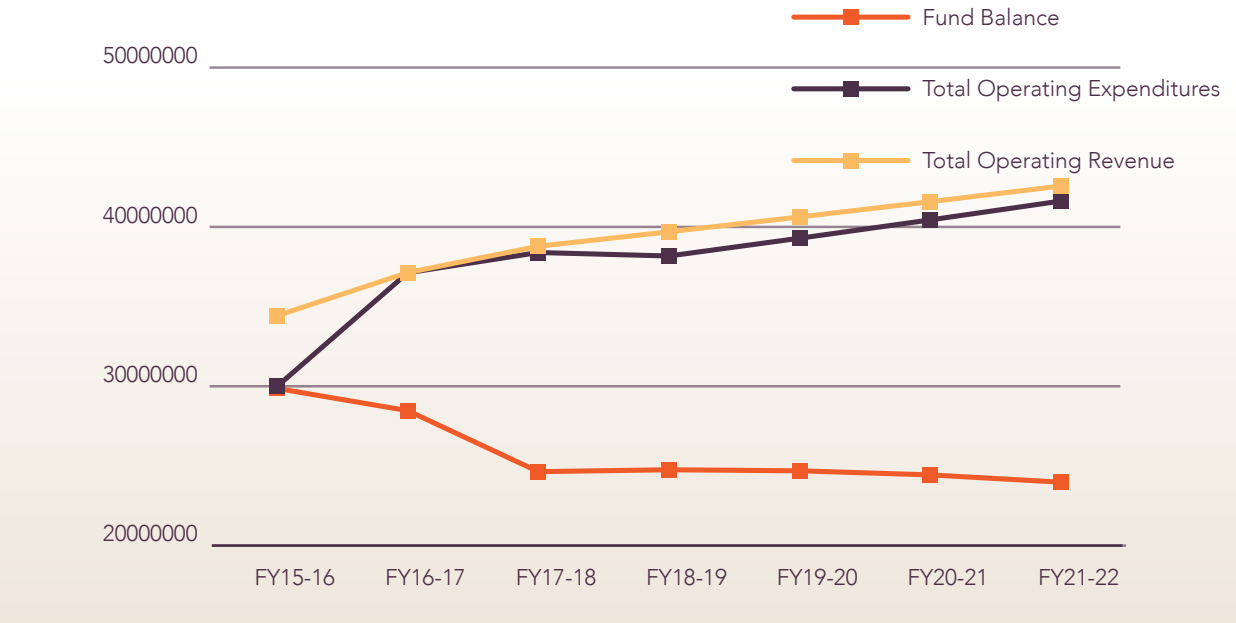
From an expenditure perspective, **personnel costs** (primarily salaries, wages, group insurance and retirement contributions) have traditionally been the largest operating cost and are estimated to be 69% of projected FY2018 General Fund operating expenditures. In prior years, as a result of the economic downturn, annual salary adjustments were suspended, however, the City has contracted with an independent firm to conduct a compensation study. This forecast assumes continuation of "merit-based" increases. The City does not anticipate increases in health care costs for employees in FY18 since the City is now a member of the Arizona employee benefits consortium – Arizona Metropolitan Trust.

One additional cost component projected in the General Fund forecast is **contingency**. Contingency amounts are appropriated for unplanned or emergency expenditures. The City has set aside $2.3 million in contingency funding for FY18; this amount makes up approximately 6% of the total General Fund projected expenditures.

Operating costs for the Copper Sky Recreation Complex are offset, in part, by program revenues, and funding from the Ak Chin Nation. This budget makes provisions for a transfer of $1.4 million from the General Fund to cover program revenue shortfall in FY18.

The General Fund **unreserved fund balance** was estimated at $28 million at June 30, 2017. Unlike FY17 when the City made provisions to spend down approximately $8.6 million from the FY16 fund balance to cover anticipated cost of the SR347 Grade Separation Project and $2.6 million for the Maricopa Unified School District, the City only projects to spend down $4.7 million of its unreserved fund balance in FY18 to fund capital improvement projects of $3.3 million and $1.4 million to fund the operations of the Copper Sky Recreation Complex.

A budget balancing plan was implemented during FY2012 that chose to substantially eliminate deficits over a four year period. As reviewed in the Comprehensive Financial Plan Overview section, the FY2018 budget, as approved, represents the fourth year of deficit elimination, except for the projects referenced above that have forced the City to pull from its unreserved fund balance. Details of the four year forecast follows:



## General Fund Five Year Forecasted Revenue, Expenditures and Fund Balance

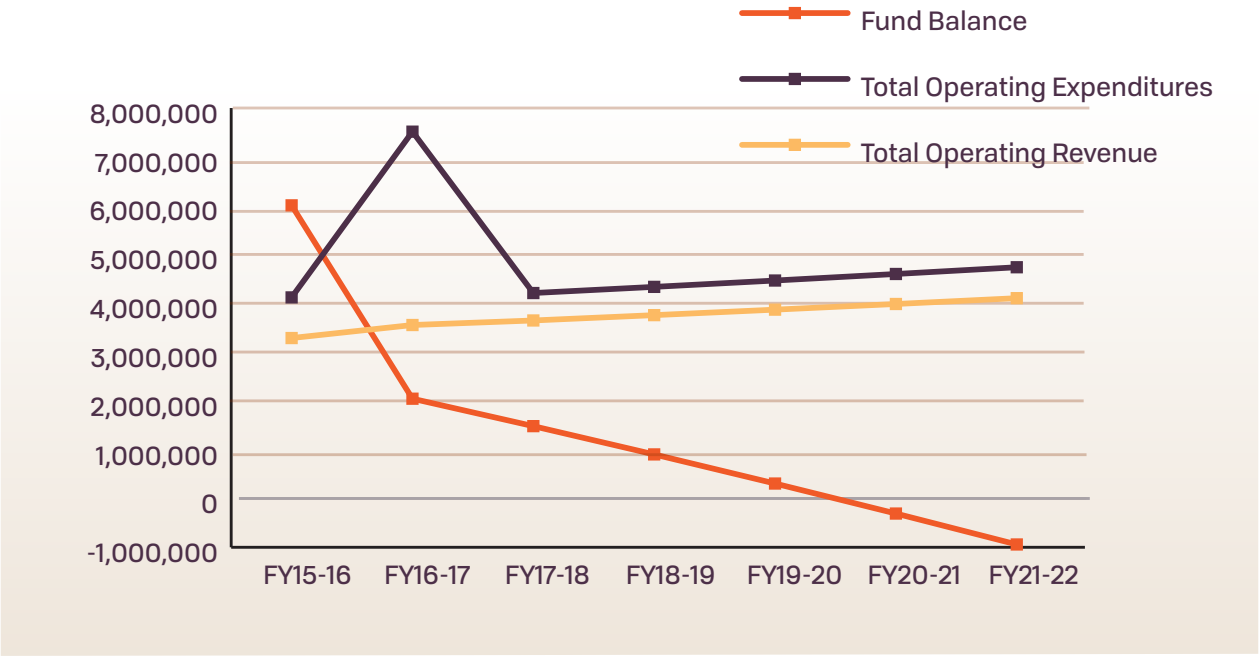
| | Actual | Revised Est. | Forecast | | | | |
|---|---|---|---|---|---|---|---|
| | FY15-16 | FY16-17 | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
| **Revenue** | | | | | | | |
| Local Taxes | 18,140,418 | 19,983,790 | 21,704,000 | 22,355,120 | 23,025,774 | 23,716,547 | 24,428,043 |
| Intergovernmental Revenue | 11,886,158 | 13,648,675 | 12,828,858 | 12,957,147 | 13,086,718 | 13,217,586 | 13,349,762 |
| Licenses & Permits | 2,100,172 | 2,296,238 | 2,911,517 | 2,998,863 | 3,088,829 | 3,181,494 | 3,276,938 |
| Fees, Fines & Charges | 1,386,714 | 920,134 | 864,174 | 890,099 | 916,803 | 944,307 | 972,637 |
| Investment Earnings | 754,656 | 210,000 | 210,000 | 216,300 | 222,789 | 229,473 | 236,357 |
| Miscellaneous | 161,000 | 73,355 | 267,607 | 275,635 | 283,904 | 292,421 | 301,194 |
| **Total Operating Revenue** | **34,429,118** | **37,132,192** | **38,786,156** | **39,693,164** | **40,624,817** | **41,581,828** | **42,564,931** |
| **Operating Expenditures** | | | | | | | |
| Personnel | 21,927,771 | 23,096,132 | 26,517,056 | 27,312,568 | 28,131,945 | 28,975,903 | 29,845,180 |
| Professional & Technical | 3,828,832 | 9,561,983 | 4,050,409 | 4,171,921 | 4,297,078 | 4,425,990 | 4,558,770 |
| Contracted and Other Services | 3,471,416 | 3,541,516 | 4,307,770 | 4,437,003 | 4,570,113 | 4,707,216 | 4,848,432 |
| Fuel, Oil & Supplies | 607,536 | 924,307 | 1,216,654 | 1,253,154 | 1,290,748 | 1,329,471 | 1,369,355 |
| Capital Outlay & Equipment | 158,206 | - | - | - | - | - | - |
| Contingency | - | - | 2,300,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| **Total Operating Expenditures** | **29,993,761** | **37,123,939** | **38,391,889** | **38,174,646** | **39,289,885** | **40,438,581** | **41,621,738** |
| **Transfers Out** | (1,250,000) | (1,400,000) | (4,722,700) | (1,400,000) | (1,400,000) | (1,400,000) | (1,400,000) |
| **Excess/ (Deficiency)** | **$3,185,357** | **($1,391,747)** | **($3,828,433)** | **$118,518** | **($65,068)** | **($256,753)** | **($456,807)** |
| **Fund Balance Unrestricted** | **$29,860,273** | **$28,468,525** | **$24,640,092** | **$24,758,610** | **$24,693,542** | **$24,436,788** | **$23,979,980** |

Note 1: FY15-16 Operating results are presented on the modified accrual basis.
Note 2: FY16-17 projected operating results include funding for SR347 grade separation, and fund allocation for payments to the Maricopa Unified School District.

# Highway User Revenue Fund Forecast Discussion

The Highway User Revenue Fund (HURF) revenue source is commonly referred to as the gasoline tax despite the fact that there are a number of additional fees included in this state shared revenue distribution. Like the state shared sales, income, and vehicle license taxes, the City saw a substantial increase in HURF revenue distributions beginning in FY2012 due to the 2010 population census. Consistent with the General Fund state shared revenues, the forecast anticipates modest 2.0% increases in HURF revenues due to the modest anticipated statewide economic recovery.

Personnel costs, contracted street maintenance, right of way acquisition and related equipment acquisition for street maintenance make up the majority of costs in the HURF fund. Details of the HURF Fund forecast follows.



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

| | Actual | Revised Est. | Forecast | | | | |
|---|---|---|---|---|---|---|---|
| | FY15-16 | FY16-17 | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
| **Revenue** | | | | | | | |
| Intergovernmental Revenue | $3,285,721 | $3,516,708 | $3,639,673 | $3,748,863 | $3,861,329 | $3,977,168 | $4,096,484 |
| Investment Earnings | 1,409 | 36,189 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| Other Revenue | - | 1,121 | - | - | - | - | - |
| **Total Operating Revenue** | **3,287,130** | **3,554,018** | **3,647,173** | **3,756,363** | **3,868,829** | **3,984,668** | **4,103,984** |
| **Operating Expenditures** | | | | | | | |
| Personnel | 949,143 | 926,449 | 938,152 | 966,297 | 995,286 | 1,025,144 | 1,055,899 |
| Professional & Technical | 1,462 | 6,365 | 190,290 | 195,998 | 201,878 | 207,935 | 214,173 |
| Contracted and Other Services | 371,065 | 605,360 | 600,410 | 618,422 | 636,974 | 656,084 | 675,766 |
| Fuel, Oil & Supplies | 101,143 | 139,260 | 134660 | 138,699 | 142,860 | 147,146 | 151,561 |
| Capital Outlay & Equipment | 2,696,773 | 5,838,070 | 2,345,749 | 2,416,121 | 2,488,605 | 2,563,263 | 2,640,161 |
| **Total Operating Expenditures** | **4,119,587** | **7,515,505** | **4,209,261** | **4,335,539** | **4,465,603** | **4,599,574** | **4,737,561** |
| **Excess/ (Deficiency)** | **($832,457)** | **($3,961,487)** | **($562,088)** | **($579,176)** | **($596,776)** | **($614,905)** | **($633,577)** |
| **Fund Balance Restricted for Streets & Highway** | **$6,005,696** | **$2,044,209** | **$1,482,120** | **$902,943** | **$306,166** | **($308,738)** | **($942,316)** |

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

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# Budget Summary

The Maricopa City Council adopted the City's FY17-18 budget of $86,389,457 on June 20, 2017. The adopted budget includes an operating budget of $62,340,255 and a capital projects budget of $24,049,202. Overall, the FY17-18 budget is a balanced budget. Annual expenditures for FY17-18 total less than the City's total available resources (revenues and the prior year fund balance).

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

## Fund Descriptions

The financial operations of the City are organized into funds, each of which is a separate fiscal and accounting entity. Every dollar received or expenditure made by the City is accounted for through one of the funds listed below. Funds are classified as being governmental, fiduciary or proprietary. Different fund types are also found within each classification. The City does not have any fiduciary or proprietary funds. The City's annual budgets for the funds listed below were adopted on a modified accrual basis of accounting consistent with generally accepted accounting principles for all the governmental funds.

### *Governmental Funds*

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

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

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

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

**Parks Bond Fund.** This fund is used to account for the acquisition of land and equipment, development, construction and improvement of community parks and projects approved by voters.

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

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

**Debt Service Fund.** The Debt Service Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

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

**Grants Fund (Federal and State).** Most grants that are awarded to the City require separate accounting from all other City activities and in separate funds. The grants budgeted are a combination of grants which have already been awarded to the City and grants which have been applied for and are pending notification of award.

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

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

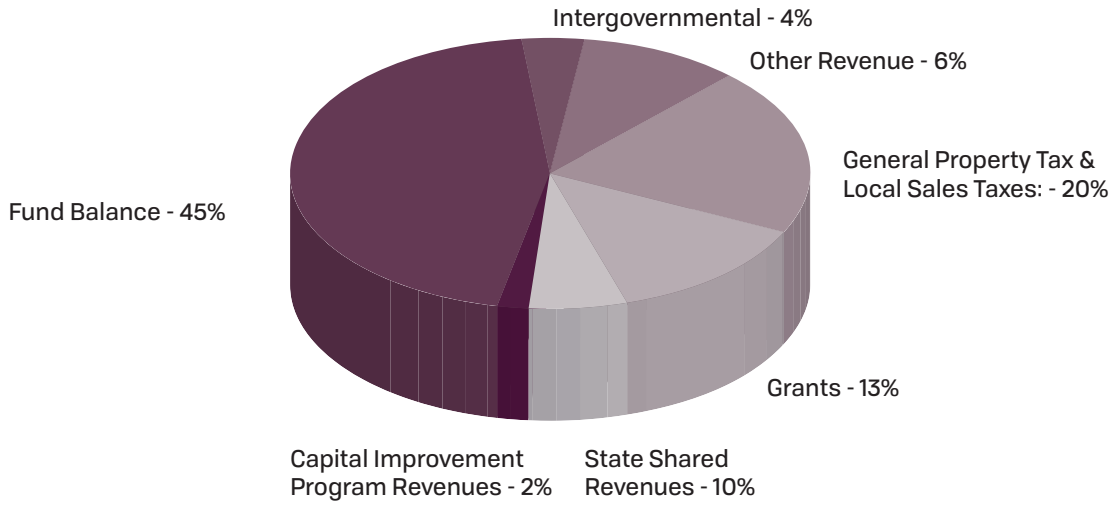
**Local Road Maintenance Fund.** This fund accounts for revenue from developers to perform maintenance of roads associated with their developments.

**County Road Tax Fund.** This fund accounts for the City's share of the County's 1/2 cent tax on fuel. These revenues are used to fund street and road maintenance projects.

# Budget Summary

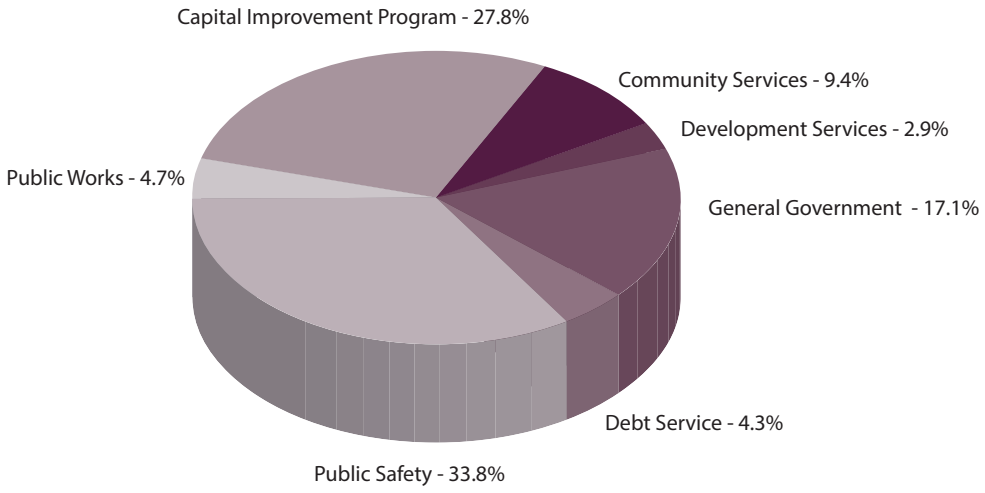
## Where the Money Comes From

| | |
|---|---|
| Capital Improvement Program Revenues | $ 2,266,176 |
| General Property Tax | 15,130,003 |
| Local Sales Tax | 10,497,500 |
| Licenses, Permits & Franchise Fees | 2,900,199 |
| State Shared Revenues | 12,828,858 |
| Grants | 17,183,104 |
| Intergovernmental | 4,839,673 |
| Charges for Services | 2,092,595 |
| Fines & Forfeitures | 380,000 |
| Investment Earnings | 252,040 |
| Other Miscellaneous | 530,475 |
| Other Financing Source | 1,480,000 |
| **Total Revenues** | **$ 70,380,623** |
| **Fund Balance** | **58,265,448** |
| **Total Financial Resources** | **$ 128,646,071** |



## Where the Money Goes

| | |
|---|---|
| Community Services/Copper Sky | $ 8,121,027 |
| Development Services | 2,446,299 |
| General Government | 14,781,309 |
| Debt Service | 3,693,503 |
| Public Safety | 29,205,680 |
| Public Works | 4,092,437 |
| Capital Improvement Program | 24,049,202 |
| **Total Expenditures** | **$ 86,389,457** |



## TOTAL FINANCIAL PROGRAM

### FY17-18 Total Budget $86,389,457

| Operating Budget Governmental Funds | $62,340,255 |
|---|---|
| General Fund | 38,391,889 |
| Highway User Revenue Fund (HURF) | 1,863,513 |
| Grants | 13,538,497 |
| Copper Sky Recreation | 4,852,853 |
| Debt Service | 3,693,503 |
| **Capital Budget Governmental Funds** | **24,049,202** |
| Grants CIP | 3,644,607 |
| General Governmental CIP | 6,944,890 |
| Parks Bond | - |
| Highway User Revenue Fund (HURF) | 2,345,749 |
| Local Road Maintenance | 147,460 |
| County Road Tax | 2,207,685 |
| Transportation DIF | 8,388,853 |
| Copper Sky Recreation | 62,338 |
| Public Safety/Police/Fire DIF | 40,000 |
| Parks DIF | 254,620 |
| Library DIF Funds | 13,000 |

## FY17-18 BUDGET SUMMARY

### Total Financial Resources

| Fund | FY16-17 Budget | Estimated Fund Balances 7/1/2017 | FY17-18 Estimated Revenues/ Sources * | FY17-18 Total Funds Available | FY17-18 Adopted Budget/ Uses ** |
|---|---|---|---|---|---|
| General Fund | $ 44,403,318 | $ 28,723,860 | $ 34,563,456 | $ 63,287,316 | $ 38,391,889 |
| Highway User Revenue Fund (HURF) | 13,010,056 | 1,633,547 | 3,147,173 | 4,780,720 | 4,209,262 |
| Copper Sky Recreation | 4,380,471 | 1,795,515 | 4,302,471 | 6,097,986 | 4,852,853 |
| Local Road Maintenance | 1,090,000 | 155,512 | 6,000 | 161,512 | 147,460 |
| Grants | 13,779,768 | 179,467 | 13,538,497 | 13,717,964 | 13,538,497 |
| County Road Tax | 4,839,834 | 1,197,674 | 1,216,000 | 2,413,674 | 2,207,685 |
| Debt Service Fund | 3,678,781 | 540,827 | 3,693,503 | 4,234,330 | 3,693,503 |
| Parks DIF Funds | 315,349 | 2,114,429 | 476,552 | 2,590,981 | 254,620 |
| Library DIF Funds | - | 770,955 | 729 | 771,684 | 13,000 |
| Public Safety/Police/ Fire DIF Funds | 48,878 | 707,619 | 358,749 | 1,066,368 | 40,000 |
| Transportation DIF Funds | 12,972,909 | 12,509,012 | 1,442,686 | 13,951,698 | 8,388,853 |
| Parks Bond Fund | - | 332,834 | - | 332,834 | - |
| General Governmental CIP | 15,366,564 | 7,417,619 | 3,990,200 | 11,407,819 | 6,944,890 |
| Grants CIP | 28,252,579 | 186,578 | 3,644,607 | 3,831,185 | 3,644,607 |
| Copper Sky Recreation | 70,000 | - | - | - | 62,338 |
| **Total** | **$ 142,208,507** | **$ 58,265,448** | **$ 70,380,623** | **$ 128,646,071** | **$ 86,389,457** |

* Includes budgeted transfers in.
** Includes budgeted transfers out.

# FY17-18 BUDGET SUMMARY

## Summary by Revenue Source/Fund

| Revenue Source | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| General Property Tax | $ 9,810,181 | $ 9,555,732 | $ 10,992,790 | $ 10,992,790 | 11,704,000 |
| Local Sales Tax | 7,580,110 | 8,584,686 | 8,991,000 | 8,991,000 | 10,000,000 |
| Franchise Fees | 362,791 | 911,356 | 1,250,000 | 1,250,000 | 1,250,000 |
| Business Licenses | 60,230 | 65,282 | 50,000 | 50,000 | 50,000 |
| Permits | 747,242 | 1,058,252 | 977,100 | 977,100 | 1,600,199 |
| State Shared Revenues | 11,475,441 | 11,886,158 | 13,648,675 | 13,648,675 | 12,828,858 |
| Public Safety Fees | 105,311 | 52,867 | 56,112 | 56,112 | 31,800 |
| Passport Fees | 26,358 | 27,441 | 25,326 | 25,326 | 30,490 |
| Recreational Fees | 640,194 | 808,235 | 507,834 | 507,834 | 437,834 |
| Fines & Forfeitures | 628,782 | 563,453 | 350,000 | 350,000 | 380,000 |
| Investment Earnings | 411,471 | 754,656 | 210,000 | 210,000 | 210,000 |
| Other Miscellaneous | 182,262 | 161,000 | 73,355 | 73,355 | 262,975 |
| **Total - General Fund** | **$ 32,030,373** | **$ 34,429,118** | **$ 37,132,192** | **$ 37,132,192** | **$ 38,786,156** |
| Highway User Revenue Fund (HURF) | 3,379,538 | 3,287,130 | 3,390,011 | 3,390,011 | 3,647,173 |
| Copper Sky Recreation | 2,796,823 | 2,753,265 | 4,450,471 | 4,450,471 | 3,072,471 |
| Local Road Maintenance | 2,831 | 1,273 | 6,000 | 6,000 | 6,000 |
| Grants | 591,874 | 1,317,254 | 13,779,768 | 13,779,768 | 13,538,497 |
| County Road Tax | 1,667,120 | 1,783,468 | 1,200,000 | 1,200,000 | 1,216,000 |
| Debt Service Fund | 5,213,744 | 3,857,921 | 4,026,985 | 4,026,985 | 3,693,503 |
| Parks DIF Funds | 323,191 | 388,596 | 357,210 | 357,210 | 476,552 |
| Library DIF Funds | 1,258 | 2,513 | 4,590 | 4,590 | 729 |
| Public Safety/Police/Fire DIF | 279,396 | 303,197 | 255,720 | 255,720 | 358,749 |
| Gen Govt DIF Funds | 5,354 | - | - | - | - |
| Transportation DIF Funds | 802,431 | 1,690,502 | 699,030 | 699,030 | 1,442,686 |
| Parks Bond Fund | - | 42 | - | - | - |
| General Governmental CIP | 1,211,169 | 911,959 | 497,500 | 497,500 | 497,500 |
| Grants CIP | 255,253 | 922,619 | 28,252,579 | 28,252,579 | 3,644,607 |
| **Total - Other Funds** | **$ 16,529,983** | **$ 17,219,739** | **$ 56,919,864** | **$ 56,919,864** | **$ 31,594,467** |
| **Total - All Revenue Sources** | **$ 48,560,356** | **$ 51,648,857** | **$ 94,052,056** | **$ 94,052,056** | **$ 70,380,623** |

# FY17-18 BUDGET SUMMARY

## Fund Revenue, Expenditure and Transfers Summary

| | General Fund | Special Revenue Funds | Capital Projects Funds | Debt Service Funds | Total |
|---|---|---|---|---|---|
| **Revenues** | | | | | |
| General Property Tax | $ 11,704,000 | $ - | $ - | $ 3,426,003 | $ 15,130,003 |
| Local Sales Tax | 10,000,000 | - | 497,500 | - | 10,497,500 |
| Franchise Fees | 1,250,000 | - | - | - | 1,250,000 |
| Business Licenses | 50,000 | - | - | - | 50,000 |
| Development Permits | 1,600,199 | | - | - | 1,600,199 |
| Public Safety Fees | 31,800 | - | - | - | 31,800 |
| Passport Fees | 30,490 | - | - | - | 30,490 |
| Recreational Fees | 421,834 | 1,592,471 | - | - | 2,014,305 |
| Library Fees | 16,000 | | | | 16,000 |
| Intergovernmental | 12,828,858 | 18,378,170 | 3,644,607 | - | 34,851,635 |
| Fines & Forfeitures | 380,000 | - | - | - | 380,000 |
| Impact Fees | - | | 2,266,176 | - | 2,266,176 |
| Investment Earnings | 210,000 | 29,500 | 12,540 | - | 252,040 |
| Other Entities' Participation | - | 1,480,000 | - | - | 1,480,000 |
| Other Miscellaneous | 262,975 | | - | 267,500 | 530,475 |
| Transfer In | 500,000 | 1,400,000 | 3,492,700 | - | 5,392,700 |
| **Total - Revenues/Transfers In** | **$39,286,156** | **$22,880,141** | **$9,913,523** | **$3,693,503** | **$75,773,323** |
| **Expenditures** | | | | | |
| Personnel Services | $ 26,517,056 | $ 4,645,597 | $ - | $ - | $ 31,162,653 |
| Professional and Technical | 4,050,409 | 7,210,617 | - | - | 11,261,026 |
| Purch. Property Services | 2,792,758 | - | - | - | 2,792,758 |
| Other Purchased Services | 1,822,253 | 7,291,695 | - | - | 9,113,948 |
| Supplies | 909,413 | 496,794 | - | - | 1,406,207 |
| Capital Outlay | - | 5,311,054 | 19,348,308 | - | 24,659,362 |
| Contingency | 2,300,000 | - | - | - | 2,300,000 |
| Debt Service | - | - | - | 3,693,503 | 3,693,503 |
| Transfer Out | 4,722,700 | 670,000 | - | - | 5,392,700 |
| **Total- Expenditures/ Transfers Out** | **$43,114,589** | **$25,625,757** | **$19,348,308** | **$3,693,503** | **$91,782,157** |
| **Net Increase (Decrease) in Fund Balance** | **$ (3,828,433)** | **$ (2,745,616)** | **$ (9,434,785)** | **$ -** | **$ (16,008,834)** |
| **% Change** | **-13.3%** | **-55.3%** | **-39.2%** | **0.0%** | **-27.5%** |
| **Fund Balance - July 1, 2017** | **$ 28,723,860** | **$ 4,961,715** | **$ 24,039,046** | **$ 540,827** | **$ 58,265,448** |
| **Fund Balance - June 30, 2018** | **$ 24,895,427** | **$ 2,216,099** | **$ 14,604,261** | **$ 540,827** | **$ 42,256,614** |

# FY17-18 BUDGET SUMMARY

## Expenditure Summary by Fund/Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Revised | FY17-18 Adopted |
|---|---|---|---|---|---|
| **General Fund Expenditures** | | | | | |
| Personnel Services | $ 19,581,803 | $ 21,936,569 | $ 24,699,371 | $ 24,496,463 | $ 26,517,056 |
| Professional and Technical | 4,056,854 | 3,828,832 | 12,239,041 | 12,575,866 | 4,050,409 |
| Purch. Property Services | 1,435,483 | 2,044,823 | 2,603,902 | 2,502,764 | 2,792,758 |
| Other Purchased Services | 1,528,443 | 1,426,593 | 1,326,122 | 1,834,044 | 1,822,253 |
| Supplies | 952,457 | 607,536 | 1,134,882 | 813,086 | 909,413 |
| Capital Outlay | 174,221 | 158,206.00 | - | - | - |
| Contingency | - | - | 1,000,000 | 781,095 | 2,300,000 |
| Debt Service | - | - | - | - | - |
| Transfers Out | 1,250,000 | 1,250,000 | 1,400,000 | 1,400,000 | 4,722,700 |
| **Total - General Fund** | **$ 27,933,142** | **$ 31,252,559** | **$ 44,403,318** | **$ 44,403,318** | **$ 43,114,589** |
| **Other Funds Expenditures** | | | | | |
| Personnel Services | $ 3,369,212 | $ 3,746,400 | $ 4,886,261 | $ 4,886,261 | $ 4,645,597 |
| Professional and Technical | 144,072 | 1,940,090 | 4,723,300 | 4,723,300 | 7,210,617 |
| Purch. Property Services | - | | - | - | - |
| Other Purchased Services | 1,907,159 | 1,482,194 | 7,175,790 | 7,175,790 | 7,291,695 |
| Supplies | 162,041 | 166,346 | 453,850 | 453,850 | 496,794 |
| Capital Outlay | 9,388,272 | 16,181,702 | 76,887,207 | 76,887,207 | 24,659,362 |
| Contingency | - | - | - | - | - |
| Debt Service | 3,750,960 | 3,732,755 | 3,678,781 | 3,678,781 | 3,693,503 |
| Transfers Out | - | - | - | - | 670,000 |
| **Total - Other Funds** | **$ 18,811,384** | **$ 27,249,487** | **$ 97,805,189** | **$ 97,805,189** | **$ 48,667,568** |
| **Total Expenditures** | | | | | |
| Personnel Services | $ 23,997,135 | $ 25,682,969 | $ 29,585,632 | $ 29,382,724 | $ 31,162,653 |
| Professional and Technical | 4,200,926 | 5,768,922 | 16,962,341 | 17,299,166 | 11,261,026 |
| Purch. Property Services | 1,435,483 | 2,044,823 | 2,603,902 | 2,502,764 | 2,792,758 |
| Other Purchased Services | 3,435,602 | 2,908,787 | 8,501,912 | 9,009,834 | 9,113,948 |
| Supplies | 1,114,498 | 773,882 | 1,588,732 | 1,266,936 | 1,406,207 |
| Capital Outlay | 9,383,908 | 16,339,908 | 76,887,207 | 76,887,207 | 24,659,362 |
| Contingency | - | - | 1,000,000 | 781,095 | 2,300,000 |
| Debt Service | 3,750,960 | 3,732,755 | 3,678,781 | 3,678,781 | 3,693,503 |
| Transfers Out | 1,250,000 | 1,250,000 | 1,400,000 | 1,400,000 | 5,392,700 |
| **Total City Expenditures** | **$ 46,744,526** | **$ 58,502,0486** | **$ 142,208,507** | **$ 142,208,507** | **$ 91,782,157** |

# FY17-18 BUDGET SUMMARY

## Expenditure Summary by Department

| Department / Fund | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| Mayor & Council | $477,589 | $448,278 | $527,841 | $502,709 | $578,803 |
| City Attorney | 563,256 | 584,732 | 575,000 | 524,840 | 575,000 |
| City Clerk | 329,709 | 343,450 | 410,142 | 419,413 | 383,738 |
| City Magistrate | 231.975 | 336,866 | 458,057 | 385,317 | 522,488 |
| City Manager | 652.681 | 910,066 | 980,118 | 944,808 | 1,071,690 |
| Human Resources | 397.837 | 423,929 | 480,307 | 491,398 | 496,753 |
| Economic Development | 417.294 | 384,291 | 567,267 | 495,448 | 647,844 |
| Finance | 755.769 | 824,102 | 926,431 | 896,612 | 1,047,204 |
| Information Technology | 825.562 | 889,296 | 896,781 | 896,211 | 1,030,414 |
| Subtotal: | $4.651.672 | $5,145,010 | $5,821,944 | $5,556,756 | $6,353,934 |
| Community Services | | | | | |
| Community Services Administration | $286,533 | $295,390 | $336,659 | $317,618 | $353,527 |
| Events | - | 379,016 | 448,573 | 381,666 | 476,365 |
| Library | 520,012 | 514,143 | 570,184 | 562,815 | 649,081 |
| Park Maintenance | 506,206 | 566,755 | 620,564 | 489,168 | 698,889 |
| Recreation | 313,504 | 381,746 | 426,750 | 379,994 | 419,135 |
| Subtotal: | $1,626,255 | $2,137,050 | $2,402,730 | $2,131,263 | $2,596,997 |
| Development Services | | | | | |
| Development Services Administration | $206,031 | $202,376 | $215,278 | $213,762 | $222,459 |
| Building Safety | 628,063 | 624,813 | 698,073 | 661,327 | 904,027 |
| Code Compliance | 52,430 | 70,260 | 85,859 | 72,443 | 97,443 |
| Planning & Zoning | 274,957 | 302,065 | 315,001 | 313,303 | 335,890 |
| Transportation | 146,306 | 166,068 | 208,112 | 177,595 | 247,590 |
| Subtotal: | $1,307,787 | $ 1,365,582 | $1,522,323 | $ 1,438,430 | $ 1,807,409 |
| Public Works | | | | | |
| Public Works Administration | $ 2,158 | $ 105,055 | $121,891 | $ 111,339 | $ 121,093 |
| CIP Project Management | - | 70,922 | 117,447 | 70,922 | 114,197 |
| Engineering | 200,583 | 198,182 | 214,754 | 198,182 | 355,220 |
| Facilities Management | 689,248 | 917,043 | 934,682 | 866,550 | 967,867 |
| Fleet Management | 103,118 | 99,757 | 146,601 | 114,512 | 155,860 |
| Subtotal: | $ 995,107 | $ 1,390,959 | $1,535,375 | $ 1,361,505 | $ 1,714,237 |

# FY17-18 BUDGET SUMMARY

## Expenditure Summary by Department

| Department / Fund | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Fire Department | | | | | |
| Fire Administration | $ 277,525 | $ 300,864 | $364,720 | $ 407,010 | $ 311,048 |
| Prevention | 282,034 | 311,266 | 340,354 | 338,986 | 345,450 |
| Fire Operations | 7,194,542 | 7,476,724 | 8,104,707 | 7,637,181 | 8,356,527 |
| Fire Support Services | 1,409,621 | 1,352,735 | 1,568,414 | 1,392,823 | 1,843,346 |
| Subtotal: | $ 9,163,722 | $ 9,441,589 | $10,378,195 | $ 9,776,000 | $ 10,856,371 |
| Police Department | | | | | |
| Office of the Chief | $ 818,024 | $ 917,526 | $986,115 | $ 905,227 | $ 953,248 |
| Police Operations | 6,213,874 | 6,434,907 | 6,937,204 | 6,679,566 | 7,877,101 |
| Police Support Services | 1,796,479 | 2,076,243 | 2,376,821 | 2,103,604 | 2,460,217 |
| Subtotal: | $8,828,377 | $ 9,428,676 | $10,300,140 | $ 9,688,397 | $ 11,290,566 |
| Non-Departmental | $1,360,222 | $ 1,093,693 | $ 11,042,611 | $ 7,195,417 | $ 3,772,375 |
| Debt Service | - | - | - | - | - |
| Transfers Out | - | 1,250,000 | - | 1,400,000 | 4,722,700 |
| **Total - General Fund:** | **$ 27,933,142** | **$ 31,252,559** | **$ 44,403,318** | **$ 38,547,768** | **$ 43,114,589** |
| **ALL OTHER FUNDS** | | | | | |
| Highway User Revenue Fund (HURF) | $ 2,618,355 | $ 4,119,587 | $ 13,010,056 | $ 7,246,433 | $ 4,209,262 |
| Copper Sky Recreation | 3,431,763 | 4,287,088 | 4,380,471 | 3,878,388 | 4,852,853 |
| Local Road Maintenance | 241,875 | 97,272 | 1,090,000 | 1,081,948 | 147,460 |
| Grants | 1,329,691 | 1,824,975 | 13,779,768 | 1,526,189 | 13,538,497 |
| County Road Tax | 1,488,639 | 1,822,379 | 4,839,834 | 2,605,435 | 2,207,685 |
| Debt Service | 3,750,972 | 3,732,755 | 3,678,781 | 3,714,060 | 3,693,503 |
| General Governmental CIP | 2,748,639 | 7,673,651 | 15,366,564 | 3,961,631 | 6,944,890 |
| Grants CIP | 88,459 | 1,184,315 | 28,252,579 | 3,937 | 3,644,607 |
| Parks Bond | 308,717 | - | - | - | - |
| Library DIF | 21,703 | - | - | - | 13,000 |
| Parks DIF | - | 30,968 | 315,349 | 60,000 | 254,620 |
| Public Safety/Fire DIF | 339,833 | 1,493,119 | 48,878 | 38,189 | 40,000 |
| Copper Sky Recreation | - | - | 70,000 | | 62,338 |
| Transportation DIF | 2,442,738 | 983,378 | 12,972,909 | 4,631,337 | 8,388,853 |
| Subtotal: | $ 18,811,384 | $ 27,249,487 | $ 97,805,189 | $28,747,547 | $ 47,997,568 |
| Transfers Out - HURF | - | - | - | - | 500,000 |
| Transfers Out - Copper Sky | - | - | | - | 170,000 |
| **TOTAL - EXPENDITURES** | **$ 46,744,526** | **$ 58,502,046** | **$ 142,208,507** | **$ 67,295,315** | **$ 91,782,157** |

# FY17-18 BUDGET SUMMARY

## Authorized Positions by Department

| Department | FY14-15 | FY15-16 | FY16-17 | FY17-18 |
|---|---|---|---|---|
| Mayor & Council | 8.0 | 8.0 | 8.0 | 8.0 |
| **City Manager** | | | | |
| City Manager's Office | 5.0 | 4.0 | 4.0 | 4.0 |
| Communications & Marketing | 1.0 | 1.0 | 1.0 | 1.0 |
| **Department Total** | **6.0** | **5.0** | **5.0** | **5.0** |
| City Attorney | - | - | - | - |
| City Clerk | 4.5 | 4.0 | 4.0 | 5 |
| City Magistrate | 2.5 | 1.0 | 1.0 | 1.0 |
| Human Resources | 4.5 | 4.5 | 4.5 | 3.5 |
| Economic Development | 3.0 | 3.0 | 3.0 | 3.0 |
| Financial Services | 8.0 | 9.0 | 9.5 | 10.0 |
| Information Technology | 4.0 | 4.0 | 4.5 | 5.0 |
| **Community Services** | | | | |
| Administration - Community Services | 2.0 | 3.0 | 4.0 | 4.0 |
| Recreation | 8.5 | 8.5 | - | 10 |
| Park Maintenance | 3.0 | 3.0 | - | 19.0 |
| Library | 8.5 | 8.5 | - | 9.5 |
| **Department Total** | **22.0** | **23.0** | **4.0** | **42.5** |
| **Development Services** | | | | |
| Administration - Development Services | 1.5 | 1.5 | 1.5 | 1.5 |
| Code Enforcement | - | 1.0 | 1.0 | 1.0 |
| Planning & Zoning | 3.0 | 3.0 | 3.0 | 3.0 |
| Building Safety | 8.0 | 7.0 | 7.0 | 10 |
| Transportation | 0.6 | 0.6 | 0.8 | 1 |
| **Department Total** | **13.10** | **13.10** | **13.30** | **16.5** |
| **Public Works** | | | | |
| Administration | - | 1.00 | 2.00 | 2.00 |
| CIP Project Management | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering | 3.00 | 2.00 | 3.00 | 2.00 |
| Facilities | 2.00 | 2.00 | 2.00 | 2.00 |
| Fleet Management | 1.00 | 1.00 | 1.00 | 1.50 |
| **Department Total** | **7.00** | **7.00** | **9.00** | **8.50** |

## Authorized Positions by Department

| Department | FY14-15 | FY15-16 | FY16-17 | FY17-18 |
|---|---|---|---|---|
| **Fire Department** | | | | |
| Administration - Fire | 3.00 | 2.00 | 2.00 | 3.00 |
| Prevention | 2.00 | 2.00 | 2.00 | 2.00 |
| Operations - Fire | 55.00 | 57.00 | 57.00 | 58.00 |
| Support | 3.00 | 3.00 | 3.00 | 4.00 |
| **Department Total** | **63.00** | **64.00** | **64.00** | **67.00** |
| **Police Department** | | | | |
| Office of the Chief | 6.00 | 5.00 | 5.00 | 5.00 |
| Operations - Police | 51.75 | 58.30 | 58.30 | 55.00 |
| Support Services | 9.00 | 20.50 | 29.50 | 9.00 |
| **Department Total** | **66.75** | **83.80** | **92.80** | **69.00** |
| **GENERAL FUND TOTAL** | **212.35** | **229.40** | **222.60** | **244.0** |
| **ALL OTHER FUNDS** | | | | |
| Development Services | - | - | 0.50 | 0.50 |
| Public Works | 12.50 | 12.50 | 10.00 | 10.00 |
| Highway User Revenue Fund | 12.50 | 12.50 | 10.50 | 10.50 |
| Development Services | 0.40 | 0.40 | 0.20 | 0.20 |
| Police Department | 2.25 | 2.70 | 12.00 | 3.00 |
| Grants Fund | 2.65 | 3.10 | 12.20 | 3.20 |
| Community Services | | | | |
| Copper Sky Fund | 50.00 | 58.00 | 60.00 | 60.00 |
| **TOTAL OTHER FUNDS** | **65.15** | **73.60** | **82.70** | **73.70** |
| **ALL FUNDS TOTAL** | **277.50** | **303.00** | **305.30** | **317.70** |

# FY17-18 BUDGET SUMMARY

## Capital Improvement Plan Summary

| FUND | FY17-18 |
|---|---|
| **Local Road Maintenance** | |
| Street Maintenance # 34005 | 147,460 |
| Total - Local Road Maintenance | $ 147,460 |
| **County Road Tax** | |
| MCG Highway Maintenance & Improvements # 35022 | 824,079 |
| regional Transportation # 35036 | 53,606 |
| Paving Unpaved Roads # 17406 | 230,000 |
| Street Maintenance # 34005 | 1,100,000 |
| Total - County Road Tax | $ 2,207,685 |
| **General Governmental CIP** | |
| Safe Routes to Schools: Porter Road Study # 16402 | 4,560 |
| Regional Transportation # 35036 & # 18402 | 24,000 |
| City Hall & Police # 31003 | 159,076 |
| Santa Cruz Wash # 31005 | 726,189 |
| Lighting Upgrade # 31011 | 10,835 |
| Shelving # 31012 | 2,035 |
| Meeting Room Cabinets # 31013 | 5,000 |
| Drive-Thru Book Return # 31014 | 37,000 |
| Phone System # 31015 | 4,687 |
| Fire Engine Replacement # 32004 | 900,000 |
| Police Laptop Computer Replacement # 32009 | 75,000 |
| Maricopa PD Substation # 32016 | 317,543 |
| Emergency Vehicle Preemption # 32031 | 60,000 |
| Cars & Light Trucks # 32033 | 145,000 |
| Identification Technology # 32035 | 272,318 |

## Capital Improvement Plan Summary

| FUND | FY17-18 |
|---|---|
| Communications & Data Line # 33024 | 12,500 |
| General Plan Update # 34007 | 26,108 |
| Regional Transportation # 35036 | 20,000 |
| SR347 Grade Separation # 35041 | 1,133,109 |
| Housing Needs Assessment # 35050 | 129,692 |
| 2006 Subdivision Ordinance Update # 35051 | 99,998 |
| Bus Shelters (10) # 35052 | 6,000 |
| City Data Center # 35055 | 75,000 |
| Security System # 35056 | 11,505 |
| Exercise Equipment # 38000 | 100,000 |
| Aquatic Center HVAC # 38001 | 10,000 |
| Aquatic Center Deck Resurfacing Project #38002 | 35,000 |
| Converting Main Locker Hallway to Non-Slip Surface # 38003 | 10,000 |
| Atrium Window Shades # 38004 | 15,000 |
| Library Carpeting # 38005 | 75,000 |
| Chemical Applicator UTV #38006 | 21,000 |
| Rotary Tiller #38007 | 12,500 |
| IT - Data Network Equipment Refresh #38010 | 325,000 |
| Station 571 Improvements # 38011 | 120,000 |
| Police Replacement Vehicles # 38012 | 350,000 |
| Ballistic Protection of Existing Patrol Units # 38013 | 75,000 |
| Crime Prevention Technology #38014 | 60,000 |
| Spillman Upgrade #38015 | 80,000 |
| Additional 9-1-1 Console Position # 38016 | 50,000 |
| BWC Upgrades # 38017 | 205,000 |
| Fire Administration # 38022 | 1,000,000 |
| Timekeeping and Scheduling Software | 84,235 |
| Building Safety Replacement Vehicles | 60,000 |
| Total - General Governmental CIP | $ 6,944,890 |
| **Grants Fund** | |
| Tortosa Flood Control Solution Assistance | 250,000 |
| UPRR Grade Separation # 11408 | 937,187 |
| SR347 Overpass Project: Amtrak Relocation # 13402 | 237,103 |
| CDBG # 15504 | 297,395 |
| Safe Routes to Schools: Porter Road Study # 16402 | 80,000 |
| CDBG - Regional Allocation 2017 # 17404 | 300,000 |

## Capital Improvement Plan Summary

| FUND | FY17-18 |
|---|---|
| CDBG-State Special Projects Maricopa # 17405 | 300,000 |
| Paving Unpaved Roads # 17406 | 700,000 |
| Regional Transportation | 96,000 |
| Special Response Team Enhancements # 32037 | 40,000 |
| Bus Shelters (10) # 35052 | 108,000 |
| CDBG # 35058 | 298,923 |
| Total - Grants Fund | $ 3,644,607 |
| **Parks Development Fund** | |
| Community Services Master Plan | 100,000 |
| Pool & Multigen Lighting # 33021 | 82,691 |
| Playground Shade Structure # 33022 | 12,000 |
| Amphitheater Lighting # 33023 | 59,929 |
| Total - Parks Development Fund | $ 254,620 |
| **Library Development Fund** | |
| Pacana Park Tree and Plant Replacement | 13,000 |
| Total - Library Development Fund | $ 13,000 |
| **Public Safety/Police/Fire DIF** | |
| End-User Radios # 32006 | 40,000 |
| Total - Public Safety/Police/Fire DIF | $ 40,000 |
| **Copper Sky Recreation** | |
| Vending Operations | 29,187 |
| Indoor Security Camera Expansion | 33,151 |
| Total - Copper Sky Recreation | $ 62,338 |
| **Transportation Development Fund** | |
| Smith Enke & Porter Rd Improvement # 34014 | 1,135,700 |
| Edison Road Extension # 35029 | 149,691 |
| Bowlin Road - Hartman to Murphy Half-Street # 35047 | 234,118 |
| CMAQ - Farrell Phase I # 35062 | 519,343 |
| Hartman Road - Honeycutt to Bowling (Tortosa) Half Street Improvements #35048 | 2,750,000 |
| Hartman Road Interim Improvements - MCG Hwy to Bowling Road Pavement #35049 | 2,500,000 |
| Honeycutt Road Bridge # 38018 | 750,000 |
| Honeycutt Road Widening # 38019 | 350,000 |
| Total - Transportation Development Fund | $ 8,388,853 |

# FY17-18 BUDGET SUMMARY

## Capital Improvement Plan Summary

| FUND | FY17-18 |
|---|---|
| **Highway User Revenue Fund (HURF)** | |
| Street Maintenance # 34005 | 152,540 |
| Public Works & Fire Admin Building # 35023 | 893,209 |
| Signal @ White & Parker Rd and Honeycutt Rd # 35043 | 350,000 |
| Signal @ Hartman Road & Honeycutt Road #35044 | 400,000 |
| Study to Establish Truck Routes # 35045 | 70,000 |
| Signal @ Desert Greens & Smith Enke Rd. #38020 | 400,000 |
| Skip Loader # 38021 | 80,000 |
| Total - Highway User Revenue Fund (HURF) | $ 2,345,749 |

## Debt Limitations

| | 6% (1) | 20% (2) |
|---|---|---|
| **TAX YEAR 2017 SECONDARY ASSESSED VALUE *** | **$ 244,623,792** | **$ 244,623,792** |
| Projected General Obligation (G.O.) Bond Limit | 14,677,428 | 48,924,758 |
| Bonds Outstanding at June 30, 2017 ** | (7,348,488) | (34,061,512) |
| Legal Debt Limit Remaining | $ 7,328,940 | $ 14,863,246 |

*Estimate
**Reflects reduction of July 1, 2017 principal payments
(1) The Arizona Constitution states that, for general municipal purposes, a municipality cannot incur a debt exceeding 6% of the assessed valuation of taxable property.
(2) Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for supplying such services as water, artificial light, sewers and for the acquisition and development of land for open space preserves, parks, playground and recreational facilities.

## FY17-18 BUDGET SUMMARY

### Debt Service Schedule - General Obligation Bonds

| | Current Debt Outstanding | | Proposed Issuance | | |
|---|---|---|---|---|---|
| Fiscal Year | Principal | Interest | Principal | Interest | Total |
| FY17-18 | 890,000 | 848,978 | 1,334,773 | 997,660 | 4,071,411 |
| FY18-19 | 915,000 | 806,222 | 1,382,158 | 950,275 | 4,053,655 |
| FY19-20 | 945,000 | 760,436 | 1,431,224 | 901,209 | 4,037,869 |
| FY20-21 | 980,000 | 711,258 | 1,482,033 | 850,400 | 4,023,691 |
| FY21-22 | 1,015,000 | 654,379 | 1,534,645 | 797,788 | 4,001,812 |
| FY22-23 | 1,055,000 | 595,468 | 1,589,125 | 743,308 | 3,982,901 |
| FY23-24 | 1,095,000 | 534,236 | 1,645,539 | 686,894 | 3,961,669 |
| FY24-25 | 1,135,000 | 470,682 | 1,703,955 | 628,477 | 3,938,114 |
| FY25-26 | 1,175,000 | 404,807 | 1,764,446 | 567,987 | 3,912,240 |
| FY26-27 | 1,225,000 | 330,370 | 1,827,084 | 505,349 | 3,887,803 |
| FY27-28 | 1,275,000 | 252,767 | 1,891,945 | 440,488 | 3,860,200 |
| FY28-29 | 1,330,000 | 171,995 | 1,959,109 | 373,324 | 3,834,428 |
| FY29-30 | 1,385,000 | 87,740 | 2,028,657 | 303,775 | 3,805,172 |
| FY30-31 | - | - | 2,100,675 | 231,758 | 2,332,433 |
| FY31-32 | - | - | 2,175,249 | 157,184 | 2,332,433 |
| FY32-33 | - | - | 2,252,469 | 79,963 | 2,332,432 |
| FY29-30 | 1,385,000 | 87,740 | 2,028,657 | 303,775 | 3,805,172 |
| FY30-31 | - | - | 2,100,675 | 231,758 | 2,332,433 |
| FY31-32 | - | - | 2,175,249 | 157,184 | 2,332,433 |
| FY32-33 | - | - | 2,252,469 | 79,963 | 2,332,432 |
| **Totals** | **$ 14,420,000** | **$ 6,629,338** | **$ 28,103,086** | **$ 9,215,839** | **$ 58,368,263** |

# Revenue Summary

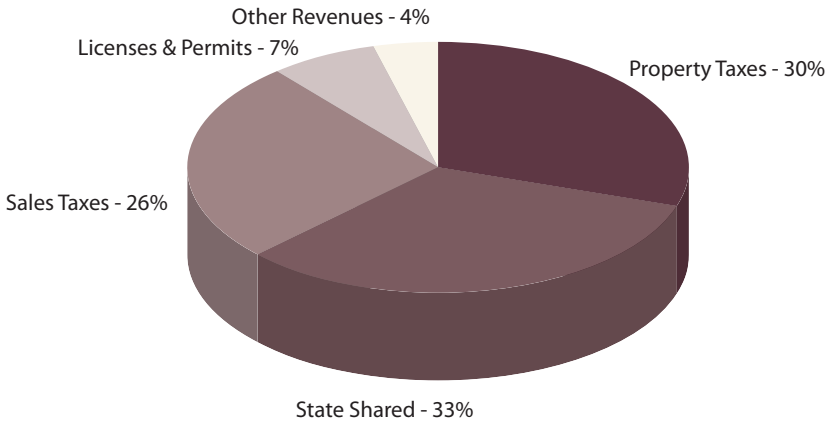
There are a variety of funding sources available for local governments within the state of Arizona. Therefore, in the following pages is an explanation of these revenue sources available from the Federal and State governments as well as the revenues which can be raised by the local government itself.

## REVENUE SUMMARY GENERAL FUND

The General Fund is the largest funding source in the City's operating budget and is comprised of revenue generated from taxes, fines, licenses and fees. Total General Fund revenues for FY17-18 are projected at $38,786,156. The main components of the fund are displayed in the table and graph below.

### General Fund Revenues

| | |
|---|---|
| Property Taxes | $11,704,000 |
| State Shared | 12,828,858 |
| Sales Taxes | 10,000,000 |
| Licenses & Permits | 2,900,199 |
| Other Revenues | 1,353,099 |
| **Total** | **$38,786,156** |



# PROPERTY TAXES

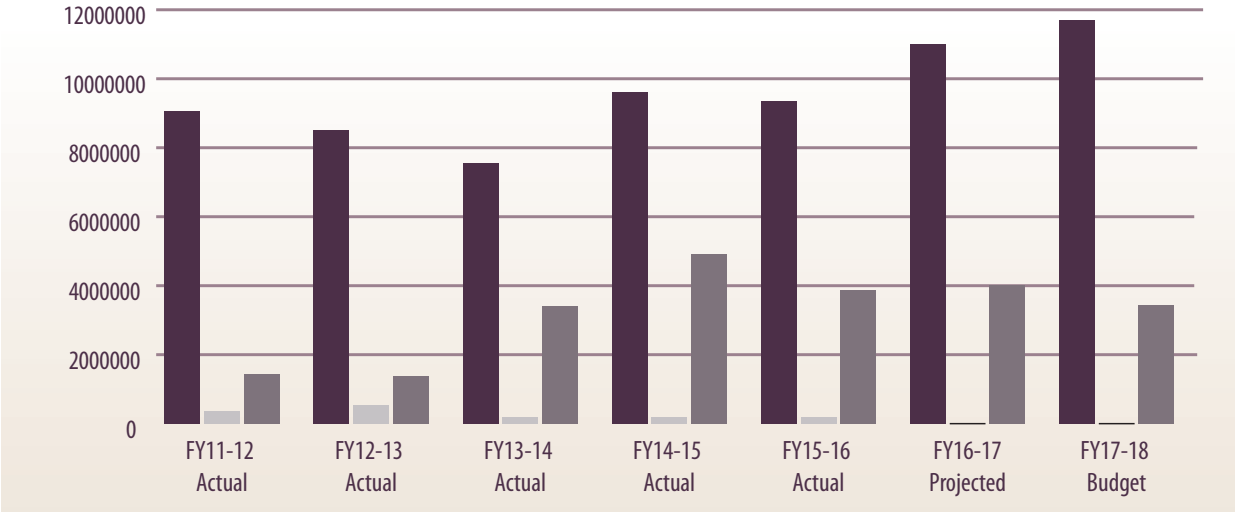
Property taxes have been a traditional means of financing city and town services. While the importance of the property tax has been decreasing in recent years due to increased revenue generated from sales taxes, it is still an important source of local revenue for many Arizona cities and towns. The property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

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

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

The City's property tax is based on the assessed value of the property as determined by the Pinal County Assessor. Pinal County also bills, collects and distributes, to the City of Maricopa, all property taxes. Historical changes in total revenue collected have primarily been the result of new development. FY17-18 assessed valuations, used to determine the primary property tax, were provided by the Pinal County Assessor's Office..

## Property Taxes




| | FY11-12 Actual | FY12-13 Actual | FY13-14 Actual | FY14-15 Actual | FY15-16 Actual | FY16-17 Projected | FY17-18 Budget |
|---|---|---|---|---|---|---|---|
| Primary | 9,069,379 | 8,514,810 | 7,549,131 | 9,622,685 | 9,352,819 | 10,992,790 | 11,704,000 |
| Pers Prop | 356,627 | 531,394 | 189,238 | 187,495 | 202,913 | - | - |
| Secondary | 1,432,504 | 1,374,537 | 3,393,057 | 4,905,235 | 3,857,921 | 4,026,985 | 3,426,003 |

# STATE SHARED REVENUES

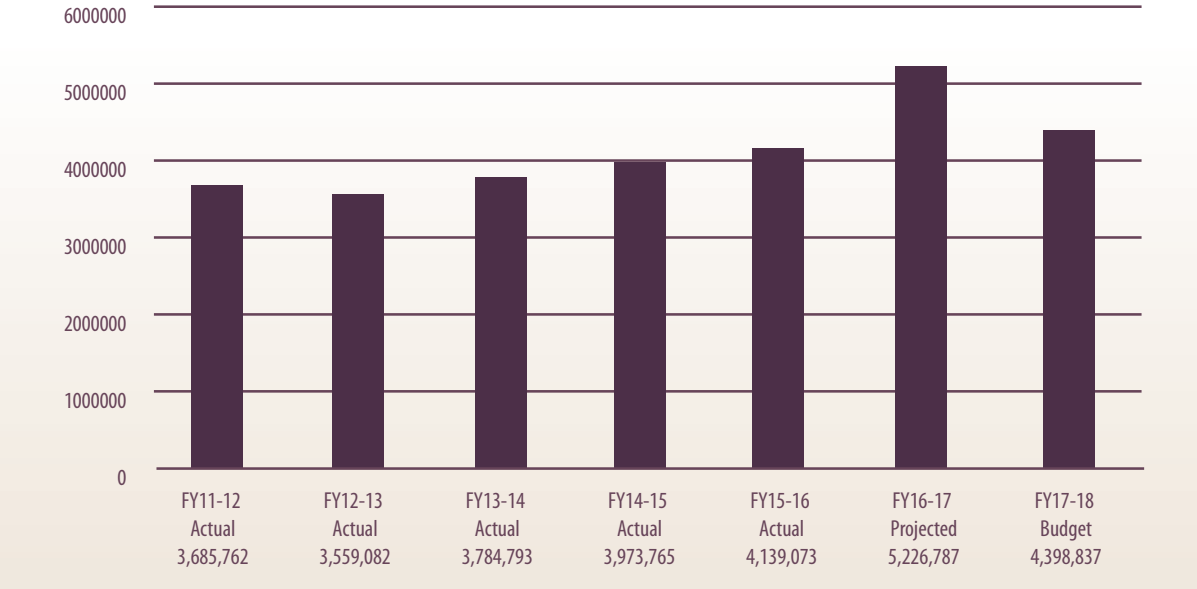
Cities and towns in Arizona are fortunate to be involved in a fairly progressive state shared revenue program which passes funding through to Arizona municipalities from four state revenue sources. Since the shared revenues are based on population, the FY17-18 estimates provided to the City were based on the official 2010 Census data. The City has grown rapidly since its incorporation, and population figures were estimated before the 2010 Census. The City's share of these revenues is projected to decrease, starting in FY17-18, due to the increase in Maricopa's population relative to the State population. The following are sources of state shared revenues that are deposited in the General Fund.

## *State Transaction Privilege (Sales) Tax*

The current rate of the state sales tax is 5.6% with a portion of the collection total distributed to cities and towns. The distribution calculation for the 5.6% is based on the relation of the municipality's population to the total population of all incorporated cities and towns in the state, according to the decennial census. This revenue may be expended for any municipal public purpose and is distributed on a monthly basis. The significant increase beginning in FY11-12 is due to the 2010 Census adjustment for Maricopa's population relative to the state population.

FY17-18 estimates were provided by the State of Arizona.

### State Transaction Privilege (Sales) Tax

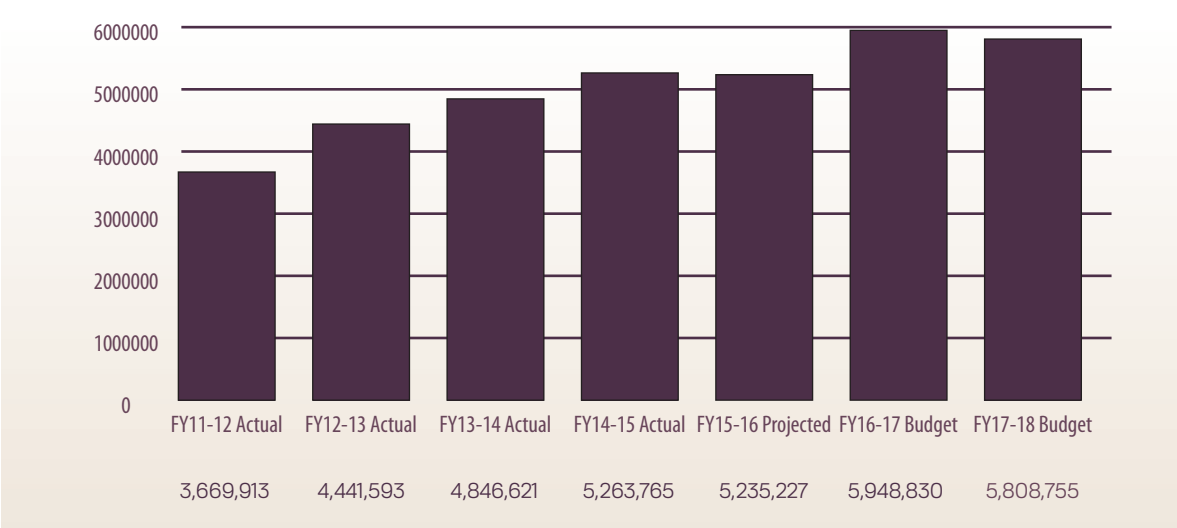



## *State Income Tax*

A 1972 citizen's initiative provided for giving the cities and towns a 15% share of the state income tax in return for the cities and towns not charging a local income tax in their jurisdictions. This source of money is commonly referred to as Urban Revenue Sharing, and is distributed with the same formula used for the state sales tax. Urban revenue sharing monies are distributed based on income tax collections from two years prior to the fiscal year in which the city actually receives the funding. Beginning in FY11-12, even though income tax collections statewide were down from previous years, the City's portion shows an increase from prior years' collections due to the increase in the City's population relative to the State population; however, a decrease in this share of revenue is expected in FY17-18 due to . This revenue is distributed to the cities monthly and must be expended for a municipal public purpose.

FY16-17 estimates were provided by the State of Arizona.

## State Income Tax

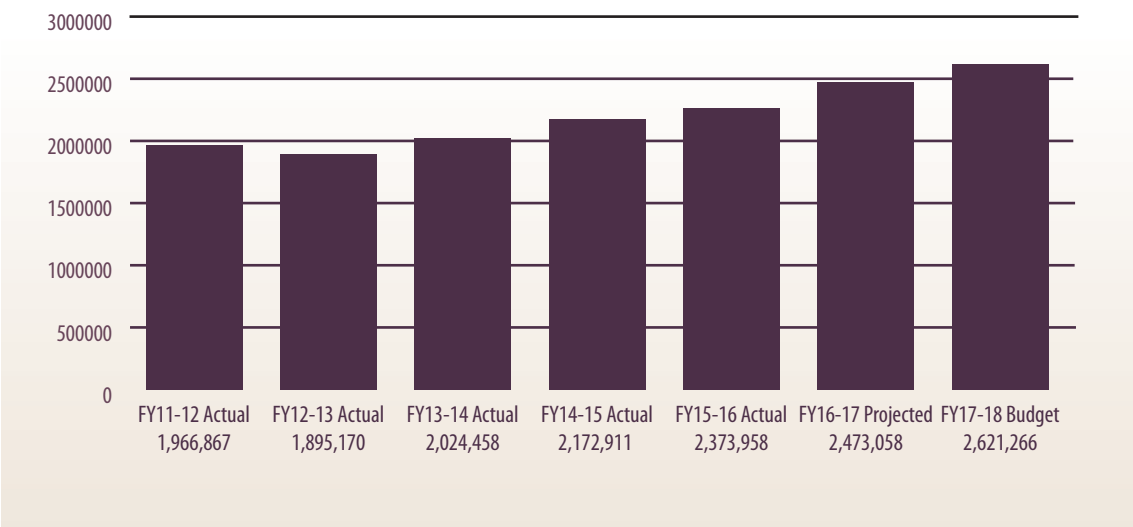



## *Vehicle License Tax*

Approximately 25% of the revenues collected for the licensing of motor vehicles are distributed to incorporated cities and towns. (Thirty-eight percent of the total revenues from this source are distributed to the highway user revenue fund (HURF)). A city or town receives its share of the vehicle license tax collections based on its population in relation to the total incorporated population of the county. The only stipulation on the use of this revenue is that it must be expended on a public purpose.

FY17-18 estimates are based on trends from prior years with adjustments for current economic conditions.

## Vehicle License Tax



# LOCAL REVENUES

## *Transaction Privilege (Sales) Tax*

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

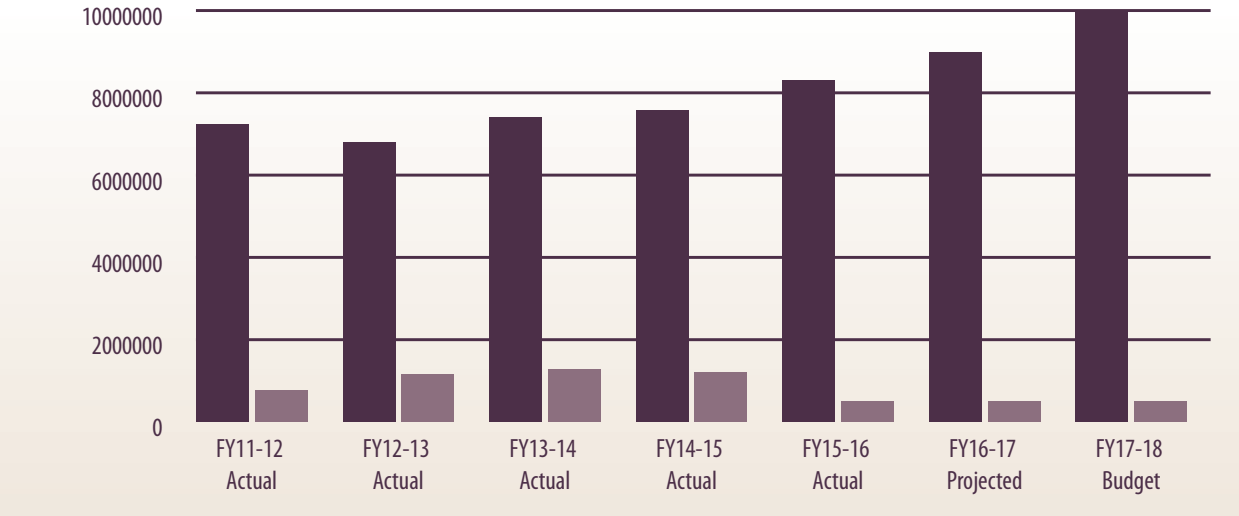
## *Use Tax*

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

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

FY17-18 estimates are based on annual trend estimates for retail/other sales tax.

### Local Transaction Privilege (Sales) Tax



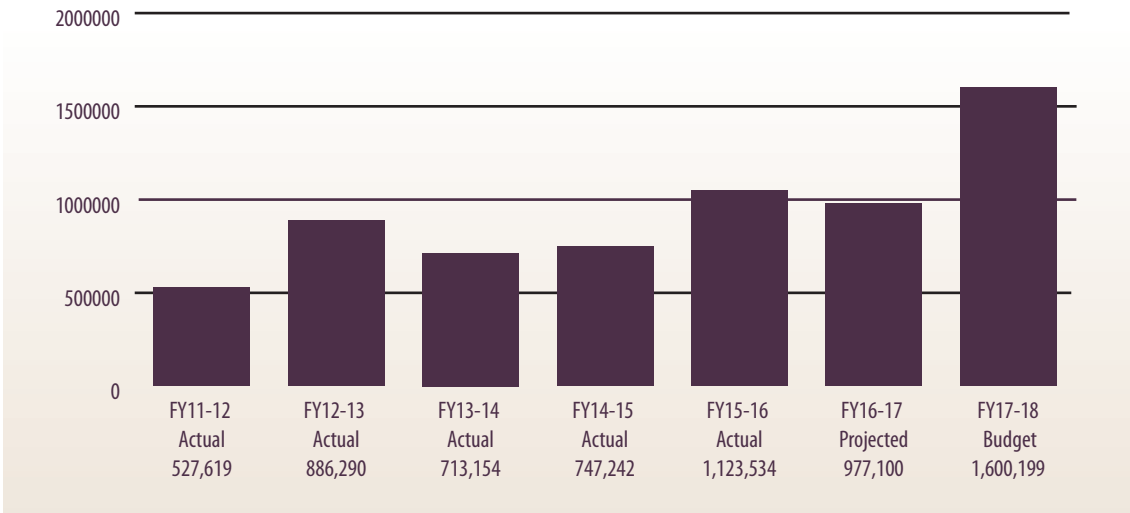

| | FY11-12 Actual | FY12-13 Actual | FY13-14 Actual | FY14-15 Actual | FY15-16 Actual | FY16-17 Projected | FY17-18 Budget |
|---|---|---|---|---|---|---|---|
| General Fund | 7,219,214 | 6,792,246 | 7,410,637 | 7,580,110 | 8,584,686 | 8,991,000 | 10,000,000 |
| General Governmental CIP Fund | 767,955 | 1,150,323 | 1,274,173 | 1,211,169 | 911,959 | 497,500 | 497,500 |

## *Permit Fees*

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

FY17-18 revenue estimates for permit activities are based on 10 homes per month level estimate..

### Permit Fees




## *Business Licenses*

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

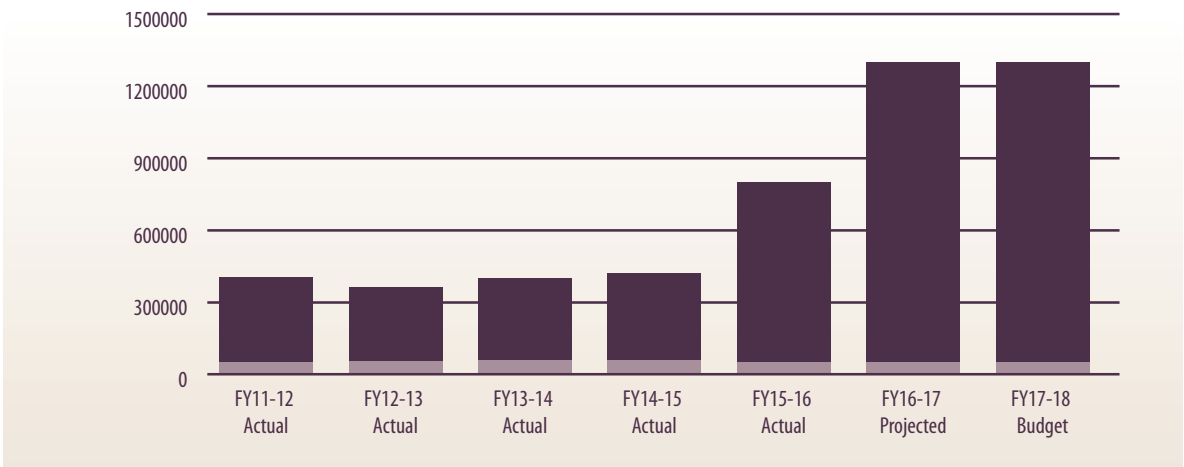
FY17-18 estimates are based on the current level of business licenses with adjustments for current economic conditions.

## *Franchise Fees*

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

FY17-18 estimates are based on trends from previous year averages with adjustments for current economic conditions.

## Business Licenses and Franchise Fees



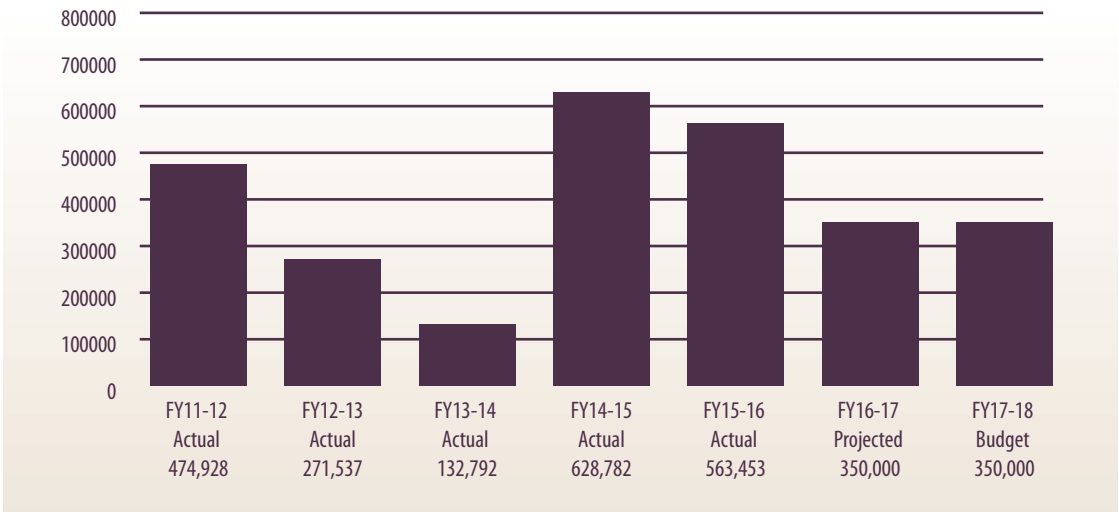

| | FY11-12 Actual | FY12-13 Actual | FY13-14 Actual | FY14-15 Actual | FY15-16 Actual | FY16-17 Projected | FY17-18 Budget |
|---|---|---|---|---|---|---|---|
| Business Licenses | 50,803 | 55,392 | 58,532 | 60,230 | 65,282 | 50,000 | 50,000 |
| Franchise Fees | 355,887 | 309,744 | 344,151 | 362,791 | 911,356 | 1,250,000 | 1,250,000 |

## *Magistrate Court Fines*

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

FY17-18 estimates are based on current levels of activities.

## Magistrate Court Fines

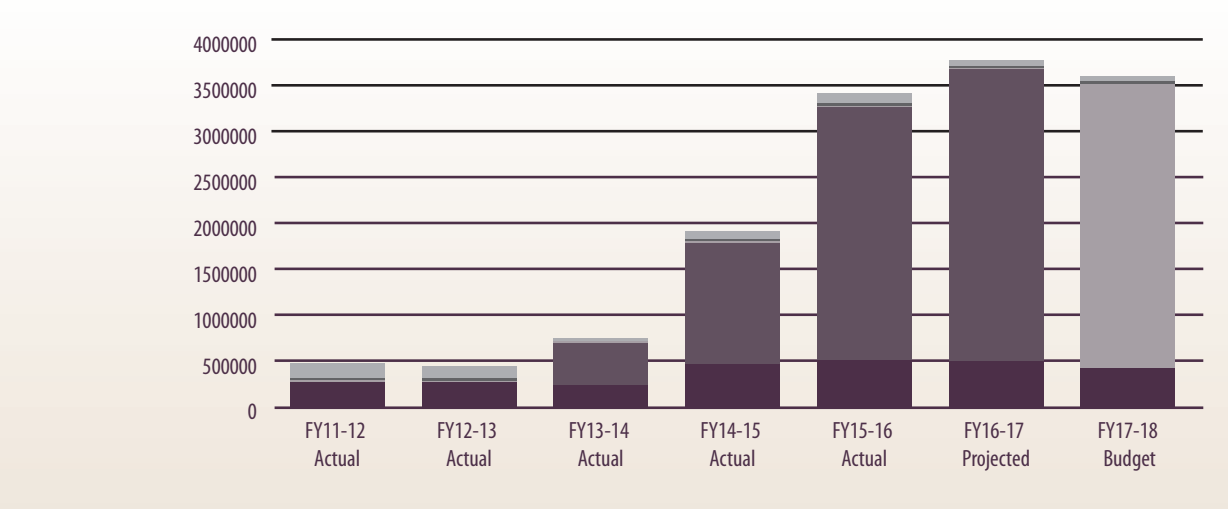


## *User Fees*

User fees are collected from residents for the use of certain city and town facilities or services. The City of Maricopa charges user fees for parks and recreation activities, passport processing, transit services, and public safety hearings. In FY13-14 the Copper Sky Special Revenue Fund was created to account for the operations of Copper Sky. These services will continue to grow with the City's growth in population and the expansion of programs offered to citizens.

FY17-18 estimates are based on current levels of activities.

## User Fees




| | FY11-12 Actual | FY12-13 Actual | FY13-14 Actual | FY14-15 Actual | FY15-16 Actual | FY16-17 Projected | FY17-18 Budget |
|---|---|---|---|---|---|---|---|
| Parks & Rec | 269,816 | 262,750 | 236,401 | 466,111 | 505,444 | 491,834 | 421,834 |
| Parks & Rec Copper Sky Special Fund | - | - | 457,071 | 1,311,699 | 2,753,265 | 3,179,500 | 3,072,471 |
| Library | 15,432 | 16,170 | 19,816 | 21,916 | 16,044 | 16,000 | 16,000 |
| Passport | 25,862 | 30,073 | - | 26,358 | 27,487 | 19,793 | 30,490 |
| Public Safety | 158,421 | 128,685 | 30,932 | 85,470 | 118,772 | 62,300 | 61,800 |

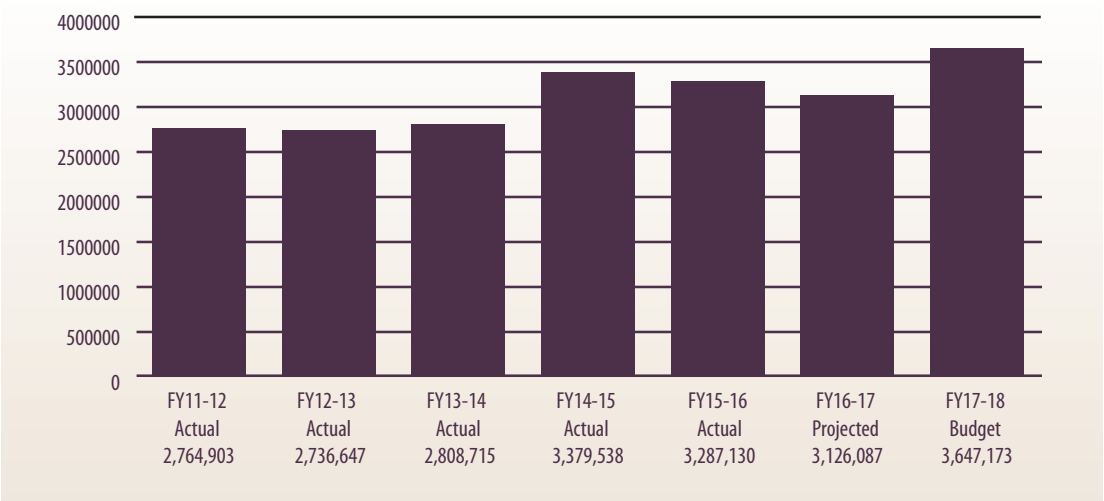
# REVENUE SUMMARY
# SPECIAL REVENUE FUNDS

## *Highway User Revenue Fund*

This revenue source is commonly referred to as the gasoline tax; however, there are a number of additional transportation related fees including a portion of vehicle license taxes which are placed in the Highway User Revenue Fund. Cities and towns receive 27.5% of the highway user revenues. One-half of the monies which a city or town receives under this formula is distributed on the basis of the municipality's population in relation to all incorporated cities and towns in the State according to the decennial census. The remaining half of highway user monies is allocated on the basis of "county of origin" of gasoline sales and the relation of a municipality's population to all incorporated cities and towns in the county. The intent of the distribution formula is to spread a portion of HURF monies across the state solely on the basis of population while the remaining HURF monies flow to those areas in the state with the highest gasoline and other fuel sales. The City's share of these revenues has increased, beginning in FY11-12, due to the increase in Maricopa's population relative to the state and county population.

FY17-18 estimates were provided by the State of Arizona.

### Highway User Revenue Fund



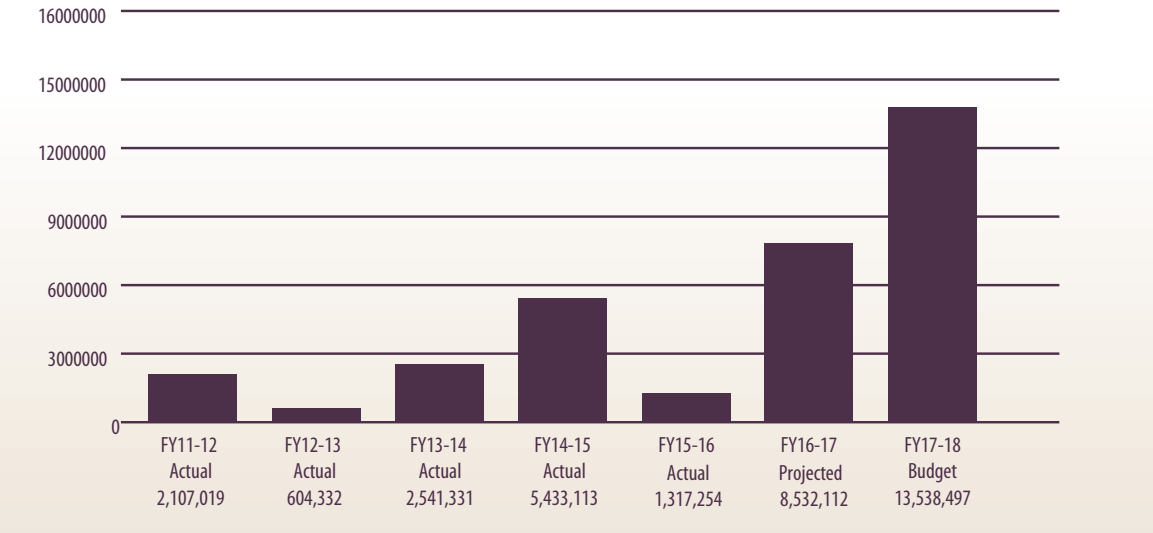

## *Grants*

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

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

FY17-18 estimates are based on all possible grants for the fiscal year. The projected increase in FY17-18 revenues is primarily due to an increase in public safety grant opportunities.

## Grant Revenue



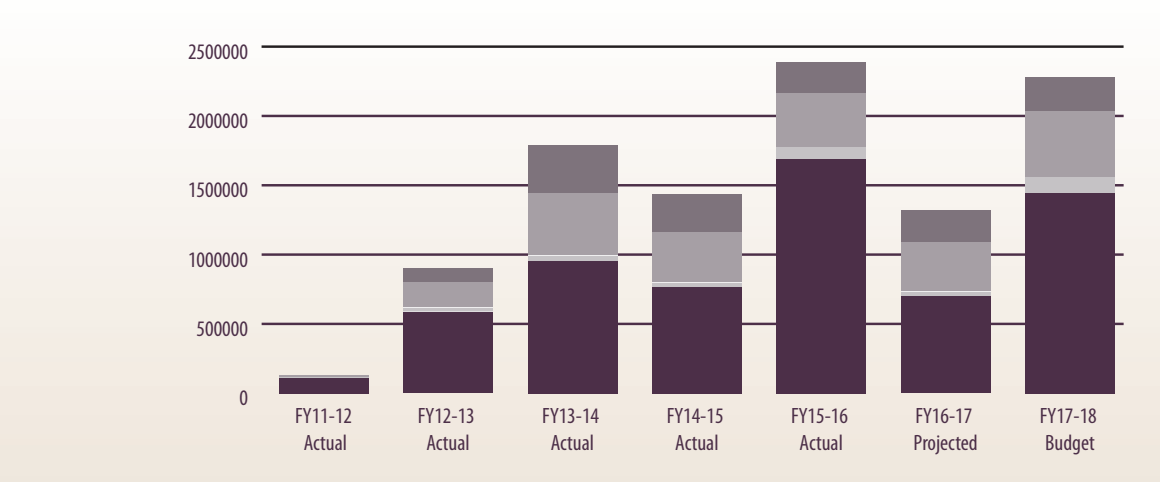
# REVENUE SUMMARY
# CAPITAL PROJECTS FUNDS

## *Development (Impact) Fees*

Cities and towns have the authority to impose fees that provide a direct benefit to the newly developed area. City of Maricopa adopted Development Impact Fees September 2005 and started collections November 2005. Fees were revised in December 2010, and state legislation passed in 2011 that restricted the types of projects that could be funded with development fees. The most recent Development Impact Fee study was completed in November 2011, for fees effective January 1, 2012, which eliminated the collection of General Governmental impact fees and added a Fire Development Impact Fee.

FY17-18 revenue projections are based on a projection of 110 single family homes permitted for the year.

### Development Impact Fee Collections




| | FY11-12 Actual | FY12-13 Actual | FY13-14 Actual | FY14-15 Actual | FY15-16 Actual | FY16-17 Projected | FY17-18 Budget |
|---|---|---|---|---|---|---|---|
| Fire | - | 104,500 | 340,961 | 274,422 | 219,581 | 225,720 | 244,687 |
| Park Maintenance | 10,329 | 178,208 | 448,497 | 361,189 | 388,596 | 357,210 | 476,552 |
| Library | 2,838 | 5,651 | 5,763 | 4,641 | 2,513 | 4,590 | 729 |
| Public Safety/Police | 4,605 | 21,108 | 35,752 | 28,352 | 83,616 | 30,000 | 114,062 |
| General Government | - | 12,361 | - | - | - | - | - |
| Transportation | 110,490 | 582,471 | 954,797 | 767,395 | 1,690,502 | 699,030 | 1,442,686 |

## Summary of Tax Levy and Tax Rates

| | FY13-14 | FY14-15 | FY15-16 | FY16-17 | FY17-18 |
|---|---|---|---|---|---|
| **Property Tax Levy Amounts** | | | | | |
| Primary Property Tax | $ 7,549,131 | $ 10,475,275 | $ 10,522,453 | $ 10,992,790 | $ 11,704,000 |
| Personal | 189,238 | 186,952 | 100,000 | - | - |
| Secondary Property Tax | 3,393,057 | 5,290,280 | 3,732,776 | 3,732,776 | 3,426,003 |
| **Total Property Tax Levy Amounts** | **$ 11,131,426** | **$ 15,952,507** | **$ 14,355,229** | **$ 14,725,566** | **$ 15,130,003** |
| **Property Tax Rates Per $100 Of Assessed Valuation** | | | | | |
| Primary Property Tax Rate | 5.0898 | 4.9842 | 4.7845 | 4.7845 | 4.7845 |
| Secondary Property Tax Rate | 1.7600 | 2.3716 | 1.6973 | 1.6973 | 1.4005 |
| **Total Property Tax Levy Amounts** | **6.8498** | **7.3558** | **6.4818** | **6.4818** | **6.1850** |

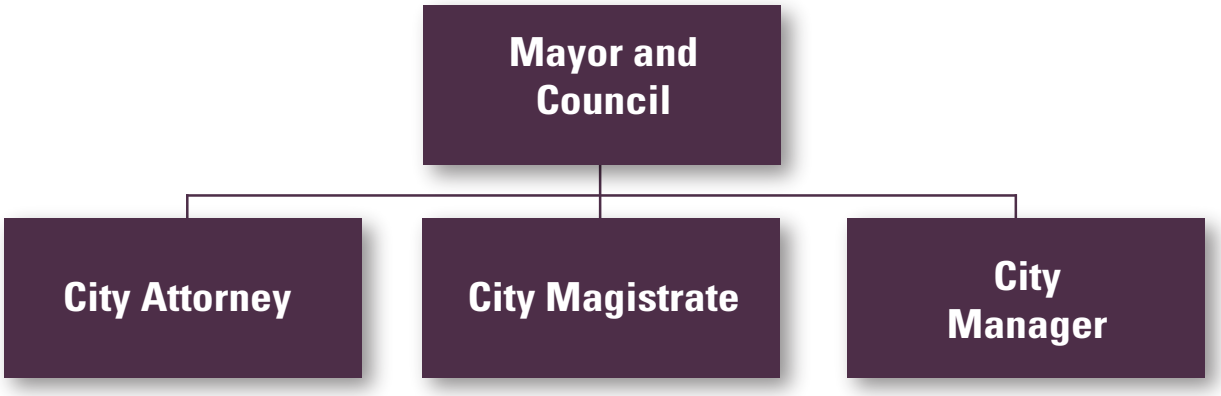
# Departmental Summaries

The following section contains the FY17-18 budget divided by department and division. Included are descriptions of each work unit, performance measurement with results, comparisons to previous fiscal years and authorized positions.

*Back row left to right: Councilmember Nancy Smith, Councilmember Henry Wade, Councilwoman Julia Gusse, Councilmember Vincent Manfredi. Front row left to right: Vice Mayor Marvin Brown, Mayor Christian Price, Councilmember Peggy Chapados.*

# General Government

## Mayor and Council




### Mission

The City of Maricopa provides high quality of life, a prosperous future, and a strong sense of community.

## Department Description

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

The primary election is held on the tenth Tuesday before the first Tuesday after the first Monday in November. The general election is held the first Tuesday after the first Monday in November of even numbered years.

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

# Goals and Objectives

## Quality Growth and Development

1. Land Use
   a. Create, adopt, and implement a General Plan update that, where possible, aligns with the Maricopa 2040 Vision and Strategic Plan
   b. Encourage mixed-use development
   c. Promote and encourage development of large destination commercial centers, as well as small scale shopping centers and convenience shopping/services in close proximity to neighborhoods
   d. Evaluate annexation of land to accommodate the City's projected growth
   e. Encourage development of industrial and business parks to enhance employment opportunities
   f. Identify and develop multiple mixed-use village core areas with commercial and employment centers served by restaurants, retail shopping and cultural opportunities such as art districts and galleries
   g. Ensure land uses are compatible with transportation corridors within the General and Master Plans.
2. Housing Availability and Diversity
   a. Adopt policies to provide desired and attractive amenities to drive quality growth and development
   b. Partner with developers to identify innovative strategies for providing housing diversity for all ages and income levels.
3. Transportation
   a. Provide greater, more efficient mobility through multimodal transportation to and from Maricopa
   b. Create an adequate intra-city road network
   c. Create transportation connectivity with other cities and regions.
   d. Create safe and functional pedestrian ways and bicycle routes throughout the City of Maricopa.
4. Water, Wastewater and Utilities
   a. Improve the quality of water and utilities while controlling costs
   b. Ensure the City will be well served by regional utility providers that offer alternative, sustainable energies such as solar and wind energy for residential and commercial use
   c. Establish greater Right-Of-Way (ROW) control over other utilities within the City
   d. Environmental Stewardship and Flood Mitigation
   e. Improve air quality
   f. Encourage renewable energy use and long-term environmental stewardship
   g. Expedite removal of Maricopa from the FEMA 100-Year flood plain.
5. Technology Infrastructure and Regional Connectivity
   a. Establish Maricopa as a "Top Tier" Smart City.

## Economic Development

1. Achieve a diverse and sustainable Maricopa economy
2. Cultivate a climate of rich educational opportunities at all levels which support economic growth
3. Provide responsive and high-quality services and process support for businesses at all stages of growth.

## Community Resource and Quality of Life

1. Parks, Recreation and Leisure
2. Cultural, Historical Worship and Community-Oriented Facilities and Programs
3. Libraries
4. Quality Healthcare Services and Facilities
5. Cemeteries

## Safe and Livable Community

1. Maintain a community in which all residents, businesses and visitors are safe
2. Increase meaningful citizen participation in community policing efforts, especially within neighborhoods.

## Community Pride, Spirit and Relationships

1. Community Image and Brand
2. Engagement, Volunteerism and Involvement
3. Vital Regional Relationships

## Fiscal Policies and Management

1. Adopt a long-term fiscal management plan and accompanying policies to ensure financial resources are available to achieve the City of Maricopa 2040 Vision and Strategic Plan
2. Achieve a more equitable distribution and diversification of tax revenues to the City
3. Aggressively pursue all available funding from grants and other sources
4. Explore options that recapture or reduce the costs of providing municipal services throughout the City.

## FY2018 BUDGET

**Mayor & Council** Cost Center: #10011111

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $265,289 | $263,098 | $284,446 | $288,444 | $333,869 |
| Professional and Technical | 17,306 | 18,523 | 27,000 | 11,686 | 22,000 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 193,926 | 166,218 | 215,395 | 202,233 | 220,934 |
| Supplies | 1,068 | 437 | 1,000 | 346 | 2,000 |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$477,589** | **$448,276** | **$527,841** | **$502,709** | **$578,803** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Mayor | 1 | 1 | 1 | 1 | 1 |
| Vice Mayor | 1 | 1 | 1 | 1 | 1 |
| City Council | 5 | 5 | 5 | 5 | 5 |
| Executive Assistant | 1 | 1 | 1 | 1 | 1 |
| **Departmental Totals** | **8** | **8** | **8** | **8** | **8** |

# City Attorney

## Department Description

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

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

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

### FY2018 BUDGET

**City Attorney** Cost Center: #10011414

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $- | $- | $- | $- | $- |
| Professional and Technical | 563,256 | 584,732 | 575,000 | 524,840 | 575,000 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$563,256** | **$584,732** | **$575,000** | **$524,840** | **$575,000** |

# City Magistrate

## Department Description

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

## FY2018 BUDGET

**City Magistrate** Cost Center: #10011010

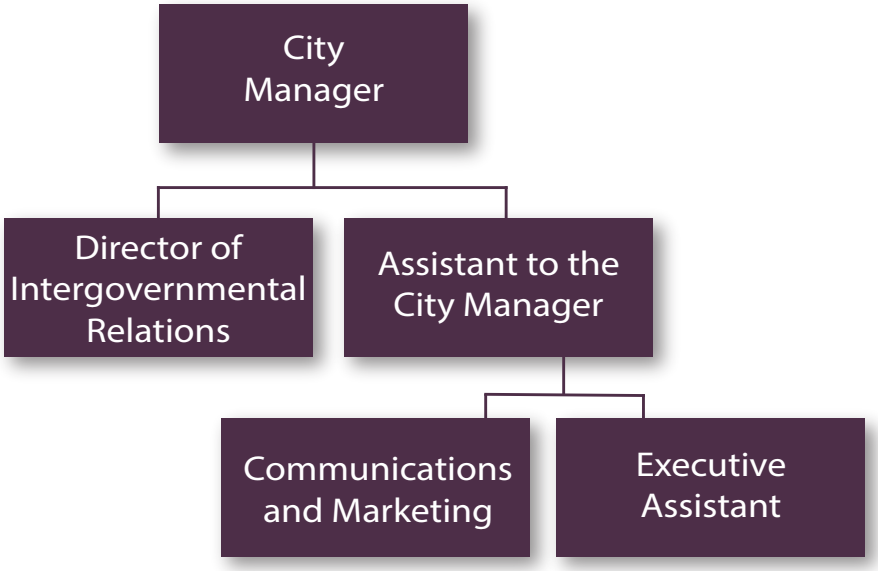
Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $46,277 | $46,793 | $52,057 | $49,061 | $54,637 |
| Professional and Technical | 184,171 | 290,073 | 403,000 | 336,256 | 464,851 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 1 ,527 | - | 1,000 | - | 1,000 |
| Supplies | - | - | 2,000 | - | 2,000 |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$231,975** | **$336,866** | **$458,057** | **$385,308** | **$522,488** |

## AUTHORIZED POSITIONS

| Position Classi-fications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| City Magistrate | 1 | 1 | 1 | 1 | 1 |
| Court Clerk | 2 | 3 | 3 | 0 | 0 |
| **Departmental Totals** | **3** | **4** | **4** | **1** | **1** |

# City Manager




## Mission

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

## Department Description

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. To maintain a strong Council-Manager partnership to accomplish focused, consensual Council priorities

a. Create and implement City Council Work Plan for FY18-19

b. Structure a municipal environment in which businesses flourish and economic activity increases

2. Develop a strong City management team capable of cooperatively and creatively working together to address changing local government service needs.

   a. Hold weekly team meetings

   b. Encourage the enhancement of executive team leadership and creative management skills through various forms of training and group exercises

   c. Provide the management direction and focus to continuously improve internal and external customer service

   d. Enhance current tools and continue to implement new ones that will allow for the delivery of City services and information to citizens 24 hours a day, seven days a week

3. Assist the City Council with increasing the City's influence and visibility in shaping local, regional and state governance priorities.

   a. Protecting the concept of local control under legislative activities

4. Keep Council and the community informed of the City's financial position

   a. Provide financial reports to Council and the citizens

   b. Provide timely information on changing financial conditions that affect the City of Maricopa

5. Promote the City locally and regionally, ensuring it is recognized as a key player poised for the next wave of growth

   a. Reach out proactively to representatives capable of acting as ambassadors for Maricopa, such as media representatives, real estate executives, and business executives

   b. Represent the community at regional and state organizations and events to gain greater community credibility outside the local area

   c. Advance the achievement of City of Maricopa 2040 Vision.

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY 17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 4 | 5 | 5 | 5 |
| % of residents who feel the quality of life in Maricopa is excellent/good* | 90% | N/A | N/A | N/A |
| % of residents who feel the City provides services in an efficient and economical manner* | 80% | N/A | N/A | N/A |
| % of residents who feel the City keeps them informed about City business* | 80% | N/A | N/A | N/A |
| # of Leadership Academy participants | 29 | 33 | 47 | 40 |
| % of participants who graduated | 100% | 61% | 65% | 90% |

*City survey conducted in FY 14-15.

## FY2018 BUDGET

### City Manager

Cost Center: #10011115/16

Summary by Category

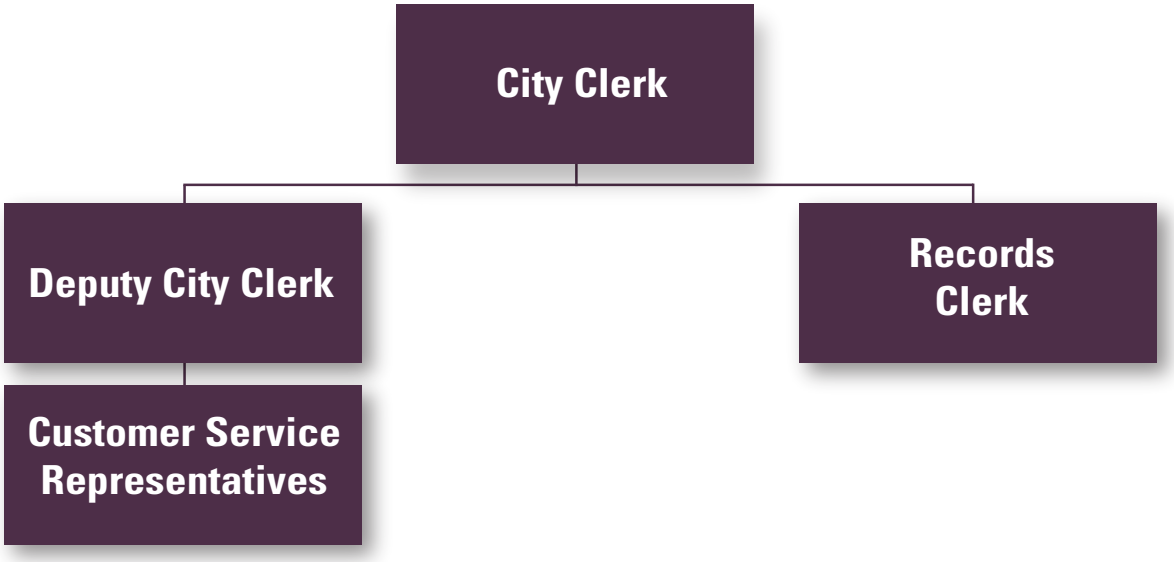
| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted* |
|---|---|---|---|---|---|
| Personnel | $452,467 | $683,099 | $734,979 | $618,405 | $771,086 |
| Professional and Technical | 151,550 | 106,330 | 124,019 | 256,516 | 205,593 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 26,405 | 82,656 | 103,925 | 67,346 | 89,716 |
| Supplies | 513 | 2,978 | 17,195 | 1,868 | 5,295 |
| Capital Outlay | 21,746 | 35,005 | - | 673 | - |
| **Departmental Totals** | **$652,681** | **$910,068** | **$980,118** | **$944,808** | **$1,071,690** |

*Cost Center: # 10011116 Marketing & Communications only included in FY16-17 and FY17-18.

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| City Manager | 1 | 1 | 1 | 1 | 1 |
| Assistant City Manager | 0 | 0 | 0 | 0 | 0 |
| Assistant to the City Manager | 0 | 1 | 1 | 1 | 1 |
| Public Information Officer | 0 | 0 | 0 | 0 | 0 |
| Web and Media Services Manager | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 0 | 0 | 0 | 0 |
| Executive Assistant | 0 | 1 | 1 | 1 | 1 |
| Intergovernmental Affairs Director | 1 | 1 | 1 | 1 | 1 |
| **Departmental Totals** | **4** | **5** | **5** | **5** | **5** |

## City Clerk




### Mission Statement

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

## Department Description

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. Administer municipal elections and serve as the filing officer for the City of Maricopa
   a. Effectively administer and coordinate municipal elections
   b. Serve as the filing officer by accepting the candidates' election forms and ensuring their name properly appears on the ballot
   c. Serve as the filing officer for all Campaign Finance Reports and Financial Disclosure Statements
2. Effectively support the appointment process for all Board, Committee and Commission Members
   a. Conduct individual training as well as annual joint training for BCC members
   b. Effective track terms for all BCC members
3. Respond to the legislative needs of the City Council and their constituents
   a. Prepare, distribute and post all public meeting body notices
   b. Prepare, distribute and post on the website all City Council meeting packet materials in a timely manner
4. Administer the City's records management program
   a. Effectively maintain custody of City records
   b. Process all public record requests in a timely manner
   c. Comply with all applicable state laws for legal advertisements and record retention requirements
   d. Train staff to scan, store and retrieve records in Tyler Forms
5. Deliver excellent customer service.
   a. Answer all incoming phone calls in an expeditious manner
   b. Provide accurate information to all of our walk-in customers
   c. Respond quickly and accurately to customer requests
   d. Provide current and accurate information to meet customers' needs
   e. Continue to provide U.S. passport services
   f. Work with Pinal County to bring County services to the City of Maricopa

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 4 | 4 | 4 | 4 |
| # of public records requests received | 278 | 183 | 210 | 200 |
| % of public records requests processed within three days | 44% | 48% | 53% | 50% |
| # of meeting notices processed (includes Council, boards, commissions, committees, possible quorum, etc.) | 172 | 158 | 135 | 150 |
| % of notices processed that were Council related | 49% | 41% | 40% | 45% |

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Council meetings for which minutes were prepared and presented for approval | 43 | 50 | 40 | 50 |
| % of City Council meeting minutes presented for approval by the next regular City Council meeting | 100% | 100% | 100% | 100% |
| # of City Council agenda items processed | 387 | 391 | 333 | 350 |
| # of passports processed | 975 | 1,018 | 1,241 | 1,200 |
| Passport funds generated | $26,358 | $27,487 | $31,490 | $30,000 |
| # of community events coordinated or attended to promote departmental services | 2 | 1 | 1 | 1 |
| # of documents scanned per records management | 219 | 180 | 214 | 200 |

## FY2018 BUDGET

**City Clerk** Cost Center: # 10011212

The City Clerk's Office is responsible for the preservation of legal documents and is the source of information on City Council legislation and actions. The City Clerk's Office conducts all municipal elections, assists the Mayor in administering the appointment of members to serve on various City boards and commissions and provides special services to the public including passports and notary services.

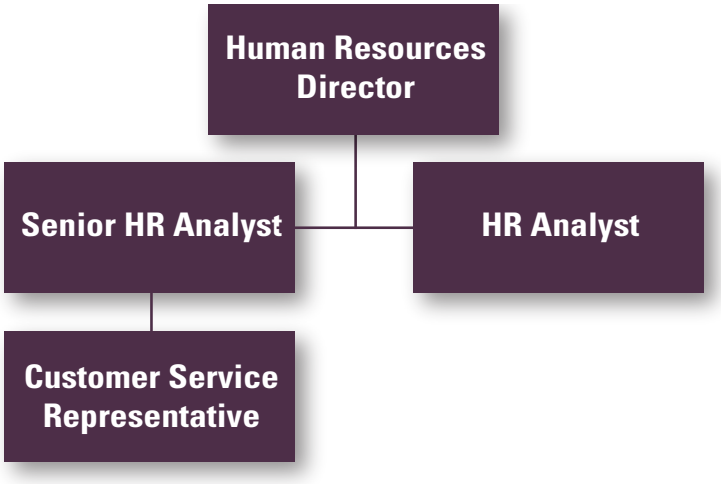
Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $270,331 | $327,683 | $345,621 | $349,842 | $362,017 |
| Professional and Technical | 4,551 | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 49,760 | 8,098 | 57,821 | 66,125 | 15,021 |
| Supplies | 5,067 | 7,669 | 6,700 | 3,446 | 6,700 |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$329,709** | **$343,450** | **$410,142** | **$419,413** | **$383,738** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| City Clerk | 1 | 1 | 1 | 1 | 1 |
| Deputy City Clerk | 1 | 1 | 1 | 1 | 1 |
| Records Coordinator | 1 | 1 | 1 | 1 | 1 |
| Customer Service Representative | 2 | 2 | 2 | 2 | 2 |
| **Departmental Totals** | **5** | **5** | **5** | **5** | **5** |

# Human Resources




## Mission Statement

The Human Resources Department's mission is to provide excellence in human resources leadership and services in support of the City's mission and our customers, the City of Maricopa community. We succeed by fostering a positive work environment, and earning the trust and satisfaction of our employees and those who govern us, support us and do business with us.

## Department Description

As a strategic partner with the City of Maricopa leadership team, the Human Resources Department (HR) is responsible for providing comprehensive HR programs, including: 1) recruitment of qualified applicants into a diverse workforce, 2)administration of employee benefits, and employee orientation services, 3) all employee transactions such as promotion, merit increase, and retirement, 4) policy development and administration, 5) job classification, compensation, and labor market comparisons, 6) employee relations, 7) maintenance of personnel records, maintenance and support of the personnel database, 8) employee development and training, 9) administration of the performance evaluation program, and 10) staffing support for the Merit Board, and Public Safety Retirement Personnel System Boards (PSPRS). The HR Department champions change and works closely with managers and employees to align legally compliant policies and training with the City's ethical principles, and values. The HR Department is committed to providing high quality service to prospective and current employees and to treating individuals with respect, good care, and professionalism from their first inquiries about position vacancies, services and programs, through retirement. Through this commitment to the City of Maricopa, the HR Department will maintain its high level of mutual trust and respect.

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. Support departments in their efforts to recruit, select, and retain highly competent and diverse employees who embrace the City's vision and values.
   a. Collaborate with department leaders to differentiate among potential candidates to ensure we are making strong hiring decisions using best HR practices and objective criteria.
   b. Evaluate hiring and benefit participation metrics, analyze data to support management decision-making.
2. Link rewards, recognition, job competency, and the City's' strategic plan to compensation through performance management.
   a. Manage the reward programs designed to recognize and incentivize superior performance, including the Excellence Awards and Values Heroes.
   b. Reinforce workplace equity and equality of opportunity principles through consistent application of City policies and procedures.
3. Design and administer innovative and cost-effective benefit programs that meet the needs of today's diverse workforce and enhance the City of Maricopa's ability to attract, retain and reward employees.
   a. Implement efforts to strengthen employees' understanding of the City's benefit programs, including a variety of communication tools: Lunch and Learn opportunities, on-line Frequently Asked Questions (FAQ's), one-on-one sessions with the City's benefit provider staff, and Employee Self-Service.
   b. Strengthen the City Wellness Program by adding wellness requirements and employee accountability to increase employee participation, and encourage good habits thereby reducing health care costs or minimizing increases.
4. Help managers manage. Improve the City's effectiveness through internal consulting, training, and development of managers.
   a. Deliver core supervisory courses such as EO, sexual harassment prevention, and other critical supervisory subjects.
   b. Offer safety training and safety committee support through updated policies and engagement.
   c. Revise the City's Personnel Policies and Procedures to align with regulatory changes and the City's vision and values.
5. Engage in continuous improvement efforts to streamline human resource data processes and offer management tools such as metrics, and management reports.
   a. Implement a revised leave request and approval process, along with a new leave policy to communicate a consistent standard and expectations to employees.
   b. Partner with the Finance and ITS departments to implement employee self-service options available in MUNIS.

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-Time employee equivalents | 3.5 | 3.5 | 3.5 | 3.5 |
| Hours of volunteer service received | 16,064 | 22,683 | 21,883 | 22,000 |
| % of citizens satisfied or very satisfied with City's efforts to maintain a qualified workforce | 63% | N/A | N/A | N/A |
| Average Citywide employee turnover rate | 6.50% | 7.25% | 4.2% | 6.0% |
| # of City full-time equivalent employees supported | 337 | 312 | 347 | 350 |
| # of Citywide volunteers supported | 375 | 330 | 161 | 200 |
| # of interns employed by the City | 19 | 16 | 16 | 16 |
| # of recruitments conducted | 58 | 46 | 32 | 30 |
| "Average time for recruitment in days (from request to job offer)" | 45 | 45 | 45 | 45 |
| # of grievances | 0 | 0 | 0 | 0 |
| % of grievances resolved | 100% | 100% | 100% | 100% |
| # of Merit Board appeals | 0 | 0 | 0 | 0 |
| % of Merit Board appeals upheld | 100% | 100% | 100% | 100% |
| Total cost of workers' compensation claims | $116,091 | $315,641 | $240,453 | $200,000 |
| # of workers' compensation claims | 36 | 41 | 31 | 30 |
| * % of claims with no lost time | 91.67% | 92.68% | 84.00% | 92.00% |
| # of training programs coordinated | 43 | 15 | 16 | 20 |
| % of staff participating in training programs offered | 35% | 27% | 50% | 50% |

## FY2018 BUDGET

**Human Resources** Cost Center: #10011555

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $360,834 | $378,919 | $400,207 | $407,137 | $423,325 |
| Professional and Technical | 7,849 | 9,093 | 32,290 | 56,230 | 15,050 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 21,751 | 27,360 | 31,771 | 18,394 | 48,177 |
| Supplies | 7,403 | 8,557 | 16,039 | 9,637 | 10,201 |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$397,837** | **$423,929** | **$480,307** | **$491,398** | **$496,753** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Director of Human Resources | 1 | 1 | 1 | 1 | 1 |
| Senior HR Analyst | 1 | 1 | 1 | 1 | 1 |
| HR Analyst | 1 | 1 | 1 | 1 | 1 |
| Customer Service Representative | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| **Departmental Totals** | **3.5** | **3.5** | **3.5** | **3.5** | **3.5** |

# Economic Development

## Mission Statement

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

## Department Description

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

To be a regional leader in economic development with properly aligned resources and tools.

1. Build local capacity for economic development
2. Pursue retention and expansion efforts for existing businesses
3. Support local entrepreneurs in the start-up of new business

4. To be a community recognized by site selectors and companies in target industries as having a high quality real estate product.
   a. Plan for adequate sites and infrastructure to support business development and attraction in Maricopa
   b. Assist in the development of a business park to attract industrial employers
   c. Ensure the City includes mixed-use activities in its development plans for the new City center
5. To have effective marketing that positions the community as a preferred destination for new investment opportunities among key target sectors and audiences.
   a. Raise awareness of economic development opportunities among local residents and businesses
   b. Initiate an external marketing campaign for Maricopa and its target industries
6. To be known as a community with a unique quality of place with the region.
   a. Strengthen and leverage existing educational institutions, workforce development, and other training assets serving Maricopa
   b. Continue to support the expansion of additional quality of place amenities

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 3 | 3 | 3 | 3 |
| Hours of volunteer service received | 0 | 0 | 20 | 30 |
| % of citizens satisfied with City's efforts to encourage economic growth | N/A | N/A | N/A | N/A |
| Estimated # of jobs attracted, created, or retained with City assistance | 90 | 93 | 127 | 180 |
| Average hourly wage of job attracted, created, or retained with City assistance | $12.75 | $17.50 | $14.47 | $17.00 |
| Estimated new commercial capital investment created with City assistance | $0 | $0 | $5.5m | $7.5m |
| New commercial square footage constructed | 7,800 | 4,000 | 46,081 | 130,000 |
| Average end of year commercial occupancy rate (all types) | 94.9% | 96% | 95.8% | 97% |
| * End year commercial occupancy rate, retail | 94.2% | 96% | 96.7% | 98% |
| * End year commercial occupancy rate, industrial | 97.6% | 97.1% | 93.8% | 95% |
| * End year commercial occupancy rate, office | 93.4% | 94.1% | 93.4% | 95% |
| # of small businesses training program participants | 108 | 135 | 232 | 200 |
| # of business retention and expansion visits conducted | 20 | 45 | 62 | 70 |
| # of meetings held with existing or prospective businesses | 80 | 120 | 122 | 150 |
| "Total sales tax (retail, construction and bed tax) | $8,791,279 | $9,496,645 | $10,452,865 | $10,497,500 |

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| collections" | $8,791,279 | $9,496,645 | $10,452,865 | $10,497,500 |
| * % increase/decrease in sales tax collections over prior year | 1.6% | 8.0% | 10.1% | 0.4% |
| # of total calls for assistance responded to via Ombudsman Line | 375 | 470 | 428 | 450 |
| # of special events, focus groups, tours, or other programs coordinated and executed | 12 | 14 | 19 | 15 |
| * # of attendees | 215 | 500 | 1,040 | 1,100 |
| Economic Development grant funding awarded | $0 | $0 | $0 | $0 |

## FY2018 BUDGET

**Economic Development** Cost Center: #10011616

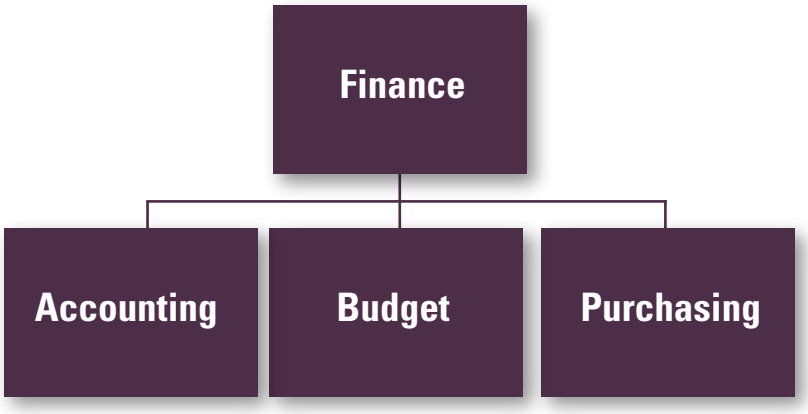
Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $246,534 | $184,813 | $306,968 | $265,514 | $301,045 |
| Professional and Technical | 77,798 | 98,277 | 116,701 | 128,299 | 151,051 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 91,812 | 98,903 | 142,723 | 100,993 | 194,873 |
| Supplies | 1,150 | 2,298 | 875 | 642 | 875 |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$417,294** | **$384,291** | **$567,267** | **$495,448** | **$647,844** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Director of Economic Development | 1 | 1 | 1 | 1 | 1 |
| Economic Development Coordinator | 1 | 1 | 1 | 1 | 1 |
| Economic Development Analyst | 1 | 1 | 1 | 1 | 1 |
| Public Information Officer | 0 | 0 | 0 | 0 | 0 |
| Media Production Specialist | 0 | 0 | 0 | 0 | 0 |
| **Departmental Totals** | **3** | **3** | **3** | **3** | **3** |

# Financial Services




## Mission Statement

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

## Department Description

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

- Accounting: maintains the general ledger, prepares Citywide payroll, handles Citywide payments of accounts payable, manages the City's cash and investments, tracks capital asset activity and depreciation, manages debt service, prepares financial analysis, reports financial activity, coordinates the annual audit, and prepares the annual financial statements
- Budget: coordinates and prepares the annual budget
- Purchasing: supports City staff through the use of solicitations in procuring goods and/or services that are required to ensure the departmental needs are met and procurement policy is followed

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. Provide timely and accurate financial information to the public, auditors, grantors, City Council and City Management.
   a. Provide informative quarterly financial reports
   b. Receive an unqualified audit opinion for the fiscal year
   c. Fully utilize the City  Enterprise Resource Planning (ERP) application
2. Facilitate the City budget process and prepare the annual budget
   a. Coordinate with departments to develop the Capital Improvement Program budget
   b. Coordinate with the departments to develop and prepare the annual operating budget

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 8 | 9 | 9.5 | 10.0 |
| Unqualified audit opinion received | Yes | Yes | Yes | Yes |
| GFOAs Distinguished Budget Presentation award | Yes | Yes | Yes | Yes |
| GFOAs certification of Excellence in Financial Reporting | Yes | Yes | Yes | Yes |
| General Fund unreserved fund balance coverage (% of expenditures) | 72% | 81% | 78% | 61% |
| # of CIP projects being tracked and maintained | 45 | 57 | 87 | 99 |
| Total cash invested | $81,582,450 | $74,608,513 | $74,416,193 | $64,657,478 |
| Return on cash invested | 0.75% | 0.85% | 0.80% | 0.83% |
| License and franchise fee revenues | $339,286 | $350,000 | $976,638 | $1,300,000 |
| Grant dollars awarded | $1,387,629 | $22,827,597 | $1,518,235 | $1,700,000 |
| # of grant applications submitted | 44 | 37 | 33 | 35 |
| # of business licenses issued | 1,250 | 1,169 | 1,177 | 1,300 |
| * % of business licenses issued that were new | 25% | 36% | 33% | 36% |
| # of purchase orders processed | 1,832 | 2,162 | 1,806 | 1,925 |

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| * Average turnaround time for purchase order processing (business days) | 2 | 2 | 2 | 2 |
| # of bids and requests for proposals issued | 45 | 31 | 19 | 30 |

## FY2018 BUDGET

**Financial Services** Cost Center: #10011313

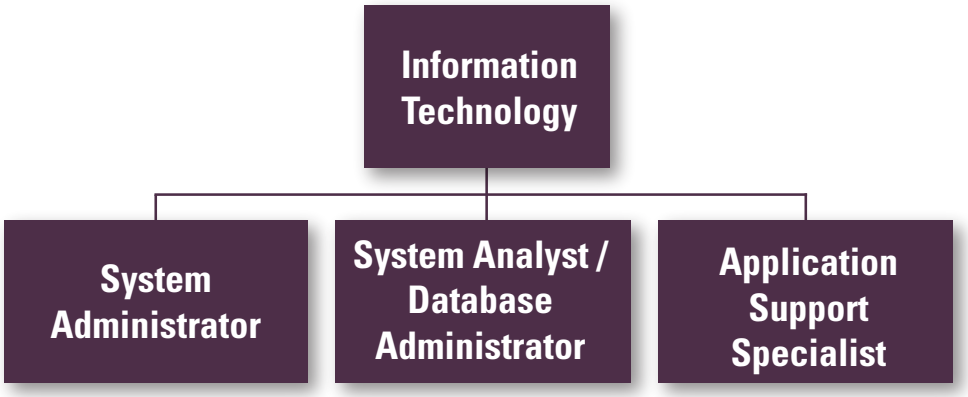
Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $588,223 | $588,758 | $806,186 | $710,212 | $924,759 |
| Professional and Technical | 145,815 | 206,211 | 98,650 | 169,916 | 87,850 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 18,490 | 23,750 | 17,785 | 12,569 | 29,185 |
| Supplies | 3,241 | 5,383 | 3,810 | 3,915 | 5,410 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$755,769** | **$824,102** | **$926,431** | **$896,612** | **$1,047,204** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Finance Director | 1 | 1 | 1 | 1 | 1 |
| Grants Manager | 0 | 1 | 1 | 1 | 1 |
| Finance & Budget Manager | 1 | 1 | 1 | 1 | 1 |
| Payroll Specialist | 1 | 1 | 1 | 1 | 1 |
| Purchasing Manager | 1 | 1 | 1 | 1 | 1 |
| Purchasing Coordinator | 1 | 1 | 1 | 1 | 1 |
| Accountant | 1 | 1 | 1 | 1 | 2 |
| Accounts Payable Clerk | 1 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| Management Analyst | 0 | 0 | 0 | 0 | 0 |
| Account clerk | N/A | N/A | 0.5 | 0.5 | 0.0 |
| **Division Totals** | **8** | **9** | **9.5** | **9.5** | **10** |

# Information Technology




## Mission Statement

The Information Technology Department provides high quality technology-based services and systems, in a reliable, cost-effective manner, to support the City's overall mission and goals.

## Department Description

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

## Goals and Objectives

1. Maintain a secure and robust infrastructure in order to provide consistent and uninterrupted technology service with the capacity to address future growth.
   a. Provide a redundant and secure network backbone connecting all physical City locations with secure wireless technologies where possible
   b. Maintain productivity and data reliability with continued enhancement and redundancy of the City's SAN (Storage Area Network) for files, email, ERP and GIS data
2. Maximize City staff productivity and control cost through technology innovation, management and reliability.
   a. Streamline application and hardware acquisition and distribution by continuing to develop guidelines and policies
   b. Expand the functionality for the ERP system with the implementation of an enterprise content manager for records retention and storage
   c. Optimize hardware capacities, disaster recovery capabilities and consolidation by continuing to develop a complete virtualized server environment

3. Maintain data integrity and access through both structural and procedural enhancements.
   a. Maintain reliability and redundancy to public safety communication systems
4. Consolidate assets and standardize technical systems, when possible, for ease of management, improved intra-communication and to reduce the total cost of ownership.
5. Support City efforts to enhance citizen access to information and services.
   a. Broaden interoperability of systems and resources through server, desktop and application software upgrades
   b. Develop a list of software options, for inclusion in future City budgets, to provide online services to City customers
6. Strengthen the technology support division by increased response times and cost effective technical solutions.
   a. Provide an arena for innovative technical ideas and solutions by enhancing the Maricopa Information Technology Steering (MITS) Committee
   b. Support the goals and efforts of the public safety departments by seeking cost-effective technical alternatives and initiatives for radio communication narrow banding and conversion
7. Identify, develop and implement better business practices through project planning, procedure development, documentation, metrics and municipal partnerships.
   a. Maintain existing administrative applications and systems
   b. Enhance department performance and productivity through continued cross training, focused task areas and additional training opportunities

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 4 | 4 | 4 | 5 |
| # of personal computers / laptops supported | 244 | 255 | 275 | 310 |
| # of mobile communication devices (cell phones, PDAs, iPads, etc.) supported | 141 | 150 | 165 | 165 |
| # Servers (Physical) | 28 | 20 | 20 | 15 |
| # Servers (Virtual) | 40 | 40 | 40 | 40 |
| Storage Capacity (Tb) | 25 | 25 | 25 | 46 |
| Storage (Used Tb) | 10 | 15 | 15 | 21 |
| Network Attached Devices* | 964 | 1,300 | 1,377 | 1,500 |
| * Network attached devices include: desktop/laptop computers, servers, storage arrays, tape backup devices, network switches and routers, firewalls, wireless access points, telephones, A/V equipment, surveillance cameras, etc. | | | | |
| Average hours to resolve Help Desk requests: | | | | |
| - Critical Priority | 1 | 1 | 1 | 1 |
| - Medium Priority | 10 | 10 | 10 | 10 |
| - Low Priority | 30 | 30 | 30 | 30 |

## FY2018 BUDGET

### Information Technology

Cost Center: #10011553

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $404,340 | $441,889 | $467,618 | $471,783 | $573,540 |
| Professional and Technical | 382,430 | 372,145 | 390,968 | 351,186 | 404,868 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 3,475 | 49,312 | 10,545 | 52,979 | 17,356 |
| Supplies | 35,317 | 25,950 | 27,650 | 20,263 | 34,650 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$825,562** | **$889,296** | **$896,781** | **$896,211** | **$1,030,414** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Chief Information Officer | 1 | 1 | 1 | 1 | 1 |
| IT Manager | - | - | - | - | - |
| Network Administrator - Fire | - | - | - | - | - |
| Network Administrator | - | - | - | - | - |
| System Administrator | 1 | 1 | 1 | 1 | 1 |
| System Analyst / Database Administrator | 1 | 1 | 1 | 1 | 1 |
| Application Support Specialist | 1 | 1 | 1 | 1 | 1 |
| IT Intern | - | - | 1 | - | - |
| Desktop Support Technician | - | - | - | - | 1 |
| Network Engineer / Architect | - | - | - | - | - |
| **Division Totals** | **4** | **4** | **5** | **4** | **5** |

# Non-Departmental

## Department Description

The Non-Departmental cost center is used to account for items that are for general City benefit and difficult to assign to one department. Items budgeted include the City-wide general liability insurance, repair and maintenance for City Hall, public service awards, merit increases, general office supplies and postage, and the General Fund contingency. Also included this year are transfers to the Copper Sky Recreation and General Government CIP funds.

### FY2018 BUDGET

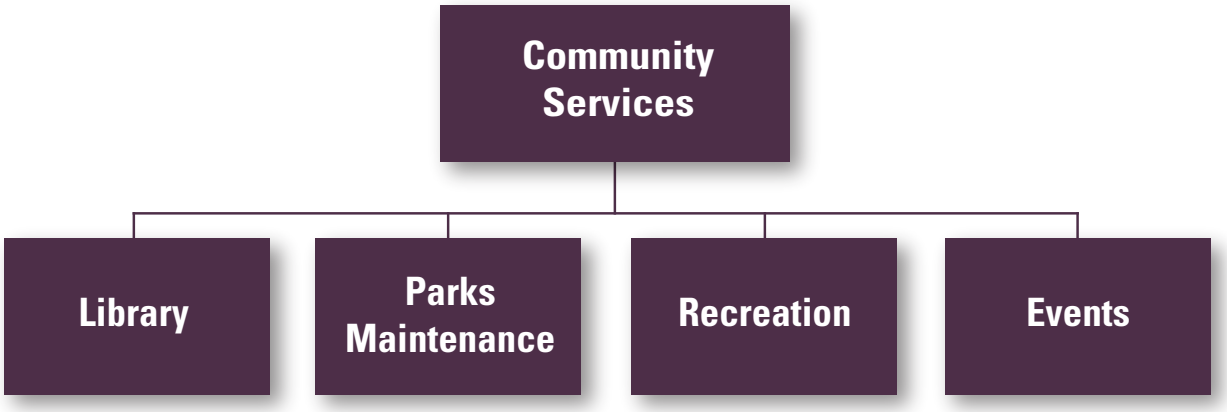
**Non-Departmental** Cost Center: #10010000

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $- | $- | $180,000 | $3,880 | $191,501 |
| Professional and Technical | 755,477 | 489,507 | 9,154,738 | 6,560,928 | 573,000 |
| Purch. Property Services | 32,162 | 32,094 | 34,373 | 31,350 | 34,374 |
| Other Purchased Services | 563,460 | 565,652 | 657,500 | 594,944 | 657,500 |
| Supplies | 9,123 | 6,440 | 16,000 | 4,315 | 16,000 |
| Capital Outlay | - | - | - | - | - |
| Principal | - | - | - | - | - |
| Interest | - | - | - | - | - |
| Contingency | - | - | 1,000,000 | - | 2,300,000 |
| Transfers Out | - | - | 1,400,000 | 1,400,000 | 4,722,700 |
| Debt Service | - | | - | - | - |
| **Departmental Totals** | **$1,360,222** | **$1,093,693** | **$12,442,611** | **$8,595,417** | **$8,495,075** |

# *Community Services*

## Community Services – Administration




### Mission

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

## Department Description

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management.

## Goals and Objectives

1. Administer and evaluate the delivery of services of the department to be financially responsible and beneficial to the citizens.
   a. Develop recreation programs within available budget
   b. Set fees to recover a portion of expenses while still maintaining affordability to the community
2. Develop means for enhanced revenues and decreased expenditures to provide quality programs and services.

a. Develop joint sponsorship opportunities with outside agencies
b. Seek alternative revenues from grants and sponsorships

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|
| # of full-time employee equivalents Department-wide | 47 | 93 | 88 | 88 |
| # full-time employee equivalents division-wide | 3 | 1 | 3 | 3 |
| # of programs conducted in department | 850 | 979 | 979 | 970 |
| % of programs that have a cost recovery plan | 100% | 100% | 100% | 100% |

## FY2018 BUDGET

**Community Services – Administration** Cost Center: #10033130

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $ 271,669 | $ 283,264 | $ 308,281 | $ 294,581 | $ 319,731 |
| Professional and Technical | 722 | 1,010 | 1,843 | 1,417 | 1,843 |
| Purch. Property Services | - | - | 4,359 | - | 4,359 |
| Other Purchased Services | 11,407 | 8,960 | 19,457 | 18,470 | 24,875 |
| Supplies | 2,735 | 2,156 | 2,719 | 3,152 | 2,719 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 286,533** | **$ 295,390** | **$ 336,659** | **$ 317,618** | **$ 353,527** |

## AUTHORIZED POSITIONS

| Position Classi-fications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Community Services Director | 0 | 1 | 1 | 1 | 1 |
| Management Analyst | N/A | N/A | N/A | 1 | 1 |
| Events Manager | N/A | N/A | N/A | 1 | 1 |
| Administrative Assistant | 0 | 1 | 1 | 1 | 1 |
| **Division Totals** | **0** | **2** | **2** | **4** | **4** |

# Community Services – Library

## Division Description

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

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 8.5 | 8.5 | 9.5 | 9.5 |
| # of Full-time employees | 8 | 8 | 8 | 8 |
| # of Part-time employees | 1 | 1 | 4 | 6 |
| Hours of volunteer service received | 2,108 | 4,225 | 1,358 | 1,350 |
| Total circulation | 298,553 | 314,396 | 312,717 | 315,844 |
| % increase (decrease) in the number of items circulated over the past year | 13% | 5.3% | -1.0% | 1.0% |
| # of visitors | 299,731 | 163,304 | 179,495 | 180,000 |
| % increase (decrease) in annual visitorship over prior year | 71% | 8.9% | 9.0% | 0.0% |
| # of materials in library inventory | 43,438 | 44,378 | 47,557 | 50,000 |
| % of collection that is 5 years of age or less | 47% | 54% | 62% | 67% |
| % inventory loss rate due to damage, theft, or other | 10% | 7% | 12% | 12% |
| Total amount of fines collected via cash or donation equivalent | $19,927 | $14,272 | $16,220 | $17,000 |
| Total attendance at children's programs | 10,495 | 12,461 | 13,257 | 13,000 |
| % increase (decrease) in children's program attendance over prior year | 10% | 18.7% | 6% | 0.0% |
| % of citizens rating Library services as good or excellent | N/A | 95% | 95% | 95% |
| # of Library cards issued | 4,229 | 3,510 | 3,049 | 3,000 |
| % increase (decrease) in Library cards over prior year | -5% | -17% | -13% | 0% |

## FY2018 BUDGET

**Community Services – Library** Cost Center: #10033135

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel | $445,301 | $460,157 | $514,149 | $493,537 | $575,046 |
| Professional and Technical | 18,062 | 4,684 | 1,500 | 9,497 | 9,500 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 45,276 | 38,791 | 39,321 | 46,863 | 52,321 |
| Supplies | 11,373 | 10,511 | 15,214 | 12,919 | 12,214 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$520,012** | **$514,143** | **$570,184** | **$562,816** | **$649,081** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Library Manager | 1.0 | 1.0 | 1.0 | 1.0 | 1.0 |
| Senior Library Coordinator | 0.0 | 0.0 | 1.0 | 1.0 | 1.0 |
| Library Coordinator | 1.0 | 1.0 | 0.0 | 0.0 | 0.0 |
| Library Page | 0.0 | 0.0 | 0.5 | 1.0 | 1.5 |
| Library Assistant | 6.0 | 6.5 | 6.5 | 6.5 | 6.5 |
| **Division Totals** | **8.5** | **8.5** | **9** | **9.5** | **9.5** |

# Community Services – Parks Maintenance

## Division Description

This division is responsible for community park facilities including fields, passive turf, trees, plants, lighting, playgrounds, dog park, pools, courts, lakes, parking lots, city vacant sites, landscaped areas, event setup & removal, other outdoor programs, stage setup and removal, assist with City Events setup/ removal, hardscape maintenance, stake park, restrooms, buildings and ramadas. This division is also responsible for the oversight and management of maintenance contracts for school district fields per the intergovernmental agreement with the Maricopa Unified School District.

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 20 | 20.25 | 19.25 | 19.00 |
| # of Full-time employees | 15 | 14.0 | 14.0 | 14.0 |
| # of Part-time employees | 5 | 6.25 | 5.25 | 5.00 |
| Hours of volunteer service received | 1,262 | 1,524 | 2,850 | 8,300 |
| Park acreage in the City | 127 | 132 | 132 | 132 |
| # of park acres per full-time employee equivalent | 6.32 | 6.51 | 9.26 | 6.95 |
| Cost of parks maintenance in the City | $2,334,584 | $2,679,408 | $2,497,779 | $2,497,778 |
| Average cost per acre for park maintenance | $18,383 | $20,299 | $18,923 | $18,923 |
| # of maintenance activities performed annually | 3,791 | 4,059 | 4,059 | 4,059 |
| * Trash and litter cleanup | 781 | 883 | 883 | 883 |
| * Restroom cleanup | 720 | 720 | 720 | 720 |
| * Playground maintenance | 730 | 730 | 730 | 730 |
| * Turf maintenance | 364 | 468 | 468 | 468 |
| * Irrigation maintenance | 572 | 649 | 649 | 649 |
| * Field maintenance | 624 | 609 | 609 | 609 |
| % of citizens rating parks facilities as "good" or "excellent" | N/A | N/A | N/A | N/A |

## FY2018 BUDGET

### Community Services – Parks Maintenance

Cost Center: #10033132

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $160,868 | $142,934 | $209,537 | $123,004 | $204,362 |
| Professional and Technical | - | 650 | - | 15 | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 340,513 | 419,004 | 406,427 | 356,972 | 477,927 |
| Supplies | 4,825 | 4,167 | 4,600 | 9,177 | 16,600 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$506,206** | **$566,755** | **$620,564** | **$489,168** | **$698,889** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Maintenance Worker | 2 | 10 | 16 | 14 | 14 |
| Parks Manager | N/A | 1 | 1 | 1 | 1 |
| Crew Leaders | N/A | 4 | 4 | 3 | 3 |
| Recreation Coordinator | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **3** | **16** | **22** | **19** | **19** |

# Community Services – Recreation

## Division Description

The Recreation Division provides year-round programs that include coordinating adult sport leagues, youth sports, special events, instructional classes and programs for youth, teens, special needs and senior citizens.

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Budget |
|---|---|---|---|---|
| # of Full-time employee equivalents | 62 | 64.4 | 64.4 | 64.4 |
| # of Full-time employees | 8.0 | 11.0 | 10.0 | 10.0 |
| # of Part-time employees | 125 | 125 | 125 | 125 |
| Hours of volunteer service received | 12,528 | 14,025 | 15,425 | 15,425 |
| % of citizens rating recreation programs "good" or "excellent" | 89% | 90% | 90% | 91% |
| Facility (includes park) reservations processed | 5,290 | 5,408 | 5,500 | 5,500 |
| % of registrants that were youth | 69% | 67% | 71% | 71% |
| % of registrations completed via web | 81% | 80% | 83% | 83% |

## FY2018 BUDGET

**Community Services – Recreation** Cost Center: #10033131

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $305,543 | $363,631 | $398,177 | $367,726 | $397,562 |
| Professional and Technical | - | 95 | - | 270 | - |
| Purch. Property Services | 1,050 | 75 | 4,200 | - | - |
| Other Purchased Services | 4,007 | 5,570 | 13,075 | 1,729 | 17,275 |
| Supplies | 2,904 | 12,375 | 11,298 | 10,270 | 4,298 |
| Capital Outlay | $- | $- | $- | $- | $- |
| **Division Totals** | **$313,504** | **$381,746** | **$426,750** | **$379,995** | **$419,135** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Recreation Coordinator | 2.5 | 5.0 | 5.0 | 4.0 | 4.0 |
| Recreation Services Lead | 2 | 4 | 4 | 4 | 4 |
| Recreation Programmer | 0 | 0 | 0 | 0 | 0 |
| Recreation Manager | 0 | 1 | 1 | 1 | 1 |
| Youth Coordinator | 2 | 1 | 1 | 1 | 1 |
| **Division Totals** | **6.5** | **11.0** | **11.0** | **10.0** | **10.0** |

# Community Services – Events

## Division Description

The Events Division provides large and small-scale events throughout the year to provide opportunities for local community members to enjoy cultural, social, and educational programming. The division is also responsible for processing Special Event Permit Applications for community members who wish to host events to ensure the health and safety of event patrons, residents, workers, and other visitors, to prohibit illegal activities from occurring at the community events, and to protect the rights of community event permit holders.

## Goals and Objectives

1. To provide quality events, programs and services to engage the local community and create special memories, opportunities to meet new people and socialize through structured programs.
   a. Provide unique and memorable experiences for residents and visitors while ensuring the public's safety and reducing risk to the City of Maricopa
   b. Provide a sense of community
2. Increase communication and outreach to community to promote upcoming events, programs, and resources.
   a. Use all forms of media to communicate with the public including cable access channel, City website, community calendar, e-mail groups, and print media
   b. Explore with other public, private and community based organizations the benefits and possibilities of producing a citywide recreational opportunities seasonal brochure organized media campaign.
3. Identify and establish partnerships and sponsors.
   a. Seek corporate sponsors to fund a portion of events
   b. Partnering with community organizations who might be able to offer assistance with organizing or staffing an event

## PERFORMANCE MEASURES

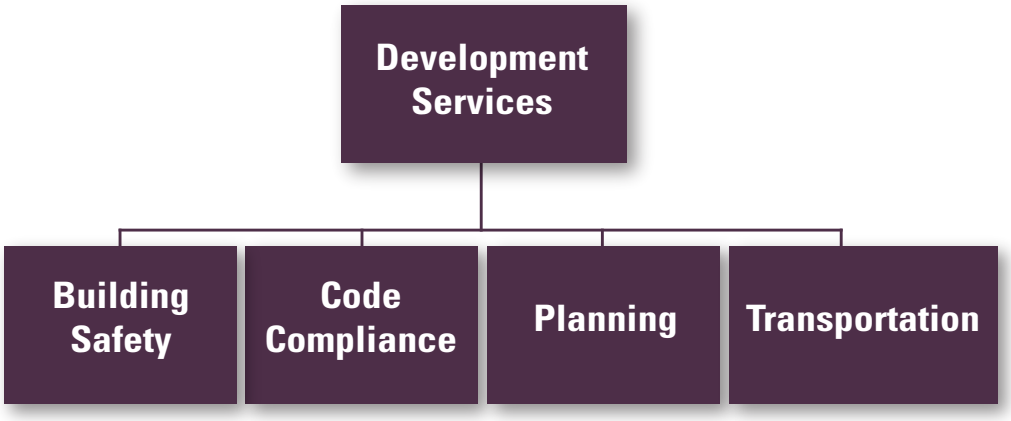
| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 1.7 | 1.7 | 1.7 | 1.7 |
| # of Full-time employees | 1 | 1 | 1 | 1 |
| # of Part-time employees | 1 | 1 | 1 | 1 |
| Hours of volunteer service received | 44 | 1,565 | 1,675 | 1,500 |
| Personnel hours invested in city sponsored events | 1,559 | 1,299 | 209 | 350 |
| # of events provided | 21 | 21 | 21 | 23 |
| Value of grants and/or sponsorships received | $14,875 | $27,310 | $31,300 | $35,000 |
| Revenue projection | $67,718 | $66,500 | $67,762 | $65,000 |

## SUMMARY BY CATEGORY

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ 18,455 | $ - | $ 7,768 | $ - |
| Professional and Technical | - | 104,175 | 149,211 | 110,691 | 148,481 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | 20,174 | 39,481 | 25,398 | 40,290 |
| Supplies | - | 236,212 | 259,881 | 237,809 | 287,594 |
| Capital Outlay | $ - | $ - | $ - | $ - | $ - |
| **Division Totals** | **$ -** | **$ 379,016** | **$ 448,573** | **$ 381,666** | **$ 476,365** |

# *Development Services*

## Development Services – Administration




### Mission

The City of Maricopa Development Services Department is committed to providing quality customer service by effectively facilitating the development process while protecting the health, safety and public welfare of the community

## Department Description

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

## Strategic Plan Priorities

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

## Goals and Objectives

1. Interact with those private, public and quasi-public organizations to facilitate services and eliminate wasteful duplication.
   a. Encourage an effective, efficient working relationship with community organizations, school districts, utility providers, the County, and surrounding communities for the benefit of the needs of all agencies.
2. Promote comfortable, safe and affordable development that meets the physical and psychological needs of community members and promotes vibrant mixed use neighborhoods.
   a. Eliminate and prevent conditions that contribute to and perpetuate blight in residential areas.
   b. Encourage redevelopment that is compatible with neighborhood character
   c. Encourage a variety of housing designs, types, and values to meet the residential needs of all segments of the Township's present and future population
   d. Facilitate continued economic development by providing excellent customer service including a faster, friendlier and cost effective development process.
3. Provide a guiding pattern of compatible land uses that is responsive to the needs and desires of the citizens and to the opportunities and limitations of both natural and man-made environments.
   a. Sustain functional environments for each major land use, such as residential, commercial, and industrial, by reserving appropriate areas for their development, expansion and redevelopment needs

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents department-wide | 13.0 | 14.0 | 15.5 | 15.5 |
| # of full-time employee equivalents division-wide | 2 | 1.5 | 1.5 | 1.5 |
| # of full-time employee equivalents | 2 | 1.5 | 1.5 | 1.5 |
| Hours of volunteer service received | N/A | N/A | N/A | N/A |
| % of citizens satisfied with customer service received at the One Stop Shop | 68% | N/A | N/A | N/A |
| # of city permits issued (all types) | 1,400 | 1,476 | 1,323 | 1,389 |
| # of documents recorded | 3 | 3 | 2 | 2 |
| # of approved fast-track projects and expedited reviews completed | 0 | 8 | 0 | 0 |

## FY2018 BUDGET

### Development Services – Administration

Cost Center: #10044140

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $107,336 | $185,592 | $200,302 | $195,139 | $207,483 |
| Professional and Technical | 88,654 | 171 | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 6,863 | 13,295 | 11,576 | 16,950 | 11,576 |
| Supplies | 3,178 | 3,318 | 3,400 | 1,673 | 3,400 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$206,031** | **$202,376** | **$215,278** | **$213,762** | **$222,459** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Development Services Director * | 0.75 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Director of Development Services * | 0 | 0 | 0 | 0 | 0 |
| Administrative Assistant* | 1 | 0.5 | 0.5 | 0.5 | 0.5 |
| Capital Improvement Project (CIP) Manager | 1 | 0 | 0 | 0 | 0 |
| Permit Technician | 1 | 0 | 0 | 0 | 0 |
| **Division Totals** | **3.75** | **1.50** | **1.50** | **1.50** | **1.50** |

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

# Development Services – Building Safety

## Division Description

Building Safety is the central resource for building construction, code information, plan review, permit issuance and building construction inspection. The division consists of building inspectors, plan reviewers and counter services staff. Our internal mission is to protect the lives and safety of Maricopa residents through verifying substantial compliance with the building, plumbing, mechanical and electrical codes.

## Goals and Objectives

1. Protect the public through the implementation and enforcement of appropriate building and fire codes and standards. Ensures the safest building with the latest material methods.
    a. Continue reviewing building and civil plans for compliance with all applicable building codes, subdivision code, fire code and other regulatory requirements and standards.
2. Maintain quality customer service through a welcoming service oriented workgroup.
    a. Maintain quality customer service by promoting a "First Contact" environment
3. Continue to develop submittal checklists/ prescreening of submittals.
    a. Develop complete and thorough checklists for all major permit types
    b. Provide information regarding submittal pre-requisites, applicable codes and ordinances, submittal package requirements and basic plan content requirements
    c. Consolidate information from various departments and put all information in a consistent format for customers
    d. Continue to prescreen all the different submittal types for completeness and basic content requirement
4. Continue to build a steadfast relationship with citizens, developers and homebuilders.
    a. Meet regularly with HBA to address issues, communicate new policy initiates, update or change existing policies
5. Continue funding for contracted plan review and inspection services. Staffing for peak periods is impractical and understaffing results in poor customer service.
    a. Respond to all building construction inspection requests within 24 hours. Utilize contracted services on an "as-needed" basis to effectively manage the division in the most efficient, economical way possible allowing staff to adjust to unexpected workloads associated with market trends, future annexation and economic development recruitments.
6. Continue to work with the Clerk's Office to effectively facilitate the disposal of records management.
    a. Establish a retention schedule for electronic data storage and migrate to a complete electronic document environment
7. Continue implementing the GID/Permit tracking system.

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 7 | 7 | 10 | 11 |
| # of building plan reviews completed | 1,062 | 700 | 517 | 800 |
| * RESIDENTIAL: Average turnaround time for first submittals (business days) | 10 | 10 | 3 | 3 |
| * RESIDENTIAL: Average turnaround time for second submittals (business days) | 5 | 5 | 3 | 3 |
| * COMMERCIAL: Average turnaround time for first submittals (business days) | 12 | 12 | 5 | 5 |
| * COMMERCIAL: Average turnaround time for second submittals (business days) | 8 | 8 | 5 | 5 |
| * TENANT IMPROVEMENT: Average turnaround time for first submittals (business days) | 8 | 8 | 4 | 4 |
| * TENANT IMPROVEMENT: Average turnaround time for second submittals (business days) | 5 | 5 | 2 | 2 |
| # of building inspections conducted | 5,163 | 6,469 | 9,159 | 11,000 |
| * Average response time for inspections (hours) | 17 | 17 | 24 | 24 |
| * % of inspections passing on first visit | -36% | -25% | 60% | 75% |
| * Average # of inspections per full-time inspector | 2,065 | 4,313 | 4,580 | 4,000 |

## FY2018 BUDGET

**Development Services – Building Safety** Cost Center: #10044142

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $520,138 | $590,807 | $608,731 | $588,355 | $769,685 |
| Professional and Technical | 75,430 | - | 46,988 | 46,541 | 46,988 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 14,187 | 17,936 | 30,668 | 15,233 | 30,668 |
| Supplies | 18,308 | 16,070 | 11,686 | 11,198 | 56,686 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$628,063** | **$624,813** | **$698,073** | **$661,327** | **$904,027** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-17 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Chief Building Official | 1 | 1 | 1 | 1 | 1 |
| Plan Review / Inspection Supervisor | 1 | 1 | 1 | 1 | 2 |
| Building Plans Examiner | 1 | 1 | 0 | 1 | 1 |
| Senior Building Inspector | 1 | 2 | 2 | 1 | 1 |
| Building Inspector | 1 | 1 | 1 | 1 | 1 |
| Permit Technician | 2 | 2 | 2 | 2 | 2 |
| Code Compliance Officer | 0 | 0 | 0 | 1 | 1 |
| Systems Analyst | 0 | 1 | 1 | 1 | 1 |
| Administrative Assistant | 0 | 0 | 0 | 0 | 0 |
| **Division Totals** | **7** | **9** | **9** | **9** | **10** |

# Development Services – Code Compliance

## Division Description

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

## Goals and Objectives

**Code Enforcement Cases**

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

**Graffiti Abatement**

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

**Animal Care and Control**

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 1 | 1 | 1 | 2 |
| # of volunteer hours donated to code compliance assistance | N/A | 0 | 0 | 0 |
| # of code compliance cases | 188 | 167 | 202 | 250 |
| % of cases closed after first contact | 80% | 75% | 80% | 80% |
| % of cases resulting in escalation to citation | 20% | 10% | 20% | 20% |
| # of inspections conducted | 248 | 350 | 400 | 500 |
| % of citizens rating code enforcement as "good" or "excellent" | N/A | N/A | N/A | N/A |

* As of FY14-15 Graffiti abatement program has been moved to Police Department

## FY2018 BUDGET

### Development Services - Code Compliance

Cost Center: #10044149

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $39,872 | $62,655 | $68,925 | $67,032 | $70,509 |
| Professional and Technical | - | 400 | - | - | 10,000 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 1,368 | 4,652 | 6,984 | 4,994 | 6,984 |
| Supplies | 11,190 | 2,553 | 9,950 | 417 | 9,950 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$52,430** | **$70,260** | **$85,859** | **$72,443** | **$97,443** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Senior Code Compliance Officer | 1 | 1 | 1 | 1 | 1 |
| Animal Control Officer | 1 | 1 | 0 | 0 | 0 |
| **Division Totals** | **1** | **1** | **1** | **1** | **1** |

# Development Services – Planning

## Division Description

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

## Goals and Objectives

1. Provide excellent internal and external customer service
    a. Improve Responsiveness to customers
    b. Emphasize teamwork
    c. Provide timely assistance to other departments
    d. Ensure accuracy and availability of applications
    e. Continue to provide timely reviews
2. Ensure services are regionally consistent, appropriate and current
    a. Analyze and review service provision for the regional consistency
    b. Emphasize professional development of staff
3. Improve participation in the Development Process
    a. Market the "one-stop shop" approach to the Development process
    b. Participate in monthly development team meetings
4. Partnerships with Emergency Services, GIS, Pinal County, Postal Services
    a. Establish inter-agency database of addressing information
5. Protect the environment
    a. Take a leadership role with federal, state and local organizations charged with addressing environmental concerns.
    b. Utilize the planning process to support and implement environmentally-friendly design principles

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 3 | 3 | 3 | 3 |
| # of plan reviews completed | 62 | 183 | 242 | 254 |
| Average turnaround time for first submittals (business days) | 10 | 20 | 25 | 25 |
| Average turnaround time for second submittals (business days) | 8 | 14 | 15 | 15 |
| % of reviews that were site plans | 3% | 6% | 9% | 9% |
| % of reviews that were final plans | 4% | 6% | 5% | 5% |
| % of reviews - Conditional Use Permits | 5% | 1% | 3% | 3% |
| % of reviews - Temporary Use Permits | 2% | 7% | 8% | 8% |
| % of reviews - Other | 47% | N/A | N/A | N/A |
| % of reviews - Variances | 1% | 0% | 1% | 1% |
| % of reviews - Rezonings | 1% | 3% | 3% | 3% |
| % of reviews - General Plan Amendments | 0% | 1% | 0% | 0% |
| % of reviews - Sign Permits | 35% | 25% | 27% | 28% |
| % of reviews - Comprehensive Sign Plans | 2% | 1% | 0% | 0% |
| # of Board of Adjustment cases reviewed | 1 | 0 | 1 | 1 |
| Zoning cases reviewed or amended | 0 | 3 | 3 | 2 |
| Average # of calendar days from first formal submittal to final approval | 30 | 52* | 52* | 52* |

## FY2018 BUDGET

**Development Services - Planning** Cost Center: #10044141

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $265,045 | $286,985 | $296,008 | $302,102 | $315,841 |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 9,322 | 14,688 | 18,593 | 10,393 | 19,649 |
| Supplies | 590 | 392 | 400 | 808 | 400 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$274,957** | **$302,065** | **$315,001** | **$313,303** | **$335,890** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Planning & Zoning Administrator | 1 | 1 | 1 | 1 | 1 |
| Planning Manager | 1 | 0 | 0 | 0 | 0 |
| Planner | 1 | 1 | 1 | 1 | 1 |
| Assistant Planner | 0 | 1 | 1 | 1 | 1 |
| **Division Totals** | **3** | **3** | **3** | **3** | **3** |

# Development Services – Transportation

## Division Description

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

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 1.0 | 1.0 | 1.0 | 1.0 |
| # of traffic study reviews completed | N/A | 1 | N/A | N/A |
| Average turnaround time for first submittals (business days) | N/A | 10 | N/A | N/A |
| Average turnaround time for second submittals (business days) | N/A | 10 | N/A | N/A |
| # of scheduled traffic signal maintenance performed | N/A | N/A | N/A | N/A |
| Lane miles of roadway constructed | N/A | N/A | N/A | N/A |
| % of citizens rating the transit system as "good" or "excellent" | N/A | N/A | N/A | N/A |
| Transit trips taken | 2,714 | 4,729 | 6,414 | 8,000 |
| % increase (decrease) in transit trips from previous year | 5.9% | 50.2% | 35.6% | 0 |
| Transit ridership (unique passengers) | N/A | 1713 | N/A | N/A |

## FY2018 BUDGET

### Development Services - Transportation

Cost Center: #10044146

Summary by Category

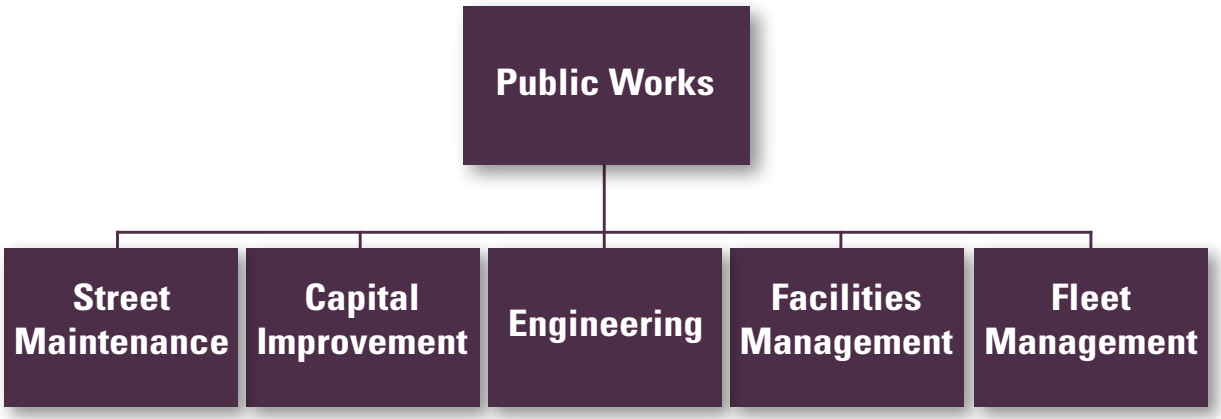
| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $67,703 | $67,636 | $85,758 | $74,826 | $87,126 |
| Professional and Technical | 59,372 | 91,351 | 91,178 | 97,118 | 122,679 |
| Purch. Property Services | 146 | 146 | 150 | 146 | 150 |
| Other Purchased Services | 7,460 | 6,935 | 31,026 | 5,505 | 37,635 |
| Supplies | - | - | - | - | - |
| Capital Outlay | 11,625 | - | - | - | - |
| **Division Totals** | **$146,306** | **$166,068** | **$208,113** | **$177,595** | **$247,590** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Transportation Manager | 1 | 1 | 1 | 1 | 1 |
| Transit Coordinator | 0 | 0 | 0 | 0 | 0 |
| **Division Totals** | **1** | **1** | **1** | **1** | **1** |

# *Public Works*

## Public Works – Administration




## Division Description

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

## Goals and Objectives

1. To provide clean, well maintained, and accessible public infrastructure.
2. To focus on high quality service and customer satisfaction to be the "provider of choice" for our customers.
3. To foster collaborative opportunities with other agencies to improve service delivery.
4. To provide smooth, crack free, aesthetically pleasing, drivable streets.
5. To utilize the Pinal County ½ cent sales tax for cost effective street maintenance, minor improvements to the arterial street system, and other special transportation services.
6. To provide a safe and efficient transportation system for the citizens of Maricopa.
7. To provide orderly and efficient movement of people, goods, and services.
8. To satisfy the intent of the 2005 Small Area Transportation Study and the 2008 Regional Transportation plan through provision of arterial street improvements as specified in the Capital Improvement Program.
9. Design and construct streets maintenance projects established in the Capital Improvement Program (CIP).
10. Establish a pavement management program; evaluate the impacts of pavement restoration with pavement rating and maintenance dollar requirements.
11. Resurface various streets throughout the city based on condition rating and available funds.
12. Maintain city streets through an annual operations and maintenance program.

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

**Public Works - Administration** Cost Center: #10055151

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 10.50 | 10.50 | 10.50 | 10.50 |
| # of street signs installed, replaced, maintained | 837 | 634 | 712 | 800 |
| Miles of striping completed | 110.00 | 104.00 | 106.00 | 110.00 |
| # of street miles swept | 9,918 | 4,884 | 4,884 | 4,884 |
| # of street sweepers in service | 2 | 4 | 4 | 4 |
| Average annual miles per street sweeper | 4,959 | 1,221 | 1,221 | 1,221 |
| Average annual miles of maintenance per full-time equivalent (FTE) position | 75.00 | 77.00 | 73.73 | 77.33 |
| Lane miles requiring maintenance service | 598 | 539 | 553 | 580 |
| % of lane miles requiring maintenance completed | 20% | 15% | 17% | 20% |
| % of citizens rating street maintenance as "good" or "excellent" | 71% | N/A | N/A | N/A |

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personal Services | $ - | $ 102,509 | $ 115,166 | $ 108,556 | $ 114,368 |
| Professional and Technical | - | 1,313 | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 2,158 | 1,234 | 6,725 | 2,555 | 6,425 |
| Supplies | - | - | - | 228 | 300 |
| Capital Outlay | - | - | | - | |
| **Division Totals** | **$2,158** | **$105,056** | **$121,891** | **$111,339** | **$121,093** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Public Works Director* | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Administrative Assistant | - | 1 | 1 | 1 | 1 |
| Management Analyst* | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| **Division Totals** | **1** | **2** | **2** | **2** | **2** |

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

## FY2018 BUDGET

### Public Works (HURF)

Cost Center: #20055151

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $949,144 | $863,055 | $926,450 | $898,404 | $938,153 |
| Professional and Technical | 1,462 | 7,889 | 5,315 | 1,952 | 190,290 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 542,742 | 512,127 | 687,720 | 470,733 | 672,620 |
| Supplies | 45,957 | 39,271 | 57,950 | 26,484 | 62,450 |
| Capital Outlay | 1,079,050 | 2,696,772 | 11,332,621 | 5,753,712 | 2,345,749 |
| **Division Totals** | **$2,618,355** | **$4,119,114** | **$13,010,056** | **$7,151,286** | **$4,209,262** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| DSD Director * | 0.25 | 0 | 0.00 | 0 | 0.00 |
| PW Director | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Administrative Assistant | 0.0 | 0.5 | 0.5 | 0.5 | 0.5 |
| Management Analyst | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Public Works Superintendent * | 1 | 1 | 1 | 1 | 1 |
| City Engineer - Transportation Manager | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Public Works Construction Inspector * | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Maintenance Foreman | 1 | 1 | 1 | 1 | 1 |
| Equipment Operator | 4 | 1 | 1 | 4 | 4 |
| Traffic Operations Tech | | | | 1 | 1 |
| Maintenance Worker | 2 | 2 | 2 | 1 | 1 |
| **Division Totals** | **10.25** | **7.5** | **7.5** | **10.5** | **10.5** |

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

# Public Works – Capital Improvement Project Management

## Division Description

Capital Projects is responsible for maintaining and coordinating the design and construction of the City's capital infrastructure in the Capital Improvement Program.

## Goals and Objectives

1. To provide quality design and construction management on all municipal infrastructure
2. To work closely with the Public Works Department's maintenance staff on right of way improvement
3. Design and construct public improvements projects established in the Capital Improvement Program (CIP)
4. Control cost increases on construction projects through performance of design review and multi-project coordination

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 1.0 | 1.0 | 1.0 | 1.0 |
| # of Departmental Capital Improvement Projects | 41 | 41 | 41 | 41 |
| Amount of Departmental Capital Improvement Projects | 83,163,816 | 13,187,808 | 15,684,798 | 24,000,000 |

### FY2018 BUDGET

**Public Works - Capital Improvement Project Management**

Cost Center: #10044143

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ 109,544 | $ - | $ 106,294 |
| Professional and Technical | - | 70,526 | - | 70,922 | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | 7,903 | - | 7,903 |
| Supplies | - | 396 | - | - | - |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ -** | **$ 70,922** | **$ 117,447** | **$ 70,922** | **$ 114,197** |

### AUTHORIZED POSITIONS

| Position Classi-fications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Capital Improvement Project Manager | 0 | 0 | 1 | 0 | 1 |
| **Division Totals** | **0** | **0** | **1** | **0** | **1** |

# Public Works – Engineering

## Division Description

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

## Goals and Objectives

- 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
- 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
- Complete a master drainage plan for Santa Cruz Wash to potentially remove the flood prone areas of the City from the floodplain
- Conduct monthly utility coordination meetings
- Provide a one-year warranty guideline to developers for street maintenance of streets accepted by the City

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 2.5 | 2.0 | 2.0 | 2.0 |
| # of engineering plan reviews completed | 103 | 148 | 112 | 160 |
| Average turnaround time for first submittals (business days) | 15 | 6 | 6 | 6 |
| Average turnaround time for second submittals (business days) | 13 | 6 | 6 | 6 |
| # of engineering inspections conducted | 473 | 450 | 450 | 500 |
| * Average response time for inspections (hours) | 24 | 24 | 24 | 24 |

## FY2018 BUDGET

**Public Works – Engineering** Cost Center: #10055155

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 175,265 | $ 133,031 | $ 210,394 | $ 194,465 | $ 212,915 |
| Professional and Technical | 21,598 | 58,043 | - | - | 137,500 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 3,354 | 3,648 | 3,860 | 3,352 | 4,305 |
| Supplies | 366 | 3,460 | 500 | 365 | 500 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 200,583** | **$ 198,182** | **$ 214,754** | **$ 198,182** | **$ 355,220** |

## AUTHORIZED POSITIONS

| Position Classi-fications | FY14-15 Actual | FY15-16 Actual | FY16-17 Adopted | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Engineering Manager * | 0.5 | 0.5 | 0.5 | 0.5 | 0.5 |
| Engineer Plans Examiner | 0.5 | 1.0 | 1.0 | 1.0 | 1.0 |
| Public Works Inspector * | 1.0 | 0.5 | 0.5 | 0.5 | 0.5 |
| Administrative Assistant | - | - | - | - | - |
| **Division Totals** | **2.0** | **2.0** | **2.0** | **2.0** | **2.0** |

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

# Public Works – Facilities Management

## Division Description

The Facilities department maintains all City of Maricopa buildings to a safe and energy efficient standard. Facilities Management reduces asset replacement through preventative maintenance of HVAC, Plumbing and various other infrastructures. Facilities manage the master key systems for the security of our buildings. Facilities also manage various contracts to achieve some of the aforementioned items. Facilities assist in the review and execution of CIP construction projects.

## Goals and Objectives

- Achieve 100% completion of preventative maintenance
- Maintain compliance of all NFPA standards
- Work within budgetary design effectively
- Provide a safe comfortable facility for staff and citizens
- Build a functional facility management dept. for the city of Maricopa
- Establish an equipment inventory and asset identification system
- Implement Maintenance Edge work order system to centralize all work order requests and automate maintenance workflow
- Provide expertise to the appropriate management of all facilities assets
- Engage all facility vendors to provide us with the best service available
- Continue to work with engineering on construction projects
- Protect our facilities for a prosperous future

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 2.0 | 2.0 | 2.0 | 2.0 |
| # of independent structures maintained | 11 | 13 | 13 | 12 |
| Square feet of building space maintained | 108,704 | 132,192 | 129,000 | 129,000 |
| Average square feet per full-time employee | 85,216 | 132,192 | 129,000 | 129,000 |
| # of non-emergency repair requests | 181 | N/A | N/A | 500 |
| Average response time for non-emergency repair requests (hours) | <1 hr | <1hr | 5 days | 5 days |
| # of emergency repair requests | N/A | N/A | N/A | N/A |

## FY2018 BUDGET

**Facilities Management** Cost Center: #10055158

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 122,964 | $ 129,451 | $ 138,019 | $ 137,135 | $ 146,204 |
| Professional and Technical | - | - | 5,368 | 6,409 | 5,368 |
| Purch. Property Services | 67,525 | 82,963 | 74,310 | 58,312 | 74,310 |
| Other Purchased Services | 490,055 | 547,067 | 705,485 | 658,436 | 730,485 |
| Supplies | 8,704 | 11,368 | 11,500 | 6,258 | 11,500 |
| Capital Outlay | - | 14,194 | - | - | - |
| **Division Totals** | **$ 689,248** | **$ 794,038** | **$ 934,682** | **$ 866,550** | **$ 967,867** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Facility Manager | 1 | 1 | 1 | 1 | 1 |
| Maintenance Worker | 0 | 0 | 0 | 0 | 0 |
| Custodian | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **2** | **2** | **2** | **2** | **2** |

# Public Works – Fleet Management

## Division Description

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

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 1 | 4 | 1 | 1 |
| # of vehicles and equipment in the Fleet Division | 160 | 180 | 120 | 130 |
| Road service calls | N/A | N/A | N/A | N/A |
| Work orders completed | N/A | N/A | N/A | N/A |
| Annual non-police vehicle maintenance costs | $195,000 | $284,610 | $200,000 | $0 |
| * Average annual maintenance cost per non-police vehicles | $2,500 | $2,500 | $2,500 | $2,500 |
| Annual police vehicle maintenance costs | $160,000 | $186,320 | N/A | N/A |
| * Average annual maintenance cost per police vehicle | $2,500 | $2,500 | N/A | N/A |
| % of repairs that are regularly scheduled | 33% | 35% | 85% | 85% |
| * Average turnaround time for non-emergency repairs (business days) | 3 | 3 | 3 | 3 |
| * Average turnaround time for non-emergency maintenance (business days) | 1 | 2 | 2 | 2 |

## FY2018 BUDGET

**Public Works – Fleet Management** Cost Center: #10055157

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 90,754 | $ 91,892 | $ 115,040 | $ 104,310 | $ 106,641 |
| Professional and Technical | 1,130 | 68 | 6,720 | 1,638 | 6,720 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 3,168 | 5,048 | 15,094 | 8,564 | 32,752 |
| Supplies | 8,066 | 2,748 | 9,747 | - | 9,747 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 103,118** | **$ 99,757** | **$ 146,601** | **$ 114,512** | **$ 155,860** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Fleet Manager | 1 | 1 | 1 | 1 | 1 |
| Fleet Clerk | 0 | 0 | 0 | 0.5 | 0.5 |
| **Division Totals** | **1** | **1** | **1** | **1.5** | **1.5** |

# *Fire Department*

## Fire Department – Administration

### Mission

We are committed to protecting and preserving the lives and property of our community through fire suppression, fire prevention/education, and premier emergency medical services.

## Department Description

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

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. Provide quality, cost effective fire and emergency services to the city/community
   a. Compare favorably with the average firefighters per 1000 population for similar cities
   b. Compare favorably with average per capita cost for cities of similar size
2. Maintain a safe work environment for employees

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents department-wide | 61 | 64 | 64 | 66 |
| # of full-time employee equivalents division-wide | 3 | 3 | 3 | 3 |
| Hours of volunteer service received | N/A | N/A ** | NA | NA |
| % of citizens rating Fire Department services as "good" or "excellent" | N/A | N/A *** | NA | NA |

"Volunteer hours will never be measured as they are tracked through Prevention and Resource Management Surveys are conducted by the City. MFD has no mechanism to determine this measurement. "

## FY2018 BUDGET

**Fire Department – Administration** Cost Center: #10022525

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 259,370 | $ 284,053 | $ 301,736 | $ 354,732 | $ 281,945 |
| Professional and Technical | - | - | 35,381 | - | - |
| Purch. Property Services | 92 | 87 | 135 | 93 | 135 |
| Other Purchased Services | 12,523 | 11,438 | 21,468 | 44,742 | 21,968 |
| Supplies | 5,540 | 5,286 | 6,000 | 7,444 | 7,000 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 277,525** | **$ 300,864** | **$ 364,720** | **$ 407,010** | **$ 311,048** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Fire Chief | 1 | 1 | 1 | 1 | 1 |
| Records Management Coordinator | - | - | - | - | - |
| Management Analyst | 1 | 1 | 1 | 1 | 1 |
| Training / EMS Coordinator | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **3** | **3** | **3** | **3** | **3** |

# Fire Department – Fire Operations

## Division Description

The Operations division provides properly trained personnel to safely and effectively resolve emergency situations that may involve fire, medical, hazardous materials, and technical rescue situations.

## Goals and Objectives

While operating within a risk-management plan, emergency responders will address victim rescue, incident stabilization, property conservation, and occupant services while continually providing for the safety of responders and citizens. Additional personnel will be required to meet the following goals and objectives:

1. In accordance with the National Fire Protection Association 1710 Section 5.2.3.2.1, fire apparatus shall be staffed with a minimum of four (4) personnel.
2. In accordance with the National Fire Protection Association 1710 Section 4.1.2.1, the first arriving engine company shall arrive within four minutes (240 seconds) at a fire suppression event.
3. In accordance with the National Fire Protection Association 1710 Section 4.1.2.1, at an EMS event the unit with the first responder or higher level capability shall arrive within four minutes (240 seconds).
4. In accordance with the National Fire Protection Association 1710 Section 5.2.2.2.5 Chief Officers shall have staff aides (Battalion Safety Officers) deployed to them for purposes of incident management and accountability at emergency incidents.

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of Full-time employee equivalents | 56 | 58 | 56 | 58 |
| Hours of volunteer service received | N/A | N/A | N/A | N/A |
| Staffing per 1,000 residents served | 1.2 | 1.2 | 1.1 | 1.2 |
| # of calls | 3,773 | 4,377 | 4,550 | 4,938 |
| * % of calls for fire | 12% | 11% | 10% | 10% |
| * % of calls for medical (includes traffic) | 81% | 82% | 84% | 83% |
| * % of calls for special operations | 3% | >1% | 2% | 2% |
| * % of calls for service | 4% | 7% | 4% | 5% |
| Average response time for all calls (HH:MM) | 5:35 | 5:44 | 5:54 | 5:44 |
| * Average response time for fire calls | 6:17 | 6:19 | 6:24 | 6:20 |
| * Average response time for medical calls (includes traffic) | 5:25 | 5:28 | 5:42 | 5:35 |
| * Average response time for special operations calls | 8:15 | 6:56 | 8:36 | 7:30 |
| * Average response time for service calls | 6:33 | 6:34 | 7:24 | 6:35 |

## FY2018 BUDGET

### Fire Department – Operations

Cost Center: #10022527

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 7,071,182 | $ 7,347,139 | $ 7,888,570 | $ 7,458,992 | $ 8,183,170 |
| Professional and Technical | 41,469 | 44,314 | 61,255 | 43,987 | 62,755 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 45,579 | 84,532 | 154,602 | 133,882 | 110,322 |
| Supplies | 36,312 | 739 | 280 | 320 | 280 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 7,194,542** | **$ 7,476,724** | **$ 8,104,707** | **$ 7,637,181** | **$ 8,356,527** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Assistant Chief | 1 | 1 | 1 | 1 | 1 |
| Batallion Chief | 3 | 3 | 3 | 3 | 3 |
| Fire Captain Paramedic | 7 | 7 | 7 | 7 | 7 |
| Fire Captain | 6 | 6 | 6 | 6 | 6 |
| Fire Engineer | 7 | 6 | 6 | 6 | 6 |
| Fire Engineer Paramedic | 5 | 6 | 6 | 6 | 6 |
| Fire Paramedic | 15 | 13 | 13 | 13 | 13 |
| Firefighter / EMT | 12 | 14 | 14 | 14 | 16 |
| **Division Totals** | **56** | **56** | **56** | **56** | **58** |

# Fire Department – Community Services

## Division Description

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

## Goals and Objectives

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

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

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 2 | 2 | 2 | 2 |
| Hours of volunteer service received | 1278 | 2200 | 4742 | 5000 |
| # of inspections completed | 170 | 147 | 333 | 350 |
| % of inspections as new construction | 25% | N/A | N/A | N/A |
| % of inspections conducted as reinspections | 11% | N/A | 35% | 35% |
| # of investigations conducted | 7 | 8 | 6 | 10 |
| % of incidents with cause determinations | 72% | N/A | N/A | N/A |
| # of public information messages released as fire prevention education | 81 | N/A | N/A | N/A |
| Subscribers to Nixle notification system | 3184 | 4000 | 4300 | 4500 |
| # of presentations of fire safety instructions to educational and childcare facilities | 85 | 64 | 71 | 100 |
| # of audience members in presentations | 5,120 | N/A | 2,350 | 3,500 |

## FY2018 BUDGET

**Fire Department – Prevention** Cost Center: #10022526

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 247,085 | $ 279,368 | $ 285,622 | $ 291,500 | $ 296,332 |
| Professional and Technical | - | 500 | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 5,555 | 8,230 | 19,928 | 14,838 | 17,655 |
| Supplies | 29,394 | 23,167 | 34,804 | 32,649 | 31,463 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 282,034** | **$ 311,266** | **$ 340,354** | **$ 338,986** | **$ 345,450** |

## AUTHORIZED POSITIONS

| Position Classifications | FY13-14 Actual | FY14-15 Actual | FY15-16 Budget | FY15-16 Actual | FY16-17 Adopted |
|---|---|---|---|---|---|
| Assistant Chief | 1 | 1 | 1 | 1 | 1 |
| Fire Division Chief | 0 | 0 | 0 | 0 | 0 |
| Fire Marshal Inspector | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **2** | **2** | **2** | **2** | **2** |

# Fire Department – Resource Management

## Division Description

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

## Goals and Objectives

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

### PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 3.75** | 3.75** | 3.75** | 4 |
| Hours of volunteer service received | 1834 | 2,000 | 1,300 | 1,400 |
| Vehicles and equipment in fleet | 21 | 23 | 29 | 30 |
| Work orders completed | 511 | 518 | 550 | NA |
| * % as fleet work orders | 27% | 30% | 26% | NA |
| * % as facilities work orders | 47% | 37% | 44% | NA |
| * % as equipment work orders | 26% | 33% | 30% | NA |
| Annual vehicle maintenance costs | $167.400 | $152,511 | $ 170,469 | $175,000 |
| Average annual maintenance cost per vehicle | $7971 | $6,631 | $ 5,878 | $6,000 |
| # of emergency repairs | 0 | 0 | 2 | $2 |
| Average turnaround time for repairs (hours) | 0 | 0 | 3hrs | 2.5hrs |

Contract administrative services have been used heavily to assist personnel in managing paperwork, work orders, purchasing and receiving, as well as service writing and processing vehicle maintenance paperwork.

## FY2018 BUDGET

**Fire Department – Support Services** Cost Center: #10022528

Summary by Category

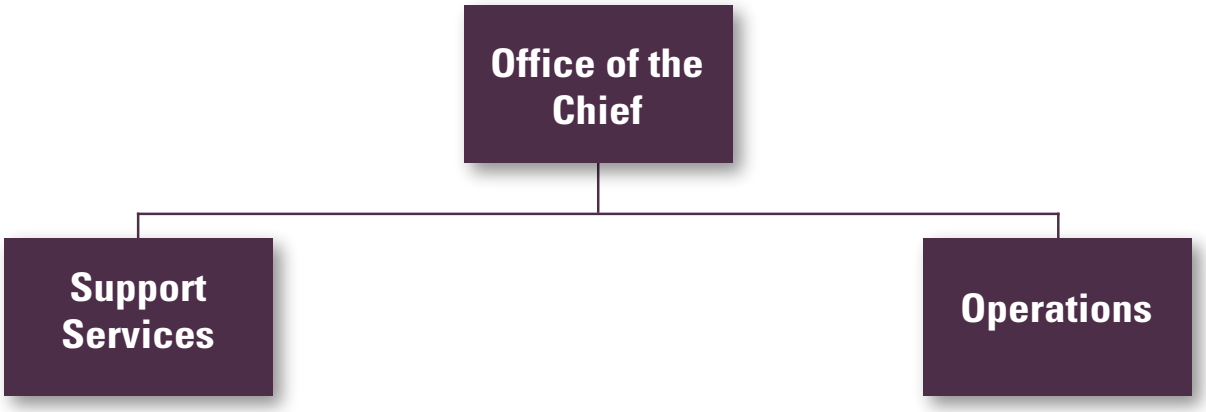
| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 374,359 | $ 381,956 | $ 393,870 | $ 386,692 | $ 476,456 |
| Professional and Technical | 304,503 | 319,604 | 330,199 | 302,508 | 356,099 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 646,279 | 600,080 | 791,863 | 650,981 | 952,359 |
| Supplies | 32,366 | 51,095 | 52,482 | 52,642 | 58,432 |
| Capital Outlay | 52,114 | - | - | - | - |
| **Division Totals** | **$ 1,409,621** | **$ 1,352,735** | **$ 1,568,414** | **$ 1,392,823** | **$ 1,843,346** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY15-16 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Assistant Chief | 1 | 1 | 1 | 1 | 1 |
| Administrative Asst/ Service Writer | 0 | 0 | 0 | 0 | 1 |
| Master Mechanic | 1 | 1 | 1 | 1 | 1 |
| Fire Mechanic | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **3** | **3** | **3** | **3** | **4** |

# *Police Department*

## Police Department – Administration




### Mission

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

## Department Description

Police Administration provides leadership and resources for the accomplishment of the department's mission of public safety for the citizens of Maricopa. Police Administration guides the Professional Standards Unit in policy changes, policy compliance and develops training recommendations based on data collected by that unit. Police Administration takes an active role in helping the department become nationally accredited.

## Strategic Plan Priorities

Well planned Quality Growth and Development, Economic Development, Community Resources and Quality of Life Amenities, Safe and Livable Community, Community Pride, Spirit, and Relationships, Fiscal Policies and Management

## Goals and Objectives

1. Hire, retain and mentor sworn and civilian personnel who provide outstanding services to the citizens.
    a. Continue relationships with Chandler-Gilbert Community College (CGCC), East Valley Regional

Training Academy, and other partnerships who may assist in recruiting outstanding candidates

b. Attend and participate in local and regional events to attract a large talented recruiting pool from the community

c. Maintain and improve website to encourage new candidate applications

d. Research and provide opportunities for internal and external mentoring

2. Conduct inspections and audits as directed by the Chief of Police to assess the procedural quality control for both departmental and accreditation standards to include yearly policy review and proofs of compliance.

   a. Maintain CALEA accreditation and annual compliance requirements.

   b. Review all policies annually for compliance with legal and City requirements, Industry best practices and CALEA standards

3. To instill citizen and employee confidence in the department by maintaining the professional standards of the department and its employees.

   a. Reduce by 10% the number of sustained external citizen complaints, per 1,000 population.

   b. Thoroughly investigate and complete citizens' complaints, to include contacting complainant, within specified time frame whenever possible

   c. Provide ongoing training to members and citizens pertaining to the investigation process

   d. Maintain a comprehensive data base of all received inquiries and complaints and produce an annual report

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents department-wide | 5 | 5 | 5 | 5 |
| Total sworn Personnel Department Wide | 63 | 66 | 66 | 66 |
| Total Civilian Personnel Department Wide | 9 | 11 | 11 | 21.5 |
| Civilian Personnel per 1000 population | 0.20 | 0.25 | 0.25 | 0.43 |
| # of full-time employee equivalents | 5 | 5 | 5 | 6 |
| Hours of volunteer service | 12,580 | 16,063 | 16,100 | 16,034 |
| # of Explorer program participants | 15 | 15 | 16 | 17 |
| Total Internal Affairs investigations | 30 | 48 | 30 | 70 |

## FY2018 BUDGET

### Police Department – Office of the Chief

Cost Center: #10022121

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 644,926 | $ 704,379 | $ 760,467 | $ 653,731 | $ 725,201 |
| Professional and Technical | 109,160 | 174,698 | 175,515 | 217,223 | 175,515 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 16,176 | 17,711 | 23,105 | 13,847 | 25,505 |
| Supplies | 19,310 | 20,738 | 27,027 | 20,425 | 27,027 |
| Capital Outlay | 28,452 | - | - | - | - |
| **Division Totals** | **$ 818,024** | **$ 917,526** | **$ 986,114** | **$ 905,227** | **$ 953,248** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Chief of Police | 1 | 1 | 1 | 1 | 1 |
| Assistant Chief of Police | 0 | 0 | 0 | 0 | 0 |
| Commander | 2 | 2 | 2 | 2 | 2 |
| Sergeant | 0 | 0 | 0 | 0 | 0 |
| Public Affairs Specialist | 1 | 1 | 1 | 1 | 1 |
| Detective | 0 | 0 | 0 | 0 | 0 |
| Police Officer | 0 | 0 | 0 | 0 | 0 |
| Alarm Coordinator | 0 | 0 | 0 | 0 | 0 |
| Administrative Assistant | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **5** | **5** | **5** | **5** | **5** |

# Police Department – Support Services

## Division Description

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

## Goals and Objectives

1. Accept, process, store and retrieve police reports, court records, traffic citations, accident reports, automated database information (including criminal justice information and the records management system) and other official information. Provide information as requested in an accurate and timely manner to the public, private and members of the Police Department in an efficient and professional manner.
   a. Respond to requests for report copies within seven business days in 90% of all cases
   b. Conduct Administrative Hearings for vehicle impounds
2. Provide and maintain records on police personnel training.
   a. Provide complete training to police personnel by meeting or exceeding the Arizona Peace Officer Standards and Training (AZ POST) of eight hours of Continuing Officer Education per officer per year, and eight hours of proficiency training per officer every three years and all mandatory accreditation training requirements
   b. Work with the Operations Division as well as Administration to provide required training in identified topics of concern
3. Maintain high standards of Property & Evidence accountability.
   a. Less than a 3.0% error rate for all stored property and evidence stored on the annual Property/ Evidence Audit
   b. Initiate programs and policies to maximize storage efficiencies in conjunction with best practices
4. Analyze Crime Data and Intelligence received by Operations and disseminate crime fighting missions as appropriate with that analysis.
   a. Provide crime and disorder analysis in support of department members and the public
   b. Provide crime analysis services (tactical crime bulletins, statistical administrative reports, crime maps, etc.)
5. Coordinate departmental volunteer programs.
   a. Provide departmental volunteer activity to enhance citizen interaction and service to our community
   b. Involve volunteer personnel in community activities and department functions to maximize efficiency
6. Provide a Public Safety Answering point for all police related calls for service for service and police radio communications.
   a. Adopt the NENA national standard for answering 9-1-1 calls; answer all 9-1-1 calls within 10 seconds or three rings 90% of the time during the busiest ring time in an extraction period.
   b. Meet ADOA 9-1-1 office mapping accuracy goal of 95% accuracy.
   c. Become a National Center for Missing and Exploited Children certified 9-1-1 Center.
   d. Provide the highest level of customer service.

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of full-time employee equivalents | 11.5 | 21.0 | 21.5 | 20.5 |
| Public Records requests processed | 1,540 | 1,645 | 1,673 | 1,757 |
| # of Front Counter Visitors | 3,412 | 3,200 | 3,156 | 3,314 |
| # of cases processed | 3,584 | 3,925 | 4,286 | 4,500 |
| Citations issued | 3,119 | 3,083 | 3,379 | 3,548 |
| Criminal citations | 483 | 492 | 360 | 378 |
| Criminal traffic citations | 355 | 348 | 354 | 372 |
| Civil citations | 1,915 | 2,021 | 2,127 | 2,233 |
| Total valid alarm permits issued | 2,102 | 2,313 | 851 | 894 |
| Total alarm calls responded to | 1,280 | 1,031 | 1,059 | 1,112 |
| Total pieces of Property/ Evidence in storage | 18,446 | 20,070 | 21,993 | 23,093 |
| # of Animal Control Calls | 800 | 800 | 800 | 840 |
| Total training hours completed | 5,396 | 5,405 | 5,140 | 5,50 |

## FY2018 BUDGET

**Police Department – Support Services** Cost Center: #10022123

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 908,467 | $ 1,096,346 | $ 1,743,481 | $ 1,610,966 | $ 1,696,376 |
| Professional and Technical | 754,718 | 759,896 | 391,517 | 236,992 | 401,517 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 66,134 | 85,510 | 122,330 | 156,046 | 194,644 |
| Supplies | 67,160 | 134,490 | 119,494 | 99,600 | 167,680 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 1,796,479** | **$ 2,076,243** | **$ 2,376,822** | **$ 2,103,604** | **$ 2,460,217** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Adopted | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Police Officer | 2 | 2 | 2 | 2 | 2 |
| Lieutenant | 0 | 0 | 0 | 0 | 0 |
| Sergeant | 0 | 0 | 0 | 0 | 0 |
| Accreditation Manager | 0 | 0 | 0 | 0 | 0 |
| Property / Evidence Manager | 1 | 1 | 1 | 1 | 1 |
| Property Evidence Technician | 0 | 1 | 1 | 1 | 1 |
| Crime Scene Technician | 0 | 0 | 0 | 0 | 0 |
| Records Clerk | 3 | 3 | 3 | 3 | 3 |
| Records Coordinator | 1 | 1 | 1 | 1 | 1 |
| Management Analyst | 1 | 1 | 1 | 1 | 1 |
| **Division Totals** | **8** | **9** | **9** | **9** | **9** |

# Police Department – Operations

## Division Description

The Operations Division is composed of Patrol and its various special functions and criminal investigations. Sworn police officers representing the Chief of Police are the primary personnel responsible for enforcing the law and investigating crime that takes place within Maricopa. Patrol is responsible for patrolling and traffic control of the City's roadways. Patrol is comprised of traditional patrol officers, the motorcycle unit, the K-9 team, Police Reserve Officers and Police Explorers.

## Goals and Objectives

1. To protect lives and property by providing professional police services in a timely, efficient, and effective manner.
   a. Maintain the crime rate for major crimes (Uniform Crime Reporting Part 1 Crimes) against persons at two per 1,000 population and property crimes at 35 per 1,000 population
   b. Reduce number of injury accidents by 10% from previous year
   c. Conduct six high profile traffic details by end of year
   d. Complete or forward first responder investigations within five days 80% of the time
   e. Develop and communicate effective crime reduction strategies specific to current community challenges
   f. Respond to life threatening (Priority 1) calls for service in six minutes or less
   g. Respond to urgent but non-emergency (Priority 2) calls in 35 minutes or less
   h. Respond to non-emergency (Priority 3) calls in 60 minutes or less
   i. Respond to report only calls (Priority 4) calls in less than two hours
2. Provide specialized investigative skills and appropriate proactive techniques to aid in solving crimes involving persons, property, narcotics, and gangs.
   a. Maintain a clearance rate of at least 80% for all cases assigned to the Criminal Investigations Section
   b. Work with Crime Analysis Unit to routinely analyze and address crime trends using proactive investigative strategies.

## PERFORMANCE MEASURES

| MEASURES | FY14-15 Actual | FY15-16 Actual | FY16-17 Actual | FY17-18 Projected |
|---|---|---|---|---|
| # of sworn personnel | 54 | 61 | 59 | 60 |
| Sworn personnel per 1,000 population | 1.52 | 1.37 | 1.36 | 1.34 |
| Calls for service | 14,729 | 14,774 | 20,146 | 22,161 |
| Phone Calls | X | X | 54,186 | 59,605 |
| Priority 1 average response time (MM:SS) | 06:13 | 06:00 | 2:02:00 AM (Priority H) | 2:02 |
| Priority 2 average response time (MM:SS) | 08:59 | 08:30 | 3:41:00 AM (Priority 1) | 3:41 |
| Priority 3 average response time (MM:SS) | 26:28 | 26:00 | 11:46:00 AM (Priority 2) | 11:46 |
| Priority 4 average response time (HH:MM:SS) | 1:57:25 | 1:56:00 | 11:14:00 AM (Priority 3) | 11:14 |
| # of Part 1 crimes | 650 | 683 | 745 | 780 |
| Part 1 crimes against persons per 1,000 population | 1.36 | 1.7 | 1.9 | 2.2 |
| Part 1 crimes against property per 1,000 population | 13.59 | 12.4 | 12.5 | 13.5 |
| # of Part 2 Crimes | 2,324 | 2,300 | 1,602 | 1,700 |
| Felony Arrest | 597 | 634 | 579 | 636 |
| Misdemeanor Arrest | 1,610 | 1,648 | 1,434 | 1,577 |
| Total number of collisions | 306 | 390 | | 370 |
| # of collisions with injuries | 73 | 71 | 63 | 65 |
| # of enforcement details completed per year | 73 | 75 | | 72 |

## FY2018 BUDGET

**Police Department – Operations** Cost Center: #10022122

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 5,769,069 | $ 6,000,480 | $ 6,369,512 | $ 6,112,791 | $ 7,323,409 |
| Professional and Technical | - | - | 20,000 | 15,047 | 20,000 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 361,875 | 427,905 | 513,832 | 480,407 | 517,832 |
| Supplies | 82,930 | 6,522 | 33,860 | 71,321 | 15,860 |
| Capital Outlay | - | - | - | - | - |
| **Division Totals** | **$ 6,213,874** | **$ 6,434,907** | **$ 6,937,204** | **$ 6,679,566** | **$ 7,877,101** |

## AUTHORIZED POSITIONS

| Position Classifications | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY17-18 Actual | FY18-19 Adopted |
|---|---|---|---|---|---|
| Lieutenant | 3 | 3 | 3 | 3 | 4 |
| Sergeant | 8 | 8 | 8 | 8 | 8 |
| Police Officer | 41 | 41 | 41 | 41 | 41 |
| Police Recruit | 2 | 2 | 2 | 2 | 2 |
| **Division Totals** | **54** | **54** | **54** | **54** | **55** |

# *Other Budgets*

## Copper Sky Recreation Fund

### Department Description

This cost center is used to accumulate and provide funds for activities of the Copper Sky Recreation Complex.

### FY2018 BUDGET

**Copper Sky Recreation Fund** Cost Center: #23033131

Summary by Category

| Expenditure Category | FY14-15 Budget | FY15-16 Revised | FY16-17 Adopted | FY16-17 Revised | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 2,019,995 | $ 2,365,000 | $ 2,727,390 | $ 2,398,355 | $ 2,788,563 |
| Professional and Technical | 53,232 | 14,185 | 46,250 | 28,244 | 334,750 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 1,270,890 | 1,773,685 | 1,492,031 | 1,302,173 | 1,606,296 |
| Supplies | 96,011 | 116,915 | 114,800 | 80,759 | 123,244 |
| Capital Outlay | - | 17,307 | 105,000 | 68,856 | 62,338 |
| **Departmental Totals** | **$ 3,440,128** | **$ 4,287,093** | **$ 4,485,471** | **$ 3,878,388** | **$ 4,915,191** |

# Local Road Maintenance

## Department Description

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

### FY2018 BUDGET

**Local Road Maintenance** Cost Centers: #20544145 & 20555151

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 241,875 | 97,272 | 1,090,000 | 1,081,948 | 147,460 |
| **Departmental Totals** | **$ 241,875** | **$ 97,272** | **$ 1,090,000** | **$ 1,081,948** | **$ 147,460** |

# Grants

## Department Description

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

### FY2018 BUDGET

**Grants Fund** Cost Center: #220

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 400,161 | $ 511,868 | $ 1,232,421 | $ 470,337 | $ 918,881 |
| Professional and Technical | 739,378 | 765,100 | 4,671,735 | 386,588 | 4,910,926 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | 25,106 | 79,640 | 4,996,039 | 128,593 | 5,012,779 |
| Supplies | 83,945 | 6,839 | 281,100 | 50,041 | 251,100 |
| Capital Outlay | 81,101 | 461,528 | 2,598,473 | 490,630 | 2,444,810 |
| **Departmental Totals** | **$ 1,329,691** | **$ 1,824,975** | **$ 13,779,768** | **$ 1,526,189** | **$ 13,538,497** |

# County Road Tax

## Department Description

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

### FY2018 BUDGET

**County Road Tax** Cost Center: #30044145

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | 163,538 | 123,004 | 76,042 | 53,606 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 1,488,639 | 1,658,841 | 4,811,642 | 2,529,393 | 2,154,079 |
| **Departmental Totals** | **$1,488,639** | **$1,822,379** | **$4,934,646** | **$2,605,435** | **$2,207,685** |

# Debt Service

## Department Description

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

### FY2018 BUDGET

**Debt Service** Cost Center: #400000000

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Principal | $1,610,000 | $1,645,000 | $1,685,000 | $1,685,000 | $1,735,000 |
| Interest & Fiscal Agent Fees | 2,140,972 | 2,087,755 | 1,993,781 | 2,029,060 | 1,958,503 |
| **Departmental Totals** | **$3,750,972** | **$3,732,755** | **$3,678,781** | **$3,714,060** | **$3,693,503** |

# General Governmental CIP Fund

## Department Description

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

### FY2018 BUDGET

**General Governmental CIP Fund** Fund: #350

Summary by Category

| Expenditure Category | FY15-16 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | 969,527 | 1,552,002 | 550,233 | 1,006,547 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | 60,323 | 182,500 | 190,530 | - |
| Supplies | - | 3,321 | 20,000 | 16,625 | 60,000 |
| Capital Outlay | 2,748,639 | 6,640,480 | 13,618,890 | 3,204,243 | 5,878,343 |
| **Departmental Totals** | **$ 2,748,639** | **$ 7,673,651** | **$ 15,373,392** | **$ 3,961,632** | **$ 6,944,890** |

# Grants CIP Fund

## Department Description

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

### FY2018 BUDGET

**Grants CIP Fund** Fund: #352

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ 189 | $ 6,005 | $ - | $ - | $ - |
| Professional and Technical | - | 19,852 | - | 2,500 | 614,498 |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | 98 | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 88,270 | 1,158,360 | 28,252,579 | 1,437 | 3,030,110 |
| **Departmental Totals** | **$ 88,459** | **$ 1,184,315** | **$ 28,252,579** | **$ 3,937** | **$ 3,644,607** |

# Parks Bond Fund

## Department Description

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

### FY2018 BUDGET

**Parks Bond Fund** Cost Center: #33033132 & 33033138

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 308,717 | - | - | - | - |
| **Departmental Totals** | **$ 308,717** | **$ -** | **$ -** | **$ -** | **$ -** |

# Library Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for library facilities needed to maintain existing levels of service to new growth in the community. No expenditures from this fund are budgeted for Fiscal Year 2015-16.

### FY2018 BUDGET

**Library Development Impact Fee Fund** Cost Center: #32133135

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 21,703 | - | 13,000 | - | 13,000 |
| **Departmental Totals** | **$ 21,703** | **$ -** | **$ 13,000** | **$ -** | **$ 13,000** |

# Parks Development Impact Fee Fund

## Department Description

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

### FY2018 OPERATIONAL BUDGET

**Parks Development Impact Fee Fund** Cost Center: #32033131

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | 100,000 | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | - | 30,968 | 215,349 | 60,000 | 254,620 |
| **Departmental Totals** | **$ -** | **$ 30,968** | **$ 315,349** | **$ 60,000** | **$ 254,620** |

# Police Development Impact Fee Fund

## Department Description

This cost center is used to accumulate and provide funds for police facilities needed to maintain existing levels of service to new growth in the community. This fund was established to collect revised fees effective after December, 2010. No expenditures are planned from this fund in FY2015-16.

### FY2018 BUDGET

**Police Development Impact Fee Fund** Cost Center: #343

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Revised | FY16-17 Adopted | FY16-17 Revised | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | - | - | - | - | - |
| **Departmental Totals** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

# Fire Development Impact Fee Fund

## Department Description

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

### FY2018 BUDGET

**Fire Development Impact Fee Fund** Cost Center: #344

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Actual | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | 112,419 | 35,000 | 29,906 | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 339,833 | 1,380,699 | 13,878 | 8,283 | 40,000 |
| **Departmental Totals** | **$ 339,833** | **$ 1,493,118** | **$ 48,878** | **$ 38,189** | **$ 40,000** |

# Transportation Development Impact Fee Fund

## Department Description

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

### FY2018 BUDGET

**Transportation Development Impact Fee Fund** Cost Center: #324 & 346

Summary by Category

| Expenditure Category | FY14-15 Actual | FY15-16 Revised | FY16-17 Budget | FY16-17 Actual | FY17-18 Adopted |
|---|---|---|---|---|---|
| Personnel Services | $ - | $ - | $ - | $ - | $ - |
| Professional and Technical | - | - | - | - | - |
| Purch. Property Services | - | - | - | - | - |
| Other Purchased Services | - | - | - | - | - |
| Supplies | - | - | - | - | - |
| Capital Outlay | 2,442,738 | 983,378 | 13,376,160 | 4,631,335 | 8,388,853 |
| **Departmental Totals** | **$ 2,442,738** | **$ 983,378** | **$ 13,376,160** | **$ 4,631,335** | **$ 8,388,853** |

# Capital Improvement Plan

## What is a Capital Improvement Plan?

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

## What is a Capital Improvement Program?

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

## The Process

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

It is beneficial to have the capital planning process completed prior to the annual budgeting process to ensure that sufficient capital and operating funding are included in the subsequent Annual Operating 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:

## Financial Services Department

The calendar, coordination, development, and preparation of the Capital Improvement Program are completed through the Financial Services Department. The department coordinates and reviews estimates of available financial resources and assumptions regarding their availability for each of the five years within the program. The Financial Services Department also serves as the focus for all information, scheduling, and funding resources for departments in updating, preparing, and submitting projects. It is also responsible for the completion of the final draft of the Capital Improvement Program.

## Departments

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

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

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

## City Council

The preliminary Capital Improvement Program is typically presented to the City Council each fiscal year prior to operating budget presentations with proposed adoption in March. The schedule is flexible to allow for unusual circumstances regarding revenues or expenses that must be taken into account prior to adoption. Prior to the initiation of any individual project, additional approval must be provided by the City Council.

# Economic Assumptions and Financial Resources

## *Economic Assumptions*

This Plan is based upon the following general assumptions:

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

  FY15-16 550 units
  FY16-17 600 units
  FY17-18 600 units
  FY18-19 650 units
  FY19-20 650 units

## *Financial Resources*

### Construction Sales Taxes

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

### Development Impact Fees

One of the most significant sources of capital project funding are Development Impact Fees (DIF), which are charged to new growth in the community at the time building permits are issued. By state statute, DIF may only pay for the costs of projects associated with growth, so only growth related projects are DIF eligible.

#### Parks, Recreation DIF

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

#### Library DIF

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

#### Police DIF

This fee is assessed on a per unit charge for residential construction and a per square foot charge for non-residential structures. These funds are limited to Police facilities including all appurtenances, equipment, and vehicles that provide a direct benefit to the development which serves new growth in the community.

#### Fire DIF

This fee is assessed on a per unit charge for residential construction and a per square foot charge for non-residential structures. These funds are limited to Fire facilities including all appurtenances, equipment, and vehicles that provide a direct benefit to the development which serves new growth in the community.

### Transportation DIF

This fee is assessed on a per unit charge for residential construction and a per square foot charge for non-residential structures. These funds are limited to facilities including arterial or collector streets or roads that have been designated on an officially adopted plan of the City, traffic signals and right-of-way and associated improvements that provides a direct benefit to the development which serves new growth in the community.

## Grants

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

## Long Term Debt

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

## Developer (Private) Contributions

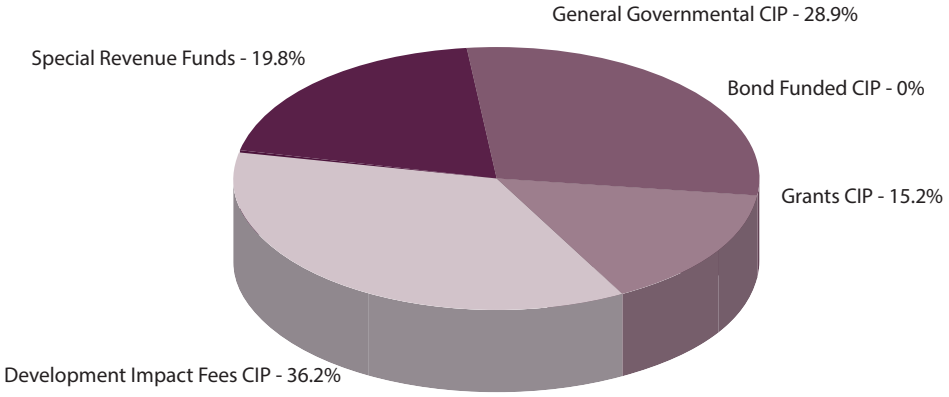
Developers contribute toward costs of capital projects when the construction is of direct benefit to their development and a requirement of the stipulations placed on the development's final plat. In some cases, funds are contributed toward a project from private sources as well. These sources are described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

## Current and One Time Revenues

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

## CAPITAL EXPENDITURES BY FUND TYPE

| FUND TYPE | | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|---|
| Special Revenue Funds | 19.8% | $ 4,763,232 | $ 1,680,000 | $ 2,114,000 | $ 230,000 | $ 230,000 |
| General Governmental CIP | 28.9% | 6,944,890 | 5,008,751 | 1,863,124 | 5,350,000 | 1,005,005 |
| Bond Funded CIP | 0.0% | - | - | - | - | - |
| Grants CIP | 15.2% | 3,644,607 | 3,167,558 | 1,100,000 | 5,700,000 | 700,000 |
| Development Impact Fees CIP | 36.2% | 8,696,473 | 8,730,261 | 130,000 | 40,000 | 40,000 |
| **Total** | | **$ 24,049,202** | **$ 18,586,570** | **$ 5,207,124** | **$ 11,320,000** | **$ 1,975,005** |



## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **COMMUNITY SERVICES** | | | | | |
| **Copper Sky Recreation Center** | | | | | |
| Converting Main Locker Hallway to Non-Slip Surface # 38003 | 10,000 | - | - | - | - |
| Aquatic Center HVAC # 38001 | 10,000 | - | - | - | - |
| Diving Board Relocation | - | - | 10,000 | - | - |
| Copper Sky Skate Park Pump Track Short | - | 100,831 | - | - | - |
| Vending Operations | 29,187 | - | - | - | - |
| Indoor Security Camera Expansion | 33,151 | - | - | - | - |
| Wall Protection | - | - | 40,000 | - | - |
| Aquatic Center Deck Resurfacing Project #38002 | 35,000 | - | - | - | - |
| Outdoor Fitness Station | - | - | - | - | 100,000 |
| Atrium Window Shades # 38004 | 15,000 | - | - | - | - |
| Batting Cages | - | - | - | - | 250,005 |
| Exercise Equipment # 38000 | 100,000 | 15,000 | - | - | - |
| **Library** | | | | | |
| Lighting Upgrade # 31011 | 10,835 | - | - | - | - |
| Shelving # 31012 | 2,035 | - | - | - | - |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Meeting Room Cabinets # 31013 | 5,000 | - | - | - | - |
| Phone System # 31015 | 4,687 | - | - | - | - |
| Library Carpeting # 38005 | 75,000 | - | - | - | - |
| Security System # 35056 | 11,505 | - | - | - | - |
| Book Vending Machine | - | 12,000 | - | - | - |
| Pacana Park Tree and Plant Replacement | 13,000 | - | - | - | - |
| Community Services Master Plan | 100,000 | - | - | - | - |
| Amphitheater Lighting # 33023 | 59,929 | - | - | - | - |
| Drive-Thru Book Return # 31014 | 37,000 | - | - | - | - |
| **Parks** | | | | | |
| Chemical Applicator UTV #38006 | 21,000 | - | - | - | - |
| Pool & Multigen Lighting # 33021 | 82,691 | - | - | - | - |
| Playground Shade Structure # 33022 | 12,000 | - | - | - | - |
| Communications & Data Line # 33024 | 12,500 | - | - | - | - |
| Rotary Tiller #38007 | 12,500 | - | - | - | - |
| **Total - Community Services** | **$ 692,020** | **$ 127,831** | **$ 50,000** | **$ -** | **$ 350,005** |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **DEVELOPMENT SERVICES** | | | | | |
| New COMET 21-Passanger Bus | 120,000 | - | - | - | - |
| Bus Shelters (10) # 35052 | 114,000 | | | | |
| 2006 Subdivision Ordinance Update # 35051 | 99,998 | - | - | - | - |
| Building Safety Replacement Vehicles | 60,000 | 60,000 | - | - | - |
| General Plan Update # 34007 | 26,108 | - | - | - | - |
| Housing Needs Assessment # 35050 | 129,692 | - | | | |
| Regional Transportation # 35036 | 73,606 | - | - | - | - |
| **Total - Development Services** | **$ 623,404** | **$ 60,000** | **$ -** | **$ -** | **$ -** |
| **ECONOMIC DEVELOPMENT** | | | | | |
| Strategic plan # 35059 | - | - | - | - | - |
| Economic Development Infrastructure Needs #31004 | - | - | - | - | - |
| **Total - Economic Development** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **FINANCIAL SERVICES** | | | | | |
| Timekeeping and Scheduling Software | 84,235 | - | - | - | - |
| **Total - Financial Services** | **$ 84,235** | **$ -** | **$ -** | **$ -** | **$ -** |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **FIRE DEPARTMENT** | | | | | |
| Station 575 Improvements - Fencing | - | 215,000 | - | - | - |
| Fire Administration # 38022 | 1,000,000 | 3,000,000 | - | - | - |
| FD Type 6 Brush truck | - | - | - | - | 200,000 |
| Generators # 32029 | - | - | - | 50,000 | 50,000 |
| Emergency Vehicle Preemption # 32031 | 60,000 | - | - | - | - |
| Station 571 Improvements # 32030 | 120,000 | | | | |
| Cars & Light Trucks # 32033 | 145,000 | 195,000 | - | 190,000 | |
| Pump Test Pit | - | 295,000 | - | - | - |
| Cardiac Monitors | - | 200,000 | - | 75,000 | - |
| Fire Engine Replacement # 32004 | 900,000 | - | 900,000 | 1,000,000 | |
| FD Cascade Replacement | - | - | - | 110,000 | 55,000 |
| EPCR Computers | - | - | 90,000 | - | - |
| End-User Radios # 32034 & # 32006 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| **Total - Fire Department** | **$ 2,265,000** | **$ 3,945,000** | **$ 1,030,000** | **$ 1,465,000** | **$ 345,000** |
| **INFORMATION TECHNOLOGY** | | | | | |
| IT - Data Network Equipment Refresh #38010 | 325,000 | - | - | - | |
| City Data Center # 35055 | 75,000 | - | - | - | - |
| **Total - Information Technology** | **$ 400,000** | **$ -** | **$ -** | **$ -** | **$ -** |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **POLICE DEPARTMENT** | | | | | |
| Police Replacement Vehicles # 38012 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Police Laptop Computer Replacement # 32009 | 75,000 | 75,000 | 75,000 | 75,000 | - |
| Maricopa PD Substation # 32016 | - | - | - | 3,500,000 | - |
| Additional 9-1-1 Console Position # 38016 | 50,000 | - | - | - | - |
| Balistics Upgrade to City Buildings | - | 275,000 | 275,000 | - | - |
| BWC Upgrades # 38017 | 205,000 | - | - | - | - |
| Spillman Upgrade #38015 | 80,000 | - | - | - | - |
| Crime Prevention Technology #38014 | 60,000 | - | - | - | - |
| Balistic Protction of Existing Patrol Units # 38013 | 75,000 | - | - | - | - |
| Special Response Team Enhancements # 32037 | 40,000 | - | - | - | - |
| Maricopa PD Substation # 32016 | 317,543 | - | - | - | - |
| Identification Technology # 32035 | 272,318 | - | - | - | - |
| **Total - Police Department** | **$ 1,524,861** | **$ 700,000** | **$ 700,000** | **$ 3,925,000** | **$ 350,000** |
| **PUBLIC WORKS** | | | | | |
| Bowlin Road - Hartman to Murphy Half-Street # 35047 | 234,118 | 2,500,000 | - | - | - |
| City Hall & Police # 31003 | 159,076 | - | - | - | - |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| CDBG # 15504 | 297,395 | - | - | - | - |
| CDBG # 35058 | 298,923 | | | | |
| CDBG - Regional Allocation 2017 # 17404 | 300,000 | - | - | - | - |
| CDBG-State Special Projects Maricopa # 17405 | 300,000 | - | - | - | - |
| CMAQ - Farrell Phase I # 35062 | 163,779 | 720,897 | - | - | - |
| CMAQ - Farrell Phase II # 35062 | 187,262 | 721,436 | - | - | - |
| CMAQ - Porter Rd #35062 | 168,302 | 750,686 | - | - | - |
| Intelligent Transportation System Phase I | - | 615,920 | - | - | - |
| Intelligent Transportation System Phase II | - | - | 613,124 | - | - |
| Paving Unpaved Roads # 17406 | 930,000 | 930,000 | 930,000 | 930,000 | 930,000 |
| Edison Road Extension # 35029 | 149,691 | - | - | - | - |
| Hartman Road - Honeycutt to Bowling (Tortosa) Half Street Improvements #35048 | 2,750,000 | - | - | - | - |
| Bowlin Rd Improvement - Hogenes to Santa Rosa | - | 64,800 | 684,000 | - | - |
| Hartman Road Interim Improvements - MCG Hwy to Bowling Road Pavement #35049 | 2,500,000 | - | - | - | - |
| Honeycutt Road Bridge # 38018 | 750,000 | 3,000,000 | - | - | - |
| Honeycutt Road Widening # 38019 | 350,000 | 3,000,000 | - | - | - |

## CAPITAL IMPROVEMENTS BY DEPARTMENT

| DEPARTMENT | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| MCG Highway Maintenance & Improvements # 35022 | 824,079 | | | | |
| Public Works & Fire Admin Building # 35023 | 893,209 | | | | |
| Signal @ White & Parker Rd and Honeycutt Rd # 35043 | 350,000 | | | | |
| Safe Routes to Schools: Porter Road Study # 16402 | 84,560 | | | | |
| Santa Cruz Wash # 31005 | 726,189 | | | | |
| Signal @ Hartman Road & Honeycutt Road #35044 | 400,000 | - | - | - | - |
| Signal @ Desert Greens & Smith Enke Rd. #38020 | 400,000 | - | - | - | - |
| Skip Loader # 38021 | 80,000 | - | - | - | - |
| SR 347 to SR 238 Truck By-Pass | - | - | - | 5,000,000 | - |
| Smith Enke & Porter Rd Improvement # 34014 | 1,135,700 | | | | |
| SR347 Grade Separation # 35041 | 1,133,109 | | | | |
| SR347 Overpass Project: Amtrak Relocation # 13402 | 237,103 | | | | |
| Street Maintenance # 34005 | 1,400,000 | 1,450,000 | 1,200,000 | - | - |
| Study to Establish Truck Routes # 35045 | 70,000 | | | | |
| UPRR Grade Separation # 11408 | 937,187 | | | | |
| Tortosa Flood Control Solution Assistance | 250,000 | | | | |
| **Total - Public Works** | **$ 18,459,682** | **$ 13,753,739** | **$ 3,427,124** | **$ 5,930,000** | **$ 930,000** |
| **Total Capital Improvements** | **$ 24,049,203** | **$ 18,586,570** | **$ 5,207,124** | **$ 11,320,000** | **$ 1,975,005** |

# CAPITAL IMPROVEMENT PLAN FY2017-2018

## Capital Expenditures by Department - Long-Range Projects

| FUND | FY23-26 |
|---|---|
| **Community Services** | |
| Glass Panel Installation | $ 200,000 |
| Copper Sky  Back up Generator | $ 550,000 |
| Cover Shade Parking w/ Solar Panels | $ 200,000 |
| RFID for Library Collection | $ 40,000 |
| Maker Mobile Tech Lab | $ 180,000 |
| Wood Chipper | $ 35,000 |
| Pacana Park Irrigation Controller Upgrade | $ 17,500 |
| Lexington Park Playground Perimenter | $ 22,000 |
| Lexington Park Playground Retention Area | $ 42,000 |
| Light Tower Portable | $ 10,000 |
| Christmas Tree for Special Events | $ 27,000 |
| **Fire Department** | |
| FD Station 575 Improvement - Fuel Tank Capacity | 40,000 |
| FD Station 575 Improvement - Landscape | 50,000 |
| **Police Department** | |
| Technology Upgrade to Emergency Operations Center | 40,000 |
| Special Response Team Armored Vehicle | 315,000 |
| Special Response Team Robot | 110,225 |
| **Public Works** | |
| Bowlin Road Improvements - Porter to White Parker | 501,600 |
| SR347 - Cobblestone Dr to Lake View | 210,000 |
| Maricopa City Cemetery | 640,000 |
| Garvey Avenue Improvements - Green Road to SR347 | 592,800 |
| Homestead Trail | 534,600 |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Capital Expenditures by Department - Long-Range Projects

| FUND | FY23-26 |
|---|---|
| Honeycutt Rd Improvements - Plainview to Porter | 839,800 |
| SR347/Smith-Enke Intersection Improvements | 550,000 |
| McDavid Rd Improvement Ak-Chin Boundary to SR347 | 988,000 |
| Pave White Rd | 1,000,000 |
| Santa Rosa Wash Trail | 712,800 |
| Hogenes Blvd Improvements - McDavid to Bowlin | 501,600 |
| MCGH Improvements - Stonegate to Porter | 307,800 |
| Porter Rd Improvements - Smith - Enke to MCGH | 1,284,400 |
| Smith - Enke Improvements - Porter Rd to Chase Dr | 250,800 |
| Smith - Enke Improvements - SR347 to Desert Greens | 642,200 |
| SR347 Improvements - Desert Cedars to Farrell | 652,080 |
| Farrell Rd Improvements - SR347 to Porter | 988,000 |
| **Total Out Year Projects** | **$ 13,075,205** |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **GENERAL GOVERNMENTAL CIP FUND** | | | | | |
| **Beginning Cash Available** | **$ 7,417,619** | **$ 970,229** | **$ (3,178,439)** | **$ (4,151,378)** | **$ (8,580,035)** |
| **Revenues:** | | | | | |
| Sales Tax | 497,500 | 860,083 | 890,186 | 921,342 | 953,589 |
| Total Sources of Cash | $ 7,915,119 | $ 1,830,312 | $ (2,288,254) | $ (3,230,035) | $ (7,626,446) |
| **Expenditures:** | | | | | |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Safe Routes to Schools: Porter Road Study # 16402 | 4,560 | - | - | - | - |
| Regional Transportation # 35036 & # 18402 | 24,000 | - | - | - | - |
| City Hall & Police # 31003 | 159,076 | - | - | - | - |
| Santa Cruz Wash # 31005 | 726,189 | - | - | - | - |
| Lighting Upgrade # 31011 | 10,835 | - | - | - | - |
| Shelving # 31012 | 2,035 | - | - | - | - |
| Meeting Room Cabinets # 31013 | 5,000 | - | - | - | - |
| Drive-Thru Book Return # 31014 | 37,000 | - | - | - | - |
| Phone System # 31015 | 4,687 | - | - | - | - |
| Fire Engine Replacement # 32004 | 900,000 | - | 900,000 | 1,000,000 | - |
| Police Laptop Computer Replacement # 32009 | 75,000 | 75,000 | 75,000 | 75,000 | - |
| Maricopa PD Substation # 32016 | 317,543 | - | - | - | - |
| Emergency Vehicle Preemption # 32031 | 60,000 | - | - | - | - |
| Cars & Light Trucks # 32033 | 145,000 | 195,000 | - | 190,000 | - |
| Identification Technology # 32035 | 272,318 | - | - | - | - |
| Communications & Data Line # 33024 | 12,500 | - | - | - | - |
| General Plan Update # 34007 | 26,108 | - | - | - | - |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Regional Transportation # 35036 | 20,000 | - | - | - | - |
| SR347 Grade Separation # 35041 | 1,133,109 | - | - | - | - |
| Housing Needs Assessment # 35050 | 129,692 | - | - | - | - |
| 2006 Subdivision Ordinance Update # 35051 | 99,998 | - | - | - | - |
| Bus Shelters (10) # 35052 | 6,000 | - | - | - | - |
| City Data Center # 35055 | 75,000 | - | - | - | - |
| Security System # 35056 | 11,505 | - | - | - | - |
| Exercise Equipment # 38000 | 100,000 | 15,000 | - | - | - |
| Aquatic Center HVAC # 38001 | 10,000 | - | - | - | - |
| Aquatic Center Deck Resurfacing Project #38002 | 35,000 | - | - | - | - |
| Converting Main Locker Hallway to Non-Slip Surface # 38003 | 10,000 | - | - | - | - |
| Atrium Window Shades # 38004 | 15,000 | - | - | - | - |
| Library Carpeting # 38005 | 75,000 | - | - | - | - |
| Chemical Applicator UTV #38006 | 21,000 | - | - | - | - |
| Rotary Tiller #38007 | 12,500 | - | - | - | - |
| IT - Data Network Equipment Refresh #38010 | 325,000 | - | - | - | - |
| Station 571 Improvements # 38011 | 120,000 | - | - | - | - |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Police Replacement Vehicles # 38012 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 |
| Ballistic Protection of Existing Patrol Units # 38013 | 75,000 | - | - | - | - |
| Crime Prevention Technology #38014 | 60,000 | - | - | - | - |
| Spillman Upgrade #38015 | 80,000 | - | - | - | - |
| Additional 9-1-1 Console Position # 38016 | 50,000 | - | - | - | - |
| BWC Upgrades # 38017 | 205,000 | - | - | - | - |
| Fire Administration # 38022 | 1,000,000 | 3,000,000 | - | - | - |
| Timekeeping and Scheduling Software | 84,235 | - | - | - | - |
| Building Safety Replacement Vehicles | 60,000 | 60,000 | - | - | - |
| Skate Park Installation | - | 100,831 | - | - | - |
| Wall Protection | - | - | 40,000 | - | - |
| AD Board Signage for Aquatic Center | - | - | 10,000 | - | - |
| Batting Cages | - | - | - | - | 250,005 |
| Outdoor Fitness Stations | - | - | - | - | 100,000 |
| Generators | - | - | - | 50,000 | 50,000 |
| Pump Test Pit | - | 295,000 | - | - | - |
| Cardiac Monitors | - | 200,000 | - | 75,000 | - |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| FD Cascade Replacement | - | - | - | 110,000 | 55,000 |
| FD Station 575 Improvements - Fencing | - | 215,000 | - | - | - |
| FD Type 6 Brush Truck | - | - | - | - | 200,000 |
| Book Vending Machine | - | 12,000 | - | - | - |
| Copper Sky Phase II | - | - | - | 3,500,000 | - |
| Ballistic Upgrade To City Buildings | - | 275,000 | 275,000 | - | - |
| Intelligent Transportation Systems Phase I | - | 215,920 | - | - | - |
| Intelligent Transportation Systems Phase I | - | - | 213,124 | - | - |
| Total Uses of Cash | $ 6,944,890 | $ 5,008,751 | $ 1,863,124 | $ 5,350,000 | $ 1,005,005 |
| **Ending Cash Available** | **$ 970,229** | **$ (3,178,439)** | **$ (4,151,378)** | **$ (8,580,035)** | **$ (8,631,451)** |
| **HIGHWAY USER REVENUE FUND (HURF)** | | | | | |
| **Beginning Cash Available** | **$ 1,633,547** | **$ 1,071,458** | **$ 2,871,132** | **$ 4,001,438** | **$ 5,828,858** |
| **Revenues:** | | | | | |
| Motor Vehicle Fuel Tax | 3,639,673 | 3,748,863 | 3,861,329 | 3,977,169 | 4,096,484 |
| Interest Earnings | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 |
| **Total Sources of Cash** | **$ 5,280,720** | **$ 4,827,821** | **$ 6,739,961** | **$ 7,986,107** | **$ 9,932,842** |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **Expenditures:** | | | | | |
| **Operating** | | | | | |
| Operating Expenditures | 1,863,513 | 1,956,689 | 2,054,523 | 2,157,249 | 2,265,112 |
| **Capital** | | | | | |
| Street Maintenance # 34005 | 152,540 | - | - | - | - |
| Public Works & Fire Admin Building # 35023 | 893,209 | - | - | - | - |
| Signal @ White & Parker Rd and Honeycutt Rd # 35043 | 350,000 | - | - | - | - |
| Signal @ Hartman Road & Honeycutt Road #35044 | 400,000 | - | - | - | - |
| Study to Establish Truck Routes # 35045 | 70,000 | - | - | - | - |
| Signal @ Desert Greens & Smith Enke Rd. #38020 | 400,000 | - | - | - | - |
| Skip Loader # 38021 | 80,000 | - | - | - | - |
| Bowlin Rd Improvement - Hogenes to Santa Rosa | - | - | 684,000 | - | - |
| Total Uses of Cash | $ 4,209,262 | $ 1,956,689 | $ 2,738,523 | $ 2,157,249 | $ 2,265,112 |
| **Ending Cash Available** | **$ 1,071,458** | **$ 2,871,132** | **$ 4,001,438** | **$ 5,828,858** | **$ 7,667,730** |
| **LOCAL ROAD MAINTENANCE FUND** | | | | | |
| **Beginning Cash Available** | **$ 155,512** | **$ 14,052** | **$ (234,948)** | **$ (233,948)** | **$ (232,948)** |
| **Revenues:** | | | | | |

# CAPITAL IMPROVEMENT PLAN FY2017-2018

## Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Interest Earnings | 6,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total Sources of Cash | $ 161,512 | $ 15,052 | $ (233,948) | $ (232,948) | $ (231,948) |
| **Expenditures:** | | | | | |
| Street Maintenance # 34005 | 147,460 | 250,000 | - | - | - |
| Total Uses of Cash | $ 147,460 | $ 250,000 | $ - | $ - | $ - |
| **Ending Cash Available** | **$ 14,052** | **$ (234,948)** | **$ (233,948)** | **$ (232,948)** | **$ (231,948)** |
| **COUNTY ROAD TAX** | | | | | |
| **Beginning Cash Available** | **$ 1,197,674** | **$ 205,989** | **$ (8,011)** | **$ (222,011)** | **$ 763,989** |
| **Revenues:** | | | | | |
| County Road Tax | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| Interest Earnings | 16,000 | 16,000 | 16,000 | 16,000 | 16,000 |
| Total Sources of Cash | $ 2,413,674 | $ 1,421,989 | $ 1,207,989 | $ 993,989 | $ 1,979,989 |
| **Expenditures:** | | | | | |
| MCG Highway Maintenance & Improvements # 35022 | 824,079 | - | - | - | - |
| Regional Transportation # 35036 | 53,606 | - | - | - | - |
| Paving Unpaved Roads # 17406 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 |
| Street Maintenance # 34005 | 1,100,000 | 1,200,000 | 1,200,000 | - | - |
| Total Uses of Cash | $ 2,207,685 | $ 1,430,000 | $ 1,430,000 | $ 230,000 | $ 230,000 |
| **Ending Cash Available** | **$ 205,989** | **$ (8,011)** | **$ (222,011)** | **$ 763,989** | **$ 1,749,989** |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **GRANTS CIP FUND** | | | | | |
| **Beginning Cash Available** | **$ 186,578** | **$ 186,578** | **$ 186,578** | **$ 186,578** | **$ 186,578** |
| **Revenues:** | | | | | |
| Other Sources of Cash | 3,644,607 | 3,167,558 | 1,100,000 | 5,700,000 | 700,000 |
| Total Sources of Cash | $ 3,831,185 | $ 3,354,136 | $ 1,286,578 | $ 5,886,578 | $ 886,578 |
| **Expenditures:** | | | | | |
| Tortosa Flood Control Solution Assistance | 250,000 | - | - | - | - |
| UPRR Grade Separation # 11408 | 937,187 | - | - | - | - |
| SR347 Overpass Project: Amtrak Relocation # 13402 | 237,103 | - | - | - | - |
| CDBG # 15504 | 297,395 | - | - | - | - |
| Safe Routes to Schools: Porter Road Study # 16402 | 80,000 | - | - | - | - |
| CDBG - Regional Allocation 2017 # 17404 | 300,000 | - | - | - | - |
| CDBG-State Special Projects Maricopa # 17405 | 300,000 | - | - | - | - |
| Paving Unpaved Roads # 17406 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 |
| Regional Transportation | 96,000 | - | - | - | - |
| Special Response Team Enhancements # 32037 | 40,000 | - | - | - | - |

# CAPITAL IMPROVEMENT PLAN FY2017-2018

## Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Bus Shelters (10) # 35052 | 108,000 | - | - | - | - |
| CDBG # 35058 | 298,923 | - | - | - | - |
| CMAQ Phase I | - | 679,831 | - | - | - |
| CMAQ Phase II | - | 679,831 | - | - | - |
| CMAQ Porter Rd | - | 707,896 | - | - | - |
| Intelligent Transportation Systems Phase I | - | 400,000 | - | - | - |
| SR 347 to SR 238 Truck by - Pass | - | - | - | 5,000,000 | |
| Intelligent Transportation Systems Phase II | - | - | 400,000 | - | - |
| Total Uses of Cash | $ 3,644,607 | $ 3,167,558 | $ 1,100,000 | $ 5,700,000 | $ 700,000 |
| **Ending Cash Available** | **$ 186,578** | **$ 186,578** | **$ 186,578** | **$ 186,578** | **$ 186,578** |
| **PARKS BOND FUND** | | | | | |
| **Beginning Cash Available** | **$ 332,834** | **$ 332,834** | **$ 1,166,324** | **$ 1,761,674** | **$ 2,290,874** |
| **Revenues:** | | | | | |
| Proceeds from Debt Issuance | - | 833,490 | 595,350 | 529,200 | 529,200 |
| Total Sources of Cash | $ 332,834 | $ 1,166,324 | $ 1,761,674 | $ 2,290,874 | $ 2,820,074 |
| **Expenditures** | | | | | |
| Total Uses of Cash | $- | $- | $- | $- | $- |
| **Ending Cash Available** | **$ 332,834** | **$ 1,166,324** | **$ 1,761,674** | **$ 2,290,874** | **$ 2,820,074** |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **LIBRARY DEVELOPMENT IMPACT FEE FUND** | | | | | |
| **Beginning Cash Available** | **$ 762,119** | **$ 749,848** | **$ 757,498** | **$ 764,298** | **$ 771,098** |
| **Revenues:** | | | | | |
| Development Impact Fees | 634 | 7,650 | 6,800 | 6,800 | 6,800 |
| Interest Earnings | 95 | - | - | - | - |
| Total Sources of Cash | $ 762,848 | $ 757,498 | $ 764,298 | $ 771,098 | $ 777,898 |
| **Expenditures** | | | | | |
| Pacana Park Tree and Plant Replacement | 13,000 | - | - | - | - |
| Total Uses of Cash | $ 13,000 | $ - | $ - | $ - | $ - |
| **Ending Cash Available** | **$ 749,848** | **$ 757,498** | **$ 764,298** | **$ 771,098** | **$ 777,898** |
| **PARKS DEVELOPMENT IMPACT FEE FUND** | | | | | |
| **Beginning Cash Available** | **$ 2,114,429** | **$ 2,336,361** | **$ 2,827,153** | **$ 3,332,611** | **$ 3,853,176** |
| **Revenues:** | | | | | |
| Development Impact Fees | $ 474,652 | $ 488,892 | $ 503,558 | $ 518,665 | $ 534,225 |
| Interest Earnings | 1,900 | 1,900 | 1,900 | 1,900 | 1,900 |
| Total Sources of Cash | $ 2,590,981 | $ 2,827,153 | $ 3,332,611 | $ 3,853,176 | $ 4,389,301 |
| **Expenditures:** | | | | | |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Community Services Master Plan | 100,000 | - | - | - | - |
| Pool & Multigen Lighting # 33021 | 82,691 | - | - | - | - |
| Playground Shade Structure # 33022 | 12,000 | - | - | - | - |
| Amphitheater Lighting # 33023 | 59,929 | - | - | - | - |
| Total Uses of Cash | $ 254,620 | $ - | $ - | $ - | $ - |
| **Ending Cash Available** | **$ 2,336,361** | **$ 2,827,153** | **$ 3,332,611** | **$ 3,853,176** | **$ 4,389,301** |
| **POLICE DEVELOPMENT IMPACT FEE FUND** | | | | | |
| **Beginning Cash Available** | **$ 96,562** | **$ 210,624** | **$ 237,824** | **$ 265,024** | **$ 292,224** |
| **Revenues:** | | | | | |
| Development Impact Fees | 113,682 | 27,200 | 27,200 | 27,200 | 27,200 |
| Interest Earnings | 380 | - | - | - | - |
| Total Sources of Cash | $ 210,624 | $ 237,824 | $ 265,024 | $ 292,224 | $ 319,424 |
| **Expenditures: NA** | | | | | |
| Total Uses of Cash | $- | $- | $- | $- | $- |
| **Ending Cash Available** | **$ 210,624** | **$ 237,824** | **$ 265,024** | **$ 292,224** | **$ 319,424** |
| **FIRE DEVELOPMENT IMPACT FEE FUND** | | | | | |
| **Beginning Cash Available** | **$ 611,057** | **$ 815,744** | **$ 1,027,087** | **$ 1,155,970** | **$ 1,382,619** |
| **Revenues:** | | | | | |
| Development Impact Fees | $ 244,022 | $ 251,343 | $ 258,883 | $ 266,649 | $ 274,649 |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Interest Earnings | 665 | - | - | - | - |
| Total Sources of Cash | $ 855,744 | $ 1,067,087 | $ 1,285,970 | $ 1,422,619 | $ 1,657,268 |
| **Expenditures:** | | | | | |
| EPCR Computers | - | - | 90,000 | - | - |
| End-User Radios # 32006 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Total Uses of Cash | $ 40,000 | $ 40,000 | $ 130,000 | $ 40,000 | $ 40,000 |
| **Ending Cash Available** | **$ 815,744** | **$ 1,027,087** | **$ 1,155,970** | **$ 1,382,619** | **$ 1,617,268** |
| **Copper Sky Fund** | | | | | |
| **Beginning Cash Available** | **$ 1,795,515** | **$ (47,205)** | **$ (3,322,999)** | **$ (6,697,066)** | **$ (10,172,355)** |
| **Revenues:** | | | | | |
| Park and Recreation Activity | $ 3,072,471 | $ 1,722,645 | $ 1,774,324 | $ 1,827,554 | $ 1,882,381 |
| | - | - | - | - | - |
| Total Sources of Cash | $ 4,867,986 | $ 1,675,440 | $ (1,548,674) | $ (4,869,512) | $ (8,289,975) |
| **Expenditures:** | | | | | |
| Operating Expenditures | 4,852,853 | 4,998,439 | 5,148,392 | 5,302,843 | 5,461,929 |
| Vending Operations | 29,187 | - | - | - | - |
| Indoor Security Camera Expansion | 33,151 | - | - | - | - |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| **Total Uses of Cash** | **$ 62,338** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Cash Available** | **$ (47,205)** | **$ (3,322,999)** | **$ (6,697,066)** | **$ (10,172,355)** | **$ (13,751,903)** |
| **TRANSPORTATION DEVELOPMENT IMPACT FEE FUND** | | | | | |
| **Beginning Cash Available** | **$ 12,509,012** | **$ 5,562,845** | **$ (1,641,734)** | **$ (111,767)** | **$ 1,463,814** |
| **Revenues:** | | | | | |
| Development Impact Fees | 1,433,186 | 1,476,182 | 1,520,467 | 1,566,081 | 1,613,063 |
| Interest Earnings | 9,500 | 9,500 | 9,500 | 9,500 | 9,500 |
| Total Sources of Cash | $ 13,951,698 | $ 7,048,527 | $ (111,767) | $ 1,463,814 | $ 3,086,377 |
| **Expenditures:** | | | | | |
| Smith Enke & Porter Rd Improvement # 34014 | 1,135,700 | - | - | - | - |
| Edison Road Extension # 35029 | 149,691 | - | - | - | - |
| Bowlin Road - Hartman to Murphy Half-Street # 35047 | 234,118 | 2,500,000 | - | - | - |
| CMAQ - Farrell Phase I # 35062 | 519,343 | 125,461 | - | - | - |
| Hartman Road - Honeycutt to Bowling (Tortosa) Half Street Improvements #35048 | 2,750,000 | - | - | - | - |
| Hartman Road Interim Improvements - MCG Hwy to Bowling Road Pavement #35049 | 2,500,000 | - | - | - | - |
| Honeycutt Road Bridge # 38018 | 750,000 | 3,000,000 | - | - | - |

## CAPITAL IMPROVEMENT PLAN FY2017-2018

### Fund Cash Flows

| FUND | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 |
|---|---|---|---|---|---|
| Honeycutt Road Widening # 38019 | 350,000 | 3,000,000 | - | - | - |
| Bowlin Rd Improvement - Hogenes to Santa Rosa | - | 64,800 | - | - | - |
| Total Uses of Cash | $ 8,388,853 | $ 8,690,261 | $ - | $ - | $ - |
| **Ending Cash Available** | **$ 5,562,845** | **$ (1,641,734)** | **$ (111,767)** | **$ 1,463,814** | **$ 3,086,377** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Amphitheater Lighting – COMMUNITY SERVICES** **Project No. 33023**

| | |
|---|---|
| Project Cost: | $59,929 |
| Previous Cost: | $0 |
| O&M Impact: | $500 |
| Department: | Community Services |
| Description: | The installation of two light poles with stage lighting facing amphitheater and night lighting to light up amphitheater lawn. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $59,929 | $- | $- | $- | $- | $59,929 |
| **Total** | **$59,929** | **$-** | **$-** | **$-** | **$-** | **$59,929** |
| **Funding Sources** | | | | | | |
| Parks DIF Fund | $59,929 | $- | $- | $- | $- | $59,929 |
| **Total** | **$59,929** | **$-** | **$-** | **$-** | **$-** | **$59,929** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $500 | $- | $- | $- | $- | $500 |
| **Total** | **$500** | **$-** | **$-** | **$-** | **$-** | **$500** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Bowlin Road – Hartman to Murphy (Tortosa) 1/2 Improvements – Public Works** **Project No. 35047**

| | |
|---|---|
| Project Cost: | $2,750,000 |
| Previous Cost: | $15,882 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This is a half street improvement to the Principal Arterial standard. This will entail paving two through lanes and a continuous two way left turn lane from Hartman Road to Murphy Road. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $234,118 | $2,500,000 | $- | $- | $- | $2,734,118 |
| **Total** | **$234,118** | **$2,500,000** | **$-** | **$-** | **$-** | **$2,734,118** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $234,118 | $2,500,000 | $- | $- | $- | $2,734,118 |
| **Total** | **$234,118** | **$2,500,000** | **$-** | **$-** | **$-** | **$2,734,118** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Building Safety Replacement Vehicles – DEVELOPMENT SERVICES** **Project No. 38008**

| | |
|---|---|
| Project Cost: | $238,585 |
| Previous Cost: | $118,585 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | To replace old vehicles |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Vehicles | $60,000 | $60,000 | $- | $- | $- | $120,000 |
| **Total** | **$60,000** | **$60,000** | **$-** | **$-** | **$-** | **$120,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $60,000 | $60,000 | $- | $- | $- | $120,000 |
| **Total** | **$60,000** | **$60,000** | **$-** | **$-** | **$-** | **$120,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Bus Shelters – DEVELOPMENT SERVICES** **Project No. 35052**

| | |
|---|---|
| Project Cost: | $114,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | The bus shelters provide a place for transit passengers to wait while the bus arrives. They are generally of steel construction, on a concrete pad. The shelters include a back wall, limited side walls, a roof, a bench and an all-weather bulletin board to post the latest information about the COMET services. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Construction - Buildings | $6,000 | $- | $- | $- | $- | $6,000 |
| Construction - Buildings | $108,000 | $- | $- | $- | $- | $108,000 |
| **Total** | **$114,000** | **$-** | **$-** | **$-** | **$-** | **$114,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $6,000 | $- | $- | $- | $- | $6,000 |
| Grants Fund | $108,000 | $- | $- | $- | $- | $108,000 |
| **Total** | **$114,000** | **$-** | **$-** | **$-** | **$-** | **$114,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**CDBG Grant Projects - Public Works** **Project No. 35058**

| | |
|---|---|
| Project Cost: | $300,000 |
| Previous Cost: | $1,437 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | State Special Projects Maricopa Domestic Water Improvement District Improvements Phase II |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Construction - Buildings | $298,923 | $- | $- | $- | $- | $298,923 |
| **Total** | **$298,923** | **$-** | **$-** | **$-** | **$-** | **$298,923** |
| **Funding Sources** | | | | | | |
| Grants Fund | $298,923 | $- | $- | $- | $- | $298,923 |
| **Total** | **$298,923** | **$-** | **$-** | **$-** | **$-** | **$298,923** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**CDBG Grant Projects - Public Works** **Project No. 15504**

| | |
|---|---|
| Project Cost: | $300,507 |
| Previous Cost: | $3,112 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides funding for various Community Development Block Grant (CDBG) Projects. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $297,395 | $- | $- | $- | $- | $297,395 |
| **Total** | **$297,395** | **$-** | **$-** | **$-** | **$-** | **$297,395** |
| **Funding Sources** | | | | | | |
| Grant Fund | $297,395 | $- | $- | $- | $- | $297,395 |
| **Total** | **$297,395** | **$-** | **$-** | **$-** | **$-** | **$297,395** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**City Hall and Police Station - Public Works** **Project No. 31003**

| | |
|---|---|
| Project Cost: | $21,603,214 |
| Previous Cost: | $21,444,138 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Upon completion of the Copper Sky Police Substation, the Property/ Evidence Unit will be relocated to said facility. The current Property/Evidence Unit located at 39675 W Civic Center Plaza South will be repurposed as administrative office space. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Construction - Buildings | $159,076 | $- | $- | $- | $- | $159,076 |
| **Total** | **$159,076** | **$-** | **$-** | **$-** | **$-** | **$159,076** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $159,076 | $- | $- | $- | $- | $159,076 |
| **Total** | **$159,076** | **$-** | **$-** | **$-** | **$-** | **$159,076** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**City Hall Data Center – Information Technology** **Project No. 35055**

| | |
|---|---|
| Project Cost: | $75,000 |
| Previous Cost: | $0 |
| O&M Impact: | $1,000 |
| Department: | Information Technology |
| Description: | Bring an additional 120v circuit into the City Hall data center. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Computer Equipment | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $1,000 | $- | $- | $- | $- | $1,000 |
| **Total** | **$1,000** | **$-** | **$-** | **$-** | **$-** | **$1,000** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Communications & Data Line – COMMUNITY SERVICES** **Project No. 33024**

| | |
|---|---|
| Project Cost: | $12,500 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Adding a new communication and data line |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $12,500 | $- | $- | $- | $- | $12,500 |
| **Total** | **$12,500** | **$-** | **$-** | **$-** | **$-** | **$12,500** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $12,500 | $- | $- | $- | $- | $12,500 |
| **Total** | **$12,500** | **$-** | **$-** | **$-** | **$-** | **$12,500** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Community Service Master Plan – COMMUNITY SERVICES** **Project No. NA**

| | |
|---|---|
| Project Cost: | $100,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | The Parks Trails and Opens Space Master Plan was completed in October 2008. With the shift in economic climate and the new facilities currently being built, the plan needs to be updated to reflect the future needs of the citizens of Maricopa. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Technical | $100,000 | $- | $- | $- | $- | $100,000 |
| **Total** | **$100,000** | **$-** | **$-** | **$-** | **$-** | **$100,000** |
| **Funding Sources** | | | | | | |
| Parks DIF Fund | $100,000 | $- | $- | $- | $- | $100,000 |
| **Total** | **$100,000** | **$-** | **$-** | **$-** | **$-** | **$100,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Drive – Thru Book Return – COMMUNITY SERVICES** **Project No. 31014**

| | |
|---|---|
| Project Cost: | $37,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Acquire and install a drive-thru book return at the Maricopa Public Library |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $37,000 | $- | $- | $- | $- | $37,000 |
| **Total** | **$37,000** | **$-** | **$-** | **$-** | **$-** | **$37,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $37,000 | $- | $- | $- | $- | $37,000 |
| **Total** | **$37,000** | **$-** | **$-** | **$-** | **$-** | **$37,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Edison Road Extension – Public Works** **Project No. 35029**

| | |
|---|---|
| Project Cost: | $5,064,287 |
| Previous Cost: | $4,322,863 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project includes funding for extending Edison Road to meet SR 238. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $149,691 | $- | $- | $- | $- | $149,691 |
| **Total** | **$149,691** | **$-** | **$-** | **$-** | **$-** | **$149,691** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $149,691 | $- | $- | $- | $- | $149,691 |
| **Total** | **$149,691** | **$-** | **$-** | **$-** | **$-** | **$149,691** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Generators – Fire Department** **Project No. 32029**

| | |
|---|---|
| Project Cost: | $179,747 |
| Previous Cost: | $79,747 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for the replacement of the aging emergency backup generators located at each fire station. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $- | $- | $- | $50,000 | $50,000 | $100,000 |
| **Total** | **$-** | **$-** | **$-** | **$50,000** | **$50,000** | **$100,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $50,000 | $50,000 | $100,000 |
| **Total** | **$-** | **$-** | **$-** | **$50,000** | **$50,000** | **$100,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Emergency Vehicle Preemption – Fire Department** **Project No. 32031**

| | |
|---|---|
| Project Cost: | $108,553 |
| Previous Cost: | $48,553 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | Emergency Vehicle preemption equipment allows emergency vehicles to change traffic signals from a distance, allowing unfettered movement through intersections. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $60,000 | $- | $- | $- | $- | $60,000 |
| **Total** | **$60,000** | **$-** | **$-** | **$-** | **$-** | **$60,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $60,000 | $- | $- | $- | $- | $60,000 |
| **Total** | **$60,000** | **$-** | **$-** | **$-** | **$-** | **$60,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**EPCR Computers - Fire Department** **Project No. 32033**

| | |
|---|---|
| Project Cost: | $90,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for the replacement of Toughbook computers used for electronic patient care reporting (EPCR). |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Computer Equipment | $- | $- | $90,000 | $- | $- | $90,000 |
| **Total** | **$ -** | **$ -** | **$90,000** | **$ -** | **$ -** | **$90,000** |
| **Funding Sources** | | | | | | |
| Fire DIF Fund | $- | $- | $90,000 | $- | $- | $90,000 |
| **Total** | **$ -** | **$ -** | **$90,000** | **$ -** | **$ -** | **$90,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**End-User Radios - Fire Department** **Project No. 32006**

| | |
|---|---|
| Project Cost: | $238,036 |
| Previous Cost: | $38,036 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project will provide funding for dual-based replacement radios for the Fire Department. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $40,000 | $40,000 | $40,000 | $40,000 | $40,000 | $200,000 |
| **Total** | **$40,000** | **$40,000** | **$40,000** | **$40,000** | **$40,000** | **$200,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $40,000 | $40,000 | $40,000 | $40,000 | $40,000 | $200,000 |
| **Total** | **$40,000** | **$40,000** | **$40,000** | **$40,000** | **$40,000** | **$200,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**General Plan Update – DEVELOPMENT SERVICES** **Project No. 34007**

| | |
|---|---|
| Project Cost: | $221,770 |
| Previous Cost: | $195,662 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | The General Plan is a policy document that guides growth and development in the City. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Professional & Occup | $26,108 | $- | $- | $- | $- | $26,108 |
| **Total** | **$26,108** | **$-** | **$-** | **$-** | **$-** | **$26,108** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $26,108 | $- | $- | $- | $- | $26,108 |
| **Total** | **$26,108** | **$-** | **$-** | **$-** | **$-** | **$26,108** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Hartman Road – Honeycutt to Bowlin Half Street Improvements - Public Works** **Project No. 35048**

| | |
|---|---|
| Project Cost: | $2,750,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This is a half street improvement to the principal arterial standard. This will entail paving two through lanes and a continuous two way left turn lane from Bowlin Road to Honeycutt Road. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $2,500,000 | $- | $- | $- | $- | $2,500,000 |
| Design Services | $250,000 | $- | $- | $- | $- | $250,000 |
| **Total** | **$2,750,000** | **$-** | **$-** | **$-** | **$-** | **$2,750,000** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $2,750,000 | $- | $- | $- | $- | $2,750,000 |
| **Total** | **$2,750,000** | **$-** | **$-** | **$-** | **$-** | **$2,750,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Hartman Road Interim Improvements – MCG Hwy to Bowlin Road Pavement** **Project No. 35049**

| | |
|---|---|
| Project Cost: | $2,500,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project is to pave two lanes on Hartman Road from the current end of pavement to MCG highway. Work will be completed with the existing 66 feet of right-of-way. This project is needed to provide a second paved access to Rancho Mirage, Sorrento and Tortosa. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Construction - Contracted | $2,500,000 | $- | $- | $- | $- | $2,500,000 |
| **Total** | **$2,500,000** | **$-** | **$-** | **$-** | **$-** | **$2,500,000** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $2,500,000 | $- | $- | $- | $- | $2,500,000 |
| **Total** | **$2,500,000** | **$-** | **$-** | **$-** | **$-** | **$2,500,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Housing Needs Assessment – DEVELOPMENT SERVICES** **Project No. 35050**

| | |
|---|---|
| Project Cost: | $164,895 |
| Previous Cost: | $35,203 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | Per City Council approved 2040 Vision goals and strategies, and the General Plan Update, a Housing Needs Assessment Study will provide the elected officials and staff direction to carry forward to meet the goals and objectives stated in the 2040 Vision and the General Plan Update. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Professional & Occup | $129,692 | $- | $- | $- | $- | $129,692 |
| **Total** | **$129,692** | **$-** | **$-** | **$-** | **$-** | **$129,692** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $129,692 | $- | $- | $- | $- | $129,692 |
| **Total** | **$129,692** | **$-** | **$-** | **$-** | **$-** | **$129,692** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**ID Technology – Police Department** **Project No. 32035**

| | |
|---|---|
| Project Cost: | $427,682 |
| Previous Cost: | $77,682 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | To purchase emerging technology that may include: E-Citation, Portable Pole Cameras, Mobile AFIS and AXON Body Camera Replacements. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Computer Equipment | $272,318 | $- | $- | $- | $- | $272,318 |
| **Total** | **$272,318** | **$-** | **$-** | **$-** | **$-** | **$272,318** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $272,318 | $- | $- | $- | $- | $272,318 |
| **Total** | **$272,318** | **$-** | **$-** | **$-** | **$-** | **$272,318** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Indoor Security Monitoring Camera Expansion – COMMUNITY SERVICES** **Project No. NA**

| | |
|---|---|
| Project Cost: | $55,000 |
| Previous Cost: | $47,069 |
| O&M Impact: | $250 |
| Department: | Community Services |
| Description: | This project is to expand the Copper Sky indoor CCTV Security Monitoring Camera's with an additional 16 units. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $33,151 | $- | $- | $- | $- | $33,151 |
| **Total** | **$33,151** | **$-** | **$-** | **$-** | **$-** | **$33,151** |
| **Funding Sources** | | | | | | |
| Copper Sky Fund | $33,151 | $- | $- | $- | $- | $33,151 |
| **Total** | **$33,151** | **$-** | **$-** | **$-** | **$-** | **$33,151** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $250 | $- | $- | $- | $- | $250 |
| **Total** | **$250** | **$-** | **$-** | **$-** | **$-** | **$250** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Lighting Upgrade – COMMUNITY SERVICES** **Project No. 31011**

| | |
|---|---|
| Project Cost: | $22,000 |
| Previous Cost: | $11,165 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Library Lighting Upgrade |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $10,835 | $- | $- | $- | $- | $10,835 |
| **Total** | **$10,835** | **$-** | **$-** | **$-** | **$-** | **$10,835** |
| **Funding Sources** | | | | | | |
| Gen Govt DIF | $10,835 | $- | $- | $- | $- | $10,835 |
| **Total** | **$10,835** | **$-** | **$-** | **$-** | **$-** | **$10,835** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**MCG Highway Maintenance & Improvements** **Project No. 35022**

| | |
|---|---|
| Project Cost: | $1,305,188 |
| Previous Cost: | $481,109 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project includes professional services such as geotechnical and civil engineering design and repair construction of 5 miles of the Maricopa Casa Grande Highway. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $824,079 | $- | $- | $- | $- | $824,079 |
| **Total** | **$824,079** | **$-** | **$-** | **$-** | **$-** | **$824,079** |
| **Funding Sources** | | | | | | |
| County Road Tax | $824,079 | $- | $- | $- | $- | $824,079 |
| **Total** | **$824,079** | **$-** | **$-** | **$-** | **$-** | **$824,079** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Meeting Room Cabinets – COMMUNITY SERVICES** **Project No. 31013**

| | |
|---|---|
| Project Cost: | $5,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Add more storage for the public library by installing a long counter in the meeting room with cabinets underneath. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $5,000 | $- | $- | $- | $- | $5,000 |
| **Total** | **$5,000** | **$-** | **$-** | **$-** | **$-** | **$5,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $5,000 | $- | $- | $- | $- | $5,000 |
| **Total** | **$5,000** | **$-** | **$-** | **$-** | **$-** | **$5,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Shelving – COMMUNITY SERVICES** **Project No. 31012**

| | |
|---|---|
| Project Cost: | $11,746 |
| Previous Cost: | $9,711 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | 2015 Library Shelving Project adding more shelving for the public library. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $2,035 | $- | $- | $- | $- | $2,035 |
| **Total** | **$2,035** | **$-** | **$-** | **$-** | **$-** | **$2,035** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $2,035 | $- | $- | $- | $- | $2,035 |
| **Total** | **$2,035** | **$-** | **$-** | **$-** | **$-** | **$2,035** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Pacana Park Tree & Plant Replacement – COMMUNITY SERVICES** **Project No. NA**

| | |
|---|---|
| Project Cost: | $44,938 |
| Previous Cost: | $19,450 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | This CIP includes the procurement, installation, and training of a large-scale, professional sound system to support any and all City events throughout the year. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $13,000 | $- | $- | $- | $- | $13,000 |
| Improvements (non-Building) | $12,488 | $- | $- | $- | $- | $12,488 |
| **Total** | **$25,488** | **$-** | **$-** | **$-** | **$-** | **$25,488** |
| **Funding Sources** | | | | | | |
| Library DIF Fund | $13,000 | $- | $- | $- | $- | $13,000 |
| Gen Govt DIF Fund | $12,488 | $- | $- | $- | $- | $12,488 |
| **Total** | **$25,488** | **$-** | **$-** | **$-** | **$-** | **$25,488** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Phone System – COMMUNITY SERVICES** **Project No. 31015**

| | |
|---|---|
| Project Cost: | $4,687 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | New Phone System for the Library |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $4,687 | $- | $- | $- | $- | $4,687 |
| **Total** | **$4,687** | **$-** | **$-** | **$-** | **$-** | **$4,687** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $4,687 | $- | $- | $- | $- | $4,687 |
| **Total** | **$4,687** | **$-** | **$-** | **$-** | **$-** | **$4,687** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Playground Shade Structure – COMMUNITY SERVICES** **Project No. 33022**

| | |
|---|---|
| Project Cost: | $12,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Add shade structures to North East playground. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $12,000 | $- | $- | $- | $- | $12,000 |
| **Total** | **$12,000** | **$-** | **$-** | **$-** | **$-** | **$12,000** |
| **Funding Sources** | | | | | | |
| Parks DIF Fund | $12,000 | $- | $- | $- | $- | $12,000 |
| **Total** | **$12,000** | **$-** | **$-** | **$-** | **$-** | **$12,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Police Department Substation at Regional Park - Police Department** **Project No. 32016**

| | |
|---|---|
| Project Cost: | $4,705,452 |
| Previous Cost: | $4,387,909 |
| O&M Impact: | $0 (impact in future years) |
| Department: | Police Department |
| Description: | In order to continue providing effective public safety services to the citizens of Maricopa it is necessary to expand Police Department services to strategic areas within the City. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Buildings | $240,243 | $- | $- | $- | $- | $240,243 |
| Computer Equipment | $77,300 | $- | $- | $- | $- | $77,300 |
| **Total** | **$317,543** | **$-** | **$-** | **$-** | **$-** | **$317,543** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $317,543 | $- | $- | $- | $- | $317,543 |
| **Total** | **$317,543** | **$-** | **$-** | **$-** | **$-** | **$317,543** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Laptop Computer Replacement – Police Department** **Project No. 32009**

| | |
|---|---|
| Project Cost: | $552,034 |
| Previous Cost: | $252,034 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | Currently the Police Department uses portable laptop computers for the purpose of writing reports and retrieving criminal justice data. By utilizing laptop computers officers are able to work in the field and do not solely rely on desk top computers to complete essential reports or forms. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Computer Equipment | $75,000 | $75,000 | $75,000 | $75,000 | $- | $300,000 |
| **Total** | **$75,000** | **$75,000** | **$75,000** | **$75,000** | **$-** | **$300,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $75,000 | $75,000 | $75,000 | $75,000 | $- | $300,000 |
| **Total** | **$75,000** | **$75,000** | **$75,000** | **$75,000** | **$0-** | **$300,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Replacement Vehicles - Police** **Project No. 38012**

| | |
|---|---|
| Project Cost: | $2,701,967 |
| Previous Cost: | $951,967 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | This project is for the replacement of police fleet vehicles as recommended when needed in accordance with the replacement schedule. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Vehicles | $350,000 | $350,000 | $350,000 | $350,000 | $350,000 | $1,750,000 |
| **Total** | **$350,000** | **$350,000** | **$350,000** | **$350,000** | **$350,000** | **$1,750,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $350,000 | $350,000 | $350,000 | $350,000 | $350,000 | $1,750,000 |
| **Total** | **$350,000** | **$350,000** | **$350,000** | **$350,000** | **$350,000** | **$1,750,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Pool & Multigen Lighting– COMMUNITY SERVICES** **Project No. 33021**

| | |
|---|---|
| Project Cost: | $82,691 |
| Previous Cost: | $0 |
| O&M Impact: | $1500 |
| Department: | Community Services |
| Description: | The installation of poles with led lights and wall mounted led lights to lighten pool decking and multi-gen lawn. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $82,691 | $- | $- | $- | $- | $82,691 |
| **Total** | **$82,691** | **$-** | **$-** | **$-** | **$-** | **$82,691** |
| **Funding Sources** | | | | | | |
| Parks DIF Fund | $82,691 | $- | $- | $- | $- | $82,691 |
| **Total** | **$82,691** | **$-** | **$-** | **$-** | **$-** | **$82,691** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $1,500 | $- | $- | $- | $- | $1,500 |
| **Total** | **$1,500** | **$-** | **$-** | **$-** | **$-** | **$1,500** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Regional Transportation – DEVELOPMENT SERVICES** **Project No. 35036**

| | |
|---|---|
| Project Cost: | $660,951 |
| Previous Cost: | $587,345 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | Update to the Regional Transportation Plan. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Total O&M Costs | $73,606 | $- | $- | $- | $- | $73,606 |
| **Total** | **$73,606** | **$-** | **$-** | **$-** | **$-** | **$73,606** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $20,000 | $- | $- | $- | $- | $20,000 |
| County Road Tax | $53,606 | $- | $- | $- | $- | $53,606 |
| **Total** | **$73,606** | **$-** | **$-** | **$-** | **$-** | **$73,606** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Safe Routes to Schools Vehicle Feedback Signs - Public Works** **Project No. 16402**

| | |
|---|---|
| Project Cost: | $84,731 |
| Previous Cost: | $171 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides funding in the way of a local match for State "Safe Routes to Schools" grant for signs that warn drivers of their current speed approaching a school zone. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Professional & Occup | $4,560 | $- | $- | $- | $- | $4,560 |
| Technical | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$84,560** | **$-** | **$-** | **$-** | **$-** | **$84,560** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $4,560 | $- | $- | $- | $- | $4,560 |
| Grants Fund | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$84,560** | **$-** | **$-** | **$-** | **$-** | **$84,560** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Santa Cruz Wash - Public Works** **Project No. 31005**

| | |
|---|---|
| Project Cost: | $1,241,670 |
| Previous Cost: | $515,481 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides funding for the City of Maricopa's portion of the Flood Control Regional Solution. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Professional & Occup | $726,189 | $- | $- | $- | $- | $726,189 |
| **Total** | **$726,189** | **$-** | **$-** | **$-** | **$-** | **$726,189** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $726,189 | $- | $- | $- | $- | $726,189 |
| **Total** | **$726,189** | **$-** | **$-** | **$-** | **$-** | **$726,189** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Signal @ Hartman Road & Honeycutt Road - Public Works** **Project No. 35044**

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

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (non-Building) | $50,000 | $- | $- | $- | $- | $50,000 |
| Improvements (non-Building) | $350,000 | $- | - | - | - | 350,000 |
| **Total** | **$400,000** | **$-** | **$-** | **$-** | **$-** | **$400,000** |
| **Funding Sources** | | | | | | |
| HURF | $400,000 | $- | $- | $- | $- | $400,000 |
| **Total** | **$400,000** | **$-** | **$-** | **$-** | **$-** | **$400,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Signal @ White & Parker Road and Honeycutt Road** **Project No. 35043**

| | |
|---|---|
| Project Cost: | $365,747 |
| Previous Cost: | $15,747 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Construct a traffic signal at the intersection of White & Parker Road and Honeycutt Road. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (non-Building) | $50,000 | $- | $- | $- | $- | $50,000 |
| Improvements (non-Building) | 300,000 | - | - | - | - | 300,000 |
| **Total** | **$350,000** | **$-** | **$-** | **$-** | **$-** | **$350,000** |
| **Funding Sources** | | | | | | |
| HURF | $350,000 | $- | $- | $- | $- | $350,000 |
| **Total** | **$350,000** | **$-** | **$-** | **$-** | **$-** | **$350,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Skip Loader - Public Works** **Project No. 38021**

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

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Heavy Equipment | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$80,000** | **$-** | **$-** | **$-** | **$-** | **$80,000** |
| **Funding Sources** | | | | | | |
| HURF | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$80,000** | **$-** | **$-** | **$-** | **$-** | **$80,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Smith-Enke & Porter Rd and Chase to White & Parker - Public Works** **Project No. 34014**

| | |
|---|---|
| Project Cost: | $1,561,467 |
| Previous Cost: | $425,767 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project includes funding improvements to the intersection of Smith-Enke & Porter roads, as well as Chase to White and Parker. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $1,135,700 | $- | $- | $- | $- | $1,135,700 |
| **Total** | **$1,135,700** | **$-** | **$-** | **$-** | **$-** | **$1,135,700** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $1,135,700 | $- | $- | $- | $- | $1,135,700 |
| **Total** | **$1,135,700** | **$-** | **$-** | **$-** | **$-** | **$1,135,700** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**SR347 Overpass Project: Amtrak Relocation** **Project No. 13402**
**GRIC Award - Public Works**

| | |
|---|---|
| Project Cost: | $358,166 |
| Previous Cost: | $121,063 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Grant awarded from Gila River Indian Community under State Shared Revenue Funds. Design and Engineering Only. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (Street Projects) | $237,103 | $- | $- | $- | $- | $237,103 |
| **Total** | **$237,103** | **$-** | **$-** | **$-** | **$-** | **$237,103** |
| **Funding Sources** | | | | | | |
| Grants Fund | $237,103 | $- | $- | $- | $- | $237,103 |
| **Total** | **$237,103** | **$-** | **$-** | **$-** | **$-** | **$237,103** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**SR347 Overpass Project - Public Works** **Project No. 35041**

| | |
|---|---|
| Project Cost: | $15,090,000 |
| Previous Cost: | $13,956,891 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Construction of the SR347 Overpass that will allow vehicular traffic to continue when the train is in town. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $1,133,109 | $- | $- | $- | $- | $1,133,109 |
| **Total** | **$1,133,109** | **$-** | **$-** | **$-** | **$-** | **$1,133,109** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $1,133,109 | $- | $- | $- | $- | $1,133,109 |
| **Total** | **$1,133,109** | **$-** | **$-** | **$-** | **$-** | **$1,133,109** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Street Maintenance - Public Works** **Project No. 34005**

| | |
|---|---|
| Project Cost: | $8,732,083 |
| Previous Cost: | $4,682,083 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides additional funding for street maintenance of an ever-increasing number of streets included in the street maintenance program. This project includes preventive maintenance of street infrastructure, crack sealing, acrylic sealing, slurry sealing and overlay based on the age of each street. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $1,400,000 | $1,450,000 | $1,200,000 | $- | $- | $4,050,000 |
| **Total** | **$1,400,000** | **$1,450,000** | **$1,200,000** | **$-** | **$-** | **$4,050,000** |
| **Funding Sources** | | | | | | |
| County Road Tax | $1,100,000 | $- | $- | $- | $- | $1,100,000 |
| Local Rd Maintenance Fund | $147,460 | 250,000 | $- | $- | $- | 397,460 |
| HURF | $152,540 | $ 1,200,000 | $1,200,000 | $- | $- | 2,552,540 |
| **Total** | **$1,400,000** | **$1,450,000** | **$1,200,000** | **$-** | **$-** | **$4,050,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Study to Establish Truck Routes - Public Works** **Project No. 35045**

| | |
|---|---|
| Project Cost: | $119,513 |
| Previous Cost: | $49,513 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Professional services to review City streets and infrastructure for the purpose of establishing truck routes |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services | $70,000 | $- | $- | $- | $- | $70,000 |
| **Total** | **$70,000** | **$-** | **$-** | **$-** | **$-** | **$70,000** |
| **Funding Sources** | | | | | | |
| HURF | $70,000 | $- | $- | $- | $- | $70,000 |
| **Total** | **$70,000** | **$-** | **$-** | **$-** | **$-** | **$70,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Subdivision Ordinance Update – DEVELOPMENT SERVICES** **Project No. 35051**

| | |
|---|---|
| Project Cost: | $100,075 |
| Previous Cost: | $77 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | The City Council approved 2006 Subdivision Ordinance will need to be updated to be consistent with the recently approved policy documents- 2040 Vision; Zoning Code and the General Plan Update. In addition, there are some provisions in the Subdivision Ordinance that will need modifications for clarity and consistencies of the language and application. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Professional & Occup | $99,998 | $- | $- | $- | $- | $99,998 |
| **Total** | **$99,998** | **$-** | **$-** | **$-** | **$-** | **$99,998** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $99,998 | $- | $- | $- | $- | $99,998 |
| **Total** | **$99,998** | **$-** | **$-** | **$-** | **$-** | **$99,998** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Timekeeping & Scheduling System - Financial Services** **Project No. NA**

| | |
|---|---|
| Project Cost: | $91,265 |
| Previous Cost: | $7,030 |
| O&M Impact: | $15,346 |
| Department: | Financial Services |
| Description: | Electronic Scheduling and Timekeeping System. Estimate is provided by Tele Staff/Kronos Workforce plus a 25% contingency. Spoke with IT to get quotes on hardware needs & cost estimate. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Computer Equipment | $84,235 | $- | $- | $- | $- | $84,235 |
| **Total** | **$84,235** | **$-** | **$-** | **$-** | **$-** | **$84,235** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $84,235 | $- | $- | $- | $- | $84,235 |
| **Total** | **$84,235** | **$-** | **$-** | **$-** | **$-** | **$84,235** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $15,346 | $15,346 | $15,346 | $15,346 | $15,346 | $76,730 |
| **Total** | **$15,346** | **$15,346** | **$15,346** | **$15,346** | **$15,346** | **$76,730** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Union Pacific RR Grade Separation – White & Parker Rd - Public Works** **Project No. 11408**

| | |
|---|---|
| Project Cost: | $937,187 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project is intended to study and design a grade separation over the Union Pacific Railroad. The Council will be responsible to determining where the crossing is to be built and which existing crossing will be closed. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (non-Building) | $937,187 | $- | $- | $- | $- | $937,187 |
| **Total** | **$937,187** | **$-** | **$-** | **$-** | **$-** | **$937,187** |
| **Funding Sources** | | | | | | |
| Grants Fund | $937,187 | $- | $- | $- | $- | $937,187 |
| **Total** | **$937,187** | **$-** | **$-** | **$-** | **$-** | **$937,187** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Vending Operations – COMMUNITY SERVICES** **Project No. NA**

| | |
|---|---|
| Project Cost: | $50,000 |
| Previous Cost: | $20,813 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Copper Sky has the opportunity to expand income sources through providing the vending of products like food, drinks and assorted merchandise. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $29,187 | $- | $- | $- | $- | $29,187 |
| **Total** | **$29,187** | **$-** | **$-** | **$-** | **$-** | **$29,187** |
| **Funding Sources** | | | | | | |
| Copper Sky Fund | $29,187 | $- | $- | $- | $- | $29,187 |
| **Total** | **$29,187** | **$-** | **$-** | **$-** | **$-** | **$29,187** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**CDBG Grants Projects - Public Works** **Project No. 17405**

| | |
|---|---|
| Project Cost: | $300,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides funding for various Community Development Block Grant (CDBG) Projects. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $300,000 | $- | $- | $- | $- | $300,000 |
| **Total** | **$300,000** | **$-** | **$-** | **$-** | **$-** | **$300,000** |
| **Funding Sources** | | | | | | |
| Grants Fund | $300,000 | $- | $- | $- | $- | $300,000 |
| **Total** | **$300,000** | **$-** | **$-** | **$-** | **$-** | **$300,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**CMAQ Grant Projects (Congestion)- Public Works** **Project No. 35062**

| | |
|---|---|
| Project Cost: | $2,712,362 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | This project provides funding phase I, II & Porter Rd |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $351,041 | $2,193,019 | $- | $- | $- | $2,544,060 |
| Improvements (non-Building) | $168,302 | $- | $- | $- | $- | $168,302 |
| **Total** | **$519,343** | **$2,193,019** | **$-** | **$-** | **$-** | **$2,712,362** |
| **Funding Sources** | | | | | | |
| Grants Fund | $- | $2,067,558 | $- | $- | $- | $2,067,558 |
| Transportation DIF Fund | $519,343 | $125,461 | $- | $- | $- | $644,804 |
| **Total** | **$519,343** | **$2,193,019** | **$-** | **$-** | **$-** | **$2,712,362** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**AD Board Signage for Aquatic Center** **Project No. NA**

| | |
|---|---|
| Project Cost: | $10,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Copper Sky would like to install a scrolling advertisment board for the Aquatic Center |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $- | $10,000 | $- | $- | $10,000 |
| **Total** | **$-** | **$-** | **$10,000** | **$-** | **$-** | **$10,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $10,000 | $- | $- | $10,000 |
| **Total** | **$-** | **$-** | **$10,000** | **$-** | **$-** | **$10,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Aquatic Center Deck Resurfacing** **Project No. 38002**

| | |
|---|---|
| Project Cost: | $35,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Resurfacing the deck of Copper Sky Aquatic Center |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $-35,000 | $- | $- | $- | $- | $-35,000 |
| **Total** | **$35,000** | **$-** | **$-** | **$-** | **$-** | **$35,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $35,000 | $- | $- | $- | $- | $35,000 |
| **Total** | **$35,000** | **$-** | **$-** | **$-** | **$-** | **$35,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Aquatic Center HVAC** **Project No. 38001**

| | |
|---|---|
| Project Cost: | $10,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | The Copper Sky Aquatics Office is a three walled glass office that our lifeguards and swim instructors use for downtime and to fill out paperwork. It currently has one small wall AC unit and no heating capabilities. The office is used year round from 5 am until 8:30 p.m. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $10,000 | $- | $- | $- | $- | $10,000 |
| **Total** | **$10,000** | **$-** | **$-** | **$-** | **$-** | **$10,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $10,000 | $- | $- | $- | $- | $10,000 |
| **Total** | **$10,000** | **$-** | **$-** | **$-** | **$-** | **$10,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Atrium Window Shades** **Project No. 38004**

| | |
|---|---|
| Project Cost: | $15,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | The Copper Sky Atrium currently has no window shades on the south facing windows out to the Aquatic Complex. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $15,000 | $- | $- | $- | $- | $15,000 |
| **Total** | **$15,000** | **$-** | **$-** | **$-** | **$-** | **$15,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $15,000 | $- | $- | $- | $- | $-15,000 |
| **Total** | **$15,000** | **$-** | **$-** | **$-** | **$-** | **$15,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Batting Cages** **Project No. NA**

| | |
|---|---|
| Project Cost: | $250,005 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Add a six cage Automated Batting Cage to Copper Sky Ballfields |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $- | $- | $- | $250,005 | $250,005 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$250,005** | **$250,005** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $- | $250,005 | $250,005 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$250,005** | **$250,005** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Book Vending Machine** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $12,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Add a "Bibliomat" or similar book vending machine to a public space such as Copper Sky for the use of the public |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $- | $12,000 | $- | $- | $- | $12,000 |
| **Total** | **$-** | **$12,000** | **$-** | **$-** | **$-** | **$12,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $12,000 | $- | $- | $- | $12,000 |
| **Total** | **$-** | **$12,000** | **$-** | **$-** | **$-** | **$12,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Chemical Applicator UTV** **Project No. 38006**

| | |
|---|---|
| Project Cost: | $21,000 |
| Previous Cost: | $0 |
| O&M Impact: | $250 |
| Department: | Community Services |
| Description: | Spraying Utility Vehicles for Weed control in retention and landscape areas of Community Services, and Fire locations |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $21,000 | $- | $- | $- | $- | $21,000 |
| **Total** | **$21,000** | **$-** | **$-** | **$-** | **$-** | **$21,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $21,000 | $- | $- | $- | $- | $21,000 |
| **Total** | **$21,000** | **$-** | **$-** | **$-** | **$-** | **$21,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $250 | $- | $- | $- | $- | $250 |
| **Total** | **$250** | **$-** | **$-** | **$-** | **$-** | **$250** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Converting Main Locker Hallway to Non-slip Surface** **Project No. 38003**

| | |
|---|---|
| Project Cost: | $10,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | This project would convert the polished floor to a non-slip surface. It would be the same floor surface as in the Aquatic Center hallway |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $10,000 | $- | $- | $- | $- | $10,000 |
| **Total** | **$10,000** | **$-** | **$-** | **$-** | **$-** | **$10,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $10,000 | $- | $- | $- | $- | $10,000 |
| **Total** | **$10,000** | **$-** | **$-** | **$-** | **$-** | **$10,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Excercise Equipment** **Project No. 38000**

| | |
|---|---|
| Project Cost: | $115,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Copper Sky membership is very close to out growing the amount of equipment on the floor |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $100,000 | $15,000 | $- | $- | $- | $115,000 |
| **Total** | **$100,000** | **$15,000** | **$-** | **$-** | **$-** | **$115,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $100,000 | $15,000 | $- | $- | $- | $115,000 |
| **Total** | **$100,000** | **$15,000** | **$-** | **$-** | **$-** | **$115,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Library Carpeting** **Project No. 38005**

| | |
|---|---|
| Project Cost: | $75,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Replace the carpet in the library. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Outdoor Fitness Stations** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $100,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Purchase and installation of 10 exercise stations with shade placed around the DG path at Copper Sky. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $- | $- | $- | $100,000 | $100,000 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$100,000** | **$100,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $- | $100,000 | $100,000 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$100,000** | **$100,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Rotary Till** **Project No. 38007**

| | |
|---|---|
| Project Cost: | $12,500 |
| Previous Cost: | $0 |
| O&M Impact: | $1,000 |
| Department: | Community Services |
| Description: | Spraying Utility Vehicle for Weed control in retention and landscape areas of Community Services, Police, and Fire locations. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $12,500 | $- | $- | $- | $- | $12,500 |
| **Total** | **$12,500** | **$-** | **$-** | **$-** | **$-** | **$12,500** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $12,500 | $- | $- | $- | $- | $12,500 |
| **Total** | **$12,500** | **$-** | **$-** | **$-** | **$-** | **$12,500** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $1,000 | $- | $- | $- | $- | $1,000 |
| **Total** | **$1,000** | **$-** | **$-** | **$-** | **$-** | **$1,000** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Skate Park Installation** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $100,831 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Installation of a Mason Series Pumptrack attached to existing skate park at Copper Sky. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $100,831 | $- | $- | $- | $100,831 |
| **Total** | **$-** | **$100,831** | **$-** | **$-** | **$-** | **$100,831** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $100,831 | $- | $- | $- | $100,831 |
| **Total** | **$-** | **$100,831** | **$-** | **$-** | **$-** | **$100,831** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Wall Protection** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $40,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | This project is for the installation of vinyl corners, chair rails/bumpers and wall panels to provide wall protection at Copper Sky Multigenerational Center. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $- | $40,000 | $- | $- | $40,000 |
| **Total** | **$-** | **$-** | **$40,000** | **$-** | **$-** | **$40,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $40,000 | $- | $- | $40,000 |
| **Total** | **$-** | **$-** | **$40,000** | **$-** | **$-** | **$40,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Car & Light Truck Replacement-Fire Department** **Project No. 32033**

| | |
|---|---|
| Project Cost: | $664,510 |
| Previous Cost: | $134,510 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project will help meet the City's goal of providing adequate public safety services by funding vehicles for use by the Fire Department. These vehicles are for commercial inspections, structure fire investigations, public education, training, delivering supplies, and transportation to and from fire stations. These units would also be available to be called out any time of day or night for fire responses, support service response, and mechanical response. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Vehicles | $145,000 | $195,000 | $- | $190,000 | $- | $530,000 |
| **Total** | **$145,000** | **$195,000** | **$-** | **$190,000** | **$-** | **$530,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $145,000 | $195,000 | $- | $190,000 | $- | $530,000 |
| **Total** | **$145,000** | **$195,000** | **$-** | **$190,000** | **$-** | **$530,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Cardiac Monitors** **Project No. 32001**

| | |
|---|---|
| Project Cost: | $275,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for the replacement of current cardiac monitors reaching their end of service life in 2017 and 2019. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $- | $200,000 | $- | $75,000 | $- | $275,000 |
| **Total** | **$-** | **$200,000** | **$-** | **$75,000** | **$-** | **$275,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $200,000 | $- | $75,000 | $- | $275,000 |
| **Total** | **$-** | **$200,000** | **$-** | **$75,000** | **$-** | **$275,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Cascade Replacement** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $165,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is to replace the cascade unit at Fire Stations 571, 574 and 572. The cascade units are air compressor units that fill cascade cylinders for the use of filling Self-Contained Breathable Air (SCBA) cylinders for the firefighters. These are a safety item as they provide the compressed breathable air to allow our firefighters to enter a hazardous environment. After fires the firefighters will come back to the station to fill their bottles up with these cascade units. These units have a service life of 15 years and will be due in the years of 2020-2021. After these years the costs associated for the maintenance and repair of these units will not be cost prohibitive. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $- | $- | $110,000 | $55,000 | $165,000 |
| **Total** | **$-** | **$-** | **$-** | **$110,000** | **$55,000** | **$165,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $110,000 | $55,000 | $165,000 |
| **Total** | **$-** | **$-** | **$-** | **$110,000** | **$55,000** | **$165,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Fire Administration** **Project No. 38022**

| | |
|---|---|
| Project Cost: | $4,000,000 |
| Previous Cost: | $0 |
| O&M Impact: | $100,000 |
| Department: | Fire Department |
| Description: | This project includes the land acquisition, design, and construction of Fire Administration at a location to be determined. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Construction-Buildings | $1,000,000 | $3,000,000 | $- | $- | $- | $4,000,000 |
| **Total** | **$1,000,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$4,000,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $1,000,000 | $3,000,000 | $- | $- | $- | $4,000,000 |
| **Total** | **$1,000,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$4,000,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $10,000 | $- | $- | $- | $10,000 |
| **Total** | **$-** | **$10,000** | **$-** | **$-** | **$-** | **$10,000** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

| **Pump Test Pit** | **Project No.** |
|---|---|

| | |
|---|---|
| Project Cost: | $295,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for Phase 2 of the Fire Department Fleet Facility and is for the construction of a pump test pit. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $295,000 | $- | $- | $- | $295,000 |
| **Total** | **$-** | **$295,000** | **$-** | **$-** | **$-** | **$295,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $295,000 | $- | $- | $- | $295,000 |
| **Total** | **$-** | **$295,000** | **$-** | **$-** | **$-** | **$295,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Station 571 Improvements - Concrete** **Project No. 38011**

| | |
|---|---|
| Project Cost: | $120,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is to provide heavy duty fiber reinforced concrete to support the weight of the trucks. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $120,000 | $- | $- | $- | $- | $120,000 |
| **Total** | **$120,000** | **$-** | **$-** | **$-** | **$-** | **$120,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $120,000 | $- | $- | $- | $- | $120,000 |
| **Total** | **$120,000** | **$-** | **$-** | **$-** | **$-** | **$120,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Station 575 Improvements - Fencing** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $215,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project will provide block wall fencing around the Fire Station. This will also provide a gate at the entrance to the station to allow fire vehicles in and out of the station. The block wall fencing will provide a secure site in and around the station for the purpose of securing city property, personnel property and protect against vandalism. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $215,000 | $- | $- | $- | $215,000 |
| **Total** | **$-** | **$215,000** | **$-** | **$-** | **$-** | **$215,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $215,000 | $- | $- | $- | $215,000 |
| **Total** | **$-** | **$215,000** | **$-** | **$-** | **$-** | **$215,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Type 6 Brush Truck** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $200,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for the purchase of a Type 6 brush truck. A type 6 brush truck will consist of a heavy duty pick-up truck that will have a small tank and pump in the bed portion. Additional tools and equipment will be purchased that are required per NFPA guidelines for brush apparatus. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Vehicles | $- | $- | $- | $- | $200,000 | $200,000 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$200,000** | **$200,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $- | $200,000 | $200,000 |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$200,000** | **$200,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Fire Engine Replacement** **Project No. 32004**

| | |
|---|---|
| Project Cost: | $900,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Fire Department |
| Description: | This project is for the purchase of three fire engines (pumpers) and equipment for emergency response in FY2016-2020. The project will replace two Freightliner fire engines and one Pierce fire engine which will have reached their expected end of life as emergency vehicles. Fire engines are used for emergency incident response. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Vehicles | $900,000 | $86,000 | $- | $- | $- | $986,000 |
| **Total** | **$900,000** | **$86,000** | **$-** | **$-** | **$-** | **$986,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $900,000 | $86,000 | $- | $- | $- | $986,000 |
| **Total** | **$900,000** | **$86,000** | **$-** | **$-** | **$-** | **$986,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Honeycutt Rd Bridge @ Santa Cruz Wash** **Project No. 38018**

| | |
|---|---|
| Project Cost: | $3,750,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Honeycutt Road improvement project will allow for a minimum of four lanes on Honeycutt Road from SR347 to Hartman Road, by constructing the additional two lane twin bridge for the Santa Cruz Wash. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services | $750,000 | $- | $- | $- | $- | $750,000 |
| Improvements (non-Building) | $- | $3,000,000 | $- | $- | $- | $3,000,000 |
| **Total** | **$750,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$3,750,000** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $750,000 | $3,000,000 | $- | $- | $- | $3,750,000 |
| **Total** | **$750,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$3,750,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Honeycutt Road - White & Parker to Santa Cruz Wash Widening** **Project No. 38019**

| | |
|---|---|
| Project Cost: | $3,350,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Honeycutt Road Improvement project will provide a minimum of four lanes on Honeycutt Road from SR347 to Hartman Road. This project will improve Honeycutt Road from White/Parker to the Santa Cruz Bridge. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (non-Building) | $350,000 | $- | $- | $- | $- | $350,000 |
| Improvements (non-Building) | $- | $3,000,000 | $- | $- | $- | $3,000,000 |
| **Total** | **$350,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$3,350,000** |
| **Funding Sources** | | | | | | |
| Transportation DIF Fund | $350,000 | $3,000,000 | $- | $- | $- | $3,350,000 |
| **Total** | **$350,000** | **$3,000,000** | **$-** | **$-** | **$-** | **$3,350,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**IT - Data Network Equipment Refresh** **Project No. 38010**

| | |
|---|---|
| Project Cost: | $325,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Information Technology |
| Description: | Upgrade existing network hardware at City Hall and at Copper Sky Multigenerational Center. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $325,000 | $- | $- | $- | $- | $325,000 |
| **Total** | **$325,000** | **$-** | **$-** | **$-** | **$-** | **$325,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $325,000 | $- | $- | $- | $- | $325,000 |
| **Total** | **$325,000** | **$-** | **$-** | **$-** | **$-** | **$325,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Security System - Community Services** **Project No. 35056**

| | |
|---|---|
| Project Cost: | $36,500 |
| Previous Cost: | $24,995 |
| O&M Impact: | $0 |
| Department: | Community Services |
| Description: | Upgrade the current security at the library to provide a safer environment for staff and public. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Furniture & Fixtures | $11,505 | $- | $- | $- | $- | $11,505 |
| **Total** | **$11,505** | **$-** | **$-** | **$-** | **$-** | **$11,505** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $11,505 | $- | $- | $- | $- | $11,505 |
| **Total** | **$11,505** | **$-** | **$-** | **$-** | **$-** | **$11,505** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Additional 9-1-1 Console Position** **Project No. 38016**

| | |
|---|---|
| Project Cost: | $50,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | A third 9-1-1 Century Link Vesta 9-1-1 answering position at the MPD Communications Center. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $50,000 | $- | $- | $- | $- | $50,000 |
| **Total** | **$50,000** | **$-** | **$-** | **$-** | **$-** | **$50,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $50,000 | $- | $- | $- | $- | $50,000 |
| **Total** | **$50,000** | **$-** | **$-** | **$-** | **$-** | **$50,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Ballistic Protection of Existing Patrol Units** **Project No. 38013**

| | |
|---|---|
| Project Cost: | $75,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | This will provide IIIA ballistic protection of current patrol vehicles that will remain in the fleet for the next three years. This will provide ballistic protection in both front doors of the patrol units. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $75,000 | $- | $- | $- | $- | $75,000 |
| **Total** | **$75,000** | **$-** | **$-** | **$-** | **$-** | **$75,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Ballistics Upgrade to City Buildings** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $550,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | This project is to provide ballistic renovations to City buildings. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $- | $275,000 | $275,000 | $- | $- | $550,000 |
| **Total** | **$-** | **$275,000** | **$275,000** | **$-** | **$-** | **$550,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $275,000 | $275,000 | $- | $- | $550,000 |
| **Total** | **$-** | **$275,000** | **$275,000** | **$-** | **$-** | **$550,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**BWC Upgrades - Police Department** **Project No. 38017**

| | |
|---|---|
| Project Cost: | $205,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | Upgrade current Body Worn Cameras with next generation technology. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $205,000 | $- | $- | $- | $- | $205,000 |
| **Total** | **$205,000** | **$-** | **$-** | **$-** | **$-** | **$205,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $205,000 | $- | $- | $- | $- | $205,000 |
| **Total** | **$205,000** | **$-** | **$-** | **$-** | **$-** | **$205,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Crime Prevention Technology** **Project No. 38014**

| | |
|---|---|
| Project Cost: | $60,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | Crime Prevention Equipment to prevent and reduce crime. The creation of deployable camera network that can be used to address crime in any area of the city. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $60,000 | $- | $- | $- | $- | $60,000 |
| **Total** | **$60,000** | **$-** | **$-** | **$-** | **$-** | **$60,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $60,000 | $- | $- | $- | $- | $60,000 |
| **Total** | **$60,000** | **$-** | **$-** | **$-** | **$-** | **$60,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Copper Sky Substation Phase 2** **Project No. N/A**

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

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Buildings | $- | $- | $- | $3,500,000 | $- | $3,500,000 |
| **Total** | **$-** | **$-** | **$-** | **$3,500,000** | **$-** | **$3,500,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $- | $- | $3,500,000 | $- | $3,500,000 |
| **Total** | **$-** | **$-** | **$-** | **$3,500,000** | **$-** | **$3,500,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Spillman Upgrade** **Project No. 38015**

| | |
|---|---|
| Project Cost: | $80,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | Upgrade to the PD Records Management Systems (RMS). Purchase of a new server, software/firmware upgrade and training for end users. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$80,000** | **$-** | **$-** | **$-** | **$-** | **$80,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $80,000 | $- | $- | $- | $- | $80,000 |
| **Total** | **$80,000** | **$-** | **$-** | **$-** | **$-** | **$80,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Maintenance and Fire Fleet Facility** **Project No. 35023**

| | |
|---|---|
| Project Cost: | $7,109,720 |
| Previous Cost: | $6,216,511 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | The project will construct a facility for the maintenance of City vehicles. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Buildings | $559,534 | $- | $- | $- | $- | $559,534 |
| Improvements (non-Building) | $15,082 | $- | $- | $- | $- | $15,082 |
| Furniture & Fixtures | $318,593 | $- | $- | $- | $- | $318,593 |
| **Total** | **$893,209** | **$-** | **$-** | **$-** | **$-** | **$893,209** |
| **Funding Sources** | | | | | | |
| HURF | $893,209 | $- | $- | $- | $- | $893,209 |
| **Total** | **$893,209** | **$-** | **$-** | **$-** | **$-** | **$893,209** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Bowlin Road Improvement - Hogenes to Santa Rosa** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $748,800 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Upgrade of Bowlin Road from Hogenes Boulevard to the Santa Rosa Wash to fit with the Complete Streets Concept. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (Street Projects) | $- | $64,800 | $- | $- | $- | $64,800 |
| Capital Street Projects | $- | $- | $684,000 | $- | $- | $684,000 |
| **Total** | **$-** | **$64,800** | **$684,000** | **$-** | **$-** | **$748,800** |
| **Funding Sources** | | | | | | |
| Transportation | $- | $64,800 | $- | $- | $- | $64,800 |
| HURF | $- | $- | $684,000 | $- | $- | $684,000 |
| **Total** | **$-** | **$64,800** | **$684,000** | **$-** | **$-** | **$748,800** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**CDBG - Regional Allocation 2017** **Project No. 17404**

| | |
|---|---|
| Project Cost: | $300,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Fiscal year 2017 regional allocation from the Arizona Department of Housing for the Community Development Block Grant program. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (Street Projects) | $300,000 | $- | $- | $- | $- | $300,000 |
| **Total** | **$300,000** | **$-** | **$-** | **$-** | **$-** | **$300,000** |
| **Funding Sources** | | | | | | |
| Grants Fund | $300,000 | $- | $- | $- | $- | $300,000 |
| **Total** | **$300,000** | **$-** | **$-** | **$-** | **$-** | **$300,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Intelligent Transportation Systems Phase I** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $615,920 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Traffic Signal monitoring and progressive timing; fiber optic connectivity. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $- | $215,920 | $- | $- | $- | $215,920 |
| Capital Street Projects | $- | $400,000 | $- | $- | $- | $400,000 |
| **Total** | **$-** | **$615,920** | **$-** | **$-** | **$-** | **$615,920** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $215,920 | $- | $- | $- | $215,920 |
| Grants Fund | $- | $400,000 | $- | $- | $- | $400,000 |
| **Total** | **$-** | **$615,920** | **$-** | **$-** | **$-** | **$615,920** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Intelligent Transportation Systems Phase II** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $613,124 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Traffic Signal monitoring and progressive timing; fiber optic connectivity. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $- | $- | $213,124 | $- | $- | $213,124 |
| Capital Street Projects | $- | $- | $400,000 | $- | $- | $400,000 |
| **Total** | **$-** | **$-** | **$613,124** | **$-** | **$-** | **$613,124** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $- | $213,124 | $- | $- | $- | $213,124 |
| Grants Fund | $- | $400,000 | $- | $- | $- | $400,000 |
| **Total** | **$-** | **$613,124** | **$-** | **$-** | **$-** | **$613,124** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Paving Unpaved Roads** **Project No. 17406**

| | |
|---|---|
| Project Cost: | $4,650,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Ongoing project to pave unpaved roads within the City. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $230,000 | $230,000 | $230,000 | $230,000 | $230,000 | $1,150,000 |
| Capital Street Projects | $700,000 | $700,000 | $700,000 | $700,000 | $700,000 | $3,500,000 |
| **Total** | **$930,000** | **$930,000** | **$930,000** | **$930,000** | **$930,000** | **$4,650,000** |
| **Funding Sources** | | | | | | |
| Country Road Tax | $230,000 | $230,000 | $230,000 | $230,000 | $230,000 | $1,150,000 |
| Grants Fund | $700,000 | $700,000 | $700,000 | $700,000 | $700,000 | $3,500,000 |
| **Total** | **$930,000** | **$930,000** | **$930,000** | **$930,000** | **$930,000** | **$4,650,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Signal @ Desert Greens & Smith Enke** **Project No. 38020**

| | |
|---|---|
| Project Cost: | $400,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Traffic signal at the intersection of Smith Enke Road and Desert Greens Road. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Design Services (non-Building) | $50,000 | $- | $- | $- | $- | $50,000 |
| Improvements (non-Building) | $350,000 | $- | $- | $- | $- | $350,000 |
| **Total** | **$400,000** | **$-** | **$-** | **$-** | **$-** | **$400,000** |
| **Funding Sources** | | | | | | |
| HURF | $400,000 | $- | $- | $- | $- | $400,000 |
| **Total** | **$400,000** | **$-** | **$-** | **$-** | **$-** | **$400,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Tortosa Flood Control Solution Assistance** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $250,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Construction and installation of box culvert under Hartman Rd. to address flows in the Casa Blanca Canal and help prevent flooding of the Tortosa Development. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $250,000 | $- | $- | $- | $- | $250,000 |
| **Total** | **$250,000** | **$-** | **$-** | **$-** | **$-** | **$250,000** |
| **Funding Sources** | | | | | | |
| Grants Fund | $250,000 | $- | $- | $- | $- | $250,000 |
| **Total** | **$250,000** | **$-** | **$-** | **$-** | **$-** | **$250,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Regional Transportation #5311 - Development Services** **Project No. 18402**

| | |
|---|---|
| Project Cost: | $120,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Development Services |
| Description: | Update to the Regional Transportation Plan. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Improvements (non-Building) | $120,000 | $- | $- | $- | $- | $120,000 |
| **Total** | **$120,000** | **$-** | **$-** | **$-** | **$-** | **$120,000** |
| **Funding Sources** | | | | | | |
| Gen Govt CIP Fund | $24,000 | $- | $- | $- | $- | $24,000 |
| Grants Fund | $96,000 | $- | $- | $- | $- | $96,000 |
| **Total** | **$120,000** | **$-** | **$-** | **$-** | **$-** | **$120,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**SR347 to SR238 - Public Works** **Project No. N/A**

| | |
|---|---|
| Project Cost: | $5,000,000 |
| Previous Cost: | $0 |
| O&M Impact: | $0 |
| Department: | Public Works |
| Description: | Highway Safety Improvement Program (HSIP) is federal funded program that disseminates monies to improve roadway safety, including infrastructure improvements. Project to improve 2.75 miles to by-pass truck traffic around the intersection at SR 238 and SR 347. The project may include the addition of 2 traffic signals along ADOT controlled highways. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Capital Street Projects | $- | $- | $- | $5,000,000 | $- | $5,000,000 |
| **Total** | **$-** | **$-** | **$-** | **$5,000,000** | **$-** | **$5,000,000** |
| **Funding Sources** | | | | | | |
| Grants Fund | $- | $- | $- | $5,000,000 | $- | $5,000,000 |
| **Total** | **$-** | **$-** | **$-** | **$5,000,000** | **$-** | **$5,000,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# CAPITAL IMPROVEMENT PLAN (CIP) PROJECTS

## PROJECT DESCRIPTION

**Special Response Team Enchancements - Police Department** **Project No. 32037**

| | |
|---|---|
| Project Cost: | $91,636 |
| Previous Cost: | $51,636 |
| O&M Impact: | $0 |
| Department: | Police Department |
| Description: | Special Response Team Enhancements to include but not limited to the addition of a search drone, a special response robot, three (3) throwbots and Personal Protective Equipment (PPE ) and vests for the SRT Team and Fire for Active Shooter Response Incidents. |

| | FY17-18 | FY18-19 | FY19-20 | FY20-21 | FY21-22 | 5-Year Total |
|---|---|---|---|---|---|---|
| **Expenditures** | | | | | | |
| Machinery | $40,000 | $- | $- | $- | $- | $40,000 |
| **Total** | **$40,000** | **$-** | **$-** | **$-** | **$-** | **$40,000** |
| **Funding Sources** | | | | | | |
| Grants Fund | $40,000 | $- | $- | $- | $- | $40,000 |
| **Total** | **$40,000** | **$-** | **$-** | **$-** | **$-** | **$40,000** |
| **Budget Impact** | | | | | | |
| Total O&M Costs | $- | $- | $- | $- | $- | $- |
| **Total** | **$-** | **$-** | **$-** | **$-** | **$-** | **$-** |

# Financial Policies

## Introduction

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

## Annual Budget

1. The fiscal year of the City of Maricopa shall begin July 1 of each calendar year and will end on June 30 of the following calendar year. The fiscal year will also be established as the accounting and budget year.
2. The City Manager, no later than June 1 of each year, shall prepare and submit to the City Clerk, the annual budget covering the next fiscal year, which shall contain the following information:
   a. The City Manager's Budget Message shall outline the proposed policies for the next fiscal year with explanations of any major changes from the previous years in expenditures and any major changes of proposed policy and a statement regarding the financial condition of the City.
   b. An estimate of all revenue from taxes and other sources, including the present tax structure rates and property evaluations for the ensuing year.
   c. An itemized list of proposed expenditures for fund, department and division, and projects for the budget year, as compared to actual expenditures of the last ended fiscal year, and estimated expenditures for the current year compared to adopted budget. Analysis will provide identification of long-term costs in expenditures versus one-time expenditures, for the purpose of long-term budgetary stabilization and sustainability.
   d. A description of all outstanding bonded indebtedness of the City.
   e. A statement proposing capital expenditures deemed necessary during the next budget year including recommended provisions for financing and estimates of all future costs.
   f. A list of capital projects which should be undertaken within the next five succeeding years.
   g. A five-year financial plan for the General Fund.

3. The City Manager's budget should assume, for each fund, revenues that are equal to, or exceed expenditures. The City Manager's budget message shall explain the reasons for any fund that reflects operating expenditures exceeding operating revenues.
4. A public hearing shall be conducted before the City Council, allowing interested citizens to express their opinions concerning expenditures. The notice of hearing shall be published in the official newspaper of the City not less than 14 days before or more than 20 days before the hearing. (A.R.S. 42-17107)
5. Following the public hearing, the City Council shall analyze the budget, making any additions or deletions which they feel appropriate, and shall, at least three days prior to the beginning of the next fiscal year, adopt the budget by a favorable majority vote. If the City Council fails to adopt the budget, the City shall continue to operate under the existing budget until such time as the City Council adopts a budget for the ensuing fiscal year.
6. Upon final adoption, the budget shall be in effect for the budget year. Final adoption of the budget by the City Council shall constitute the official appropriations for the fiscal year. Under conditions which may arise, the City Council may amend or change the budget to provide for any additional expense.
7. The annual budget document shall be published in a format that satisfies all criteria established by the Government Finance Officers Association's Distinguished Budget Program. The final budget document shall be published no later than 90 days following the date of the budget's adoption by the City Council.

# Basis of Accounting and Budgeting

1. The City's finances shall be accounted for in accordance with generally accepted accounting principles as established by the Governmental Accounting Standards Board (GASB). The City formally adopts an annual budget for all operating funds and the accounts within those funds and utilizes fund accounting.
    a. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. Governmental funds are used to account for the government's general government activities and include the General, Special Revenue and Capital Project funds for the City of Maricopa.
    b. Governmental funds use the current financial resources measurement focus and the modified accrual basis of accounting. Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the City considers revenues to be available if they are collected within 60 days of the end of the current fiscal period. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service resources are provided during the current year for payment of long-term debt principal and interest due early in the following year (not to exceed one month) and, therefore, the expenditures and related liabilities have been recognized. Compensated absences and claims and judgments are recorded only when payment is due. Property taxes, sales taxes, franchise taxes, and investment income associated with the current fiscal period are all considered to be susceptible to accrual and have been recognized as revenues of the current fiscal period. Grants and similar awards are recognized as revenue as soon as all eligibility requirements imposed by the grantor or provider have been met. Miscellaneous revenue is not susceptible to accrual because generally it is not measurable until received in cash. Deferred

revenues arise when resources are received by the City before it has legal claim to them, as when grant monies are received prior to meeting all eligibility requirements imposed by the provider. The City utilizes encumbrance accounting for its governmental fund types, under which purchase orders, contracts and other commitments for the expenditure of monies are recorded in order to reserve that portion of the applicable appropriation.

2. The City's annual budgets shall be prepared and adopted on a basis consistent with generally accepted accounting principles for all governmental funds. All annual appropriations lapse at fiscal year-end. Under the City's budgetary process, outstanding encumbrances are evaluated and re-appropriated, as deemed necessary the subsequent fiscal year.
3. The issuance of Statement 34 by the GASB has influenced the creation and reporting of individual funds. GASB 34 essentially mandates dual accounting systems; one for government-wide (i.e. the government as a single entity) reporting and another for individual reporting. The City will continue utilizing the accounting and budgeting processes as described in paragraphs #1and #2 of this section. However, GASB 34 mandates the flow of economic resources measurement focus and accrual basis of accounting for the government-wide reporting and requires extensive reconciliations be performed to present aggregated fund information in the government-wide reporting model. Therefore, individual operating funds will be created with the objective of reducing fund to government-wide reconciliation as much as possible. The City does not currently utilize proprietary funds. However, individual funds will continue to be examined to determine whether it will be appropriate to account for them as proprietary fund types. Also, the City will limit the use of internal service funds and incorporate the financial transactions of those funds into other governmental funds when applicable.

# Budget Administration

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

# Financial Reporting

1. Following the conclusion of the fiscal year, the City's Finance and Administrative Services Department will prepare a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the GASB. The document shall also satisfy the criteria of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting Program which includes the annual audit report prepared by independent, certified public accountants designated by the City Council.
2. The CAFR shall show the status of the City's finances on the basis of generally accepted accounting principles (GAAP) and presents both government-wide financial statements and fund financial statements.
    a. The government-wide financial statements (i.e., the statement of net assets and the statement of activities) present financial information about the City as a whole. The reported information includes all of the non-fiduciary activities of the City. For the most part, the effect of internal activity has been removed from these statements. These statements are to distinguish between the governmental and business-type activities of the City. Governmental activities normally are supported by sales taxes and intergovernmental revenues, and are reported separately from business-type activities, which rely to a significant extent on fees and charges for support. As of June 30, 2011, the City had no business-type activities.
    b. As described in the Basis of Accounting and Budgeting section, fund financial statements present governmental fund financial information using the flow of current financial resources measurement focus and the modified accrual basis of accounting.
3. The Finance/Administrative Services Director shall, within 60 sixty days following the conclusion of each calendar quarter, issue a report to the City Council reflecting the City's financial condition for that quarter. The quarterly report format shall be consistent with the format of the annual budget document.

# Revenues

1. To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source. Recognizing that sales tax can be a somewhat volatile, unpredictable source of revenue, the City will attempt to reduce its dependence on one-time sales tax revenue. Specifically, analysis will put a priority on identification of long-term trends in sales taxes versus one-time sales tax revenues, for the purpose of stabilization of sales tax revenue projections.
2. For every annual property tax levy, the City shall receive from the County assessor the certified property values necessary to calculate the property tax levy limit by February 10 of each tax year. The City shall make the property values provided by the county assessor available for public inspection by February 15 of each tax year. The City shall make notification as to agreement or disagreement with the property tax levy limit to the Property Tax Oversight Commission by February 20 of each fiscal year. If deemed necessary on July 3 of each fiscal year, the City will submit information on involuntary tort judgments and appropriate documentation to the Property Tax Oversight Commission.
3. Since the City of Maricopa is subject to "Truth in Taxation" (when the proposed primary tax levy, excluding amounts that are attributable to new construction, will exceed the tax levy from the preceding tax year), the deadline for the adoption of the tentative budget will be required before June 30 of each fiscal year. The budget will be published once a week for two consecutive weeks prior

to the July final adoption date. This publication will include time and place of the budget hearing and a statement indicating where the proposed budget may be examined. This tentative adoption must be completed, pursuant to state law, on or before the third Monday in July of each fiscal year.

4. The City of Maricopa will hold a public hearing on the budget and adopt a final budget by first City Council meeting in July of each fiscal year. This must be completed, pursuant to state law, by the second Monday in August of each fiscal year.
5. If the City of Maricopa is subject to "Truth in Taxation" requirements, the "Truth in Taxation" notice must be published twice in a newspaper of general circulation in the City. The first publication shall be at least 14, but not more than 20 days, before the date of the hearing for the proposed levy. The second publication must be at least seven but not more than 10 days before the hearing. The hearing must be held at least 14 days before the adoption of the levy. The hearings for "Truth in Taxation," the adoption of the levy and the adoption of the final budget may be combined into one hearing. The "Truth in Taxation" hearing must be held before the adoption of the final proposed budget. The requirements in this section only apply if the primary tax levy (net of construction) is greater than the amount levied by the City in the prior year.
6. The City of Maricopa will adopt the property tax levy on or before the third Monday in August of each fiscal year. This tax levy should be adopted 14 days after the final adoption of the annual City of Maricopa Budget pursuant to Arizona Revised Statute (A.R.S.) 42-17151
7. The City of Maricopa will attempt to establish user charges and fees at a level that attempts to recover the full cost of providing the service.
    a. User fees should identify the relative costs of serving different classes of customers.
    b. The City will make every reasonable attempt to ensure accurate measurement of variables impacting taxes and fees (e.g. verification of business sales tax payments, etc.)
8. The City of Maricopa will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.
9. The City of Maricopa will consider market rates and charges levied by other public and private organization for similar services in establishing tax rates, fees and charges.
10. When developing the annual budget, the City Manager shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. In consideration of the fluidity potential of actual revenues, the revenue projections for each fund should be made conservatively so that total actual fund revenues exceed budgeted projections.
11. The City of Maricopa will provide sustainability principles and guidelines for all government departments as a tool for behavior and decision making and to be promoted generally to the private sector and general public. These principles are generally related to sustainability as meeting the needs of the present without compromising the ability of future generations to meet their own needs.

# Operating Expenditures

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

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

# Fund Balances

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

1. The City shall strive to maintain the General Fund undesignated fund balance at 30% of current year budget expenditures. After completion of the annual audit, if the undesignated fund balance exceeds 30%, the excess may be specifically designated for subsequent year expenditures.
2. Fund Balance may be used for emergencies, non-recurring expenditures or major capital purchases that cannot be accommodated through current year savings. Should such use reduce the balance below the appropriate level set as the objective for that fund, restoration recommendations will accompany the decision to utilize fund balance.
3. The City shall strive to reserve 50% of the identified one-time revenues received each year. These funds may be used to fund one-time expenditures, such as capital projects, with consideration for on-

going future costs.

4. The City shall maintain sufficient reserves in its debt service funds which shall equal or exceed the reserve fund balances required by bond indentures.

# Fund Transfers

1. There will be no operating transfers between funds without the approval of the City Council.
2. Fund transfers between funds may occur, with approval of the City Council, when surplus fund balances are used to support non-recurring capital expenditures or when needed to satisfy debt service obligations.

# Investment Policy

## Section 1: Purpose

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

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

## Section 2: Governing Authority

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

## Section 3: Scope

This policy applies to the City's investments.

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

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

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

## Section 4: Investment Policy Objectives

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

1. Safety - Investments shall preserve capital. The objective will be to prudently mitigate credit risk and interest rate risk. It is understood by the City that no investment is completely free of risk.

    a. Credit Risk – The City will mitigate credit risk, which is defined as the risk of loss due to the failure of the security issuer or backer, by:

        i. Limiting investments in the portfolio to the asset classes designated as acceptable in A.R.S. §35-323. When possible, analysis of the credit worthiness of debt issuers held in the portfolio should be conducted annually to guard against investing in weak or deteriorating credit situations;

        ii. Diversifying the investment portfolio to limit potential losses. Specific diversification parameters will be noted in Section 8;

        iii. Utilizing external research and advice on current global economic condition and impacts on domestic corporate credit quality.

    b. Interest Rate Risk – The City will mitigate interest rate risk, which is defined as the risk that the market value of securities will decline due to increases in market interest rates subsequent to their purchase and prior to their maturity, by:

        i. Structuring the investment portfolio so that securities mature concurrent with cash requirements for operations, thereby avoiding, as much as possible, the need to sell securities into an adverse market environment prior to maturity;

        ii. Utilizing external research and advice on current interest rate outlook and global economic condition to optimize portfolio duration strategy.

2. Liquidity - The investment portfolio shall remain sufficiently liquid to meet anticipated cash flows by structuring the portfolio so that securities mature concurrent with anticipated cash flow needs (static liquidity). Furthermore, because all cash demands cannot be anticipated, the portfolio should consist of securities with an active secondary market (dynamic liquidity).

3. Optimal Yield – The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core investments are limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

    a. A security with declining credit may be sold early to minimize loss of principal.

    b. A security swap would improve the quality or yield in the portfolio.

    c. Liquidity needs of the portfolio require that the security be sold.

## Section 5: Investment Management Authority

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

1. Periodic investment portfolio reporting;
2. Evaluating the performance of the externally managed portfolio;

3. Monitoring manager compliance with the investment policy;
4. Conveying investment needs to the external manager;
5. Developing investment strategy with the external manager.

## Section 6: Authorized Financial Institutions, Depositories, and Broker/Dealers

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

## Section 7: Portfolio Criteria

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

1. Certificates of deposit in eligible depositories.
2. Interest bearing savings accounts in banks and savings and loan institutions doing business in this state whose accounts are insured by federal deposit insurance for their industry, but only if deposits in excess of the insured amount are secured by the eligible depository to the same extent and in the same manner as required under this article.
3. Repurchase agreements with a maximum maturity of one hundred eighty days.
4. The pooled investment funds established by the state treasurer pursuant to A.R.S. § 35-326.
5. Obligations issued or guaranteed by the United States or any of the senior debt of its agencies, sponsored agencies, corporations, sponsored corporations or instrumentalities.
6. Bonds or other evidences of indebtedness of this state or any of its counties, incorporated cities or towns or school districts.
7. Bonds, notes or evidences of indebtedness of any county, municipal district, municipal utility or special taxing district within this state that are payable from revenues, earnings or a special tax specifically pledged for the payment of the principal and interest on the obligations, and for the

payment of which a lawful sinking fund or reserve fund has been established and is being maintained, but only if no default in payment on principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if such obligations were issued less than five years before the date of investment, no default in payment of principal or interest has occurred on the obligations to be purchased nor any other obligations of the issuer within five years of the investment.

8. Bonds, notes or evidences of indebtedness issued by any county improvement district or municipal improvement district in this state to finance local improvements authorized by law, if the principal and interest of the obligations are payable from assessments on real property within the improvement district. An investment shall not be made if:
    a. The face value of all such obligations, and similar obligations outstanding, exceeds fifty per cent of the market value of the real property, and if improvements on which the bonds or the assessments for the payment of principal and interest on the bonds are liens inferior only to the liens for general ad valorem taxes.
    b. A default in payment of principal or interest on the obligations to be purchased has occurred within five years of the date of investment, or, if the obligations were issued less than five years before the date of investment, a default in the payment of principal or interest has occurred on the obligations to be purchased or on any other obligation of the issuer within five years of the investment.
9. Commercial paper of prime quality that is rated "P1" by Moody's investor's service or rated "A1" or better by Standard and Poor's rating service or their successors. All commercial paper must be issued by corporations organized and doing business in the United States.
10. Bonds, debentures and notes that are issued by corporations organized and doing business in the United States and that are rated "A" or better by Moody's Investor Service or Standard and Poor's rating service or their successors.
11. All other investments of operating funds are thereby prohibited from consideration for investment. Furthermore, the City may desire to be more conservative in its investment portfolio and restrict or prohibit certain of the investments listed above.
12. The Finance Director shall invest trust and restricted funds in accordance with A.R.S. §35-324, A.R.S. §35-328 and the terms of the trust or controlling documents, if any.

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

Maturity Parameters:

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

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

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

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

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

Safekeeping and Custody:

a. Delivery vs. Payment - All trades of marketable securities will be executed by delivery vs. payment (DVP) to ensure that securities are deposited in an eligible financial institution prior to the release of funds.

b. Safekeeping - Securities will be held by a custodian selected by the City and evidenced by custodial reports. The safekeeping institution shall annually provide a copy of their most recent report on internal controls (Statement of Auditing Standards No. 70, or SAS 70).

## Section 8: Reporting

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

## Section 9: Ethics and Conflicts of Interest

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

## Section 10: Investment Policy Guideline Glossary

1. U.S. Treasury Bills, Notes and Bonds: U.S. government guaranteed securities. Represent the most liquid and creditworthy security in the domestic market.
2. U.S. Federal Agency Securities: Debt obligations issued by agencies of the U.S. government such as the Federal National Mortgage Association (FNMA) and the Federal Farm Credit Bank (FFCB). While not explicitly guaranteed by the government, the securities are generally traded with an "implied" guarantee.
3. Repurchase Agreements: Standardized, simultaneous purchase and sale of the same security by approved brokers/dealers. Repurchase Agreements are, in effect, short-term (overnight) loans collateralized by securities. Two types of collateral are authorized: U.S. Treasury securities and U.S. Government Agency securities.
4. Commercial Paper: An unsecured promissory note (maturities 1-270 days) issued by banks, corporations, public entities and finance companies.
5. Corporate Notes and Bonds: Corporate debt instrument. Maturities range from nine months to 30 years.
6. Floating Rate Securities: Corporate or Federal Agency debt in which the periodic coupon is reset based upon a formula stated at the time of issue.
7. Municipal Obligations: Taxable or tax-exempt municipal securities typically secured by general governmental funds from tax revenue or a municipally operated enterprise.
8. Certificates of Deposit: A marketable receipt for funds deposited in a bank or thrift institution for a specific time period at a stated rate of interest.
9. Funds Maximum Maturity: The longest acceptable time to maturity that any one security in the portfolio may have at the time of purchase.
10. Maximum Maturity for Repurchase Agreements: The longest acceptable time to maturity that any one repurchase agreement in the portfolio may have at the time of purchase.
11. Portfolio Duration Target: Duration is the weighted average maturity of a portfolio's cash flows, where the present values of the cash flows serve as the weights. Thus, portfolio duration target is a pre-determined duration at which a portfolio is expected to be maintained.
12. Portfolio Duration Range: An acceptable range in which the actual portfolio duration can deviate from the Portfolio Duration Target.
13. Prudence: The standard of prudence to be used by investment officials shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market

price changes, provided deviations from expectations are reported in a timely fashion and the liquidity and the sale of securities are carried out in accordance with the terms of this policy. The "prudent person" standard states that, "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." Source :GFOA Sample Investment Policy

14. Delegation of Authority: Authority to manage the investment program is granted to the Finance Director or his designee and derived from the following: A.R.S. §§35-321, 35 323. Responsibility for the operation of the investment program is hereby delegated to the investment officer, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this investment policy. Procedures should include references to: safekeeping, delivery vs. payment, investment accounting, repurchase agreements, wire transfer agreements and collateral/depository agreements. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials. Source: GFOA Sample Investment Policy
15. Weighted Average Maturity: The weighted average time until all securities in a portfolio mature.

# Capital Finance

## Capital Project Expenditures

### Capital Improvement Plan (CIP)

1. The CIP is a policy document that communicates timing and costs associated with constructing, staffing, maintaining and operating publicly financed facilities and improvements typically with a total cost over $25,000. Capital expenditures that are less than $25,000 are typically considered Operating Capital and are expended from the City's operating funds.
2. The CIP includes the short-term, defined herein as being the next five fiscal years, but also encompasses projects beyond the five-year horizon.
3. All costs for the five-year plan are stated in current year dollars, with no adjustments for inflationary factors; as a result, actual construction costs may be higher due to inflation and changes in plans and circumstances.
4. The CIP is reviewed and updated annually, with a target date set in December of each year.
5. The CIP also serves as a foundation for the City's annual review of Development Fees and Operating Budgets to ensure that certain capital and operating costs are sufficiently recovered and budgeted.
6. The Capital Improvements Program includes the first five years of the Capital Improvement Plan.
7. Projects included within the five-year program should have sound cost estimates, an identified site and verified financing sources, as well as confirmation that they can be staffed and maintained within budgetary constraints. Adherence to these requirements will ensure responsible planning and management of resources.
8. The identification of a project within the five-year program, however, does not guarantee construction. The initiation of any project requires other evaluations and approvals which must be completed for a project to advance to design and ultimately construction.

# The CIP Budget Process

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

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

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

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

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

# Debt Issuance

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

accordance with State statutes.

7. The City may oversee the issuance of Community Facility District debt in accordance with the City's expanded policy on Community Facility Districts.

8. The City will prohibit the City's financial advisor from underwriting any debt directly issued by the City or special districts sponsored by the City within a negotiated underwriting of debt offered through public sale. This underwriting prohibition does not include:
   a. competitive bond sales when the City authorizes the financial advisor to submit a competitive bid,
   b. conduit bond issues by financing authorities on behalf of the City, and limited offerings, private placements, or other underwritings not offered through public sale.

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

## Section 1: Purpose

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

## Section 2: Responsible Officer

1. The Finance Director (the "Responsible Officer") will have overall responsibility to ensure the City complies with these Procedures.
2. The Responsible Officer shall identify additional persons who will be responsible for the Procedures, notify them of their responsibilities, and provide copies of the Procedures. Upon employee or officer transitions, new personnel should be advised of responsibilities under the Procedures to ensure they understand the importance of the Procedures.
3. The Responsible Officer and other responsible persons shall receive appropriate training that includes the review of and familiarity with:
   a. these Procedures,
   b. applicable Code requirements,
   c. tax-advantaged bonds that must be monitored,
   d. facilities (or portions thereof) financed with proceeds of tax-advantaged bonds,
   e. requirements contained in the Tax Certificate or other operative documents contained in the transcript, and
   f. procedures required to correct noncompliance with Code requirements in a timely manner.

## Section 3: Change in Bond Terms

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

## Section 4: Issue Price for Tax-Advantaged Bonds and Premium Limit for Direct-Pay Bonds

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

## Section 5: IRS Filings

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

1. Forms 8038, 8038G, 8038-B, or 8038-TC applicable to most tax-advantaged bonds.
2. Form 8038-CP for Direct-Pay Bonds (including Build America Bonds) to ensure the proper amount of interest is reported and the proper amount of subsidy is requested for each interest payment date. If the Subsidy is to be paid to a person other than the City (i.e., the bond trustee), the Responsible Officer shall obtain and record the contact information of that person, and ensure that it is properly shown on Form 8038-CP so that the direct payment will be made to the proper person.
3. Forms 8038-T or 8038-R applicable to the payment of rebate or yield reduction payments in a timely manner as further detailed in Section 11. The Responsible Officer shall also monitor if the City is eligible to receive a refund of prior rebate payments and file for a refund using an IRS Form 8038-R.

## Section 6: Use of Proceeds

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

1. Consistent Accounting Procedures. Maintain clear and consistent accounting procedures for tracking the investment and expenditures of bond proceeds, including investment earnings on bond proceeds.
2. Reimbursement Allocations at Closing At or shortly after closing of a bond issue, ensure that any allocations for reimbursement expenditures comply with the Tax Certificate

3. Timely Expenditure of Bond Proceeds Monitor that sale proceeds and investment earnings are spent in a timely fashion consistent with the requirements of the Tax Certificate.
4. Costs of Issuance With respect to Direct-Pay Bonds and qualified private activity bonds, monitor that no more than 2% of the sale proceeds are used to pay costs of issuance.
5. Qualified Use of Proceeds As required by the type of tax-advantaged bonds issued and in coordination with Bond Counsel:
    a. Determine the correct amount of available project proceeds.
    b. Monitor that 100% of sale proceeds and investment earnings (other than costs of issuance or a reasonably required reserve fund) are allocated to eligible and qualifying expenditures in a timely fashion consistent with the Tax Certificate.
    c. As applicable, ensure compliance with "Davis Bacon" requirements.
    d. As applicable, redeem bonds in accordance with Code requirements.
6. Requisitions Utilize requisitions to draw down bond proceeds, and ensure that each requisition details when and how bond proceeds were spent – review requisitions before submission to ensure proper use of bond proceeds to minimize reallocations.
7. Final Allocation. Ensure a final allocation of bond proceeds and investment earnings to qualifying expenditures is made if bond proceeds are allocated to project expenditures on a basis other than "direct tracing" (direct tracing means treating the bond proceeds as spent as shown in the accounting records for bond draws and project expenditures). An allocation other than "direct tracing" is often made to reduce the private business use. This allocation must be made within 18 months after the later of the date the expenditure was made or the date the project was placed in service, but not later than five years and 60 days after the date the bonds are issued (or 60 days after the bond issue is retired, if earlier). Bond counsel can assist with the final allocation of bond proceeds to project costs. Maintain a copy of the final allocation in the records for the tax-advantaged bond.
8. Maintenance and Retention of Records Relating to Proceeds. Maintain records of all project and other costs (e.g., costs of issuance, credit enhancement and capitalized interest) and uses (e.g., deposits to a reserve fund) for which bond proceeds were spent or used. These records should be maintained separately for each issue of bonds for the period indicated under Section 13.

## Section 7: Monitoring Private Business Use

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

1. Identify Bond-Financed Facilities. Identify or "map" which outstanding bond issues financed which facilities and in what amounts.
2. Review of Contracts with Private Persons. Review all of the following contracts or arrangements with non-governmental persons or organizations or the federal government (collectively referred to as "private persons") for bond-financed facilities which could result in private business use of the facilities:
    a. Sales of bond-financed facilities;
    b. Leases of bond-financed facilities;
    c. Management or service contracts relating to bond-financed facilities;
    d. Research contracts under which a private person sponsors research in bond-financed facilities; and

e. Any other contracts involving "special legal entitlements" (such as naming rights or exclusive provider arrangements) granted to a private person with respect to bond-financed facilities.

3. Counsel Review of New Contracts or Amendments. Before amending an existing agreement with a private person or entering into any new lease, management, service, or research agreement with a private person, consult counsel to review such amendment or agreement to determine if it results in private business use.
4. Establish Procedures to Ensure Proper Use and Ownership. Establish procedures to ensure that bond-financed facilities are not used for private use without written approval of the Responsible Officer or other responsible person. For qualified 501(c)(3) bonds, establish procedures to ensure that the bond-financed facilities continue to be owned by a qualified 501(c)(3) organization or a governmental unit
5. Analyze Use. Analyze any private business use of bond-financed facilities and, for each issue of bonds, determine whether the 10% limit on private business use (5% in the case of qualified 501(c)(3) bonds or "unrelated or disproportionate" private business use) is exceeded, and contact bond counsel or other tax advisors if either of these limits appears to be exceeded.
6. Remediation if Limits Exceeded. If it appears that private business use limits are exceeded, immediately consult with bond counsel to determine if a remedial action is required. If tax-advantaged bonds are required to be redeemed or defeased to comply with remedial action rules, such redemption or defeasance must occur within 90 days of the date a deliberate action is taken that results in a violation of the private business use limits.
7. Maintenance and Retention of Records Relating to Private Use. Retain copies of all of the above contracts or arrangements with private persons for the period indicated under Section 13.

## Section 8: Monitoring Use of Facilities Financed with Qualified Private Activity Bonds

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

1. Identify Bond-Financed Facilities. Indemnify or "map" bond-financed facilities and assure that use is for an appropriate purpose.
2. Review of Contracts with Private Persons. If the bond-financed facilities are required to be governmentally owned, examine all leases, management contracts or other contracts with private persons to assure compliance with applicable safe-harbors for governmental ownership provided in the Code. Before amending an existing agreement or entering into any new lease, management or other contract, consult bond counsel to review such amendment or agreement to determine whether it complies with applicable safe harbors.
3. Establish Procedures to Monitor Use. Establish procedures to monitor that bond-financed facilities are not used for non-qualifying purposes. Require users of facilities to immediately notify the Responsible Officer or other responsible person if a change in use of the facilities is contemplated or occurs.
4. Remediation if Limitations Exceeded. If qualified use of facilities financed with tax-advantaged bonds changes to a non-qualified use, consult with bond counsel to determine if a remedial action. If tax-advantaged bonds are required to be redeemed or defeased in order to comply with the remedial

action rules, such redemption or defeasance must occur within 90 days of the date an action is taken that causes the bonds to not be used for the qualifying purpose for which the bonds were issued.

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

## Section 9: Loan of Bond Proceeds

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

## Section 10: Special Requirements Applicable to Specified Tax Credit Bonds

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

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

5. Additional Rules Applicable to Specified Tax Credit Bonds. New clean renewable energy bonds, energy conservation bonds, qualified school construction bonds and qualified zone academy bonds each have requirements that are applicable to the use of proceeds or eligibility as a Specified Tax Credit Bond. The Responsible Officer should consult the Tax Certificate and establish procedures to monitor compliance applicable to the City's Specified Tax Credit Bonds.

## Section 11: Arbitrage and Rebate Compliance

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

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

11. Debt Service Reserve Funds. Ensure that amounts invested in any reasonably required debt service reserve fund do not exceed the least of: (i) 10% of the stated principal amount of the bonds (or the sale proceeds of the bond issue if the bond issue has original issue discount or original issue premium that exceeds 2% of the stated principal amount of the bond issue plus, in the case of premium, reasonable underwriter's compensation); (ii) maximum annual debt service on the bond issue; or (iii) 125% of average annual debt service on the bond issue.
12. Rebate and Yield Reduction Payment Compliance. Review the Arbitrage Rebate covenants contained in the Tax Certificate. Subject to certain rebate exceptions described below, investment earnings on bond proceeds at a yield in excess of the bond yield (i.e., positive arbitrage) generally must be rebated to the U.S. Treasury, even if a temporary period exception from yield restriction allowed the earning of positive arbitrage.
    a. Ensure that rebate and yield reduction payment calculations will be timely performed and payment of such amounts, if any, will be timely made. Such payments are generally due 60 days after the fifth anniversary of the date of issue of the bonds, then in succeeding installments every five years. The final rebate payment for a bond issue is due 60 days after retirement of the last bond of the issue. The City should hire a rebate consultant if necessary.
    b. Review the rebate section of the Tax Certificate to determine whether the "small issuer" rebate exception applies to the bond issue.
    c. If the 6-month, 18-month, or 24-month spending exceptions from the rebate requirement (as described in the Tax Certificate) may apply to the bonds, ensure that the spending of proceeds is monitored prior to semi-annual spending dates for the applicable exception
    d. Make rebate and yield reduction payments and file Form 8038-T in a timely manner.
    e. Even after all other proceeds of a given bond issue have been spent, ensure compliance with rebate requirements for any debt service reserve fund and any debt service fund that is not exempt from the rebate requirement (see the Arbitrage Rebate covenants contained in the Tax Certificate).
13. Maintenance and Retention of Arbitrage and Rebate Records. Maintain records of investments and expenditures of proceeds, rebate exception analyses, rebate calculations, Forms 8038-T, and rebate and yield reduction payments, and any other records relevant to compliance with the arbitrage restrictions for the period indicated in Section 13 below.

### Section 12: Record Retention

For each issue of bonds or other obligations of the City, the Responsible Officer or other responsible person shall ensure and monitor the transcript and all records and documents described in these Procedures will be maintained while any of the bonds are outstanding and during the three-year period following the final maturity or redemption of that bond issue, or if the bonds are refunded (or re-refunded), while any of the refunding bonds are outstanding and during the three-year period following the final maturity or redemption of the refunding bonds.

## Long-Term Financial Plans

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

CITY OF MARICOPA®

PROUD HISTORY • PROSPEROUS FUTURE

# Supplemental Information

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

**RESOLUTION NO. 17-18**

**A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MARICOPA, ARIZONA, ADOPTING THE FINAL BUDGET FOR THE FISCAL YEAR 2017-2018.**

**WHEREAS,** in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the City Council did, on May 16, 2017, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the City of Maricopa, Arizona, and

**WHEREAS,** in accordance with said chapter of said title, and following due public notice, the City Council met on June 20, 2017, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies, and

**WHEREAS,** it appears that publication has been duly made as required by law, of said estimates together with a notice that the City Council would meet on June 20, 2017, at City Hall for the purpose of hearing taxpayers and making tax levies as set forth in said estimates, and

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

**NOW, THEREFORE, BE IT RESOLVED,** by the Mayor and City Council of the City of Maricopa, Arizona that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the final budget of the City of Maricopa, Arizona for the fiscal year 2017-2018.

**PASSED AND ADOPTED** by the Mayor and City Council of the City of Maricopa, Arizona, this 20th day of June, 2017.

APPROVED:

Christian Price
Mayor

ATTEST:

Vanessa Bueras, CMC
City Clerk

APPROVED AS TO FORM:

Denis Fitzgibbons
City Attorney

## CITY OF MARICOPA
## Summary Schedule of Estimated Revenues and Expenditures/Expenses
## Fiscal Year 2018

| Fiscal Year | | Sch | FUNDS | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | General Fund | Special Revenue Fund | Debt Service Fund | Capital Projects Fund | Permanent Fund | Enterprise Funds Available | Internal Service Funds | Total All Funds |
| 2017 | Adopted/Adjusted Budgeted Expenditures/Expenses* | E | 44,403,318 | 37,100,129 | 3,678,781 | 57,026,279 | 0 | 0 | 0 | 142,208,507 |
| 2017 | Actual Expenditures/Expenses** | E | 36,778,840 | 15,849,086 | 3,678,781 | 13,218,743 | 0 | 0 | 0 | 69,525,450 |
| 2018 | Fund Balance/Net Position at July 1*** | | 28,723,860 | 4,961,715 | 540,827 | 24,039,046 | 0 | 0 | 0 | 58,265,448 |
| 2018 | Primary Property Tax Levy | B | 11,704,000 | | | | | | | 11,704,000 |
| 2018 | Secondary Property Tax Levy | B | | | 3,426,003 | | | | | 3,426,003 |
| 2018 | Estimated Revenues Other than Property Taxes | C | 27,082,156 | 21,480,141 | 267,500 | 6,420,823 | 0 | 0 | 0 | 55,250,620 |
| 2018 | Other Financing Sources | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2018 | Other Financing (Uses) | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2018 | Interfund Transfers In | D | 500,000 | 1,400,000 | 0 | 3,492,700 | 0 | 0 | 0 | 5,392,700 |
| 2018 | Interfund Transfers (Out) | D | 4,722,700 | 670,000 | 0 | 0 | 0 | 0 | 0 | 5,392,700 |
| 2018 | Reduction for Amounts Not Available: | | | | | | | | | |
| LESS: | Amounts for Future Debt Retirement: | | | | | | | | | 0 |
| | | | | | | | | | | 0 |
| | | | | | | | | | | 0 |
| | | | | | | | | | | 0 |
| 2018 | Total Financial Resources Available | | 63,287,316 | 27,171,856 | 4,234,330 | 33,952,569 | 0 | 0 | 0 | 128,646,071 |
| 2018 | Budgeted Expenditures/Expenses | E | 38,391,889 | 24,955,757 | 3,693,503 | 19,348,308 | 0 | 0 | 0 | 86,389,457 |

| EXPENDITURE LIMITATION COMPARISON | 2017 | 2018 |
|---|---|---|
| 1. Budgeted expenditures/expenses | $ 142,208,507 | $ 86,389,457 |
| 2. Add/subtract: estimated net reconciling items | | |
| 3. Budgeted expenditures/expenses adjusted for reconciling items | 142,208,507 | 86,389,457 |
| 4. Less: estimated exclusions | | |
| 5. Amount subject to the expenditure limitation | $ 142,208,507 | $ 86,389,457 |
| 6. EEC expenditure limitation | $ | $ |

* Includes Expenditure/Expense Adjustments Approved in the 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 on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

# CITY OF MARICOPA
## Tax Levy and Tax Rate Information
## Fiscal Year 2018

| | 2017 | 2018 |
|---|---|---|
| 1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A) | $ 12,089,982 | $ 12,604,241 |
| 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 | $ 10,992,790 | $ 11,704,000 |
| B. Secondary property taxes | 3,732,776 | 3,426,003 |
| C. Total property tax levy amounts | $ 14,725,566 | $ 15,130,003 |
| 4. Property taxes collected* | | |
| A. Primary property taxes | | |
| (1) **Current** year's levy | $ 10,613,957 | |
| (2) Prior years' levies | 154,535 | |
| (3) Total primary property taxes | $ 10,768,492 | |
| B. Secondary property taxes | | |
| (1) **Current** year's levy | $ 3,732,776 | |
| (2) Prior years' levies | 30,704 | |
| (3) Total secondary property taxes | $ 3,763,480 | |
| C. Total property taxes collected | $ 14,531,972 | |
| 5. Property tax rates | | |
| A. City/Town tax rate | | |
| (1) Primary property tax rate | 4.7845 | 4.7845 |
| (2) Secondary property tax rate | 1.6973 | 1.4005 |
| (3) Total city/town tax rate | 6.4818 | 6.1850 |

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
## Revenues Other Than Property Taxes
## Fiscal Year 2018

| SOURCE OF REVENUES | ESTIMATED REVENUES 2017 | ACTUAL REVENUES* 2017 | ESTIMATED REVENUES 2018 |
|---|---|---|---|
| **GENERAL FUND** | | | |
| **Local taxes** | | | |
| Local Sales Taxes | $ 8,991,000 | $ 9,562,997 | $ 10,000,000 |
| **Licenses and permits** | | | |
| Permit Fees | 977,100 | 1,849,222 | 1,600,199 |
| Franchise Fees | 1,250,000 | 1,311,666 | 1,250,000 |
| Business Licenses | 50,000 | 54,058 | 50,000 |
| **Intergovernmental** | | | |
| State Shared Sales Tax | 5,226,787 | 3,569,260 | 4,398,837 |
| State Shared Income Tax | 5,948,830 | 5,946,104 | 5,808,755 |
| Vehicle License Tax | 2,473,058 | 2,333,099 | 2,621,266 |
| **Charges for services** | | | |
| Parks and Recreation Fees | 312,834 | 405,236 | 421,834 |
| Public Safety Fees | 32,300 | 70,392 | 31,800 |
| Library Fees | 16,000 | 15,549 | 16,000 |
| Passport Fees | 19,793 | 30,339 | 30,490 |
| **Fines and forfeits** | | | |
| Magistrate Court Fees | 350,000 | 362,311 | 350,000 |
| Public Safety Hearing Charges | 30,000 | 42,087 | 30,000 |
| **Interest on investments** | | | |
| Investment Earnings | 210,000 | 210,000 | 210,000 |
| **Miscellaneous** | | | |
| Miscellaneous | 251,700 | 287,317 | 262,975 |
| **Total General Fund** | $ **26,139,402** | $ **26,049,637** | $ **27,082,156** |

* 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
## Revenues Other Than Property Taxes
## Fiscal Year 2018

| SOURCE OF REVENUES | ESTIMATED REVENUES 2017 | ACTUAL REVENUES* 2017 | ESTIMATED REVENUES 2018 |
|---|---|---|---|
| **SPECIAL REVENUE FUNDS** | | | |
| **Highway User Revenue Fund** | | | |
| Intergovernmental | $ 3,382,511 | $ 3,153,895 | $ 3,639,673 |
| Investment Earnings | 7,500 | 7,500 | 7,500 |
| | $ **3,390,011** | $ **3,161,395** | $ **3,647,173** |
| **Copper Sky Recreation** | | | |
| Parks and Recreation Fees | $ 1,550,471 | $ 1,286,074 | $ 1,592,471 |
| Recreation Use Fees | 2,900,000 | 2,900,000 | 1,480,000 |
| | $ **4,450,471** | $ **4,186,074** | $ **3,072,471** |
| **Local Road Maintenance** | | | |
| Investment Earnings | $ 6,000 | $ 6,000 | $ 6,000 |
| | $ **6,000** | $ **6,000** | $ **6,000** |
| **Grants** | | | |
| Intergovernmental | $ 13,779,768 | $ 1,456,468 | $ 13,538,497 |
| | $ **13,779,768** | $ **1,456,468** | $ **13,538,497** |
| **County Road Tax** | | | |
| Intergovernmental | $ 1,184,000 | $ 1,610,691 | $ 1,200,000 |
| Investment Earnings | 16,000 | 16,000 | 16,000 |
| | $ **1,200,000** | $ **1,626,691** | $ **1,216,000** |
| **Total Special Revenue Funds** | $ **22,826,250** | $ **10,436,628** | $ **21,480,141** |

* 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
## Revenues Other Than Property Taxes
## Fiscal Year 2018

| SOURCE OF REVENUES | ESTIMATED REVENUES 2017 | ACTUAL REVENUES* 2017 | ESTIMATED REVENUES 2018 |
|---|---|---|---|
| **DEBT SERVICE FUNDS** | | | |
| **General Obligation Debt Service** | | | |
| Miscellaneous | $ 294,209 | $ 333,882 | $ 267,500 |
| | $ 294,209 | $ 333,882 | $ 267,500 |
| **Total Debt Service Funds** | $ **294,209** | $ **333,882** | $ **267,500** |
| **CAPITAL PROJECTS FUNDS** | | | |
| **General Governmental CIP** | | | |
| Local Sales Tax | $ 497,500 | $ 497,500 | $ 497,500 |
| Investment Earnings | | | |
| | $ **497,500** | $ **497,500** | $ **497,500** |
| **Grants CIP** | | | |
| Intergovernmental | $ 28,252,579 | $ 2,225,205 | $ 3,644,607 |
| | $ **28,252,579** | $ **2,225,205** | $ **3,644,607** |
| **Police/Public Safety DIF** | | | |
| Impact Fees | $ 29,600 | $ 119,665 | $ 113,682 |
| Investment Earnings | 400 | 400 | 380 |
| | $ **30,000** | $ **120,065** | $ **114,062** |
| **Parks DIF** | | | |
| Impact Fees | $ 355,210 | $ 499,634 | $ 474,652 |
| Investment Earnings | 2,000 | 2,000 | 1,900 |
| | $ **357,210** | $ **501,634** | $ **476,552** |
| **Library DIF** | | | |
| Impact Fees | $ 4,490 | $ 668 | $ 634 |
| Investment Earnings | 100 | 100 | 95 |
| | $ **4,590** | $ **768** | $ **729** |
| **Transportation DIF** | | | |
| Impact Fees | $ 689,030 | $ 1,508,617 | $ 1,433,186 |
| Investment Earnings | 10,000 | 10,000 | 9,500 |
| | $ **699,030** | $ **1,518,617** | $ **1,442,686** |
| **Fire DIF** | | | |
| Impact Fees | $ 225,020 | $ 256,865 | $ 244,022 |
| Investment Earnings | 700 | 700 | 665 |
| | $ **225,720** | $ **257,565** | $ **244,687** |
| **Total Capital Projects Funds** | $ **30,066,629** | $ **5,121,354** | $ **6,420,823** |
| **TOTAL ALL FUNDS** | $ **79,326,490** | $ **41,941,501** | $ **55,250,620** |

* 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
## Other Financing Sources/<Uses> and Interfund Transfers
## Fiscal Year 2018

| FUND | OTHER FINANCING 2018 SOURCES | OTHER FINANCING 2018 <USES> | INTERFUND TRANSFERS 2018 IN | INTERFUND TRANSFERS 2018 <OUT> |
|---|---|---|---|---|
| **GENERAL FUND** | | | | |
| Copper Sky Recreation | $ | $ | $ | $ 1,400,000 |
| General Government CIP | | | | 3,322,700 |
| Highway Users Revenue Fund (HURF) | | | 500,000 | |
| **Total General Fund** | $ | $ | $ 500,000 | $ 4,722,700 |
| **SPECIAL REVENUE FUNDS** | | | | |
| | $ | $ | $ | $ |
| Copper Sky Recreation | | | 1,400,000 | |
| Copper Sky Recreation | | | | 170,000 |
| Highway Users Revenue Fund (HURF) | | | | 500,000 |
| **Total Special Revenue Funds** | $ | $ | $ 1,400,000 | $ 670,000 |
| **DEBT SERVICE FUNDS** | | | | |
| | $ | $ | $ | $ |
| **Total Debt Service Funds** | $ | $ | $ | $ |
| **CAPITAL PROJECTS FUNDS** | | | | |
| General Government CIP | $ | $ | $ 3,322,700 | $ |
| General Government CIP | | | 170,000 | |
| **Total Capital Projects Funds** | $ | $ | $ 3,492,700 | $ |
| **PERMANENT FUNDS** | | | | |
| | $ | $ | $ | $ |
| **Total Permanent Funds** | $ | $ | $ | $ |
| **ENTERPRISE FUNDS** | | | | |
| | $ | $ | $ | $ |
| **Total Enterprise Funds** | $ | $ | $ | $ |
| **INTERNAL SERVICE FUNDS** | | | | |
| | $ | $ | $ | $ |
| **Total Internal Service Funds** | $ | $ | $ | $ |
| **TOTAL ALL FUNDS** | $ | $ | $ 5,392,700 | $ 5,392,700 |

## CITY OF MARICOPA
## Expenditures/Expenses by Fund
## Fiscal Year 2018

| FUND/DEPARTMENT | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017 | ACTUAL EXPENDITURES/ EXPENSES* 2017 | BUDGETED EXPENDITURES/ EXPENSES 2018 |
|---|---|---|---|---|
| **GENERAL FUND** | | | | |
| City Attorney | 575,000 | | 481,290 | 575,000 |
| City Clerk | 410,142 | 8,597 | 419,048 | 383,738 |
| City Magistrate | 458,057 | | 487,896 | 522,488 |
| City Manager | 980,118 | 92,130 | 900,884 | 1,071,690 |
| Community Services | 2,402,730 | 8,134 | 1,959,193 | 2,596,997 |
| Development Services | 1,522,323 | 54,022 | 1,346,103 | 1,807,409 |
| Economic Development | 567,267 | | 513,698 | 647,844 |
| Financial Services | 926,431 | 17,270 | 840,376 | 1,047,204 |
| Fire | 10,378,195 | 64,019 | 9,413,217 | 10,856,371 |
| Human Resources | 480,307 | 3,180 | 413,532 | 496,753 |
| Information Technology | 896,781 | 4,760 | 932,729 | 1,030,414 |
| Mayor & Council | 527,841 | 15,248 | 510,422 | 578,803 |
| Non-Departmental | 12,442,612 | (385,733) | 7,636,780 | 3,772,375 |
| Police | 10,300,140 | 113,385 | 9,454,702 | 11,290,566 |
| Public Works | 1,535,374 | 4,988 | 1,468,970 | 1,714,237 |
| **Total General Fund** | $ 44,403,318 | $ | $ 36,778,840 | $ 38,391,889 |
| **SPECIAL REVENUE FUNDS** | | | | |
| Highway User Revenue Fund | $ 13,010,056 | $ | $ 7,159,702 | $ 4,209,262 |
| Copper Sky Recreation | 4,380,471 | | 3,551,382 | 4,852,853 |
| Local Road Maintenance | 1,090,000 | | 1,090,000 | 147,460 |
| Grants | 13,779,768 | | 1,456,468 | 13,538,497 |
| County Road Tax | 4,839,834 | | 2,591,534 | 2,207,685 |
| **Total Special Revenue Funds** | $ 37,100,129 | $ | $ 15,849,086 | $ 24,955,757 |
| **DEBT SERVICE FUNDS** | | | | |
| General Obligation Debt Service | $ 3,678,781 | $ | $ 3,678,781 | $ 3,693,503 |
| **Total Debt Service Funds** | $ 3,678,781 | $ | $ 3,678,781 | $ 3,693,503 |
| **CAPITAL PROJECTS FUNDS** | | | | |
| General Governmental CIP | $ 15,366,564 | $ | $ 4,699,538 | $ 6,944,890 |
| Grants CIP | 28,252,579 | (35,000) | 225,205 | 3,644,607 |
| Parks DIF | 315,349 | | 315,349 | 254,620 |
| Transportation DIF | 12,972,909 | | 7,891,312 | 8,388,853 |
| Fire DIF | 48,878 | | 48,878 | 40,000 |
| Library Impact Fee | | | | 13,000 |
| Copper Sky Recreation | 70,000 | 35,000 | 38,461 | 62,338 |
| **Total Capital Projects Funds** | $ 57,026,279 | $ | $ 13,218,743 | $ 19,348,308 |
| **TOTAL ALL FUNDS** | $ 142,208,507 | $ | $ 69,525,450 | $ 86,389,457 |

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

**CITY OF MARICOPA**
**Expenditures/Expenses by Department**
**Fiscal Year 2018**

| DEPARTMENT/FUND | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2017 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2017 | ACTUAL EXPENDITURES/ EXPENSES* 2017 | BUDGETED EXPENDITURES/ EXPENSES 2018 |
|---|---|---|---|---|
| **City Attorney** | | | | |
| General Fund | $ 575,000 | $ | $ 481,290 | $ 575,000 |
| **Department Total** | $ 575,000 | $ | $ 481,290 | $ 575,000 |
| **City Clerk** | | | | |
| General Fund | $ 410,142 | $ | $ 419,048 | $ 383,738 |
| Grants | 5,000 | | | 5,000 |
| **Department Total** | $ 415,142 | $ | $ 419,048 | $ 388,738 |
| **City Magistrate** | | | | |
| General Fund | $ 458,057 | $ | $ 487,896 | $ 522,488 |
| **Department Total** | $ 458,057 | $ | $ 487,896 | $ 522,488 |
| **City Manager** | | | | |
| General Fund | $ 980,118 | $ | $ 900,884 | $ 1,071,690 |
| Grants | 3,150,000 | | 216,359 | 2,573,652 |
| **Department Total** | $ 4,130,118 | $ | $ 1,117,243 | $ 3,645,342 |
| **Community Services** | | | | |
| General Fund | $ 2,402,730 | $ | $ 1,959,193 | $ 2,596,997 |
| Copper Sky Recreation | 4,450,471 | | 3,589,843 | 4,915,191 |
| General Governmental CIP | 349,533 | | 327,533 | 362,062 |
| Library Impact Fee | | | | 13,000 |
| Grants | 901,770 | | 52,238 | 671,177 |
| Parks DIF | 315,349 | | 315,349 | 254,620 |
| **Department Total** | $ 8,419,853 | $ | $ 6,244,156 | $ 8,813,047 |
| Debt Service | | | | |
| General Obligation Debt Serv | $ 3,678,781 | $ | $ 3,678,781 | $ 3,693,503 |
| **Department Total** | $ 3,678,781 | $ | $ 3,678,781 | $ 3,693,503 |
| **Development Services** | | | | |
| General Fund | $ 1,522,323 | $ | $ 1,346,103 | $ 1,807,409 |
| Grants | 501,000 | | 181,590 | 638,890 |
| County Road Tax | | | | 96,042 |
| General Governmental CIP | | | 117,172 | 365,798 |
| Grants CIP | | | | 150,000 |
| **Department Total** | $ 2,023,323 | $ | $ 1,644,865 | $ 3,058,139 |
| **Economic Development** | | | | |
| General Fund | $ 567,267 | $ | $ 513,698 | $ 647,844 |
| Grants | 1,250,000 | | 314,291 | 1,576,348 |
| General Governmental CIP | 315,349 | | 323,239 | |
| **Department Total** | $ 2,132,616 | $ | $ 1,151,228 | $ 2,224,192 |
| **Financial Services** | | | | |
| General Fund | $ 926,431 | $ | $ 840,376 | $ 1,047,204 |
| General Governmental CIP | 91,265 | | 7,030 | 84,235 |
| **Department Total** | $ 1,017,696 | $ | $ 847,406 | $ 1,131,439 |
| **Fire** | | | | |
| General Fund | $ 10,378,195 | | 9,413,217 | 10,856,371 |
| Grants | 3,317,973 | | 127,963 | 3,317,973 |
| Fire DIF | 48,878 | | 48,878 | 40,000 |
| General Governmental CIP | 1,051,000 | | 1,004,705 | 2,225,000 |
| Grants CIP | | | | |
| **Department Total** | $ 14,796,047 | $ | $ 10,594,763 | $ 16,439,344 |
| **Human Resources** | | | | |
| General Fund | $ 480,307 | $ | $ 413,532 | $ 496,753 |
| **Department Total** | $ 480,307 | $ | $ 413,532 | $ 496,753 |
| **Information Technology** | | | | |
| General Fund | $ 896,781 | | 932,729 | 1,030,414 |
| General Governmental CIP | 31,500 | | 235,721 | 400,000 |
| Grants | 500,000 | | | 500,000 |
| **Department Total** | $ 1,428,281 | $ | $ 1,168,450 | $ 1,930,414 |
| **Mayor & Council** | | | | |
| General Fund | $ 527,841 | $ | $ 510,422 | $ 578,803 |
| **Department Total** | $ 527,841 | $ | $ 510,422 | $ 578,803 |
| **Non-Departmental** | | | | |
| General Fund | $ 12,442,611 | $ | $ 7,636,780 | $ 3,772,375 |
| **Department Total** | $ 12,442,611 | $ | $ 7,636,780 | $ 3,772,375 |
| **Police** | | | | |
| General Fund | $ 10,300,140 | | 9,454,702 | 11,290,566 |
| Grants | 3,904,025 | | 495,302 | 3,740,770 |
| Police/Public Safety DIF | | | | |
| General Governmental CIP | 1,147,676 | | 991,044 | 1,484,861 |
| Grants CIP | | | | 40,000 |
| **Department Total** | $ 15,351,841 | $ | $ 10,941,048 | $ 16,556,197 |
| **Public Works** | | | | |
| General Fund | $ 1,535,374 | $ | $ 1,468,970 | $ 1,714,237 |
| Highway User Revenue Fund | 13,010,056 | | 7,159,702 | 4,209,262 |
| Local Road Maintenance | 1,090,000 | | 1,090,000 | 147,460 |
| Grants | 250,000 | | 135,329 | 514,687 |
| County Road Tax | 4,839,834 | | 2,591,534 | 2,111,643 |
| General Governmental CIP | 12,200,242 | | 1,626,490 | 2,022,934 |
| General Governmental DIF | | | | |
| Grants CIP | 28,252,579 | | 225,205 | 3,454,607 |
| Parks Bond | | | | |
| Transportation DIF | 12,972,909 | | 7,891,312 | 8,388,853 |
| **Department Total** | $ 74,150,994 | $ | $ 22,188,541 | $ 22,563,683 |

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

# CITY OF MARICOPA
## Full-Time Employees and Personnel Compensation
## Fiscal Year 2018

| FUND | Full-Time Equivalent (FTE) 2018 | Employee Salaries and Hourly Costs 2018 | Retirement Costs 2018 | Healthcare Costs 2018 | Other Benefit Costs 2018 | Total Estimated Personnel Compensation 2018 |
|---|---|---|---|---|---|---|
| **GENERAL FUND** | 253.3 | $ 18,492,596 | $ 2,690,471 | $ 2,913,948 | $ 2,420,041 | $ 26,517,056 |
| **SPECIAL REVENUE FUNDS** | | | | | | |
| Highway User Revenue Fund | 10.5 | $ 619,580 | $ 71,252 | $ 139,288 | $ 108,035 | $ 938,154 |
| Copper Sky Recreation | 61.0 | 2,086,150 | 176,815 | 278,920 | 246,679 | 2,788,563 |
| Local Road Maintenance | | | | | | |
| Grants | 3.2 | 90,966 | 9,328 | 26,639 | 12,310 | 139,242 |
| County Road Tax | | | | | | |
| **Total Special Revenue Funds** | 75 | $ 710,546 | $ 80,579 | $ 165,926 | $ 120,345 | $ 3,865,959 |
| **DEBT SERVICE FUNDS** | | | | | | |
| General Obligation Debt Service | | $ | $ | $ | $ | $ |
| | | | | | | |
| | | | | | | |
| **Total Debt Service Funds** | | $ | $ | $ | $ | $ |
| **CAPITAL PROJECTS FUNDS** | | | | | | |
| General Governmental CIP | | $ | $ | $ | $ | $ |
| Grants CIP | | | | | | |
| Parks Bond | | | | | | |
| Police/Public Safety DIF | | | | | | |
| Parks DIF | | | | | | |
| Library DIF | | | | | | |
| General Governmental DIF | | | | | | |
| Transportation DIF | | | | | | |
| Fire DIF | | | | | | |
| **Total Capital Projects Funds** | | $ | $ | $ | $ | $ |
| **TOTAL ALL FUNDS** | 328.0 | $ 19,203,141 | $ 2,771,050 | $ 3,079,874 | $ 2,540,386 | $ 30,383,015 |

**4/15** **SCHEDULE G**

## SALARY SCHEDULE BY JOB TITLE

| Job Title | Minimum | Midpoint | Maximum |
|---|---|---|---|
| Accountant | $54,588 | $64,919 | $75,250 |
| Accounts Payable Clerk | $35,188 | $41,848 | $48,507 |
| Administrative Assistant | $35,188 | $41,848 | $48,507 |
| Application Support Specialist | $49,513 | $58,884 | $68,254 |
| Assistant Fire Chief | $84,684 | $100,711 | $116,738 |
| Assistant to the City Manager | $84,684 | $100,711 | $116,738 |
| Chief Information Officer | $93,364 | $111,034 | $128,703 |
| Chief of Police | $93,364 | $111,034 | $128,703 |
| City Clerk | $84,684 | $100,711 | $116,738 |
| City Manager | $131,373 | $156,236 | $181,099 |
| Code Compliance Officer | $42,771 | $50,866 | $58,961 |
| Community Programs Manager | $63,049 | $74,982 | $86,914 |
| Construction Improvement Program (CIP) Manager | $63,049 | $74,982 | $86,914 |
| Custodian | $25,007 | $29,740 | $34,473 |
| Customer Service Representative | $28,949 | $34,428 | $39,907 |
| Deputy City Clerk | $54,588 | $64,919 | $75,250 |
| Deputy Fire Marshal | $47,155 | $56,080 | $65,004 |
| Development Manager | $73,153 | $86,998 | $100,842 |
| Director of Community Services | $93,364 | $111,034 | $128,703 |
| Director of Development Services | $93,364 | $111,034 | $128,703 |
| Director of Economic Development | $84,684 | $100,711 | $116,738 |
| Director of Finance | $93,364 | $111,034 | $128,703 |
| Director of Human Resources | $93,364 | $111,034 | $128,703 |
| Economic Development Management Analyst | $49,513 | $58,884 | $68,254 |
| Economic Development Specialist | $57,317 | $68,165 | $79,013 |
| Engineering Flood Plain Manager | $73,153 | $86,998 | $100,842 |
| Engineering Plans Examiner | $57,317 | $68,165 | $79,013 |
| Equipment Operator | $35,188 | $41,848 | $48,507 |
| Executive Assistant to the City Manager and Elected Officials | $49,513 | $58,884 | $68,254 |
| Facilities Maintenance Coordinator | $47,155 | $56,080 | $65,004 |
| Finance & Budget Manager | $73,153 | $86,998 | $100,842 |
| Fire Battalion Chief | $76,811 | $91,348 | $105,885 |
| Fire Chief | $93,364 | $111,034 | $128,703 |
| Fire Mechanic | $49,513 | $58,884 | $68,254 |
| Fleet Manager | $54,588 | $64,919 | $75,250 |

## SALARY SCHEDULE BY JOB TITLE

| Job Title | Minimum | Midpoint | Maximum |
|---|---|---|---|
| Grants Coordinator | $63,049 | $74,982 | $86,914 |
| Human Resources Analyst | $49,513 | $58,884 | $68,254 |
| Intergovernmental Affairs Director | $84,684 | $100,711 | $116,738 |
| Irrigation Technician | $35,188 | $41,848 | $48,507 |
| Library Assistant | $28,949 | $34,428 | $39,907 |
| Library Manager | $63,049 | $74,982 | $86,914 |
| Maintenance Foreman | $47,155 | $56,080 | $65,004 |
| Maintenance Worker | $28,949 | $34,428 | $39,907 |
| Management Analyst | $49,513 | $58,884 | $68,254 |
| Master Mechanic | $49,513 | $58,884 | $68,254 |
| Network Engineer | $73,153 | $86,998 | $100,842 |
| Parks Crew Leader | $49,513 | $58,884 | $68,254 |
| Parks Equipment Mechanic | $35,188 | $41,848 | $48,507 |
| Parks Maintenance Worker | $28,949 | $34,428 | $39,907 |
| Parks Manager | $63,049 | $74,982 | $86,914 |
| Payroll Specialist | $42,771 | $50,866 | $58,961 |
| Permit Technician | $35,188 | $41,848 | $48,507 |
| Plan Review Supervisor | $57,317 | $68,165 | $79,013 |
| Planner | $54,588 | $64,919 | $75,250 |
| Planning and Zoning Administrator | $73,153 | $86,998 | $100,842 |
| Plans Examiner - Building Inspector | $49,513 | $58,884 | $68,254 |
| Police Commander | $84,684 | $100,711 | $116,738 |
| Police Lieutenant | $76,811 | $91,348 | $105,885 |
| Police Property/Evidence Manager | $54,588 | $64,919 | $75,250 |
| Police Public Affairs Specialist | $49,513 | $58,884 | $68,254 |
| Police Records Supervisor | $47,155 | $56,080 | $65,004 |
| Property Evidence Technician | $35,188 | $41,848 | $48,507 |
| Public Safety Communication Dispatcher | $42,771 | $50,866 | $58,961 |
| Public Safety Communications Manager | $76,811 | $91,348 | $105,885 |
| Public Works Construction Inspector | $47,155 | $56,080 | $65,004 |
| Public Works Director/City Engineer | $93,364 | $111,034 | $128,703 |
| Purchasing Coordinator | $47,155 | $56,080 | $65,004 |
| Purchasing Manager | $63,049 | $74,982 | $86,914 |
| Records Clerk | $35,188 | $41,848 | $48,507 |
| Records Coordinator | $47,155 | $56,080 | $65,004 |
| Recreation Coordinator | $49,513 | $58,884 | $68,254 |

## SALARY SCHEDULE BY JOB TITLE

| Job Title | Minimum | Midpoint | Maximum |
|---|---|---|---|
| Recreation Manager | $63,049 | $74,982 | $86,914 |
| Recreation Services Lead | $28,949 | $34,428 | $39,907 |
| Senior Building Inspector | $49,513 | $58,884 | $68,254 |
| Senior Human Resources Analyst | $54,588 | $64,919 | $75,250 |
| Senior Library Coordinator | $42,771 | $50,866 | $58,961 |
| Senior Planner | $57,317 | $68,165 | $79,013 |
| Special Events/Marketing Manager | $54,588 | $64,919 | $75,250 |
| Street Maintenance Supervisor | $63,049 | $74,982 | $86,914 |
| System Analyst | $47,155 | $56,080 | $65,004 |
| Systems Analyst/Database Administrator | $57,317 | $68,165 | $79,013 |
| Traffic Signal Tech | $42,771 | $50,866 | $58,961 |
| Training/EMS Coordinator | $57,317 | $68,165 | $79,013 |
| Transportation Transit Planner | $54,588 | $64,919 | $75,250 |
| Victim Advocate | $42,771 | $50,866 | $58,961 |
| Web and Media Services Manager | $73,153 | $86,998 | $100,842 |

# Glossary

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# Acronyms

**A.R.S. –** Arizona Revised Statutes

**ADOT –** Arizona Department of Transportation

**AZ POST –** Arizona Peace Officer Standards and Training

**CAFR –** Comprehensive Annual Financial Report

**CALEA –** Commission on Accreditation for Law Enforcement Agencies, Inc.

**CDBG –** Community Development Block Grant

**CFD –** Community Facilities District

**CGCC –** Chandler-Gilbert Community College

**CIP –** Capital Improvement Program

**COMPSTAT –** Computer/Comparative Statistics

**DIF –** Development Impact Fees

**DIMS –** Digital Image Storage

**DSD –** Development Services Department

**ED –** Economic Development Department

**EMS –** Emergency Medical Services

**EMT –** Emergency Medical Technician

**ERP –** Enterprise Resource Planning

**FD –** Fire Department

**FEMA –** Federal Emergency Management Agency

**FICA –** Federal Insurance Contributions Act (used in reference to FICA tax)

**FTE –** Full Time Equivalent

**FY –** Fiscal Year

**G.O. Bonds –** General Obligation Bonds

**GAAP –** Generally Accepted Accounting Principles

**GASB –** Governmental Accounting Standards Board

**GFOA –** Government Finance Officers Association

**GIS –** Geographic Information System

**HR –** Human Resources

**HURF –** Highway User Revenue Fund

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

**IT –** Information Technology

**LTAF –** Local Transportation Assistance Fund

**MCG Highway –** Maricopa Casa Grande Highway

**MFD –** Maricopa Fire Department

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

**PD –** Police Department

**PW –** Public Works

**SAN –** Storage Area Network

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

**UPRR –** Union Pacific Railroad

## Acknowledgments

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Councilmember Peggy Chapados
Councilwoman Julia R. Gusse
Councilmember Vincent Manfredi
Councilmember Nancy Smith
Councilmember Henry M. Wade, Jr.

**Gregory Rose, City Manager**
**Jennifer Brown, Assistant to the City Manager**

**Department Directors**
Denyse Airheart – Economic Development
Vanessa Bueras – City Clerk
Bill Fay – Public Works
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Kathleen Haggerty – Human Resources
Brenda Hasler – Financial Services Director
Brady Leffler – Fire Chief
Kristie Riester – Community Services
Martin Scribner – Development Services
Steven Stahl – Police Chief

CITY OF MARICOPA®

PROUD HISTORY • PROSPEROUS FUTURE

**Date of Incorporation**
**October 15, 2003**

**Population**
**50,174**

**Square Miles**
**45**

**Number of Building Permits**
**1,323**

**Budgeted FTEs**
**317.7**

**General Fund Budget**
**$38,391,889**

**All Funds Budget**
**$86,389,457**

**Assessed Valuation**
**$244,623,792**

**Average Age**
**33**

**Median Income**
**$66,860**

**Housing Units**
**18,692**

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Christian Price
Mayor

Marvin L. Brown
Vice Mayor

Peggy Chapados
Councilmember

Julia R. Gusse
Councilwoman

Vincent Manfredi
Councilmember

Nancy Smith
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