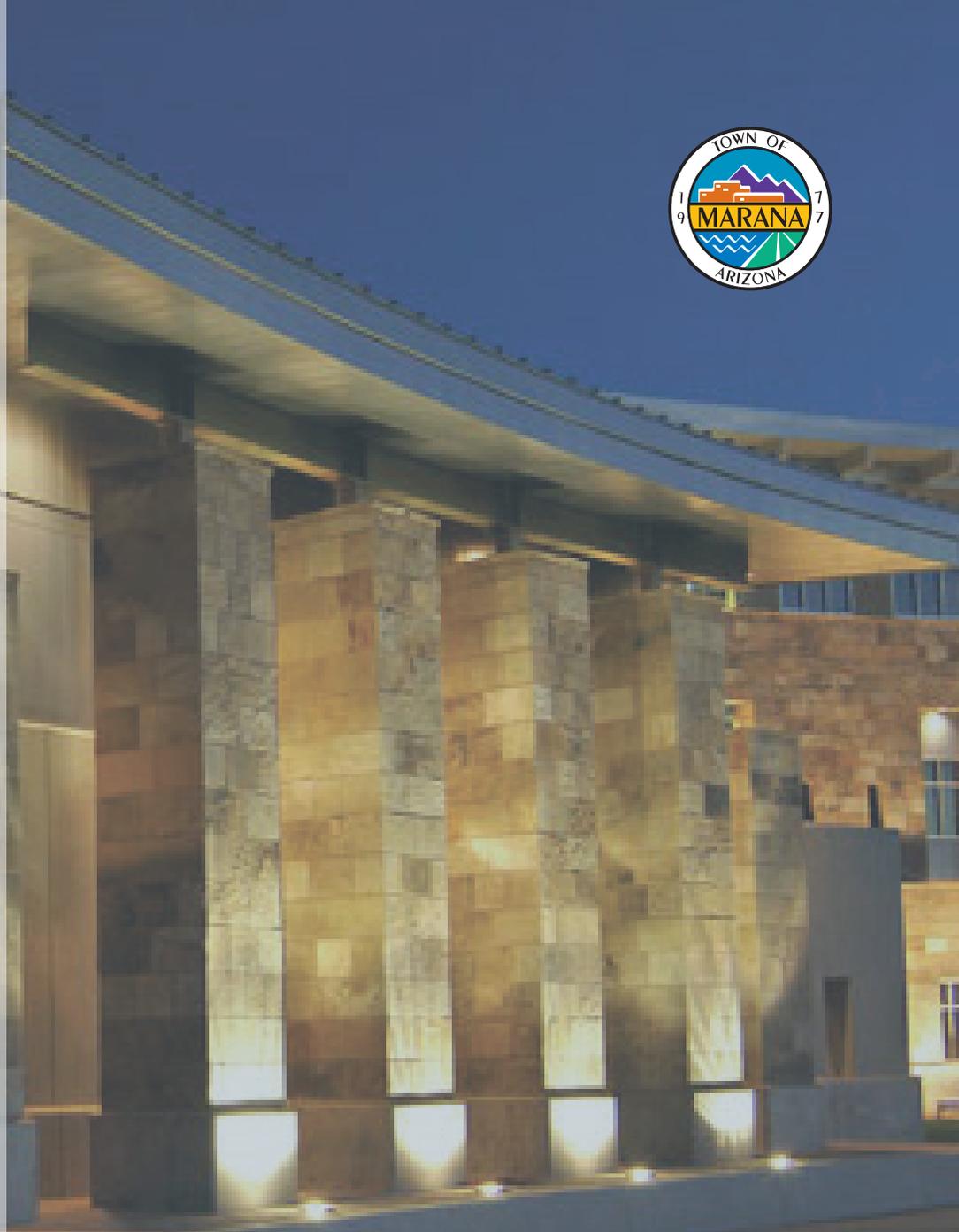


TOWN OF MARANA

Annual Budget & Financial Plan



Fiscal Year 2013-2014

TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2013 – June 30, 2014

TOWN OF MARANA LEADERSHIP

TOWN COUNCIL

Ed Honea, Mayor

Jon Post, Vice Mayor

Roxanne Ziegler, Council Member

Herb Kai, Council Member

Patti Comerford, Council Member

Carol McGorray, Council Member

Dave Bowen, Council Member

MANAGEMENT STAFF

Gilbert Davidson, Town Manager

Del Post, Deputy Town Manager

SENIOR STAFF

Keith Brann, Town Engineer

Erik Montague, Finance Director

Vacant, Planning Director

Vacant, Public Works Director

Jocelyn Bronson, Town Clerk

John Kmiec, Utilities Director

Frank Cassidy, Town Attorney

Terry Rozema, Chief of Police

Charles Davies, Town Magistrate

Joe Teta, Court Administrator

Tom Ellis, Parks and Recreation Director

Carl Drescher, Technology Services Director

Suzanne Machain, Human Resources Director

T. Van Hook, Community Development &
Neighborhood Services Director

Steve Miller, Airport Manager



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DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2012. 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 communication device.

The 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.





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BUDGET MESSAGE



To the Honorable Mayor and Town Council:

I am pleased to submit Fiscal Year 2014 annual budget for the Town of Marana. The budget is a reflection of Marana's values and priorities for the coming year. Guided by the Marana Strategic Plan with input from the public, Town Council, and staff, this budget balances the available resources with the most critical needs of the community.

The overall fiscal health of the Town's general, enterprise and reserve funds remains strong. The proposed budget is structurally balanced and meets Council's policy direction as it relates to core community services and programs.

Fiscal Year 2014 Budget Summary

The total recommended budget is \$82.9 million. It has been fundamentally balanced with total ongoing expenditures funded with ongoing revenues. One-time revenues have been allocated to one-time costs. Operating and capital expenditures have been prioritized to advance the goals and objectives established by Town Council and included in the Strategic Plan.

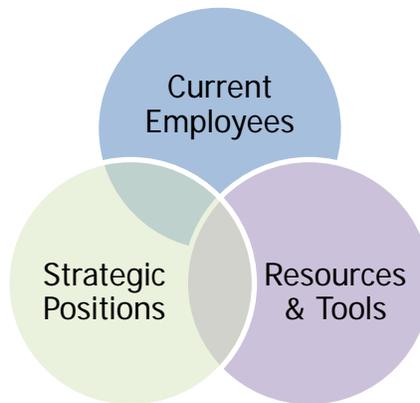
Total general fund expenditures for FY'14 are projected to be \$31.5 million, a 1 percent increase over the previous year. Included in these costs are a \$1.5 million contingency fund and investments related to key areas identified in the recovery plan, including \$1.3 million for capital outlay for vehicle replacements and Police Dispatch console replacements. The end of fiscal year fund balance is projected to be \$17.9 million and will be approximately 55 percent of the projected General Fund revenues. Healthy fund balance reserves are critical to provide municipalities with adequate cash flows for major expenditures and unanticipated emergencies. Additionally, healthy reserves help ensure favorable bond ratings necessary to finance portions of capital improvements included in the five-year capital improvement plan.

Capital expenditures, including enterprise fund projects, for FY'14 are estimated at \$26.4 million. The financing plan maximizes the use of development fees, bonds, grants, operating transfers and intergovernmental cost-sharing agreements that provide a balanced distribution of costs.

Budget Process

The annual budget process begins with a multi-year forecast of revenues and other financing sources projected for the coming year. Primary revenues for the General Fund, the Town's largest operating fund, consist of local sales tax (transaction privilege tax) collections, development related revenues (permits and fees) and state shared revenues. Collectively, these revenues comprise more than 95 percent of the General Fund's operating revenues. These revenues are extremely sensitive to fluctuations in the regional and national economies as demonstrated by their significant declines during the deepest parts of the recession. The revenue forecast for this fiscal year anticipates a modest continuation of the slow recovery in current and future years.

The budget maintains the Marana economic recovery plan, which includes three investment priorities: current employees, resources and tools and strategic positions. The goal of the recovery plan is to develop a phased approach of investment. The priority of "current employees" covers salary and benefit costs, retirement and other related benefits and services. "Resources and tools" comprises facilities, vehicles and equipment needed to successfully serve the community. "Strategic positions" identifies positions that were either funded in previous years or new positions that are critical to the mission of local government.



Strategic Plan II

Council adopted a comprehensive strategic plan in February 2009 that is intended to be a comprehensive blueprint to achieving Marana's vision. Council formally adopted a major update to the plan, Strategic Plan II, in March 2012. The action culminated several months of staff work and community discussions. Town Council and staff held more than a dozen community meetings in January and February 2012 to seek feedback on the Strategic Plan II draft. The Town talked to homeowners associations, civic groups and other Town residents to ensure that the plan reflects the vision and values of the people who live and do business here. The result is an updated product that has a few new features, including a numeric reference system, index, success indicators and innovative and exciting priorities. The Strategic Plan II will continue guiding key decisions including the allocation of resources related to this budget. The following describes the five strategic goals identified within the plan:

**COMMERCE**

Build upon the unique combination of assets to attract and maintain career-oriented commerce.

Well-planned economic development projects provide the goods, services, jobs and sales tax revenues required to sustain a community over the long-term. Well-planned communities demand innovative thinking, strategic investment and a commitment to planning for the future. This budget includes the continued development of the Business Development Center (BDC). The BDC provides concierge like services to new businesses seeking to locate to Marana and existing businesses looking to expand. The BDC offers a unique level of responsiveness that will position Marana as the location to do business in the region.

**COMMUNITY**

Create a safe community with a strong sense of place where diverse people are motivated to be involved and feel connected, needed and appreciated.

Marana is a diverse, vibrant town with a wide range of service needs. A key item included in the 2013-2014 funding plan that relates to the safety component are the police dispatch console upgrade. This upgrade is vital to maintaining service levels and future capacity within the system. Additionally, the budget plan includes continued improvement of the Town's new pavement management program. This program inventories streets and provides a pavement condition index that will drive future preventive maintenance efforts to enhance pavement life.

**PROGRESS
INNOVATION**

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk.

The economic recovery plan recognizes the importance of reinvestment in current employees, resources and tools and strategic positions. The plan also acknowledges the importance of investment in new items. This year's financial plan includes adding a Website Administrator to enhance Marana's web and mobile presence. The current plan also includes the second of two phases to acquire an electronic ticket and report writing solution for the Police Department. The new solution will increase the level of precision in ticket and report writing as well as alleviate a significant administrative burden on police records and court staff.

**HERITAGE**

To maintain a sense of community character by linking the past, present and future.

Incorporate and showcase Marana Heritage at signature events, living culture, parks and heritage design standards. The Town maintains programs related to relationships with key partners such as the Marana Heritage Conservancy and the Marana Food Bank at the Heritage Farm. This financial plan assumes limited in-kind support to the Heritage Conservancy and Marana Food Bank from the Parks and Recreation Department for support of events, planning and outreach activities. Additionally, the plan includes funding for a design concept for improvement at the Marana Heritage River Park. The plan anticipates the inclusion of commercial elements as well as structures of historical significance aimed at making it a regional destination.

**RECREATION**

Showcase the unique Sonoran Desert environment by providing diverse recreational opportunities that create economic benefits and accommodate a healthy lifestyle.

The Town is committed to making Marana the “go-to” destination in Arizona. The Town recognizes that providing recreation services for all citizens and encouraging participation in community-wide events is a key element of that commitment. This financial plan incorporates funding for completion of significant portions of the shared use path along the Santa Cruz River. Once complete, this path will connect neighborhoods and allow for citizens to safely walk, run or bike from one destination to another. Also included are improvements to the Ora Mae Harn Park ball fields.

In Summary

Key decisions made in earlier budget cycles have successfully positioned Marana well both organizationally and financially. This allows the Town to continue providing a high level of service to its citizens and works to ensure Marana’s future as the community in which to live and work.

I would like to thank the Town Manager’s staff, department directors and their team members for their hard work in preparing this year’s budget document. It is evidence of their dedication to ensuring that the Town continues providing a high level of service to our citizens.

Respectfully,

A handwritten signature in black ink, appearing to read 'Gilbert Davidson'.

Gilbert Davidson,
Town Manager

MAYOR & TOWN COUNCIL

The Marana Town Council is a seven-member governing body that makes policy for the Town and directs the allocation of resources through the fiscal budget. They are a non-partisan body elected by Town of Marana residents, including a direct election for the position of Mayor. Council members serve four-year staggered terms. Elections for the positions are held in March and May of every odd numbered year with three open seats on the ballot during one election cycle and four seats open during the next cycle. Council seats are paid, part-time positions, but many Council members hold other jobs or are retired.



Ed Honea, Mayor

Term: May 2011-2015

Mayor Honea is the third generation of a five-generation Marana family and has served on the council on three different occasions, totaling more than 25 years. He worked for the U.S. Postal Service in Marana as a contractor for 29 years before retiring in 2007.

Mayor Honea is a member and past chair (2008) of the Pima Association of Governments and a member and past chair (2009) of the Regional Transportation Authority. He serves on the executive board of the Arizona League of Cities and Towns and is a member of Arizona Town Hall, Central Arizona Association of Governments, the Marana Optimist Club and Marana Chamber of Commerce. He formerly served on the Marana Health Center and Marana Food

Bank boards. Mayor Honea is a graduate of Marana High School and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War.

The mayor is an outdoor enthusiast and avid hiker and can be found most days on one of the many trails that run throughout the Marana Community. He has two children and two grandchildren and is a member of Sanctuary Methodist Church.

John Post, Vice Mayor

Term: May 2013-2017

A Marana native, Post is owner of Post Farms, a company that employs 20, farms 4,000 acres and operates two retail outlets.

He has served on the board of directors for Trico Electric Co-Op, the Cortaro Water Users Association and Cortaro Marana Irrigation District. He also served as chairman of the Town's Planning and Zoning Commission and was president of the Marana Junior Rodeo Association.





Herb Kai, Council Member

Term: May 2013-2017

Born and raised in Marana, Kai is a self-employed pecan rancher and cotton farmer. He is married to Diana Kai and has a son and daughter. Kai has served on the boards of the Cortaro Marana Irrigation District, the Southern Arizona Water Users Association and the Arizona Department of Water Resources.

Carol McGorray, Council Member

Term: May 2013-2017

McGorray was elected to her first term in March 2001. She serves on the Marana Health Center board and is active in the Dove Mountain Civic Group and Dove Mountain Rotary Club. She is retired from the Marana Unified School District.

In her free time, she enjoys golf, art and family activities.



Roxanne Ziegler, Council Member

Term: May 2011-2015

Ziegler was elected to her third Council term in May 2011. She was a Council member from 1997-2001 and is a former member of the Town's Planning and Zoning Commission.

Ziegler also serves on the Continental Ranch HOA Board of Directors. She has a bachelor's degree in government relations and politics from National University.

Ziegler has lived in Marana since 1989. Her son, daughter-in-law and grandson also live in Marana. Ziegler is employed by IBM as a senior contracts and negotiation manager.

In her spare time, Ziegler enjoys reading and playing golf.

Patti Comerford, Council Member

Term: May 2013-2017

Comerford has been elected to four terms on the Town Council, beginning in 2001. She was named Vice Mayor in 2011. She served seven years on the Marana Planning and Zoning Commission, including time as the chair.

Since 1994, she and her family have lived in Continental Ranch, where she served on the HOA's Activities and Finance committees. She also has been a member of the Marana Optimist Club and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served on the Little League District Board.

Comerford has a bachelor's degree in recreation administration from San Diego State.



Dave Bowen, Council Member

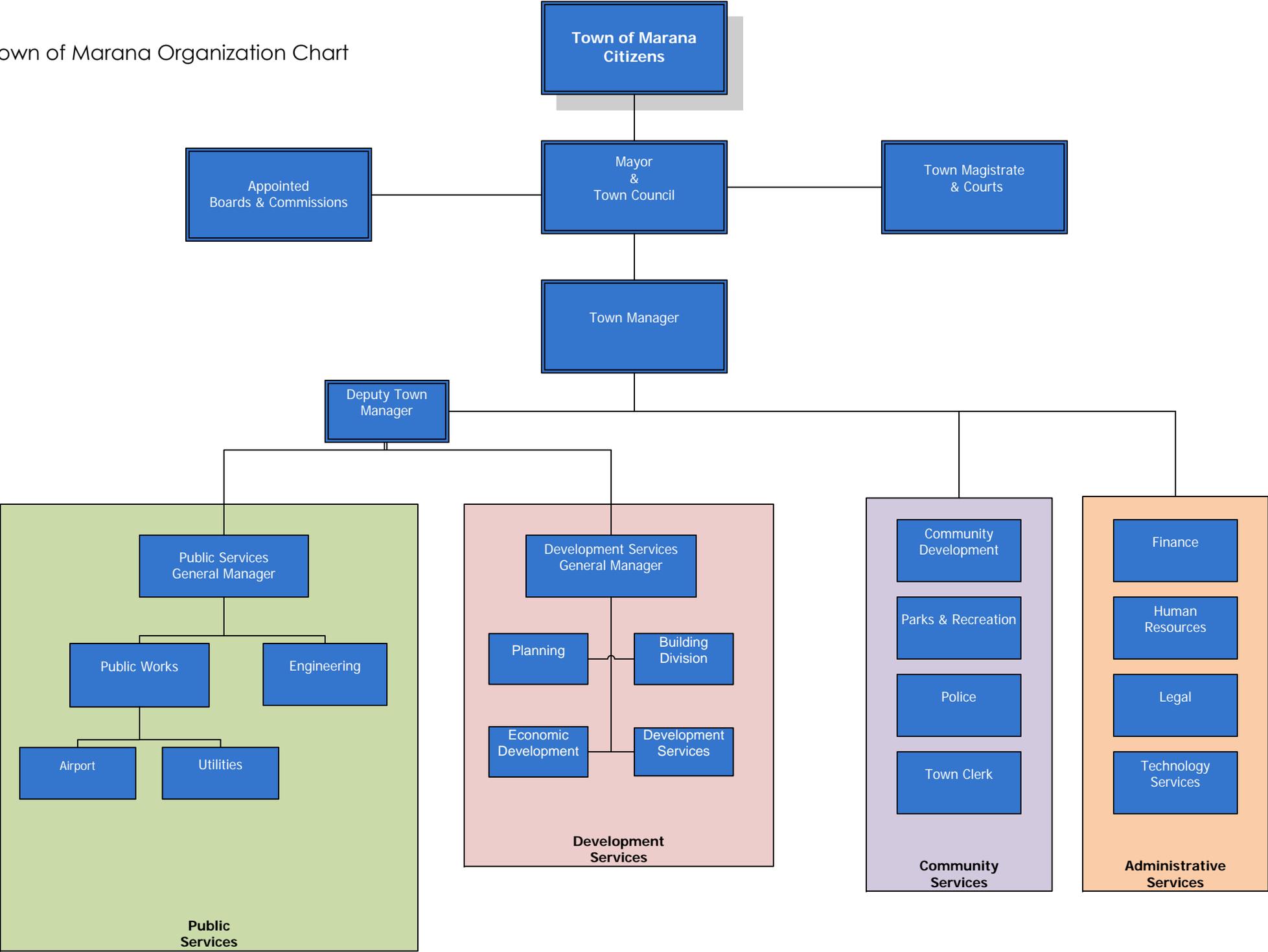
Term: May 2011-2015

Council member Bowen was raised in the agricultural Midwest and graduated college in 1980 with a degree in education. Prior to coming to Marana in 1996, he lived in Ivory Coast, West Africa, for eight years, working as a government liaison and language teacher for a foreign missionary organization. Upon arriving in Marana, he made a career change and opened his own brokerage business. He earned the prestigious Certified Financial Planner designation in 2003. Council member Bowen is married to Sherel and they have four grown children and two grandchildren. He is a member of the Marana Chamber of Commerce and a past president of the Marana Rotary Club.



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Town of Marana Organization Chart

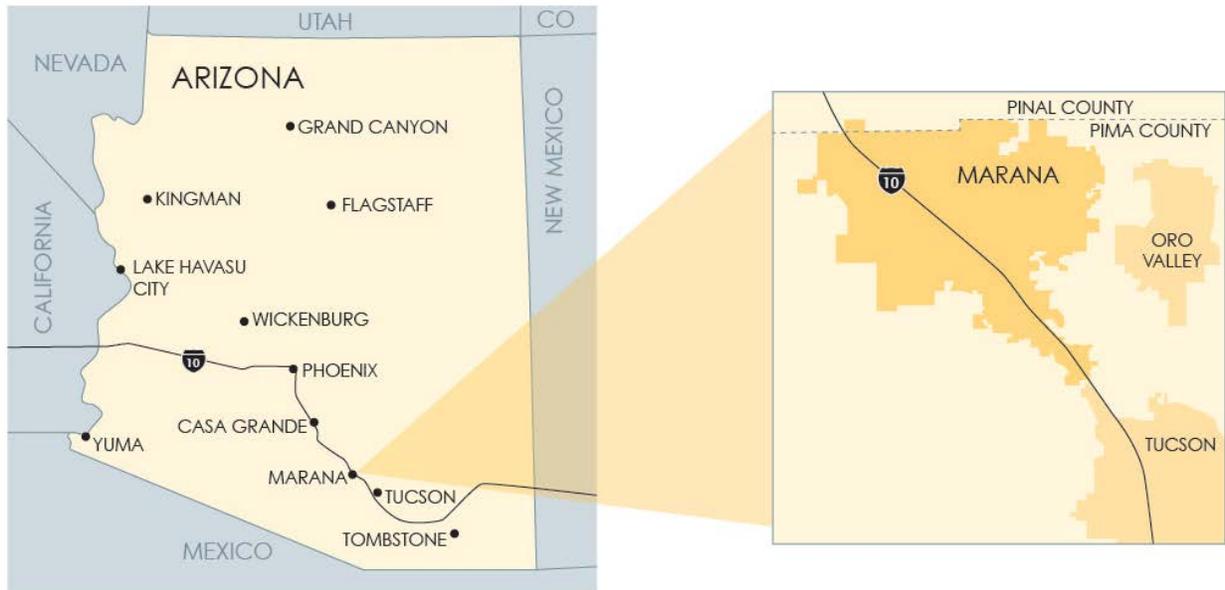




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COMMUNITY PROFILE

WHERE IS MARANA?



The Town of Marana is located in the northwestern part of the Tucson metropolitan area, along Interstate 10, between Phoenix and Tucson. It is located 88 miles south east of Phoenix, its nearest major city, and one mile outside of Tucson. This area is known as the Sun Corridor Megapolitan Region; one of 10 identified megapolitan regions in the U.S. where demographers estimate that the majority of future growth will occur. While retaining its rural appeal and agricultural economic base in the northern parts of the Town, Marana is home to several housing, commercial and industrial developments.

HISTORY OF MARANA

The Town of Marana combines a pleasant rural community with a bustling commercial expanse. It is the main trade center and community focus for a vast rural area covering approximately 500 square miles. Prime farmland for centuries, Marana has also been a transportation center for farming and ranching. Located where Brawley Wash joins the Santa Cruz River, Indians used the dependable water supply to grow a wide variety of crops. The Spanish came about 1700 and started the first cattle ranches. "Modern" Marana began in 1881 with the railroad. The area was overgrown with dense mesquite thickets and Marana's name derives from the Spanish word *maraña*, meaning "impassable tangle."

The Town was incorporated in March of 1977. The impetus for incorporation was citizen concerns for control of water and its impact on their (citizens) well-being and destiny. The original incorporation covered approximately ten square miles. Today, the Town's boundaries encompass 121 square miles with 17-miles of Interstate highway and rail frontage providing tremendous opportunities for attracting quality jobs so people can work closer to home.

GOVERNMENT & ORGANIZATION

Legislative authority for the Town of Marana is vested in a seven-member Mayor and Council. The Vice Mayor is selected by the Council from among its members. Council members serve four year staggered terms.

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades and other municipal purposes. The Town Council appoints the Town Manager who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 319 (full-time equivalent) employees. An organizational chart is included on Page 12 of this book that depicts the current organizational structure of the Town.

QUALITY OF LIFE

Marana is a community "Inspired by its past, committed to the future." Citizens and businesses have chosen Marana because of its quality of life, rich heritage, visionary leadership, small-town character and abundant opportunities. The attributes that make the community a great place to raise a family are the same assets that make Marana a quality business investment.

People

Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life. The State of Arizona has been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investment that will find quality places to live and raise a family in Marana. The population today is approximately 35,000 and is expected to grow to over 45,000 during the five-year strategic planning horizon.

Environment/Cultural Resources

Land is one of the community's most precious resources. Marana lies within the beautiful Sonoran Desert with wide open spaces and abundant wildlife. The Santa Cruz River and Tortolita Fan provide a unique setting and as a result of the confluence of waterways, the area has been attractive for settlement for more than 4,000 years. The people who settled left behind a rich legacy of cultural resources. Conservation and preservation of these assets are balanced with economic development and community sustainability.

Principal Economic Activities

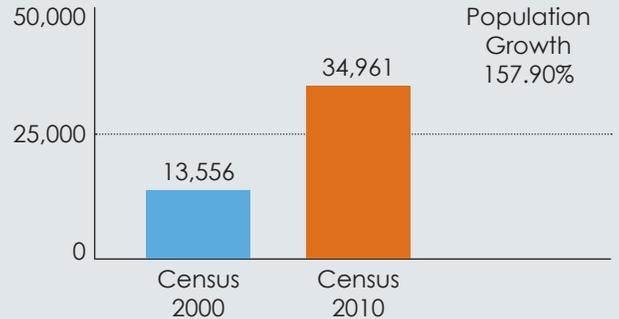
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent to Tucson, is a new commercial business district. Continental Ranch Industrial Park has several new tenants and new industrial properties are available at Marana Regional Airport.

DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

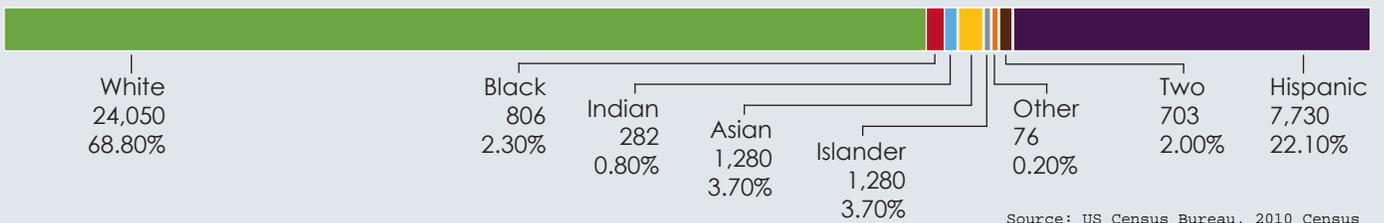
Date of Incorporation	March 20, 1977
Form of Government	Council/Manager
2010 population*	34,961
Median Home Value	\$242,100
Median Household Income	\$70,705
FY2013-2014 Budget	\$82,882,224
Number of Employees	319.33
Area in Square Miles	121
Miles of Streets	300

POPULATION



Source: US Census Bureau, 2007-2011 American Community Survey

RACIAL DEMOGRAPHICS



QUALITY OF LIFE

PARK STATISTICS

Baseball/Softball Fields	15
Basketball Courts	4
Community Swimming Pools	1
Park Acreage	139
Parks	8
Playgrounds	15
Ramadas	24
Senior Center	1
Skate Parks	1
Soccer Fields	9
Tennis Courts	6
Trails in Miles	45

Source: Town of Marana Parks & Recreation Department

TOP 20 EMPLOYERS

1	Marana Unified School District
2	Wal-Mart
3	The Ritz Carlton, Dove Mountain
4	Marana Health Center
5	Town of Marana
6	Sargent Aerospace & Defense
7	FLSmith Krebs
8	Marana Aerospace Solutions, Inc.
9	Fry's Food and Drug
10	Northwest Fire District
11	Hunter Construction
12	Coca-Cola Enterprises
13	Comcast
14	Trico Electric Cooperative
15	Costco
16	The Home Depot
17	Lowe's
18	KOLD-TV 13
19	Lasertel
20	Target

Source: Marana Chamber of Commerce, Arizona Star "Star 200" and Marana.com

EDUCATION

Elementary Schools	
Middle Schools	
Secondary Schools	
High Schools	
Alternative Schools	

DEMOGRAPHICS continued...

HOUSING UNITS



HOUSEHOLDS

Total households	1,121	87.50%
Family households (families)	9,131	75.60%
With own children under 18 years	3,964	32.80%
Married-couple family	7,523	62.30%
With own children under 18 years	3,115	25.80%
Male householder, no wife present, family	539	4.50%
With own children under 18 years	314	2.60%
Female householder, no husband present, family	1,069	8.90%
With own children under 18 years	535	4.40%
Nonfamily households	2,948	24.40%
Householder living alone	2,261	18.70%
65 years and over	650	5.40%
Households with one or more people under 18 years	4,480	37.10%
Households with one or more people 65 years and over	3,097	25.60%

Source: US Census Bureau, 2007-2011 American Community Survey

SCHOOL ENROLLMENT

Population 3 years and over enrolled in school	8,121	87.50%
Nursery school, preschool	730	8.50%
Kindergarten	523	6.10%
Elementary school (grades 1-8)	3,840	44.60%
High school (grades 9-12)	1,237	14.40%
College or graduate school	2,285	26.50%

Source: US Census Bureau, 2007-2011 American Community Survey

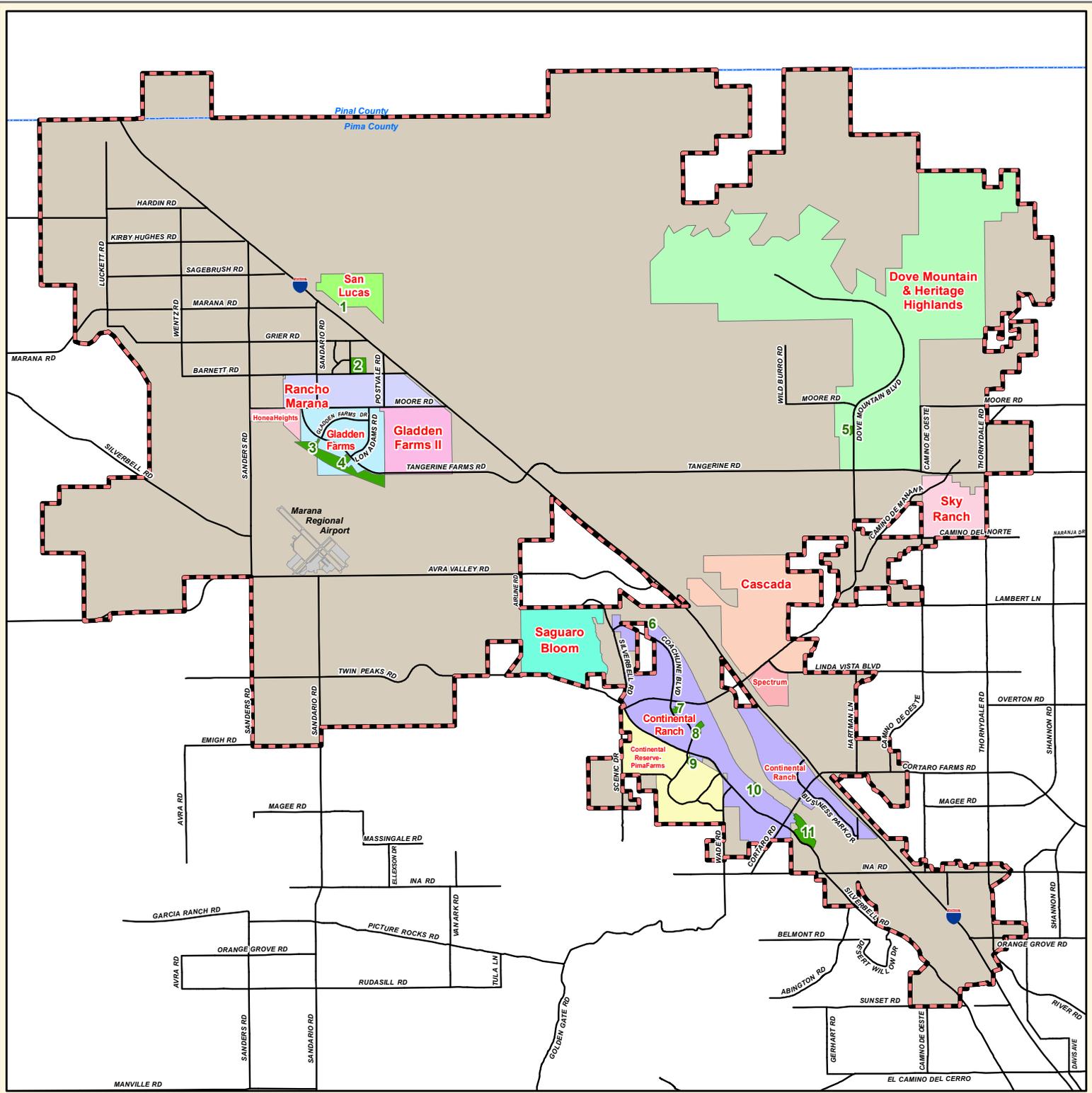
PLACE OF BIRTH

Total Population	34,961	
Native	31,815	91.00%
Born in US	31,500	90.10%
State of residence	10,908	31.20%
Different State	20,592	58.90%
Born in Puerto Rico, U.S. Island areas, or abroad to American parent(s)	315	0.90%
Foreign born	3,146	9.00%

ANCESTRY

Total population	34,961	
American	1817.972	5.20%
Arab	34.961	0.10%
Czech	244.727	0.70%
Danish	314.649	0.90%
Dutch	908.986	2.60%
English	4370.125	12.50%
French (except Basque)	839.064	2.40%
French Canadian	314.649	0.90%
German	6677.551	19.10%
Greek	104.883	0.30%
Hungarian	314.649	0.90%
Irish	4544.93	13.00%
Italian	2027.738	5.80%
Lithuanian	104.883	0.30%
Norwegian	804.103	2.30%
Polish	1363.479	3.90%
Portuguese	349.61	1.00%
Russian	489.454	1.40%
Scotch	664.259	1.90%
Scottish	908.986	2.60%
Slovak	34.961	0.10%
Subsaharan African	104.883	0.30%
Swedish	699.22	2.00%
Swiss	209.766	0.60%
Ukrainian	69.922	0.20%
Welsh	265.688	0.80%
West Indian	14	0.00%

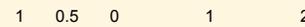
Source: US Census Bureau, 2010 Census



PARK NUMBER	PARK NAME	ADDRESS
1	SAN LUCAS COMMUNITY PARK	14040 N ADONIS RD
2	ORA MAE HARN DISTRICT PARK	13250 N LON ADAMS RD
3	MARANA HERITAGE RIVER PARK	12375 N HERITAGE PARK DR
4	GLADDEN FARMS NEIGHBORHOOD PARK	12205 N TANGERINE FARMS RD
5	DOVE MOUNTAIN NEIGHBORHOOD PARK	12405 N DOVE MOUNTAIN BL
6	EL RIO NEIGHBORHOOD PARK	10160 N BLUE CROSSING WY
7	WINDMILL PARK	9150 N COACHLINE BL
8	CONTINENTAL RANCH COMMUNITY PARK	8900 N COACHLINE BL
9	CONTINENTAL RESERVE NEIGHBORHOOD PARK	8568 N CONTINENTAL RESERVE LP
10	WADE MCLEAN PARK	8000 N SILVERBELL RD
11	CROSSROADS AT SILVERBELL DISTRICT PARK	7548 N SILVERBELL RD

Marana Parks and Major Neighborhoods

Marana Town Limits



Miles



TOWN OF MARANA STRATEGIC PLAN II

Action Agenda for the Future

Vision

Marana is the centerpiece of the Sonoran Desert experience, where fun and progress meet.

Overriding Principles

Financial Sustainability

Quality Public Service

Strategic Partnerships

Local Resource Investment

Five Focus Areas



COMMERCE

Attract and maintain career-oriented commerce



COMMUNITY

Create a safe community where all people are motivated to be involved and feel connected and valued



PROGRESS &
INNOVATION

Foster an open atmosphere that embraces change, creativity, innovation, and calculated risk



HERITAGE

Strengthen community character by linking the past, present and future



RECREATION

Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle

www.marana.com/strategicplan



Budget Summary



The Budget Summary is an executive summary of the significant decisions included in this year's budget process. It recaps and graphically represents comparative data for revenues and expenditures of the Town.



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THE BUDGET POLICIES & PROCESS

Each year, the Town Manager, the Finance Department and staff prepare an Annual Budget based on the priorities set by Town Council. The Annual Budget serves as the funding plan for policies, goals, and service-levels provided to the citizens of Marana. It gives staff the authority to spend funds according to the policy goals set by the Town Council. The budget process allows Town staff the opportunity to review Council's goals and objectives in a formal setting, evaluate and determine what is required to meet those objectives, develop an implementation strategy, and share that information with the Town's citizens and elected officials.

This document is the comprehensive decision making tool resulting from the annual budget process and provides detail for the fiscal year 2013 - 2014 budget, beginning July 1, 2013 and ending June 30, 2014. This budget document is a reporting tool that tells the story of how the Town intends to use its financial resources and how it will ensure that those funds are spent wisely and efficiently. The Annual Budget document includes actual fiscal year 2011 and 2012 amounts, current year 2013 estimates, and the adopted 2014 budget.

Budget Philosophy

The budget is a long-range plan by which financial policy is implemented and controlled. Arizona state law requires all cities and towns in Arizona to adopt a budget annually, providing the legal requirements, including expenditure limitations and time lines for the Town's budget process. Council goals, ordinances and resolutions provide policy direction that respond to the needs and desires of the community.

Budget Development

In essence, the budget process is an ongoing process throughout the year as new regulations, funding sources, new Town Council initiatives and policies and improved methods of delivering services to citizens are identified and brought forward to staff and Town Council. Beginning in August of each year, soon after the completion and adoption of the current fiscal year's budget, the Finance Department begins the review of the proposed capital improvement projects for the next fiscal year, the current rate and fee structures, the current cost of services provided to Town citizens, and the Town's financial and strategic plans. During this time, staff evaluates the following:

- Projected revenues for all revenue sources, including state-shared revenues,
- Identification of reserve levels,
- Status of the local economic climate, especially development related activity,
- Estimated wage changes for staff, if any,
- Increases in Arizona State Retirement System contributions and/or health insurance rate changes,
- Increases to postage rates, oil and gas, and other commodities, and
- An estimate of the Governmental Price Index for additional inflationary factors.

The formal budget process begins in January when the Finance Director, Town Manager and Staff present Town Council with a review of the current financial condition, projections for the coming fiscal year and a preliminary budget plan for Council's consideration and approval. This study session is a goal setting session that is conducted to address issues and to seek policy direction for the development of the budget. Council direction forms the baseline of decisions made in creating the manager's recommended budget for the coming fiscal year.

Strategic Planning & Budgeting

An addition to these items, staff re-visits the initiatives that are identified in the Strategic Plan, which serve as the comprehensive, guiding blueprint of the organization. In municipal government, one of the primary purposes of strategic planning is to set the stage for the annual budget process, providing a roadmap for annual resource allocation decisions.



Council adopted the Strategic Plan in February 2009, updated it in December 2009 and then adopted the Strategic Plan II in March 2012. This document is utilized by the elected leaders and staff to ensure that resources are continually directed by the Town’s vital priorities. The Strategic Plan identified five strategic goals, listed below:



Commerce

Attract and maintain career-oriented commerce.

Community

Create a safe community where all people are motivated to be involved and feel connected and valued.

Progress & Innovation

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk.

Heritage

Maintain a sense of community character by linking the past, present and future.

Recreation

Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle.

The Town Council plays a significant role in these decisions, and the continual alignment of the budget with the Strategic Plan. Staff continually re-visits these Strategic Plan initiatives in order to align them with the budget and the variety, type and level of services the Town seeks to provide. This includes the maintenance or abandonment of current programs as well as the initiation of any new services. Once the budget priorities are aligned with the Strategic Plan, goals are set based on department needs to maintain current service levels and the revenues needed to accomplish them. If there is sufficient revenue over expenses, the decision may be made to fund supplemental budget requests.

During the annual budget process, each department sets goals that align directly with one of the areas of this strategic plan. They identify expected outcomes and performance indicators to reach their strategic goals and then report the results each year.

Budget Kick-Off

Budget "Kick-Off" occurs at the end of January, and is an organization-wide meeting that provides the opportunity to set the tone and tenor to the departments as directed by Council. It is used as an opportunity to communicate expectations, and reinforce the organization's commitment to the Town's strategic plan and Council's vision for the coming year. During this meeting, the Finance Department distributes instructions and forms to the departments.

Department Budget Development

Each department within the Town develops their budget at the line-item level. During the development of their budget, they create a list of current year accomplishments, goals and objectives for the coming year, and performance measures gauging their annual success at aligning their accomplishments, activities, and services with the Strategic Plan goals. These items are all included in the decision packet that is presented to the Executive Budget Team.

Budget Office

Departments submit their line item budgets and packets to the Budget Office within the Finance Department, where they are reviewed in detail for accuracy, completeness, and reasonableness of all projections. This ensures that the budget contains all of the required elements to continue delivering essential services as identified in the Strategic Plan priorities and in accordance with Council direction. The Finance Department compiles all of the department budgets into one, comprehensive decision packet, which is presented to the Executive Budget Team.

Executive Budget Team

The Executive budget team consists of the Town Manager, the Deputy Town Manager, the Finance Director, and the Management & Budget Analyst. They meet to review and evaluate the comprehensive decision packet, and then meet individually with each department to discuss the budget requests for the coming fiscal year. Ultimately, the team assists the Town Manager in assembling the recommended budget for Council consideration.

Budget Adoption

The Town Manager's recommended, balanced budget is delivered to Council for review and consideration in April. Finance compiles and finalizes the proposed tentative budget after making the recommended changes from Council. The proposed budget is presented to Council for tentative adoption in May. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. During this time, the budget is available to the general public for feedback and is presented in the local newspapers and the open to public comment via scheduled public hearings. The final budget is adopted by Council at the last Council meeting in June.

Budget Basis

The budget is adopted by department for the general fund and enterprise funds. It is developed in accordance with GAAP using the modified accrual basis of accounting. The basis of accounting for budgeting is the same as the basis of accounting used in the Town's audited financial statements. Under the modified accrual basis, revenues are recognized as soon as they are measurable and available. Revenues are considered available when they are collectable within the current period or soon enough thereafter, to pay liabilities of the current period. Expenditures are generally recorded when the liability is incurred except in some cases, such as compensated absences and claims, which are recorded when payment is due.

Fund

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, recording cash/financial resources, together with all related liabilities/residual equities or balances, and changes therein; which are segregated for the purpose of carrying on specific activities in accordance with special regulations, restrictions, or limitations.

Governmental Funds

Governmental funds (General Fund, Special Revenue Funds, Capital Projects Funds, and Debt Service Funds) use modified accrual, which is defined as measurable and available. Modified accrual differs from the accrual basis primarily in the timing of when revenue is recognized. Measurable is defined as "a reasonable estimate" and available is defined as "collectible within the current accounting period or soon enough thereafter to pay liabilities of the current period."

Proprietary/Enterprise Funds

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises - where the intent is that the costs of providing services to the general public be financed through user charges. The full accrual method of recording resources and liabilities as they are earned or incurred, respectively, is the standard for Proprietary/Enterprise funds.

Budget Amendment Process

Budgets are, by definition, plans or guides and cannot predict all variables. They require modification when a community develops faster or in different ways than anticipated. When this occurs, the budget amendment process is utilized to provide a funding or spending plan for those needs.

Once the need for an amendment is identified, the Finance Department and the department heads develop the funding plan based on the additional funding needs of the specific program or project. Any adjustment to the Adopted Budget requires some level of approval. Budget transfers between accounts within a department require department head, Town Manager, and Finance Director approvals. Budget amendments, or transfers between Town departments (as opposed to within a department) require Council approval.

BUDGET CALENDAR

TASK	DATE
Budget Public Relations	January – June 2013
CIP Committee Recommendations	January 23, 2013
Council Special Session - Adoption of Council Goals	January 22, 2013
Budget Kick- Off Organizational Meeting & Preliminary Outlook	January 23, 2013
Personnel Supplemental Requests	March 1, 2013
Base Department Budgets Submitted to Finance	March 1, 2013
Non-Personnel Supplemental Requests	March 1, 2013
Department Revenue Estimates	March 1, 2013
Preliminary Carryover Requests	March 1, 2013
Budget Office Review & Compile Department Budgets and Compile Decision Package	March 2 – March 12, 2013
Final Revenue Estimates	March 13, 2013
Executive Budget Team Meetings	March 13, 2013
Department Presentations	March 14 – March 19, 2013
Manager's Recommended Operating Budget	April 30, 2013
Council Adoption of Tentative Budget	May 22, 2013
Adopt Comprehensive Fee Schedule Update	May 7, 2013
Council Adoption of Final Budget	June 18, 2013

FINANCIAL POLICIES

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Marana's budget incorporates the following long-term and short-term financial policies and guidelines. These financial policies establish the framework for overall fiscal planning and management. They set forth guidelines for both short-term and long-range planning to assure the highest standards of fiscal management.

Revenue Goals

1. New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs are tied to one-time revenue sources to ensure fund balance integrity. Revenues from growth or development should be allocated to one-time costs as much as possible.
2. Annual evaluation of rates, fees and charges for services will be established from recovery rates that are based on the purpose of the fee or charge.
3. Enterprise fund revenues in total will provide for each enterprise to be financially self-sustaining.
4. National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.

Reserve Policies

1. Fund balance reserves for the General Fund and Enterprise Funds shall be maintained at a minimum of 25% of the estimated revenues for the budget year.
2. Fund balance reserves in excess of 25%, if any, will be evaluated on an annual basis to provide a source of funding for major projects or acquisitions.
3. Appropriation of a minimum contingency/reserve will be included in the budget to provide for emergencies and potential economic downturns.

Debt Management

1. Long term debt shall not be issued to finance operations.
2. Short term borrowing or lease purchase contracts should only be considered for financing major operating capital equipment when it is determined to be in the Town's best financial interest.

Budget Control

1. The budget will be fundamentally balanced and utilize permanent, ongoing revenues to fund ongoing expenditures and one-time revenues will be allocated to one-time costs.
2. Fund balances should only be used for one-time expenditures, such as capital equipment and improvements or contingency expenditures.
3. Ongoing operating costs, i.e. day-to-day expenses and maintenance costs, will be financed with operating revenues, rather than with bonds (debt) or reserves.

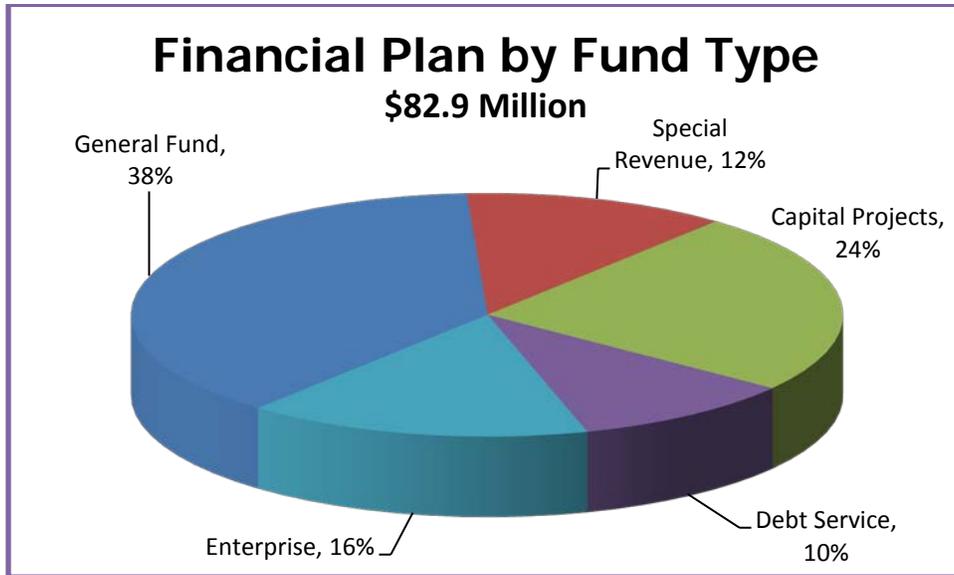
4. Fluctuating federal grants should not be used to finance ongoing programs.
5. Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.
6. Mid-year budget adjustments will be kept to a minimum to minimize the impact on future budgets.
7. All departments are responsible for ensuring that expenditures do not exceed their approved budget.
8. Transfer of general fund contingency appropriation requires Town Council approval. All other transfers require Town Manager or designee approval in accordance with established policies.
9. If unexpected resources are secured after budget adoption, departments must check with Finance for direction prior to making any expenditure of the funds.

Capital Planning

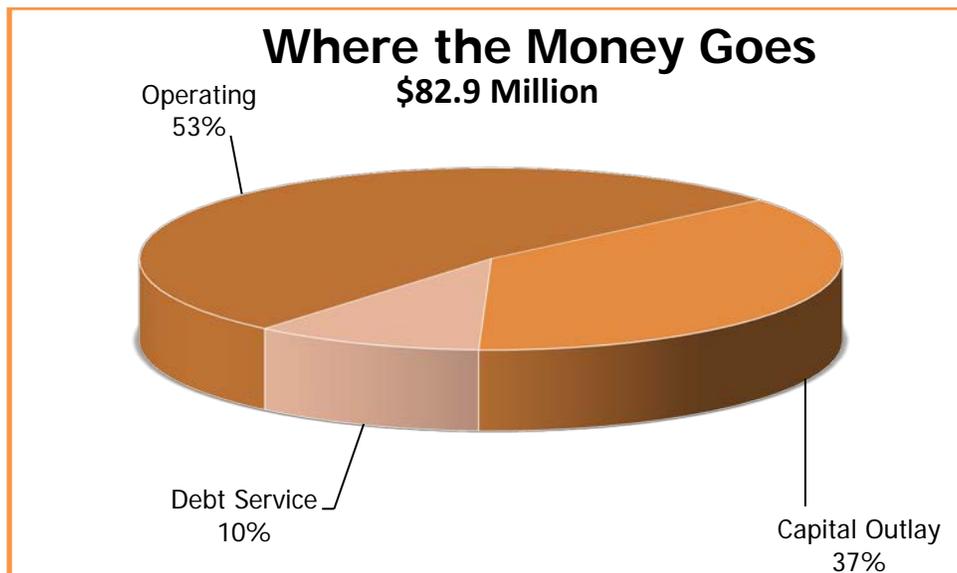
1. A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning.
2. Capital improvements included in the CIP are those projects that:
 - a. Cost \$100,000 or more, and
 - b. Have a projected minimum useful life of five years.
3. The CIP shall be reviewed and updated annually.
4. Capital projects should:
 - a. Support Town Council goals and objectives and be consistent with the Town of Marana's General Plan,
 - b. Prevent the deterioration of the Town's existing infrastructure and protect its investments in parks, streets, buildings and utilities,
 - c. Encourage and sustain economic development in Marana,
 - d. Respond to and anticipate future growth in the Town, and
 - e. Increase the efficiency and productivity of Town operations.
5. When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base or development fees.
6. Where appropriate, capital projects should take maximum advantage of improvements and/or funding provided by other units of government.
7. The impact of capital projects on the operating budget is always an important consideration when evaluating projects for inclusion in the CIP.
8. The Capital Improvement Plan must satisfactorily address all legal and financial limitations and maintain the Town's favorable investment ratings.
9. Major changes to the CIP should be evaluated through the CIP process and approved by the Town Council.

BUDGET SUMMARY

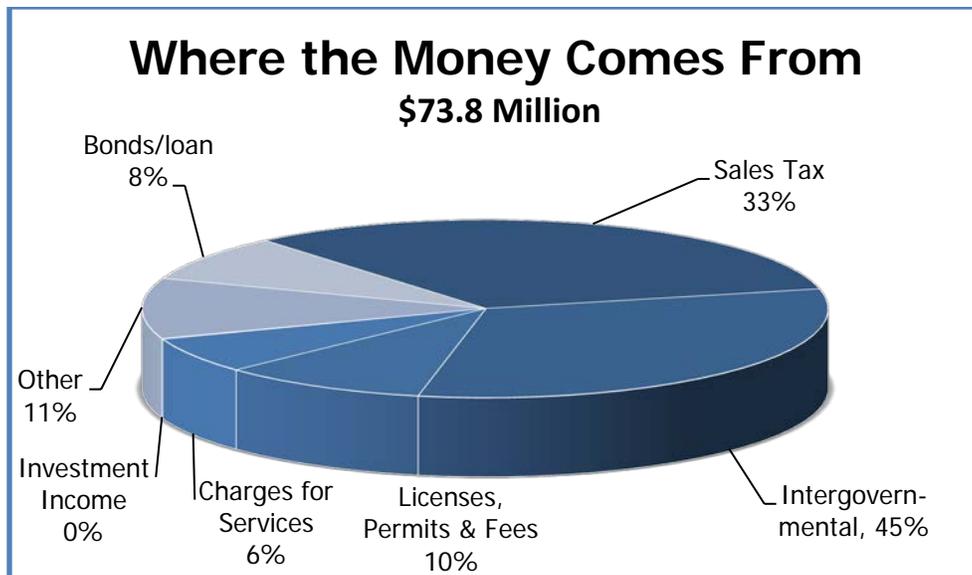
The annual budget for fiscal year 2013-2014 totals \$82.9 million. The following chart depicts appropriations by major fund type. The general fund comprises 38% of the total budget and capital projects funds make up about 24%. Enterprise funds, including the enterprise capital projects, accounts for about 16%. Debt service funds and special revenue funds comprise only 12% and 10%, respectively.



The largest category is the operating budget at \$43.7 million or 53% of the total budget. Due primarily to the rapid growth in the Town of Marana in earlier years, over \$30.1 million or 37% of the fiscal year 2013-2014 budget is capital outlay which includes major transportation, park, water and airport capital improvement projects. When compared to the previous year budget, this financial plan is reduced by \$45.0 million or 35%. Most of that change is attributable to the completion of major projects.

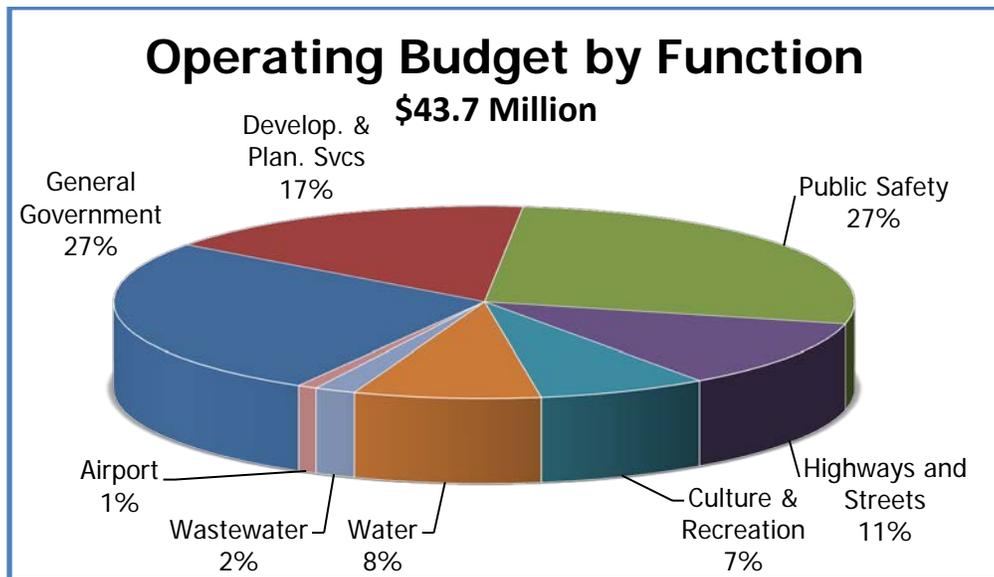


Revenues and other financing sources for fiscal year 2013-2014 are \$73.8 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$9.1 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local intergovernmental revenues of \$23.4 million or 45%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and other governments. Local sales taxes comprise \$24.0 million or 33% of budgeted revenues. The capital improvement plan currently includes the sale of bonds for various water/wastewater projects. Anticipated bond proceeds amount to \$6.2 million or 8% of total revenues. Licenses, permits and fees, which comprise \$7.2 million or 10% of revenues, are dependent on the residential and commercial development and are very cyclical in nature. Charges for services comprise \$4.8 million or 6% of the budget and include all enterprise fund user fees. The remaining \$8.1 million or 11% includes all other revenues such as interest earnings, donations, contributions, etc.

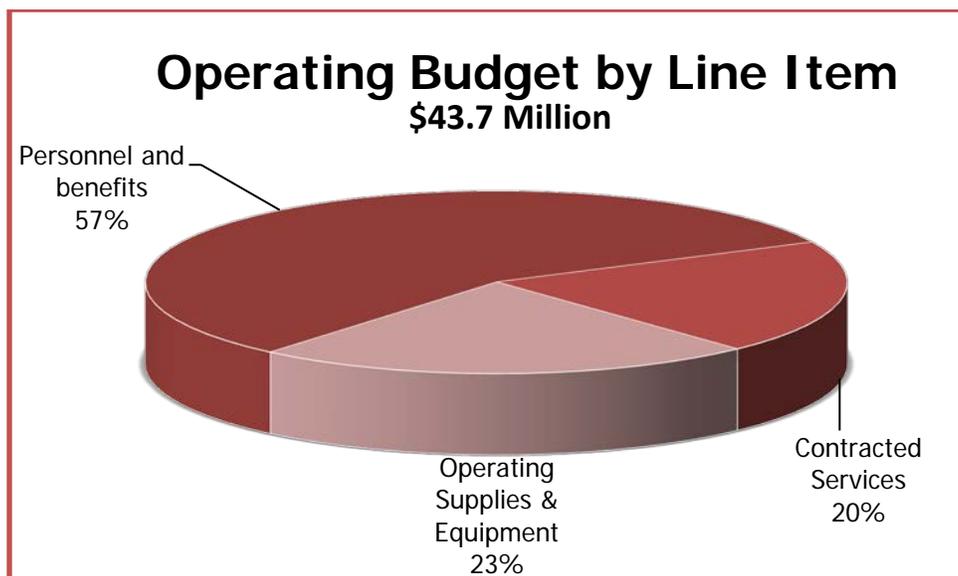


EXPENDITURE SUMMARY

The budgeted expenditures include services and programs for the community such as general government, public safety, community and economic development, culture and recreation, highways and streets, airport and water services. While most operating costs are accounted for in the general fund, some costs are funded by special revenue funds, such as the Highway User Revenues Fund for streets maintenance. Enterprise Funds are used to account for water and airport services.

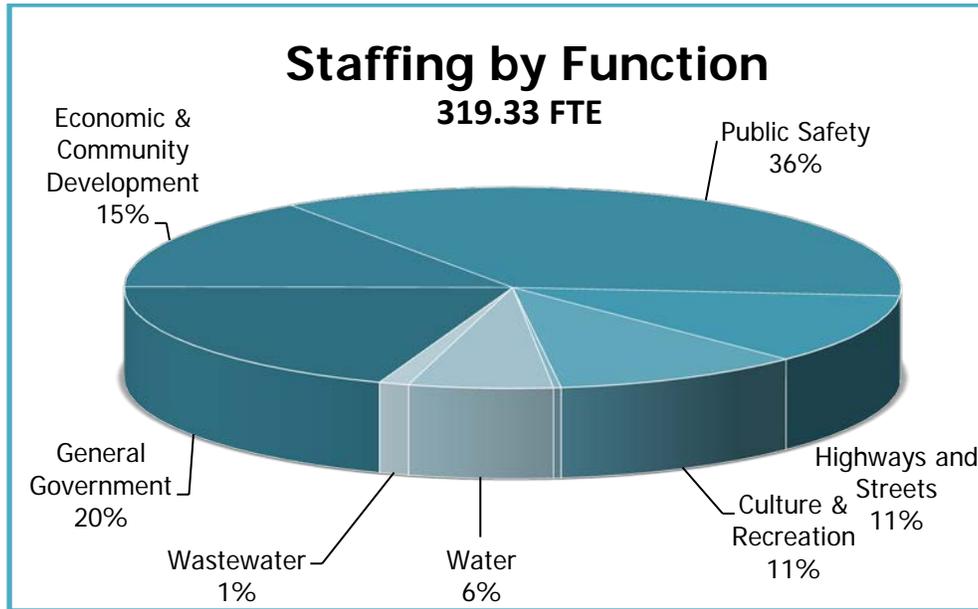


The major expenditures in the operating budget at 57% are personnel and benefits, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 23% and 20%, respectively.



STAFFING SUMMARY

With personal services at 57% of the operating budget, employees play a significant part in providing services to our citizens. The following graph identifies percentage of staffing by function.



The town has increased its staffing level this fiscal year by 6.00 full-time equivalent (FTE) positions through the budgetary process. Including position adjustments and additions, staffing has increased from 313.33 positions to 319.33.

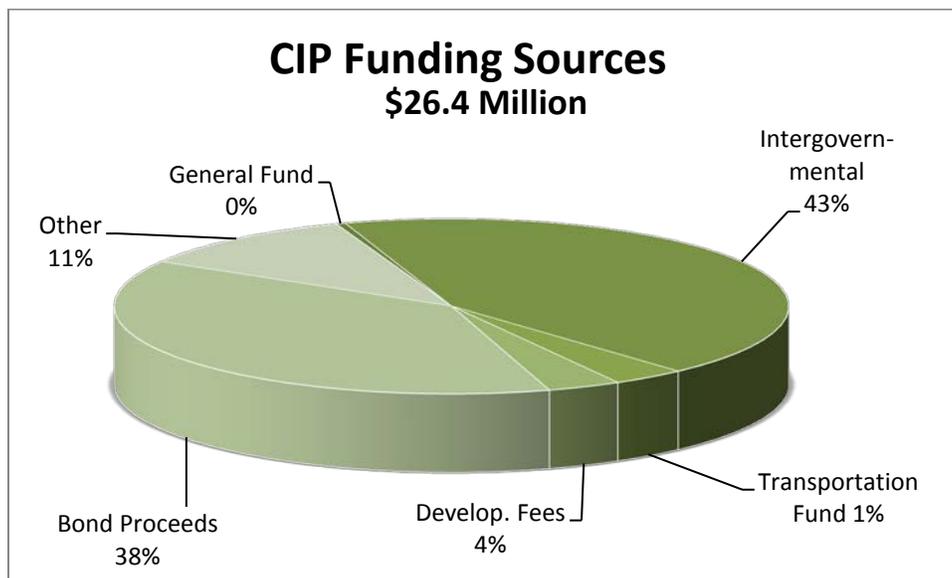
<u>Functional Department</u>	<u>2011-2012 Authorized FTE</u>	<u>2012-2013 Authorized FTE</u>	<u>2013-2014 Authorized FTE</u>
General Government	61.48	62.48	62.48
Economic & Community Development	54.35	47.50	48.50
Public Safety	111.00	113.00	115.00
Highways and Streets	32.00	35.00	36.00
Culture & Recreation	32.25	33.25	33.25
Airport	-	1.00	1.00
Water	18.10	18.10	19.10
Wastewater	-	3.00	4.00
Total FTE	309.18	313.33	319.33

The following table lists the position titles and FTE changes this fiscal year:

<u>Title</u>	<u>Fund</u>	<u>FTE</u>
Emergency Management & Safety Coordinator	General Fund	1.00
Website Administrator	General Fund	1.00
Building Inspector II	General Fund	1.00
Police Officer	General Fund	1.00
Utilities Operator I	Wastewater Utility	1.00
Civil Engineer (Utilities)	Water Utility	1.00
Total		6.00

CAPITAL IMPROVEMENT PLAN SUMMARY

The CIP presented incorporates a diverse financing plan. The plan not only utilizes development fees to ensure that new development is paying for cost associated with growth, but also includes funds from the general fund that allow existing residents to contribute to the many projects that are planned. This is an important balance to maintain, when projects such as the Continental Ranch Shared Use Path Phase II are constructed which will benefit all residents of the community. As shown by the following chart, the largest CIP funding source comes from Intergovernmental Revenues. These revenues consist of Pima Association of Governments, Regional Transportation Authority, Pima County Bond Program, private contributions and federal and state grants. Bond proceeds are the second largest at 38% and are vital to the delivery of several major CIP projects.



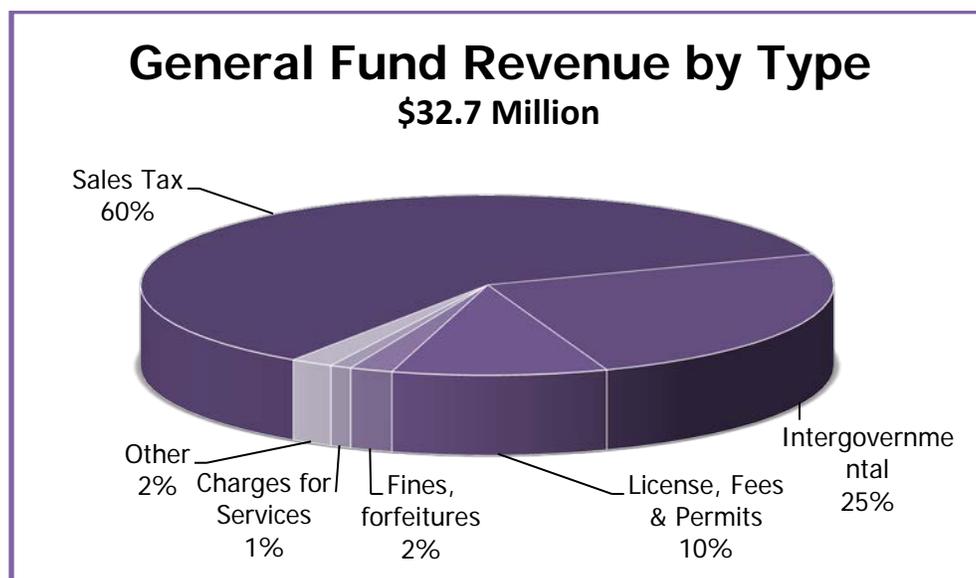
REVENUE SUMMARY

Multi-year revenue projections are the foundation of the budget process and are developed early to provide parameters within which base budgets and new requests are evaluated. The goal of this multi-year projection is to forecast, over a long period, sustainable revenues and the anticipated demands on them. Careful consideration must be taken when allocating resources to ensure that the right revenues support the right types of costs over the long term. This multi-year approach allows the Town to anticipate future demands on those resources and to begin early planning on strategies to deal with projected shortages. The Town maintains a structurally balanced budget by ensuring that ongoing revenue sources support ongoing operating expenditures and that one-time revenue sources support temporary programs and services.

The assumptions used in developing the current year’s revenue projections include:

- Stabilization and modest improvement of key, ongoing revenues like certain sales tax revenues in fiscal year 2013-2014,
- Inflation rate holding at 2.9%, 2% population growth and 550 new homes, and
- 45% of contracting sales tax revenue, building permits and related fees deemed one-time revenue sources.

The general fund is the largest source of operating revenue. The estimated revenue for the general fund is \$32.7 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, development related revenues (permits and fees) and state shared revenues. Collectively, these revenues comprise over 95 percent of the general fund’s operating revenues. These revenues are extremely sensitive to fluctuations in the regional and national economies, as demonstrated by their significant decline in fiscal year 2007-2008 through the middle of fiscal year 2009-2010. However, these revenues began to stabilize and slowly improve the second half fiscal year 2009-2010 and throughout all of fiscal years 2011-2012 and 2012-2013. The revenue forecast for this fiscal year anticipates a modest continuation of the slow recovery in the current year and in future fiscal years.



The following charts show the total general fund revenues by category for the last three years, and the current budgeted revenues.

Transaction Privilege (Sales) Tax

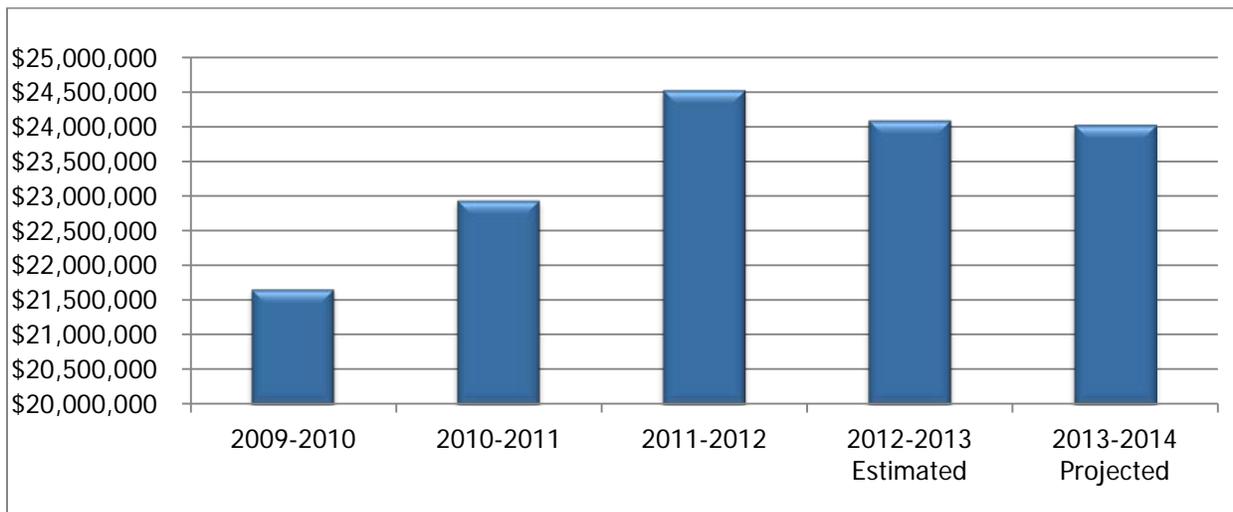
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

- Permitted Use** Town sales tax can be used to pay any expenditure/expense legally chargeable to the General Fund. The Town allocates 63% of its construction sales tax for major capital improvement projects.

- Rate Structure** The tax rates on the business activities range from 2% (retail) to 6% (transient lodging).

- Assumptions** Sales taxes are the Town's largest revenue source and represent 64% of General Fund revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 12% of total sales taxes and, as such, 62.5% of these revenues fund one-time projects. The State and local economies have stabilized significantly over the past two fiscal years. The Town believes it has seen the bottom and is beginning to see a slow, multi-year recovery. The fiscal year 2012-2013 revenue estimate is 2% less than what was collected in 2011-2012. The decrease is largely due to a decline in contracting taxes collected. The amount budgeted for the current year 2013-2014 is, however, flat with what was estimated to be collected a year earlier. This is consistent with the conservative revenue projections.

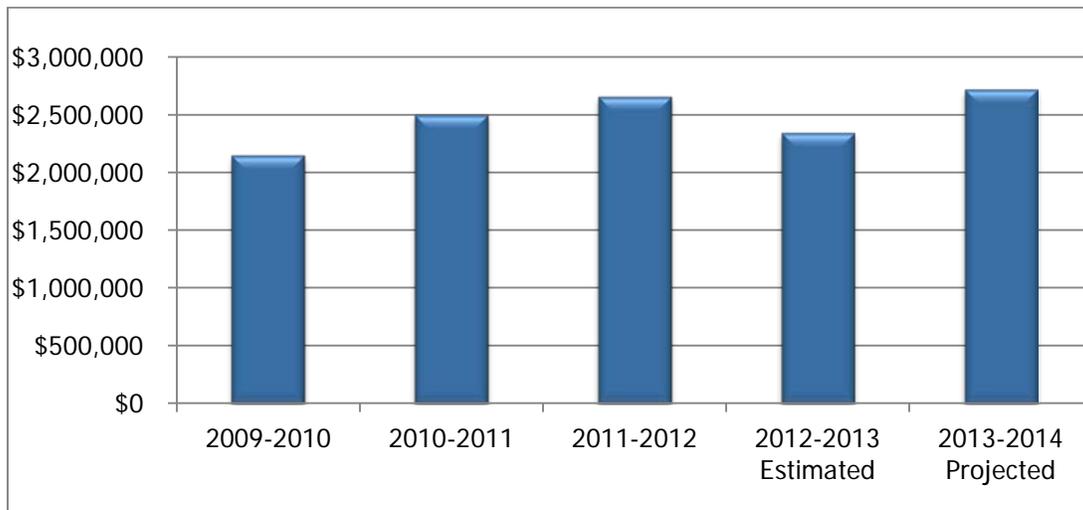
Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	21,662,077	(742,343)	-3%
2010-2011	22,947,818	1,285,741	6%
2011-2012	24,538,961	1,591,143	6%
2012-2013 Estimated	24,099,842	(439,119)	-2%
2013-2014 Projected	24,037,467	(62,375)	0%



Licenses, Fees and Permits

- Description** Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions as to usage for this revenue.
- Rate Structure** The rates vary based on the product or service provided. The current fee structure was adopted per Marana Ordinance No. 2012.03 and is available on the Town website.
- Assumptions** These fees are highly dependent on the residential and commercial development. The largest portions of these revenues are directly related to the number of single family residence (SFR) building permits issued. The current revenue projections for fiscal year 2012-2013 are based on the issuance of 550 SFR building permits, which is an increase over the 330 SFR permits budgeted for fiscal year 2012-2013.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	2,150,360	198,543	9%
2010-2011	2,502,494	352,134	14%
2011-2012	2,658,989	156,495	6%
2012-2013 Estimated	2,347,250	(311,739)	-13%
2013-2014 Projected	2,720,872	373,622	14%



State Shared Income Tax

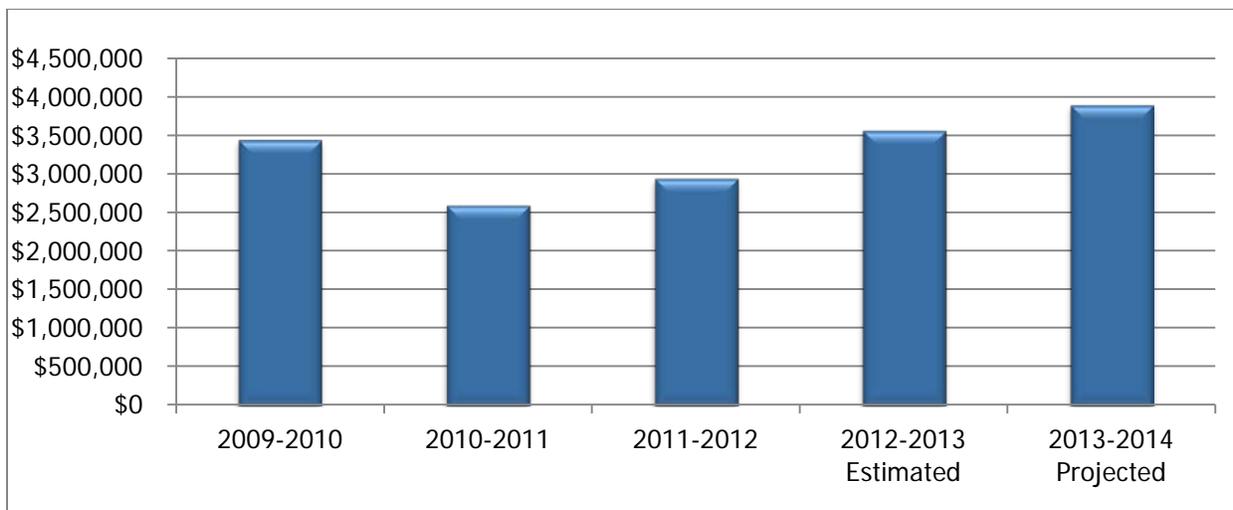
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also known as Urban Revenue Sharing.

- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions as to usage for this revenue.

- Rate Structure** The State distributes to cities and towns 15% of income taxes two fiscal years following the fiscal year in which the state collects the income taxes. Each city and town share is allocated in proportion to its population compared to the total population of the state.

- Assumptions** This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This revenue source is also subject to changes made by the State legislature. The increase of 8% budgeted for fiscal year 2013-2014 is due to increase in the 2010 census population figures as well as an improving economy.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	3,450,478	(520,969)	-15%
2010-2011	2,601,218	(849,260)	-33%
2011-2012	2,950,734	349,516	12%
2012-2013 Estimated	3,570,867	620,133	17%
2013-2014 Projected	3,900,421	329,554	8%

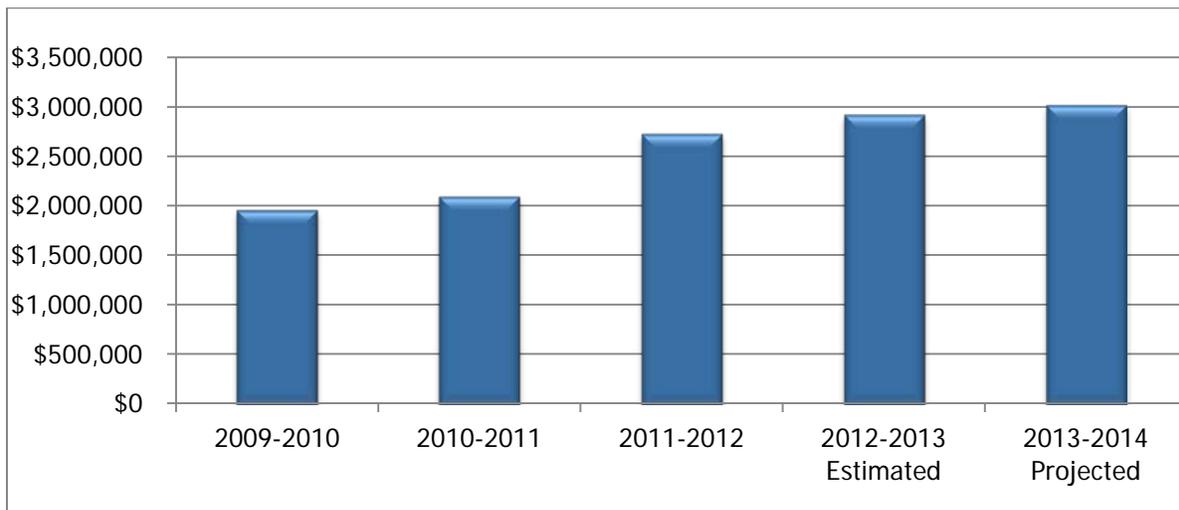


State Shared Sales Tax

- Description** Arizona also has a revenue sharing program for state sales tax. Like the local sales tax, the State imposes a tax on the sale of goods and then establishes base of which 25% is shared with all incorporated cities and towns.
- Permitted Use** There are no restrictions on use. The funds may be used for any expense legally chargeable to the General Fund.
- Rate Structure** The town receives its share of the state sales tax based on population estimates from the most recent U.S. Census or Census Survey.
- Assumptions** This revenue is highly dependent on the economy. Consumer confidence, unemployment, interest rates and the general state of the economy are all variables affecting this revenue stream.

Based on figures provided by the Arizona Department of Revenue, a 3% increase over the fiscal year 2012-2013 distribution is estimated. Actual collections for 2012-2013 are estimated to be 7% higher than the previous year and are due to the increase in 2010 census population figures. This revenue is also subject to changes made by the State legislature.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	1,961,225	(165,101)	-8%
2010-2011	2,099,083	137,858	7%
2011-2012	2,731,863	632,780	23%
2012-2013 Estimated	2,923,447	191,584	7%
2013-2014 Projected	3,020,895	97,448	3%



Vehicle License (Auto Lieu) Tax

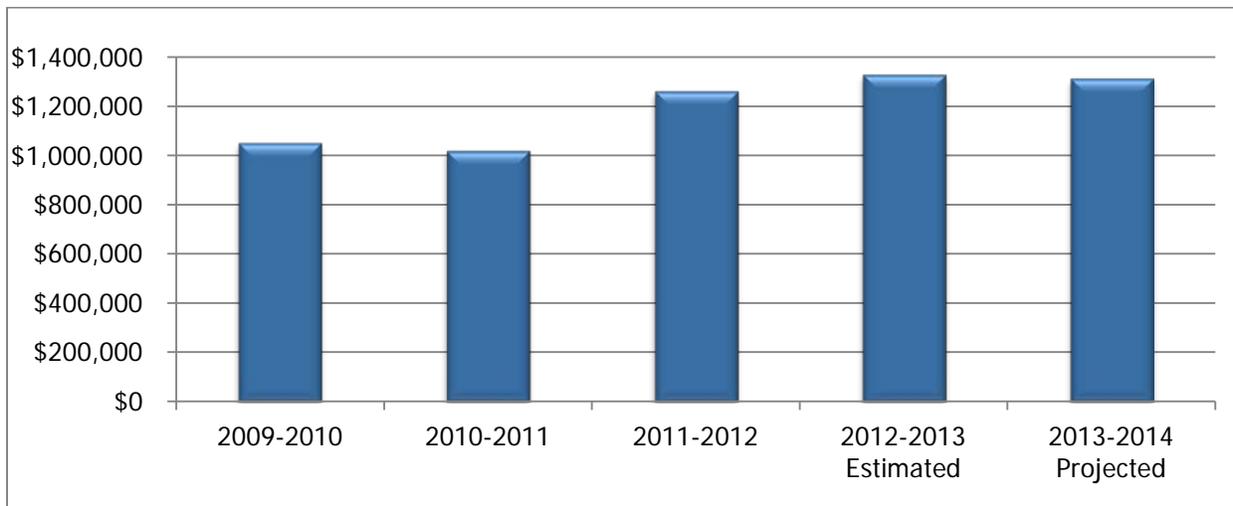
- Description** This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

- Permitted Use** Vehicle license tax revenues received by the Town can be used to pay any expense legally chargeable to the General Fund.

- Rate Structure** The vehicle tax is based on each \$100 of a vehicle’s value. The valuation base for the first year is 60% of the manufacturer’s base retail price and the depreciation rate for each succeeding year is 16.25%. The statute sets specific rates for each vehicle license to be charged for each distribution recipient. The rate for incorporated cities and towns is calculated at \$2.80 for a new vehicles and \$2.89 for used vehicles older than one year.

- Assumptions** An increase of 5% is estimated for fiscal year 2012-2013 from the previous year which is primarily attributable to a modestly improving economy. For fiscal year 2013-2014 the projection remains relatively flat.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	1,050,901	(72,407)	-7%
2010-2011	1,018,783	(32,118)	-3%
2011-2012	1,260,882	242,099	19%
2012-2013 Estimated	1,327,277	66,395	5%
2013-2014 Projected	1,312,917	(14,360)	-1%



Highway User Revenue

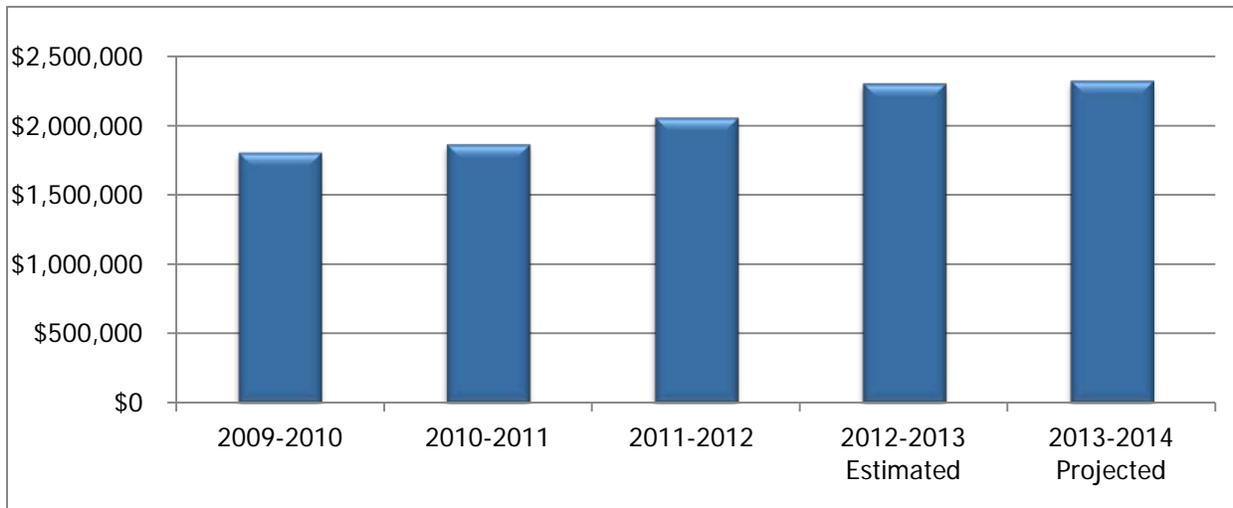
Description The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue fund (HURF).

Permitted Use There is a state constitutional restriction on the use of the highway user revenues, which requires that these funds be used solely for street and highway purposes. Up to one-half of the prior year's distribution may also be used for the retirement of debt issued for street and roadway improvements. Law prohibits use of this funding for traffic law enforcement or administration of traffic safety programs.

Rate Structure Cities and towns receive 27.5% of highway user revenues based on two factors: population estimates acquired through the most recent census survey; and gasoline sales within each county.

Assumptions This revenue source is subject to fluctuations in fuel prices and consumer behavior. The 11% estimated increase for fiscal year 2012-2013 is primarily attributable to the population change due to the 2010 census figures. For fiscal year 2013-2014 the projection remains flat.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	1,808,963	(127,406)	-7%
2010-2011	1,869,483	60,520	3%
2011-2012	2,061,141	191,658	9%
2012-2013 Estimated	2,307,021	245,880	11%
2013-2014 Projected	2,327,150	20,129	1%



Development Fees

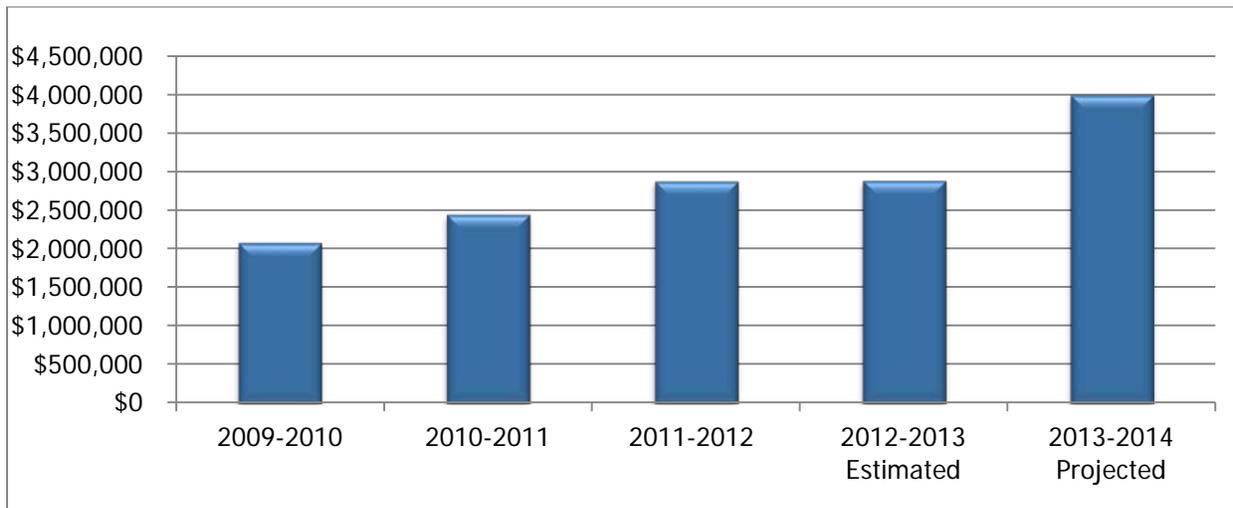
- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, engineering and architectural services, financing, other capital costs and associated appurtenances, and related equipment. The intent is to ensure that growth “pays for itself,” and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit.

- Permitted Use** This revenue is utilized to fund the Town’s capital improvement related to growth such as constructing new roads, building new parks and expanding water systems.

- Rate Structure** The Town charges development fees for transportation, parks, and water system and water renewable resources projects. Fees are assessed on each residential dwelling within the defined benefit area. Water system and water resource fees are charged to residential dwellings and commercial development based on the meter service size and number of connections.

- Assumptions** Projections are based on an additional 550 homes being permitted in fiscal year 2013-2014. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	2,082,605	1,196,950	57%
2010-2011	2,453,519	370,914	15%
2011-2012	2,884,763	431,244	15%
2012-2013 Estimated	2,891,141	6,378	0%
2013-2014 Projected	4,000,829	1,109,688	28%



Water Sales

Description The Town provides a potable water system service to residences and businesses within the service area.

Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the water collection, treatment and delivery system.

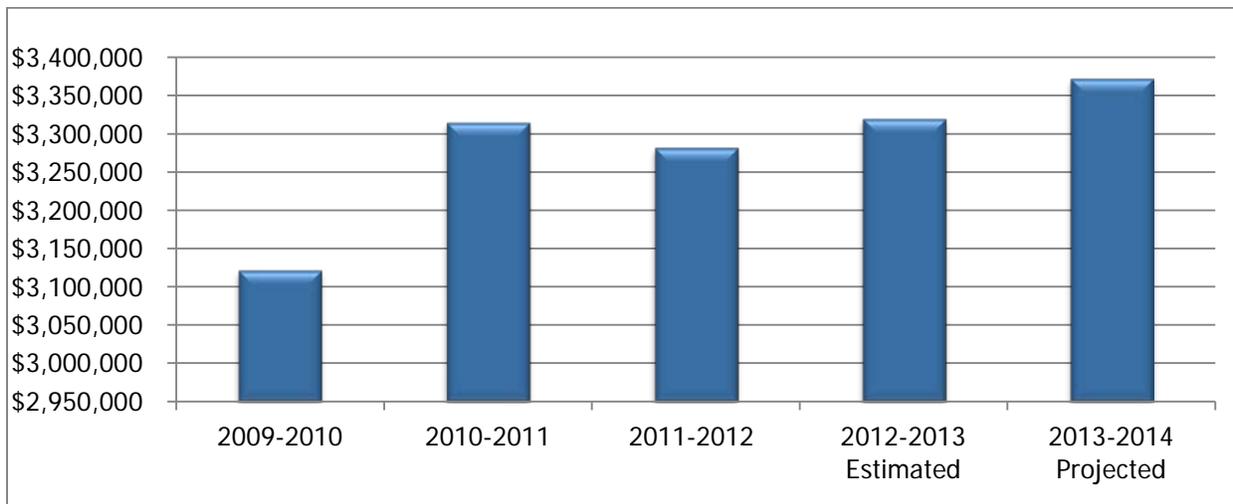
Rate Structure

Meter Size	Rate
5/8"	\$ 15.12
1"	36.72
1.5"	39.96
2"	46.44
4"	110.16

Single Family Rate		Other than Single Family Rate	
Gallons	Rate	Type	Rate
1 - 10,000	\$ 2.46	Multi Family	\$ 3.03
10,001 - 20,000	3.43	Commercial	\$ 3.03
20,001 - 30,000	4.46	Industrial	\$ 3.03
30,001 - 40,000	5.50	Government	\$ 3.03
> 40,000	7.90	Standpipe/hydrant	\$ 3.43

Assumptions The revenues projected are based on an anticipated increase of 254 customers.

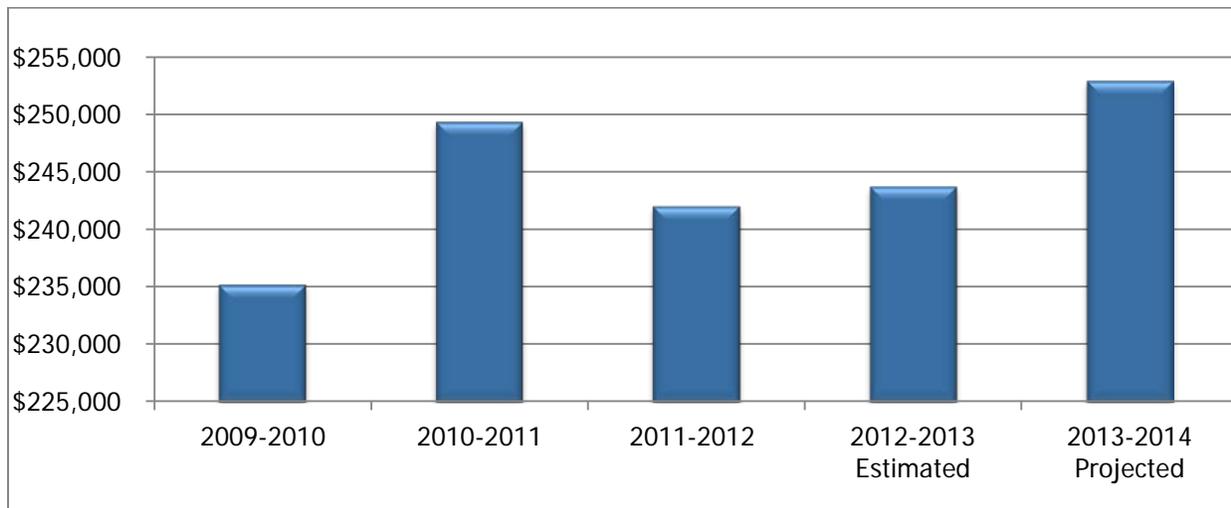
Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	3,122,026	377,189	12%
2010-2011	3,314,903	192,877	6%
2011-2012	3,281,913	(32,990)	-1%
2012-2013 Estimated	3,319,862	37,949	1%
2013-2014 Projected	3,372,086	52,224	2%



Airport Fees

- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.
- Permitted Use** These revenues are not restricted and may be used for any purpose.
- Rate Structure** Pima Aviation, Inc. owns and operates the hangars, covered tie-down areas and storage facilities at the Marana Regional Airport. However, as part of the ownership arrangement, the Town receives revenues from a series of land, hangar, development and open tie-down leases and fuel usage fees from Pima Aviation, Inc. The Town owns the open tie-down areas. The rates and fees vary by type and are available on the Town's website.
- Assumptions** The Marana Regional Airport is classified as a general aviation reliever airport for Tucson International. Several key capital projects will be vital to the continued growth of the Airport. The airport will be a key element of the Economic and Strategic plans. Staff conservatively projected a slight increase in the revenue number for fiscal year 2013-2014.

Fiscal year	\$ Revenue	\$ Change	% Change
2009-2010	235,280	7,254	3%
2010-2011	249,423	14,143	6%
2011-2012	242,064	(7,359)	-3%
2012-2013 Estimated	243,800	1,736	1%
2013-2014 Projected	253,000	9,200	4%



PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2013 Estimated Fund Balance	2013-2014 Estimated Revenue	2013-2014 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2014 Estimated Fund Balance
General Fund	\$ 19,356,832	\$ 32,679,575	\$ 31,453,939	\$ -	\$ 2,725,636	\$ 17,856,832
Special Revenue	5,415,695	6,853,946	9,946,312	150,000	-	2,473,329
Capital Projects	16,820,406	19,901,928	20,092,566		2,655,146	13,974,622
Debt Service	656,195	2,913,260	8,453,732	5,540,472	-	656,195
Enterprise	2,776,261	11,468,960	12,935,675	-	309,690	999,856
Total All Funds	\$ 45,025,389	\$ 73,817,669	\$ 82,882,224	\$ 5,690,472	\$ 5,690,472	\$ 35,960,834

Town Funds and Fund Balance Information

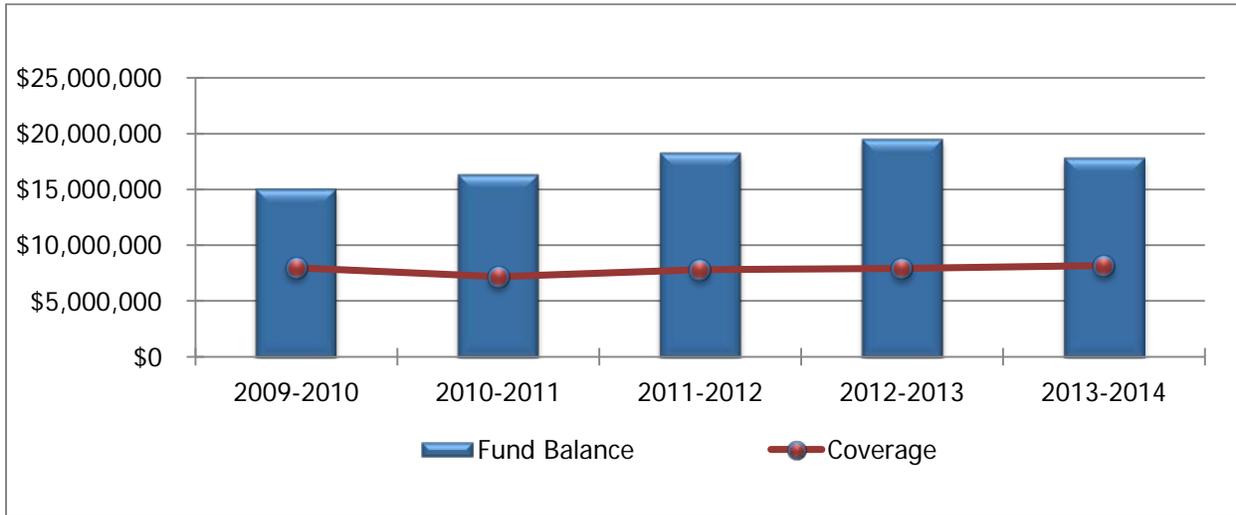
General Fund

The general fund is the Town's primary operating fund. It accounts for all financial resources except those required to be accounted for in other funds.

As described earlier, approximately 95 percent of the general fund's operating revenues are extremely sensitive to fluctuations in the regional and national economies. This was very apparent during the multi-year national, state and local economic recession. The Town proactively engaged in early discussion and made a series of difficult decisions required to maintain service levels with reduced revenues. As a result of that effort, the Town has maintained healthy reserve balances and, in fact, has increased general fund balance by \$1.3 million in fiscal year 2010-2011, \$1.9 million in fiscal year 2011-2012 and estimated to add approximately \$1.2 million in fiscal year 2012-2013.

The end of fiscal year 2013-2014 fund balance is projected to be \$17.9 million. This reflects a usage of \$1.5 million in reserves for on-time projects and programs which is consistent with the Town's financial policies and utilization of those resources. Estimated ending fund balance is approximately 55% of the projected fiscal year's general fund revenue. This is well above the acceptable level according to the Town's policy of fund balance (target of 25% of general fund's budgeted revenues).

The following chart shows fund balance levels along with the 25% reserve requirement target.



Special Revenue Funds

The special revenue funds account for the proceeds of specified revenue sources, other than major capital projects, legally restricted to expenditures for specific purposes. For Fiscal year 2013-2014 the Town has budgeted \$0.5 million in funding for unanticipated grants and contributions. This is the fourth year of such funding, and it will provide the Town the revenue and expenditure authority required to take advantage of grants and similar opportunities that may occur during the year. Additionally, this funding mechanism removes the impact of grant activity on the operating budgets in the general fund.

Capital Projects Funds

The capital projects funds account for resources to be used for the acquisition or construction of capital facilities, equipment and infrastructure other than those financed by the enterprise funds.

The ending fund balance is projected to decrease due to the anticipated completion of existing capital projects.

Debt Service Funds

The debt service funds account for the accumulation of resources and the payment of general long-term debt principal, interest, and related costs.

The ending fund balance is projected to be \$0.6 million, which is primarily associated with deposits held related to the Gladden Farms Community Facilities District (a discretely presented component unit).

Enterprise Funds

The enterprise funds are used to account for operations that (1) are financed and operated in a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (2) where the Council has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

For fiscal year 2013-2014, Enterprise Funds include a Wastewater Utility Fund to account for the activities of this new enterprise. In addition to the Wastewater Fund, the Town has Water Utility and Airport Enterprise funds.



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Department Budgets

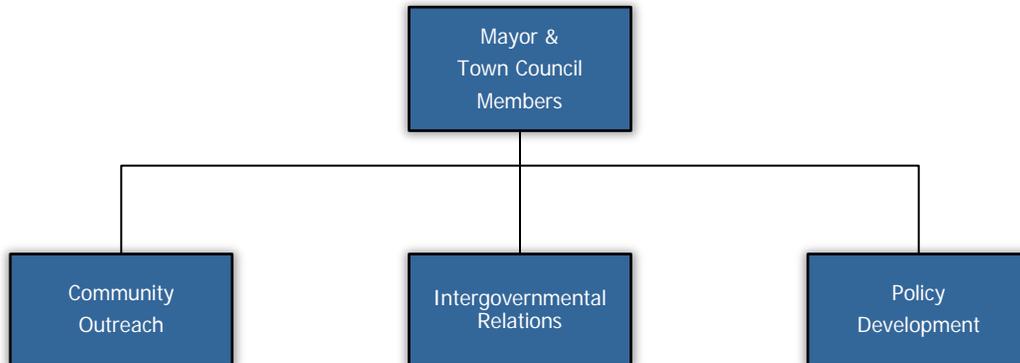


The Department Budgets section contains supporting information including an organizational chart, department overview, accomplishments, goals and performance measures. Also included is a financial summary page and the total number of authorized employees.



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MAYOR & TOWN COUNCIL



Department Overview

The Marana Town Council is committed to providing its residents with a high standard of living, efficient municipal services, and progressive community planning. Their actions are based on solid values, uncompromising integrity, and servant leadership for the community.

2012 – 2013 Accomplishments

- Adopted a structurally balanced operating budget
- Integrated the Strategic Plan elements into the annual budget process
- Performed public outreach on issues affecting the town.

2013 – 2014 Goals & Objectives

- Continue Strategic Plan implementation
- Ensure the use of the Strategic Plan in the development of the annual budget
- Maintain regular briefing reports and Council Executive Reports
- Support legislative priorities
- Complete major update to the Strategic Plan
- Ensure that Marana remains a safe, clean and healthy community

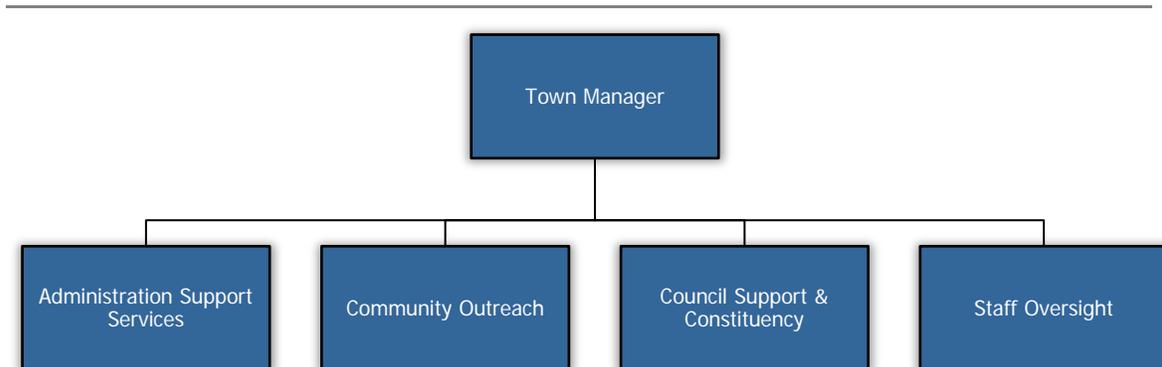
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Progress & Innovation	Use the Strategic Plan in the development of the annual budget	Number of Strategic Plan initiatives met through budget process	5	5	18	10
Progress & Innovation	Document and disseminate information to Council members and the community	Number of Council Executive Reports distributed to staff and elected officials	12	12	12	12
		Number of Council Daily reports distributed to staff and elected officials	110	47	45	50
Progress & Innovation	Communicate openly and effectively with members of the Marana Community	Number of public "open house" meetings held	4	1	2	1
		Number of presentations given to civic groups or Homeowners' Associations	10	12	25	10
		Number of information booths put up at events	1	2	3	2

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost*	\$232,100	\$246,140	\$257,563	\$259,735
Contracted Services	7,550	8,066	19,880	16,623
Operating Supplies & Equipment	5,222	4,644	11,900	13,570
Total by Category	\$244,871	\$258,850	\$289,343	\$289,568

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$244,871	\$258,850	\$289,343	\$289,568
Total by Fund	\$244,871	\$276,623	\$289,343	\$289,568

**Note: Town Council does not have FTE's. Town Council members are paid a stipend and are eligible to receive benefits.*

TOWN MANAGER



Department Overview

The Town Manager's Office, under the policy and direction of the Town Council, the Town Manager's Office provides oversight, support and coordination of administrative activities across the Town. The Manager's Team provides leadership and vision to town staff for the benefit of the entire Marana community. Using the Strategic Plan, we implement successful strategies to tackle the challenges and growth in the Town. The Manager's Team promotes responsiveness and efficient policies and procedures to ensure the highest quality of life for residents and businesses. The Manager's Team believes in strong partnerships with our business and development communities, our neighboring municipalities, and various interest groups in the area. We are committed to providing the highest level customer service and effective solutions to complex changes. The Manager's Team will never compromise our integrity or the public's trust.

2012 – 2013 Accomplishments

- Produced a structurally balanced FY 2012 - 2013 budget
- Successfully operated the Marana Wastewater Plant – January 3, 2012 - Present
- Implemented the Community Forum

2013 – 2014 Goals & Objectives

- Continue efforts to secure a sustainable water resources portfolio for the community
- Maintain a structurally balanced budget
- Support and maintain strategic partnerships
- Lobbying for legislative priorities
- Update strategic plan

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013* Projected</i>	<i>FY 2014 Budget</i>
Community/Progress & Innovation	Provide innovative ways for citizens to make inquiries and requests for service, and receive responses in a timely fashion	Number of Manager's employee update sessions held	4	4	4	4
Community/Progress & Innovation	Ensure transparency and open communication throughout all levels of the organization	Number of public "open house" meetings held	15	15	15	15
		Number of Manager's "Ride Alongs" with Police Officers	8	12	14	14
		Town/City Managers Meetings (Town of Oro Valley, Sahuarita, City of Tucson and City of South Tucson)	2	3	3	4

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013* Projected	FY 2014 Budget
Personnel & Benefits Cost	\$705,304	\$ 663,702	\$854,682	\$947,708
Contracted Services	85,768	39,330	177,827	156,430
Operating Supplies & Equipment	9,378	6,477	11,800	49,320
Total by Category	\$800,451	\$709,509	\$1,044,309	\$1,153,458

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013* Projected	FY 2014 Budget
General Fund	\$800,451	\$709,509	\$1,044,309	\$1,153,458
Total by Fund	\$800,451	\$709,509	\$1,044,309	\$1,153,458

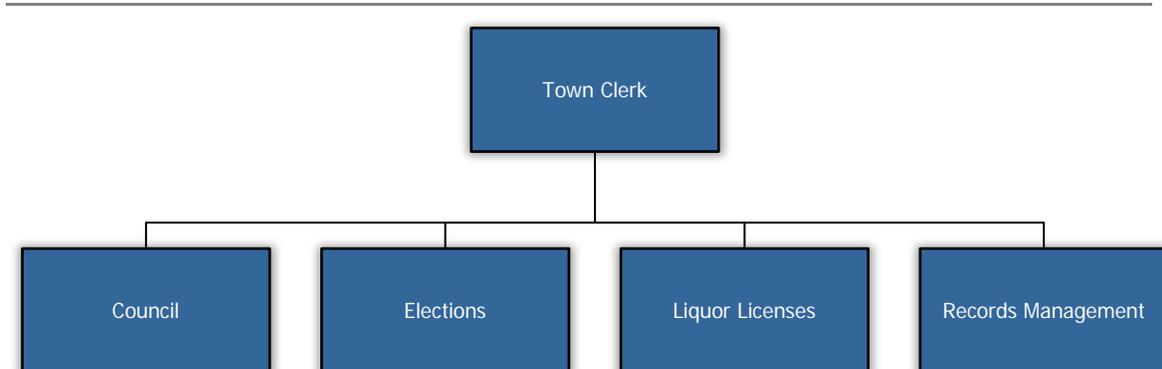
AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013* Projected	FY 2014 Budget
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Management Assistant	-	1.00	1.00	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Emergency Management and Safety Coordinator	-	-	-	1.00
Public Information Officer (PIO)	-	-	1.00	1.00
Graphic Designer	-	-	1.00	1.00
Council Liaison	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	0.50	0.50
Customer Service Specialist	2.03	2.13	2.13	2.13
Total Town Manager	6.03	7.13	9.63	10.63

**Note: During FY 2012, the Office of Strategic Initiatives was formed, and 3 positions and the related expenditures were moved to that division of the Manager's office.*



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TOWN CLERK



Department Overview

The Town Clerk is responsible for oversight of Council meetings, town elections, including candidate orientations, candidate filings, campaign finance and financial disclosure reports, public records, claims management, liquor licenses and the coordination of interdepartmental services related to town. Under the direction of the Town Manager's office, the Town Clerk handles claims against the town, prepares official Council agenda packets, records official minutes of all Council meetings, and is staff to the Community Connections program and the Marana Citizens' Forum. Community and Progress and Innovation are keystones of the Strategic Plan that enhance the mission of the Town Clerk's department, which is to assist the public and internal staff with accurate and timely information.

2012-2013 Accomplishments

- Rebuilt department
- Hired Records Administrator to oversee:
 - Essential Records
 - Contracts Committee
 - Laserfiche digital imaging
- Employed Versatile software to manage permanent records
- File room inventory of transitory and permanent public records
- Updated NovuSolutions software for electronic agenda preparation
- Instituted use of iPads for Council meetings
- Member of the town's emergency management team
- Continue to refine Public Records Request Administrative Directive
- Conducted Council candidate orientation
- Held first all ballot by mail elections
- Conducted public outreach for Community Connections, Marana Citizens' Forum

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Estimated	FY 2014 Projected
Community/ Progress & Innovation	Respond to 95% of Public Records requests within 72 hours	Processed records requests completed within 72 hours	500 98%	400 98%	230 98%	250 98%
		Recorded documents	180	175	80	100
		Regular and Special Agendas	32	41	60	50
		Special Events Permits (Transferred to Development Services 10/2011)	30	n/a	n/a	n/a
		Insurance claims processed within 24 hours	75 100%	40 100%	50 100%	60 100%
		Liquor Licenses processed	20	14	22	24
Community/ Progress & Innovation	Ensure quality preparation and timely distribution of Council Meeting Agenda packets	Council Agenda Meetings	32	29	60	60
Community/ Progress & Innovation	Preparation of Election materials for Primary and General (Deadlines are met per statute for each item)	Prepare publicity pamphlets and process any arguments received	100%	n/a	100%	n/a
		Notify residents of polling locations and update Elections web page	n/a	n/a	100%	100%
		Ballot replacement center	n/a	n/a	100%	n/a
		Receive and publish Candidate filings on time	100%	n/a	100%	n/a
Community/ Progress & Innovation	Records Management & Administration	Permanent records properly stored in acid free boxes	85%	100%	100%	100%
		Council meeting records filed, scanned, and processed within 3 days after meeting	90%	100%	100%	100%
		All non-DSC files at MOC records building inventoried	65%	80%	85%	85%
		Clerk's file room inventory of all permanent and non-permanent records	n/a	n/a	50%	100%
		Electronic inventory of all town records in Versatile	n/a	n/a	25%	50%
		Records destroyed in timely manner	-	-	90%	100%
		Provide adequate storage space for town's records	-	-	50%	60%
	Community Relations (Community Connections, Citizen Forum, Volunteer initiatives)	Recruit additional participation	-	-	50%	60%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$209,264	\$201,975	\$219,825	\$232,796
Contracted Services	139,028	15,793	161,410	17,921
Operating Supplies & Equipment	1,338	2,232	4,000	3,500
Total by Category	\$349,629	\$219,999	\$385,235	\$254,217

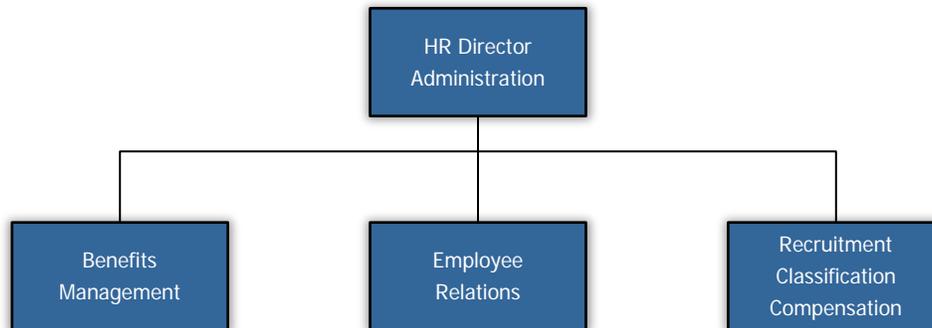
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$349,629	\$219,999	\$385,235	\$254,217
Total by Fund	\$349,629	\$219,999	\$385,235	\$254,217

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	-	-
Records Administrator	-	-	1.00	1.00
Agenda & Records Clerk	1.00	1.00	1.00	1.00
	3.00	3.00	3.00	3.00



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HUMAN RESOURCES



Department Overview

The Human Resources Department's mission is to support and advance the Town of Marana through the acquisition, retention and development of employees. Human Resources collaborates with leadership to maintain a positive and productive workplace, and to support the identification and implementation of innovative ideas for the future of the Town. We accomplish this mission through internal consulting, problem resolution, and the provision of efficient, cost-effective, customer-responsive human resources service.

2012 – 2013 Accomplishments

- Coordinated and launched a Marana "Culture" Project with the University of Arizona Eller College of Management
- Conducted a Request for Proposal bidding process to select a consultant to perform a classification and compensation study
- Implemented a new process by which to review annual strategic position requests
- Reconvened the Benefits Committee (continued education, plan design, and employee feedback on benefits) and combined with the Wellness Committee to increase input from all departments; provide more conduits for sharing information throughout the year
- Conducted a Request for Proposal bidding process to select a vendor to provide life and disability insurance
- Conducted contract renewal negotiations on benefits plans
- Coordinated the Employee Benefits Expo (Fair) and conducted Employee Benefits Open Enrollment. Provided online estimator tools to assist employees in selecting the most effective plan options for their needs.
- Full implementation of paperless employment action processing via MUNIS for all Town departments
- Conducted an investment analysis on the use of current HRIS system
- Attended training on the Employee Self-service component of the HRIS system
- Implemented Employee Self-Service module in MUNIS and conducted on-line benefits enrollment
- Conducted surveys of new hires and hiring managers to improve the hiring onboarding process
- Performed an audit of employee database to increase data integrity
- Updated, redesigned and maintained HR website including all forms on Intranet
- Coordinated the completion of 2012 Performance Reviews
- Revised Personnel Policies Chapters 4, 5 and 8

- Conducted one executive recruitment processes for Utilities Director
- Conducted Employee Connections in November (2012) and January (2013)
- Conducted organizational analysis for two departments including employee surveys, and work with department management to determine opportunities increasing employee morale, productivity and engagement
- Finalized the selection of a performance evaluation tool, and developed department specific competencies to better communicate expectations and evaluate staff performance. To be implemented in the FY14 fiscal year.

2013 – 2014 Goals & Objectives

- Implement classification and compensation study results as approved; amend policies as required
- Continue the implementation, communication and inculcation of our Cultural Values throughout the Town and town processes, including selection of staff, evaluation of performance, and recognition of employees emulating the behaviors. Supporting this will be a workshop on recognition training for supervisors and managers.
- Fully implement an applicant tracking system
- Roll out recruitment and hiring process training
- Complete the review and amendment of the Town’s Personnel Policy and Procedures Manual (Chapter 7); maintain all remaining chapters as needed
- Fully implement a new performance management system
- Develop the plan (training, communication, and support) to implement the new performance tool, Perform, to all employees
- Design processes to implement an employee development program
- Survey all departments regarding training needs; seek out internal and external training opportunities and develop a training plan
- Develop wellness strategies and implement programs in alignment with our Wellness theme: Choose your Healthy Path, through education, prevention and healthy choices.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Progress and Innovation	Create and organization of excellence	Create a performance evaluation tool that can identify and reward employee innovation and employee performance that supports our strategic initiatives	N/A	N/A	N/A	300
		Create an employee development/succession program with a skills inventory of our employee base and identify opportunities for cross-departmental collaboration, and identify assignments for employees to support our strategic initiatives and projects	N/A	N/A	N/A	300
		Continue Employee Forum to include all employees in collaborating on town-wide issues and strategic initiatives	N/A	N/A	N/A	300

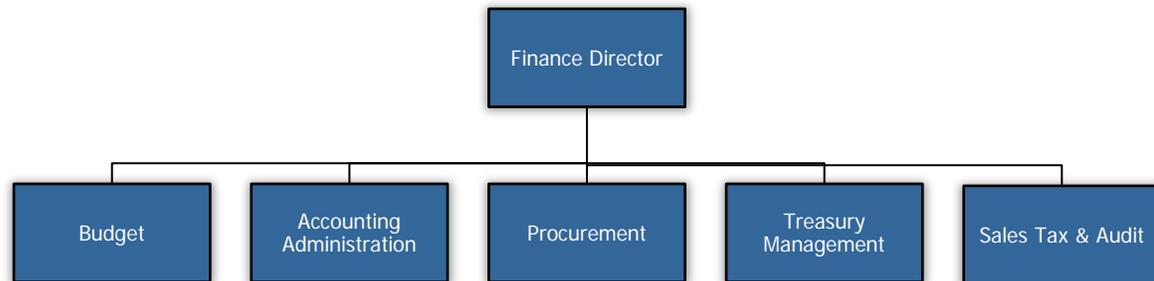
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Commerce / Community	Create and organization of excellence	Increase employee knowledge of operations in other departments by implementing and scheduling Employee Connections program	N/A	40	60	75
		Survey town staff to identify training needs that can be addressed by internal staff, and are linked to an identified need strategic goal	N/A	N/A	N/A	300
		Implement a town-wide safety committee by first identifying a chair and members and utilizing SW Risk/AMRPP	N/A	N/A	10	10
		Identify process to create a classification and compensation philosophy to recruit and retain quality professional staff	N/A	N/A	0.5	0.5
		Complete an RFP to identify and contract professional consultant services to conduct a phased classification, and compensation study with the classification project completed in FY13 and compensation completed in FY14	N/A	N/A	1.0	N/A

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$ 303,331	\$381,641	\$463,243	\$478,315
Contracted Services	18,529	21,310	100,638	96,605
Operating Supplies & Equipment	67,245	37,525	68,126	69,779
Capital Outlay	-	-	-	31,507
Total by Category	\$389,105	\$440,477	\$632,007	\$676,206

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$389,105	\$440,477	\$632,007	\$676,206
Total by Fund	\$389,105	\$440,477	\$632,007	\$676,206

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Employee Relations Administrator	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	1.00	2.00	2.00	2.00
Human Resources Coordinator	1.00	1.00	-	-
Human Resources Technician	-	-	1.00	1.00
Administrative Assistant	-	-	0.50	0.50
Total Human Resources	4.00	5.00	5.50	5.50

FINANCE DEPARTMENT



Department Overview

The Finance Department provides financial support services throughout the Town including accounting, fiscal planning, treasury services, cash receipts, purchasing, accounts payable, payroll, debt management, development and monitoring of the annual operating budget, establishing and monitoring internal controls, preparing the Comprehensive Annual Financial Report, facilitating external audits and independent reviews and grant management.

2012 – 2013 Accomplishments

- Received the Distinguished Budget Presentation Award from the Government Finance Officers of America (GFOA)
- Received the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Successfully implemented the budget module of the integrated accounting and information management system and trained all end-users
- Completed the integration of BillMaster (utility billing) and ActiveNet (recreation reservation and registration) software systems into the Town's comprehensive computerized financial management system

2013 – 2014 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the Government Finance Officers of America (GFOA)
- Receive the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Complete the integration of the CRW (permitting and code compliance) systems into the Town's comprehensive computerized financial management system
- Acquire and implement a new business licensing software system

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Target
Progress & Innovation	Receive the Distinguished Budget Presentation Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes	Yes	Yes
Progress & Innovation	Receive the Certificate of Excellence in Financial Reporting Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes	Yes	Yes
Progress & Innovation	Execute efficient accounts payable and payroll activities	Invoices processed	11,171	11,000	11,000	11,000
		Accounts payable checks processed	5,993	6,000	6,000	6,000
		Payroll checks direct deposited	7,100	7,000	7,000	7,000

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$580,729	\$622,192	\$670,417	\$773,240
Contracted Services	138,144	121,667	164,097	168,554
Operating Supplies & Equipment	6,014	5,848	7,200	6,500
Total by Category	\$724,887	\$749,707	\$841,714	\$948,294

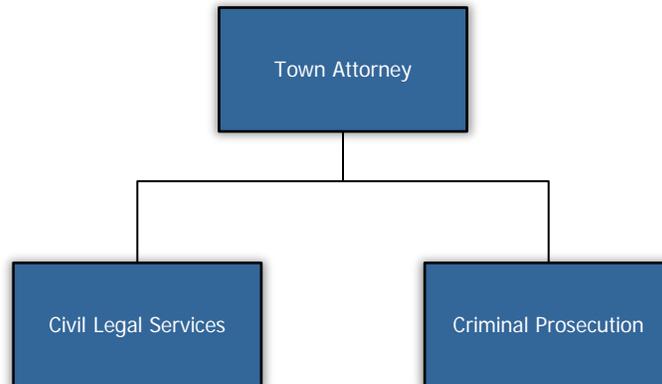
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$724,887	\$749,707	\$841,714	\$948,294
Total by Fund	\$724,887	\$749,707	\$841,714	\$948,294

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Finance Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Purchasing Coordinator	1.00	1.00	1.00	1.00
Contracts Analyst	-	-	-	1.00
Senior Accountant	1.00	1.00	1.00	1.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.35
Administrative Assistant	-	-	0.50	0.50
Total Finance & Accounting	8.35	8.35	8.85	9.85



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LEGAL



Department Overview

The Marana Legal Department provides quality legal services to assist the Town in achieving its vision of developing a sustainable community with a high quality of life. The Legal Department provides legal advice on civil matters to the Mayor and Council, the Town Manager's Office and all Town departments, and represents the Town in civil litigation either directly or through outside counsel hired to represent the Town. The Legal Department also prosecutes misdemeanor offenses committed within the Town limits and serves as an intermediary between the police, court personnel, victims, witnesses and defendants.

2012 – 2013 Accomplishments

- Provided legal advice and support for the Town's wastewater utility litigation and proposed settlement
- Provided legal services to acquire water resources and credits
- Trained a new prosecutor and continued to operate a top quality Town prosecutor's office
- Researched and drafted ordinances to
 - Revise Town Code Chapter 2-4 regarding Council procedures, agenda format, and certain procedures for consistency with Arizona open meeting law changes
 - Revise Town Code Chapter 9-4 regarding massage establishments, to assist in enforcement efforts
 - Rewrite Town Code Section 14-9-3 (escaping water)
 - Place the Marana Wastewater Reclamation Facility and Rillito Vista Wastewater Reclamation Facility acquisitions on the ballot for voter authorization
 - Amend the Town's comprehensive fee schedule
- Administrative directives:
 - Completed revisions to the claims management administrative directive
 - Working on revisions to the mobile technology/cell phone administrative directive
- Town policies:
 - Re-wrote the mobile stage policy
 - Completed comprehensive revisions to Chapter 4 of the Personnel Policies (Employment Benefits and Leaves)
- Continued to provide support and assistance in development of the Heritage Park, including the Drachman Institute Master Concept Site Plan and preparing/reviewing documents regarding the sale of the train

- Provided support and assistance regarding special events, including:
 - Sitting on the planning/logistics committee for special events
 - Drafting MOUs with Marana Heritage Conservancy and SAACA
 - Working on revisions to Town Code Chapter 10-6 (Special Event Permits)
 - Beginning the development of a new policy regarding Town sponsorship/in-kind support of events
 - Addressing Town insurance issues for events
- Negotiated and prepared agreements to
 - Extend the license for electric vehicle charging stations on Town-owned property
 - Lease the Heritage House to the Gladden Farms HOA
 - Provide vendors and entertainers for special events
 - Facilitate the receipt of grant funding
 - Lease airport apron space
 - Abate graffiti
 - Facilitate fire code plan review
 - Provide lobbying services
 - Determine and provide development impact fee credits
 - Amend the terms of water service for the Gladden Farms development project
 - Comprehensively restate the terms of water service for the Saguaro Bloom development project
 - Facilitate the conveyance of common area and park land in the Sky Ranch development project
 - Address the Arizona State Land Department drainageway needed for the Saguaro Bloom development project
 - Assure the installation of subdivision improvements in various development projects
 - Revise the San Lucas Floodwall Maintenance Agreement
 - Procure professional engineering services
 - Procure human resources and employee training services
 - Extend the Town Magistrate’s contract
 - Facilitate and support youth sports at Town recreational facilities
 - Cooperatively construct Thornydale roadway improvements with Tucson Water
 - Lease Marana Municipal Complex office space to U.S. Representative Ann Kirkpatrick
 - Extend and amend the biosolids disposal agreement with Pima County

2013 – 2014 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY2011 Actual	FY2012 Actual	FY2013 Projected	FY2014 Budget
Progress & Innovation	Provide high quality legal advice on personnel matters and in the review of personnel policies, procedures, administrative directives and Town Code personnel provisions	Percentage of successful outcomes in personnel matters	89%	92%	92%	95%
Progress & Innovation	Rewrite the Marana Land Development Code and codify it into the Town Code	Percentage completion of the Land Development Code revision	50%	80%	90%	100%
Commerce/Community	Provide timely and accurate legal advice to the Town	Ordinances reviewed and approved	27	22	18	15
		Resolutions reviewed and approved	117	92	98	100

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY2011 Actual	FY2012 Actual	FY2013 Projected	FY2014 Budget
Commerce/Community	Prosecute misdemeanor cases efficiently and fairly	Number of criminal cases prosecuted and closed	1,908	2,042	2,113	2,125
		• DUI	189	167	228	200
		• Criminal traffic	672	656	716	700
		• Criminal	758	907	852	900
		• Domestic violence	147	154	125	150
Commerce/Community	Enforce civil traffic and Town Code violations	• Petitions to revoke	142	158	192	175
		Civil traffic	5	4	17	20
Commerce/Community	Provide legal advice and instruction to the Marana Police Department to minimize Town liability for state and federal claims	Town Code	4	28	60	70
		Number of successful claims and lawsuits arising from law enforcement action	-	-	-	-

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$661,626	\$630,898	\$619,540	\$634,342
Contracted Services	87,349	118,802	84,909	98,896
Operating Supplies & Equipment	4,409	2,991	3,700	4,000
Total by Category	\$753,385	\$752,691	\$708,149	\$737,238

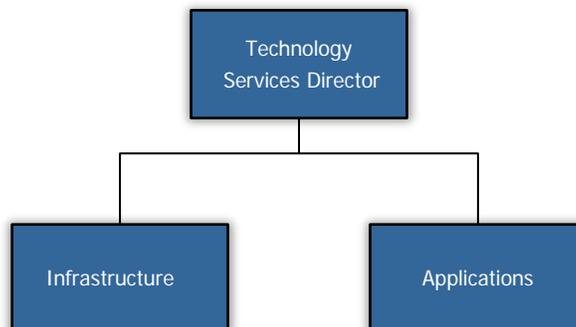
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$753,385	\$787,483	\$708,149	\$737,238
Total by Fund	\$753,385	\$752,691	\$708,149	\$737,238

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Town Attorney	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00
Town Attorney, Senior Assistant	1.00	1.00	1.00	1.00
Town Attorney, Assistant	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	2.00	1.00	-	-
Administrative Assistant	-	1.00	1.50	1.50
Office Support Assistant	1.00	1.00	-	-
Total Legal	8.00	8.00	6.50	6.50



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TECHNOLOGY SERVICES



Department Overview

The Technology Services Department provides Town departments with the leadership, skills and technology infrastructure that enable the effective, secure, and efficient use of technology solutions in support of the vision, principles and strategic goals of the Town of Marana.

2012 – 2013 Accomplishments

- Awarded the top Digital City award by the Center for Digital Government
- Completed the VOIP project
- Completed the upgrade to the Motorola Public Safety Radio system
- Upgraded the network infrastructure
- Initiated Mobile Tablet pilot with Code Enforcement
- Upgraded the Cooling System at the MPD Data Center
- Worked with Finance and HR to upgrade the Munis ERP System

2013-2014 Goals & Objectives

- Upgrading the dispatch equipment in the 911 communications center
- Rebuilding the Town Web site
- Upgrading bandwidth and building communications redundancy to the MOC
- Exploring a shared services model with other agencies
- Creating a new aerial layer for the Town GIS maps

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Progress & Innovation	Develop and maintain Town's official maps, GIS applications, and GIS data library for town-wide use	Provide GIS map and data request services to staff and general public	1,340	1,480	1,500	1300
		Ensure geo database data is updated weekly	NA	NA	100%	100%
Progress & Innovation	Implement virtualization technology that provides significant decrease in hardware costs, greater flexibility and responsiveness to user needs, and reduction of energy and server room resources	Percentage of servers virtualized	22%	30%	40%	60%
Progress & Innovation	Provide technical support for all data, voice, and video communications	Total work orders completed	1,500	1,600	1,600	1,600
		Average time to complete non-critical work orders (in days)	4.0	3.0	2.0	2.0
		Respond to high priority issues within 2 hours	N/A	100%	100%	100%
Progress & Innovation	Ensure availability of Town network and server resources	Network availability –uptime of the Town network 24 x 7	N/A	99%	99%	99%
		Server availability – uptime of all servers 24 x 7	N/A	99%	99%	99%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$738,153	\$820,452	\$925,088	\$1,092,746
Contracted Services	532,659	728,676	721,738	774,149
Operating Supplies & Equipment	85,591	86,613	94,679	190,824
Capital Outlay	228,410	363,638	295,000	-
Total by Category	\$1,584,812	\$1,999,379	\$2,036,505	\$2,057,719

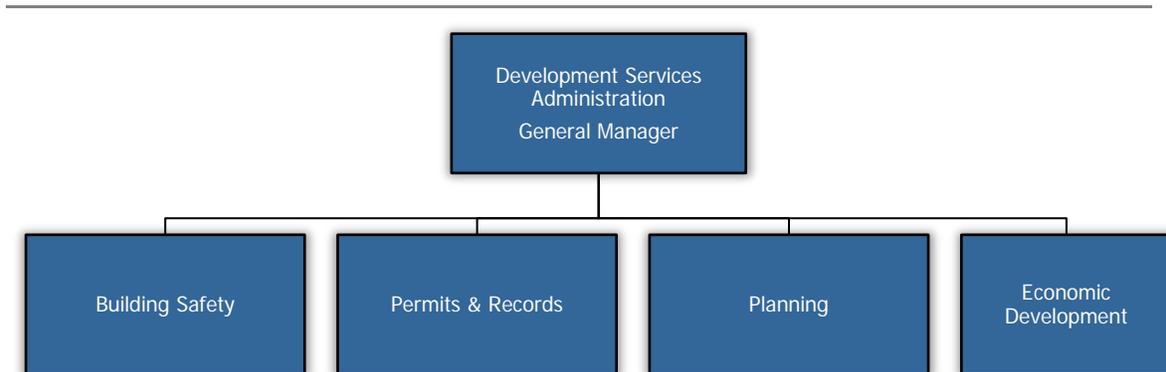
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$1,584,812	\$1,999,379	\$2,036,505	\$2,057,719
Total by Fund	\$1,584,812	\$2,383,215	\$2,036,505	\$2,057,719

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Technology Services Director	1.00	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00
Utilities Technology Analyst	1.00	1.00	1.00	1.00
Computer Technician	1.00	2.00	1.00	1.00
Public Safety Technology Specialist	1.00	1.00	2.00	2.00
Website Administrator	-	-	-	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00
GIS Analyst	-	1.00	1.00	1.00
Database Analyst	1.00	1.00	1.00	1.00
Senior Software Engineer	1.00	-	-	-
Executive Assistant	1.00	1.00	-	-
Business Process Analyst	-	-	1.00	1.00
Total Technology Services	11.00	12.00	12.00	13.00



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DEVELOPMENT SERVICES ADMINISTRATION



Department Overview

To provide clear support and coordination for the Town of Marana Development Services departments (Planning, Permits and Records, Building Safety and Engineering), Economic Development and Real Property to ensure that all departmental activities enhance and support the vision of the strategic plan by providing responsiveness to, and creating partnerships with, the development community.

2012 – 2013 Accomplishments

- Continued with the reorganization of Development Services into teams. Created community beneficial projects for the teams to complete to familiarize themselves with working in a team environment
- Increased funding opportunities for staff to attend training (CRW, AZBO and Word/Excel 2010)
- Continued to expand the types of building permits that are processed over-the-counter
- Continued collaboration with the Building Official to improve building permit processes
- Obtained Economic Development and Real Property Services
- Re-invented the DSC pages organization and functionality of the website

2013 – 2014 Goals & Objectives

- To promote better communications within divisions of Development Services
- Better utilize staff resources with the input from staff generated surveys
- Improve the effectiveness of the Development Services teams using results from staff generated surveys

- Continue dissolving the “departmental silos” until Development Services becomes the department and Planning, Engineering and Building are divisions within
- Promote business growth in north Marana

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Progress & Innovation	Assist in the creation of an on-line permitting system for the Town of Marana	Percentage complete of on-line permitting system	20%	30%	40%	0%
Progress & Innovation Commerce	Improve staff training, education and certification levels.	International Code Certifications received	7	7	7	7
		Arizona Building Official Association code training Sessions attended per year	15	15	15	15
Commerce	Streamline public processes to make it easier for public and developers to work with the Town	In-house plan reviews as a percent of total plan reviews taken	95%	95%	95%	95%
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	85%	85%	95%	97%
		Model plan reviews completed within five days	90%	90%	95%	97%
		Field inspections completed within one business day of request	90%	90%	95%	95%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$169,133	\$36,573	\$200,948	\$352,439
Contracted Services	2,203	5,745	57,849	210,445
Operating Supplies & Equipment	1,269	7,761	8,300	8,300
Capital Outlay	-	1,259	-	-
Total by Category	\$172,605	\$51,338	\$267,097	\$571,184

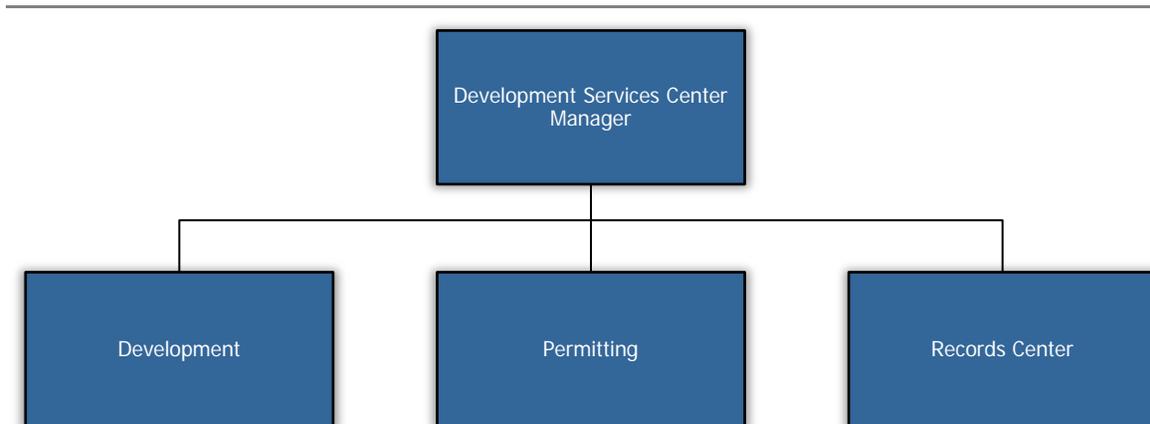
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$172,605	\$51,338	\$230,097	\$399,184
Bed Tax Fund	-	-	\$37,000	47,000
Downtown Reinvestment Fund	-	-	-	125,000
Total by Fund	\$172,605	\$51,338	\$267,097	\$571,184

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Development Services General Manager	1.00	-	-	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Development Services Center Manager	-	-	1.00	1.00
Economic Development Manager	-	-	1.00	1.00
Total Neighborhood Services & Community Development	2.00	1.00	3.00	4.00



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PERMITS & RECORDS



Department Overview

To provide the ultimate customer service experience to our permitting customers by providing oversight of, and accountability in, the permitting process; to provide a central contact for each customer and ensure accurate, quality and timely processing of permit applications.

2012 – 2013 Accomplishments

- Issued permits for large scale projects including the Encantada Apartments and the Regency Casitas and Dove Mountain Casitas
- Issued a total of 207 (as of 2.27.13) SFR permits and approximately 380 non-residential permits
- Ran over 1,400 reports to provide superior service and follow-through on pending and issued permits
- Continued cross-training between some employees to maintain adequate working knowledge of various systems/programs
- Created a redundant system of records maintenance through cross-training employees, updated customized retention schedule

2013 – 2014 Goals & Objectives

- Create an ADA compliant and more accessible entry door to 2nd floor reception
- Upgrade CRW to improve employee and customer interaction, implement iPads
- Continue cross-training between development coordinators and records personnel
- Continue offering training courses for CRW and Versatile to ensure that teams are capable of following one another's tasks for projects to maximize communication and quality of service

- Work with Clerk's office to better determine retention/destruction through customized retention schedules

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Progress & Innovation	Streamline DSC processes and procedures and improve public outreach	Complete in-house reproductions within 1 business day	85%	90%	95%	100%
		Reformat forms and increase availability of online information	20%	50%	50%	100%
		Standardize all formats and checklists	20%	30%	30%	75%
		Initiate and foster team dynamic through cross-training	-	30%	50%	50%
Progress & Innovation	Alternative hours and location permitting program	Draft comprehensive program to allow for alternative hours/location	25%	75%	80%	0%
		Develop implementation plan	10%	90%	95%	0%
Progress & Innovation	Continue with pre-permitting meetings for Commercial Development	Continue involvement with pre-permitting meetings	100%	100%	100%	100%
Progress & Innovation	Outreach to other DSC departments to facilitate permit processing	Department requirements for all permits types	50%	50%	60%	80%
		CRW standards, guidance and administration	75%	100%	100%	100%
		Develop checklists	50%	50%	100%	50%
		Cross-train all permit clerks for continuity of service	-	50%	50%	75%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$423,452	\$509,934	\$505,595	\$445,510
Contracted Services	56,023	66,985	63,309	105,933
Operating Supplies & Equipment	16,673	12,443	20,300	20,300
Capital Outlay	-	54	-	-
Total by Category	\$496,148	\$585,900	\$589,204	\$571,743

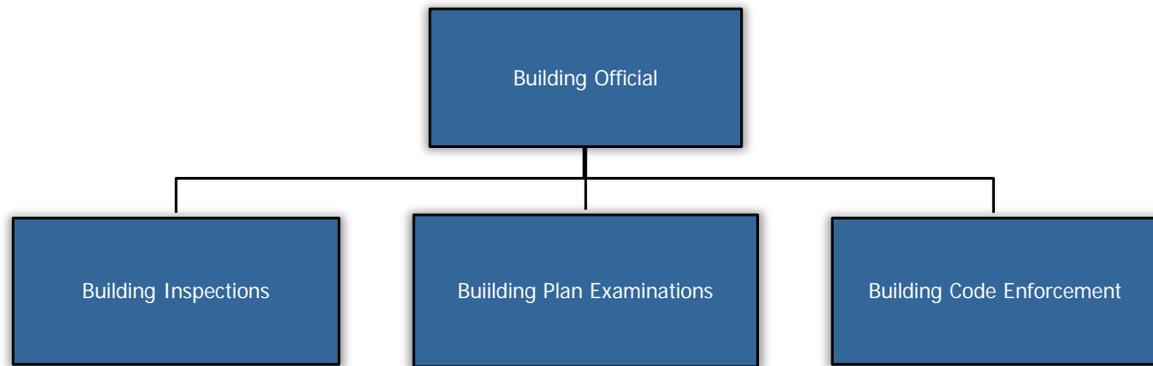
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$496,148	\$585,900	\$535,337	\$571,743
Total by Fund	\$496,148	\$585,900	\$589,204	\$571,743

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Permits Center & Records Manager	1.00	1.00	-	-
Real Property Acquisition Agent	-	-	1.00	0.00
Senior Permit Clerk	1.00	1.00	1.00	1.00
Development Coordinator	2.00	2.00	2.00	2.00
Permit Clerk	3.00	3.00	3.00	3.00
Project Coordinator	-	1.00	1.00	1.00
Document Imaging Clerk	1.50	1.50	1.50	1.50
Total Permits & Records	8.50	9.50	9.50	8.50



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BUILDING SAFETY



Department Overview

The Building Safety Department is responsible for establishing the minimum requirements that safeguard the public health, safety and general welfare through structural strength, electrical/plumbing/mechanical capacity, means of egress of facilities, stability, sanitation, adequate lighting and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. These crucial elements in building safety are addressed during a plan review and inspection process. The department also assures the safety of structures for first responders such as fire fighters and other emergency agencies that respond during emergency conditions. This is accomplished through adoption of the most up-to-date technical building code set, and administration of that code set through plan review and field inspection of code compliance.

The building safety department serves both the commercial and residential building community and acts as a supporting entity to outside fire services agencies and to our residents and visitors to our community. Our goal as the building safety department is maintain the vision of the town, as it is related to building safety by incorporating the strategic plan into our policies and procedures whenever possible.

Currently the building safety department has a staff of 8 full time employees, supporting the daily operations of the Development Services Center. The department staff consists of 4 plan review staff members, 3 inspectors and the building official.

2012 – 2013 Accomplishments

- Prepared amendments to 2012 International Building Code editions for adoption. This code adoption will include a fire code that was amended with significant input by the town.
- Plan review completed all plan review in the designated timeframe
- Provided expedited plan review for 16 models that builder, D.R. Horton is going to use in their redevelopment of Saguaro Bloom.

- Completed the inspection process for the new Wal-Mart Neighbor Market. This was reconstruction of existing commercial space, 36,000sq.ft.
- Completed all scheduled inspections on time
- Completed inspection for Meritage Homes as part of their fast track build schedule. This produced the completion of two homes within 30days. These models homes are located in a part of the town that has experienced a high level of permit activity.
- Complete inspection for D.R. Horton at Saguaro Bloom fast track build schedule for model complex center
- Assigned inspector for Aerie 4050 that produced the completion of over 150 units within 10 months.

2013 – 2014 Goals & Objectives

- Adoption of the 2012 International Building Code
- Improve Plan Review Process
- Increase Certification Levels of our Staff
- Review Procedures for Creating a Paperless Field Inspection Report
- Research Needed Equipment for Paperless Field Inspection Report
- Develop a plan of action for moving towards electronic plan review

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Perform building inspections	Total number of building inspections performed	15,876	16,700	17,000	17,500
Community	Perform inspections for building code compliance	Number of Building Code Compliance inspections performed	15	15	15	20

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$391,133	\$395,752	\$599,811	\$713,518
Contracted Services	8,148	7,494	45,228	41,931
Operating Supplies & Equipment	16,434	38,745	27,903	47,258
Capital Outlay	-	-	-	24,000
Total by Category	\$415,716	\$502,821	\$672,942	\$826,707

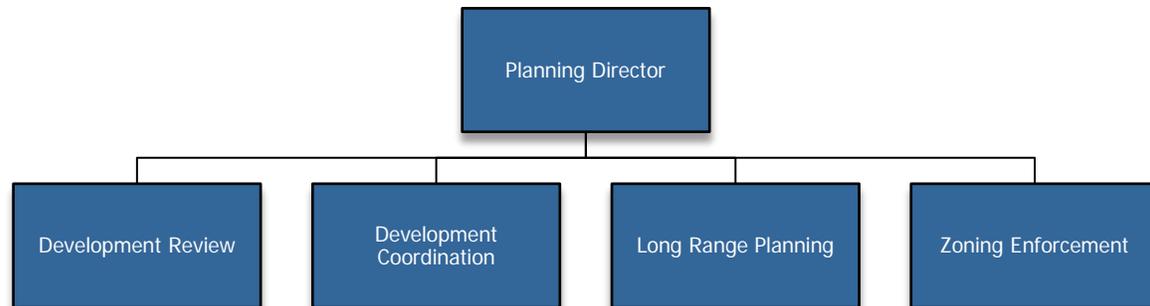
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$415,716	\$502,821	\$672,942	\$826,707
Total by Fund	\$415,716	\$502,821	\$672,942	\$826,707

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Building Official	-	-	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00
Senior Plans Examiner	-	-	1.00	1.00
Plans Examiner	-	-	2.00	2.00
Plan Review Technician	-	-	1.00	1.00
Building Inspector II	1.00	2.00	1.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	-	-
Total Building Safety	5.00	6.00	8.00	9.00



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PLANNING



Department Overview

The Marana Planning Department is dedicated to the physical, social and economic excellence of the Town through sound professional planning practices; consistent policy advice; active public participation and superior public service to promote the welfare and quality of life of the community. The Planning Department is responsible for administering and implementing the General Plan and the Land Development Code. The department provides support and recommendations to the Town Council and Planning Commission to assist each in making decisions regarding land uses and development proposals. The Department processes applications for new development and redevelopment within the Town such as site plan reviews, special use requests, planned development proposals, subdivision proposals and rezoning requests to ensure compliance with Town requirements. The staff also assists citizens and developers to better understand the land use policies and regulations of the Town.

2012 – 2013 Accomplishments

- Staff provided in-kind support to the Imagine Greater Tucson project, a community based effort dedicated to creating a shared vision for Tucson region's future. As a member of the Technical Advisory Committee, tasked with development of the Imagine Greater Tucson Pima Association of Government transportation survey, staff provided input to development of the online survey. The survey will provide citizens the opportunity to consider future prioritization of the region's transportation system given the limited amount of transportation dollars available.
- Amended the Marana Main Street Specific Plan, adopted in 2008, from a single specific plan land use designation, village commercial, to two complimentary commercial land uses: Highway Support Commercial and Marana Main Street Commercial. Additional changes included address freeway signage, amending the criteria for drive-through facilities and modification to the street section for Marana Main Street. These changes continue to promote multi-story buildings that integrate street front retail, services, entertainment, hospitality, office and upper floor residential uses.
- Partnered with the Arizona State University Master of Urban and Environmental Planning Spring 2013 program to create the Marana Downtown Area Conceptual Plan, a vision for development in Downtown Marana. Student work was performed under the direction of Marana Planning staff, with Associate Professor Joochul Kim acting as the faculty advisor. This project provided students with an opportunity to gain planning experience working

to develop concepts for the Downtown Activity Center, an area identified in the Marana Economic Roadmap as critical to the economic growth of the Town and part of the Council-approved Single Central Business District. The deliverable, the Marana Downtown Conceptual Plan- A Development Plan for Marana's Downtown Study Area will provide guidance as the town explores development opportunities in the Downtown area.

- Staff participated in the development of the Sustainable Marana Baseline Report. The baseline report consists of an inventory and description of Marana's current sustainable practices. Currently in the last stages of the draft, the final baseline report will be shared with the public and updated annually to measure progress from one year to the next.

2013 – 2014 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Progress & Innovation	Staff will review the current Land Development Code and propose changes to the Code where necessary. Staff will take each text amendment through the Town's amendment process	Number of Code Text Amendments processed by Staff	7	4	5	5
Progress & Innovation	Staff will work at finding more submittal documents that can be accepted electronically	The amount of reduction in paper copy submittals	15%	20%	20%	20%
Commerce	Evaluate and provide cost benefit analysis of strategic annexations into Pinal County and other area's to protect the Town's interest	Number of proposed annexations processed by staff	2	2	2	2
Community	Staff will process / route all submittals within 3 days of receipt	Percentage of submittals sent out within 3 days	97%	98%	98%	98%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$505,135	\$631,515	\$537,409	\$615,383
Contracted Services	15,311	14,370	31,119	32,346
Operating Supplies & Equipment	4,786	2,182	3,000	3,600
Total by Category	\$525,232	\$648,068	\$571,528	\$651,329

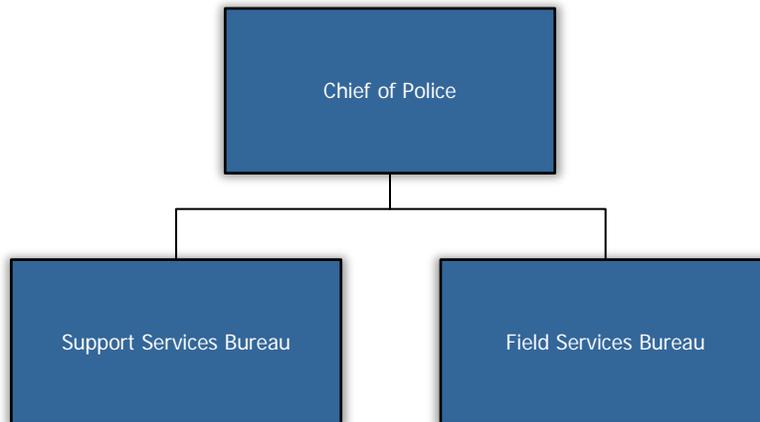
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$525,232	\$648,068	\$571,528	\$651,329
Total by Fund	\$525,232	\$648,068	\$571,528	\$651,329

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Planning Director	-	1.00	1.00	1.00
Assistant Planning Director	1.00	1.00	-	-
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Environmental Project Coordinator	-	-	-	1.00
Total Planning	7.00	8.00	7.00	8.00



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POLICE



Department Overview

The Marana Police Department is committed to providing unparalleled service and unwavering protection to every person in the Town of Marana.

2012 – 2013 Accomplishments

- Started the Marana Police Explorer Program to engage and inform the youth of our community about the work of a law enforcement officer, providing an avenue for those interested in a career in LE the opportunity to get the exposure needed to prepare them for the future.
- Started Citizens Police Academy to engage citizens in gaining an understanding of the work, knowledge, and skills required in policing for the purpose of increasing our partnership with the community.
- Increased Volunteer Involvement in additional areas to reduce costs and increase efficiency. Using them specifically to take on responsibility for several crime prevention programs that were cut in 2008 due to budget constraints. These programs include but are not limited to “Crime Free Multi-housing, Neighborhood Watch, VIN etching, Business Watch, etc.
- Reductions in Crime: 29% in part 1 violent crime and 13% in part 1 property crime, 18% overall.
- Started the Department’s first Honor Guard to serve as a strong public representation of the Town’s professionalism during public events, parades, funerals, etc.
- Implemented a Brand New Policy Manual that is consistent with accreditation practices and policies.
- Started 7 minute daily training for officers (during briefing) – “every day is a training day”

- Created our own Leadership classes and discussions using examples of leaders from books such as “Wooden on leadership” “Powell’s Principles of Leadership” etc.
- Secured Grant funding to increase the traffic squad by two units to improve traffic safety in our community, added 1 additional officer to the squad.
- Put together a sergeant promotional process, promoted 1 new sergeant and created a list from which to promote future sergeants
- Shut down six businesses operating in Marana engaged in illegal activity
- Began the implementation of “in-car” report writing for officers - to improve efficiency and increase available time spent in the field (visible police presence) as opposed to needing to respond to the station to write all reports
- Purchased (via restricted vehicle impound funds) an electronic citation system to decrease the amount of time spent writing a ticket, increase efficiency, improve citizen contact, etc.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Progress & Innovation	Provide quality police leadership and professional service by implementing a career development plan for all MPD employees on excellence and sustainability	Personnel attending supervisory/management level training	24	25	30	28
		Number of personnel who attended one job-specific training	105	105	105	105
		Partnering with other law enforcement agencies to gain experience in criminal investigations	13	8	8	8
Progress & Innovation	Efficient and effective Operations Division/Patrol	Response time in minutes to Priority 1 and 2 calls; national target 5 minutes	5	5	5	5
		Number of traffic stops	14,233	15,656	16,000	16,000
		DUI arrests	150	165	170	200
		Felony arrests; part 1 crimes only	63	69	75	70
		Misdemeanor arrests; part 1 crimes only	195	214	220	220
		Crimes against persons; part 1 crimes only	230	253	240	60
		Crimes against property; part 1 crimes only	1,288	1,416	1,350	1,200
		Average number of calls per officer	424	466	470	470
		Number of officers per 1,000 citizens; national average 2.4	2.3	2.3	2.3	2.1

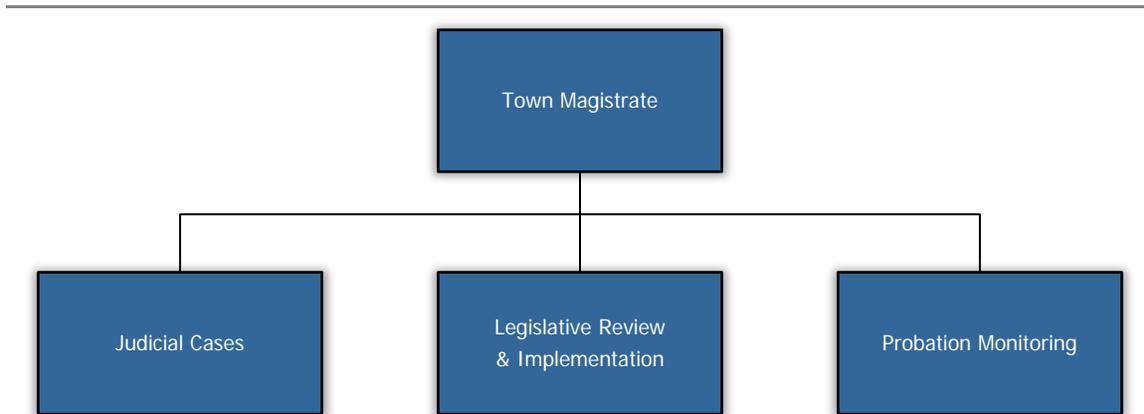
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Establish community partnerships with open and effective communications, focused on addressing quality of life issues and safety concerns	Informational presentations to community groups	60	60	70	70
		Number of Neighborhood Watch groups	10	15	20	17
		Participants in GAIN "Getting Involved in Neighborhoods"	N/A	N/A	N/A	150
		Business security contacts	12	100	150	150
		Holiday Patrol	1	1	1	1
Community	Continuously evaluate and improve the Volunteers in Police Service Program (VIPS) including recruitment, training, outreach, reporting and communication within the Police Department and Town of Marana	Number of hours worked	7,600	9,500	9,500	9,500

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$7,692,632	\$8,173,410	\$8,649,477	\$8,851,331
Contracted Services	533,634	561,252	551,127	595,694
Operating Supplies & Equipment	694,118	1,376,956	1,504,606	1,585,212
Capital Outlay	85,723	245,978	922,000	609,500
Total by Category	\$9,006,108	\$10,357,595	\$11,627,210	\$11,641,737

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$8,573,389	\$9,807,804	\$11,044,369	\$10,858,908
Grants / Contribution	432,719	549,790	582,841	782,829
Total by Fund	\$9,006,108	\$10,357,595	\$11,627,210	\$11,641,737

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Chief of Police	1.00	1.00	1.00	1.00
Police Captain	-	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Sergeant	10.00	10.00	11.00	11.00
Detective	5.00	5.00	5.00	5.00
Police Officer	58.00	58.00	57.00	58.00
Police Telecommunications Manager	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	6.00	6.00	6.00
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	2.00	2.00
Administrative Manager	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Police	104.00	105.00	105.00	106.00

COURTS



Department Overview

The mission of the Marana Municipal Court is to provide a forum for the fair and impartial adjudication of alleged violations as established by the Arizona Revised Statutes and Town of Marana Ordinance Code. The Court will strive to resolve these cases expeditiously and efficiently in an environment that is safe for all concerned. We shall do this in a manner which will enhance and uphold the integrity and independence of the judiciary, thus maximizing our community's confidence in the court. We will strive to become increasingly customer service oriented, innovative and creative in technology and in all of our operations. The court shall maintain a supportive working environment by encouraging teamwork and employee growth.

2012-2013 Accomplishments

- Continued in-house probation monitoring section, which eliminated the need to contract probation services to an outside vendor.
- Continued the home arrest program allowing certain offenders to be monitored at home via an electronic monitoring bracelet, saving the town significant costs for Pima County jail incarceration
- Bond Schedule cards continue to be printed in house saving revenue and providing real time changes when necessary
- Reviewed and modified the bond schedule including town ordinances to correct disparities between similar offenses cited under state statute.
- Enhanced the quality of video evidence with the purchase of a 55" monitor so that all in the courtroom may view.
- Joined in a multi jurisdictional effort to establish a Veterans Court which provides enhanced court services to the veterans in our community.

2013 – 2014 Goals & Objectives

- Continue to refine and expand accomplishments of prior years

- Focus on methods to improve collections and reduce failure to appear rates by exploring the most recent technology available, for example “robo calling.” and an IVR system. The court is waiting for the Town to expand its website to allow for online payments, as the majority of Courts in the state currently provide
- Explore and enhance various techniques and methods to insure the maintenance of exceptional customer service

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Progress & Innovation	Provide fair and equal justice, and provide exceptional customer service by reducing the error rate of processing cases to 5% or under, to ensure that the rights of our citizens are not unduly affected by simple mistakes	Case processing error rate	8%	7%	5%	5%
		Citations filed	8,500	9,200	9,600	9400
Progress & Innovation	Provide exceptional customer service to litigants. Reduce the amount of complaints and negative comments about Marana's court to less than 10 per year	Complaints received	21	8	5	11
Progress & Innovation	Maintain open communication and provide a better understanding of the judicial system by retaining and fostering open communication between the Court and citizens of the Town of Marana and maintaining an Open Door policy with Town officials	Number of meetings with Town officials which include dept. head meetings, community connections 101	17	20	26	26
Progress & Innovation	Provide fair and equal justice to litigants and reduce exorbitant jail costs imposed by Pima County. Continue and enhance a Probation Department and Home Detention program to enhance the Court's ability to enforce the condition of sentencing	Number of home arrest offenders	42	54	61	61
		Number of monitored probation cases	187	200	215	215

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$806,727	\$818,852	\$859,922	\$894,186
Contracted Services	90,429	121,030	196,784	207,296
Operating Supplies & Equipment	10,740	14,711	275,540	338,500
Capital Outlay	-	-	5,000	10,000
Total by Category	\$907,895	\$954,593	\$1,337,246	\$1,449,982

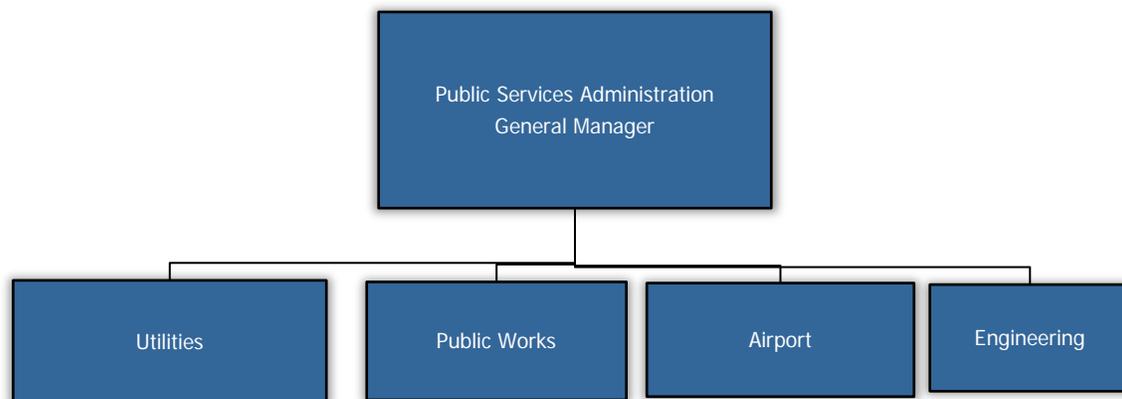
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$868,996	\$905,598	\$963,109	\$988,884
JCEF Fund	998	-	40,800	53,000
FTG Court Fund	-	-	31,000	34,500
Local Technology Fund	37,901	48,994	302,337	373,598
Total by Fund	\$907,895	\$954,593	\$1,337,246	\$1,449,982

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Town Magistrate	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00
Court Security Guard	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00
Court Clerk	4.00	5.00	5.00	5.00
Total Courts	13.00	14.00	14.00	14.00



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PUBLIC SERVICES ADMINISTRATION



Department Overview

Public Services Administration affords oversight and general management services to provide for engineering and capital improvement programs, continuous, reliable operations and maintenance of infrastructure, facilities, and fleet and utilities for the Town of Marana.

2012 – 2013 Accomplishments

- Completed the Asset Management development phase and implemented the program
- Completed the Pavement Preservation Program and implementation
- Provided wastewater transition and operations services
- Provided interim management services to Technical Services Department

2013 – 2014 Goals & Objectives

- Improve wastewater operational efficiency
- Deploy pavement preservation program
- Complete asset inventory

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Progress & Innovation	Improve wastewater operational efficiency	Reduce operational costs by 30-percent	N/A	15%	15%	
Progress & Innovation	Deploy pavement preservation program	Percent of approved Budget work program completed	N/A	75%	100%	
Progress & Innovation	Complete asset inventory	Inventory remaining systems including wastewater	N/A	85%	100%	
		Complete project management integration of maintenance projects	N/A	90%	100%	

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$449,977	\$479,345	\$435,074	\$235,317
Contracted Services	610	9,627	12,770	2,160
Operating Supplies & Equipment	1,337	5,360	5,190	2,850
Total by Category	\$451,923	\$494,331	\$453,034	\$240,327

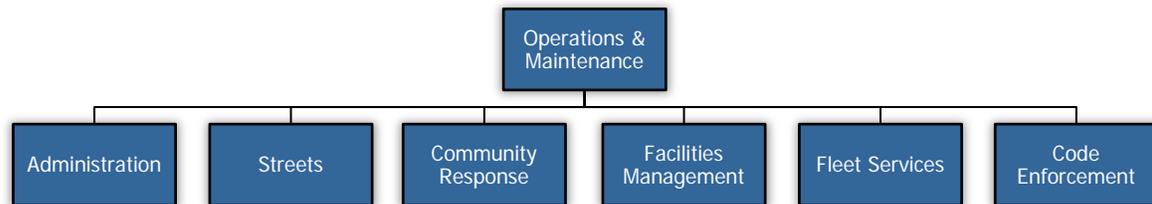
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$451,923	\$483,211	\$453,034	\$240,327
Total by Fund	\$451,923	\$483,211	\$453,034	\$240,327

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Public Services General Manager	1.00	1.00	1.00	-
Public Works Director	-	1.00	1.00	1.00
Assistant Public Works Director	-	-	-	1.00
Contracts Administrator	1.00	-	-	-
Contract Analyst	1.00	1.00	1.00	-
Senior Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Specialist	0.50	-	-	-
Office Support Assistant	0.50	-	-	-
Total Public Services Administration	4.00	4.00	4.00	3.00



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OPERATIONS & MAINTENANCE



Department Overview

The Public Works operations and maintenance department is committed to providing the community with the best value in road and infrastructure maintenance and improvements. The department works hard to maintain the value of the funds available and spent on the improvements and maintenance of the road system within the Town. The department supports the strategic plan of the Town, and considers itself a developing partner in the growth and prosperity of the Town of Marana.

2012 – 2013 Accomplishments

Facility Accomplishments:

- Successful renovation/move of MOC (PD, PW and Utilities)
- Completion of MOC warehouse/auto shop project (roofing, electrical and coolers)
- Completion of MMC parking lot seal coat and concrete flat work
- Completion of PD Dispatch flooring replacement
- 85% completion of the first Facility Master Plan (expected to have 100% by March 2013)
- Completed facility inventory and asset tagging (know quantities of all facility items)
- Completed carpet cleaning program
- Installed new computer based Building HVAC controls system at the MMC with capability to control all Town buildings. Will have the MCC on this system by mid February 1013.
- Built the DSC BDC to improve the community's ability to process building permits
- Built the Fleet Shop to improve employee's ability to schedule and wait in a safe location while repairs are being made.

Fleet Accomplishments:

- All staff ASE Certified – added 5 new certifications and renewed 10 certifications
- Sixth year in a row the shop has achieved ASE Blue Seal Shop certification. The Town shop is one of only ten in the state.
- BMW Certified technician
- Purchased and outfitted over 30 units
- Disposed of all retired vehicles and other supplies across the Town
- Implemented new shop safety by installing safety chains at bay doors and by having the new Fleet Office area for employees and vendors to discuss their automotive issues away from the working shop.
- Provided 24/7/365 on call services

Street Maintenance:

- I-10 East and West bound Town of Marana limits crews mowed and trimmed trees clean on and off ramps, pick up trash.
- Completed the landscaping of Silverbell road between Cortaro and Twin Peaks.
- Crack sealed Parcel 3, 4, 7, in continental ranch. The Villages III at Dove Mountain, The Villages at Dove Mountain, The Villages at Red Hawk in Dove Mountain.
- Crews removed and repaired concrete and asphalt throughout the Town of Marana for trip hazards, sink holes and failing material.
- Crews continued to maintain the dirt shoulders and dirt roads throughout the town for erosion hazards
- Crews provided support to all departments throughout the town with maintenance issues, traffic control and special events.
- Continued with the I 10 cleanup and removed over 100 tons of debris and trash
- Completed the repair of the Orange Grove pumps repair and electrical system
- Removed 5 Homeless camps and haul of over 7 tons of debris

Signals/Signs/Markings:

- Currently upgrading all traffic signal lights to LED's.
- Upgraded all signs on intersections from regular sign to an IISN (lighted sign).
- We accomplished a maintenance and replacement schedule on all intersections (LED's, Controllers, Battery Backups, etc.)
- Established a striping schedule to stripe all long line First half in September/October Second half February/March.
- Upgraded all signs in subdivisions Continental Ranch Parcel #8, Cortaro ranch, The Villages at Dove Mountain, The Villages at Red Hawk, The Villages III Dove Mountain, and The Villages IV at Dove Mountain.
- Continued the upgrading of short line striping (crosswalks, stop bars, symbols) from thermo to pavement tape throughout the Town of Marana.

Code Enforcement:

- Helped in the process with legal of changing the Town Code Section's 10-2 and 11-7 to decriminalize them to be civil violations to be able to write citations.
- Code Enforcement is in now working alongside the Police Department assisting with graffiti, red tags, parking issues and barking dog situations.
- Began a graffiti abatement program, to be finalized in 2013.
- Assisted Community Development Department with neighborhood clean ups in Adonis and Honea Heights.
- Helped in the process with Legal and Water Department with changing the Utilities Code Section 14-9-3 so that Code Enforcement may be able to enforce water escaping onto private property as well as public.
- Created a new Code Enforcement educational brochure.
- Code Enforcement began attending neighborhood/business coalition meetings
- Created Notices of Violations for field use.
- Worked closely with the Sign Code Task Force to update the codes in order to make Marana a more business friendly.
- Began an abatement process regarding dilapidated structures with Building Department.
- Continued providing customary services to the Town of Marana .

2013 – 2014 Goals & Objectives

Facilities:

- Implement Facility Master Plan.
- Fully implement CarteGraph into workorder system and work calendar.
- Complete first phase of electrical system code compliant list.
- Provide response to customers within 48 hours.
- Integrate central HVAC controls by upgrading systems for remote monitoring and adjustment ability.

Fleet:

- Launch CarteGraph into work order system.
- Successfully bid out services needed.
- ASE certified staff.
- Renewal of ASE Blue Shop Certification.
- Complete routine service the same day.
- Develop and implement Air Emissions certification and become ADEQ third party test facility.

Street Maintenance:

- Train street crews on up-to-date maintenance techniques on concrete and Asphalt.
- Continue to maintain all asphalt roads, sidewalks, curbs, drainage ways, signs/stripping, traffic signals.
- Continue to implement cost savings and time saving elements within department
- Establish a pre-maintenance program for pavement preservation program:
- O&M street maintenance crews are to patch sinkholes, crack seal, sign upgrade, sidewalk repair before any street preservation begins.
- Establish an interdepartmental supervisor weekly maintenance meeting between O&M, Parks, Utilities, Airport to discuss any assistance that may be needed to accomplish each department needs.
- Establish a staff coaching checklist:
Foremen are to notify and meet with each staff to discuss their weaknesses and strengths to continue to build a stronger team.

Code Enforcement:

- Complete Sign Code revisions through Sign Code Task Force
- Finalize Graffiti Abatement Pilot Program and implement with goal of having formal program upon completion of initial program trial period.
- Work with Graffiti Task Force to implement changes within Town Code relating to graffiti abatement.
- Finalize and implement Dilapidated Structure Abatement Program managed by Code Enforcement in partnership with Building & Legal.
- Work with Community Development for regular attendance at community meetings with different neighborhoods and HOA's.
- Continue to develop relationship with PD that will allow us all to work together to address problems through a team approach in targeted areas.
- Increase efficiency through use of software, applications, and hardware that will allow us to spend more time in the field and complete most tasks without having to respond back to the office.
- Obtain designations as Certified Code Enforcement Officers through training and testing. This will assist us with ensuring we are best serving the community and within the court system.

- Work with other Town departments and community groups to not only have neighborhoods maintained at the minimum standards, but to raise those standards both within the Town and also within these neighborhoods.
- Provide literature and outreach to the community so that they have a better understanding of what we do and have the resources to contact us with any questions/problems/concerns.
- Implement first real budget for Code Enforcement.
- Work with Legal to develop a formalized process for dealing with vacant/abandoned properties and serving Notice Through Publication to achieve either compliance or the authority for the Town to abate and lien property for cost.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Complete a detailed inventory of all Town Facilities	Perform site inspections and capture detailed inventory of all assets that require maintenance and repair	52%	65%	95%, will have more once we go live on Cartegraph	95%
Community	Facility Master Plan Document	Select personnel from departments who will plan and develop the Town's first Facility Master Plan. Elements of this plan will encompass current and future Facility requirements	15%	15%	50%	50%
Community	Identify and develop Standard Operating Procedures (SOP's) for all aspects of the Facility/Fleet Operations	Fleet maintenance	20%	50%	65%	75%
		Fleet replacement	60%	90%	100%	100%
		Generator operations	70%	85%	95%	100%
		Facility key requests	65%	95%	100%	100%
		Building Modification department requests	60%	75%	85%	90%
Community	Complete a street inventory project which will determine the amount of Town signage, lighting, traffic signals, striping, curbs, streets, and sidewalks	Complete inventory of all Town infrastructure	52%	65%	90%	90%
		Improve tracking of signage, lighting and traffic signals	95%	100%	100%	100%

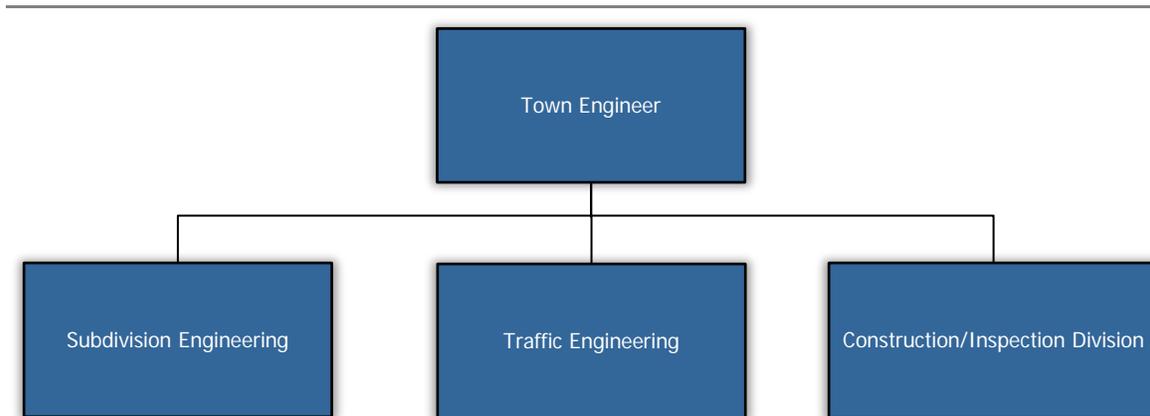
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Reduce downtime for routing maintenance and repair of Fleet vehicles	Percentage of fleet staff trained and certified as ASE techs	100%	100%	100%	100%
		Percentage of improved fleet maintenance tracking	75%	75%	95% with Cartegraph	95%
Community	Replace vehicles that are ineffective and inefficient to operate	Percentage of vehicles replaced	7%	12%	10%	10%
		Percentage of APWA benchmark for staff to fleet ratio	41%	41%	41%	41%
Community	Work with Human Resources and Technology Services to develop key access policy	Administrative directive for building access	100%	100%	100%	100%
Community	Launch the Pavement Preservation Program	All town roads inventoried and inspected	N/A	80%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$1,545,167	\$1,809,291	\$1,968,625	\$2,077,340
Contracted Services	906,406	1,303,225	2,216,514	2,502,771
Operating Supplies & Equipment	296,152	380,393	430,085	443,348
Capital Outlay	824,973	289,160	15,000	238,000
Total by Category	\$3,572,698	\$3,782,069	\$4,640,224	\$5,261,459

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$2,139,024	\$1,853,313	\$2,148,021	\$2,283,330
Highway User Revenue Fund	1,433,674	1,928,756	2,492,203	2,978,129
Total by Fund	\$3,572,698	\$3,782,069	\$4,640,224	\$5,261,459

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Facilities & Fleet Services Manager	1.00	1.00	1.00	-
Superintendent	1.00	1.00	1.00	3.00
Community Response Manager	1.00	1.00	1.00	1.00
Foreman	5.00	5.00	5.00	4.00
Signal Technician III	1.00	1.00	1.00	1.00
Signal Technician II	1.00	1.00	1.00	1.00
Signs & Markings Technician	1.00	1.00	1.00	1.00
Fleet Technician II	1.00	1.00	1.00	1.00
Fleet Technician I	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Facilities Technician	-	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00
Inmate Services Coordinator	2.00	3.00	4.00	4.00
Senior Maintenance Worker	3.00	3.00	3.00	3.00
Maintenance Coordinator	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00
Laborer	7.00	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	1.00	1.00
Code Enforcement Officer	-	-	2.00	2.00
Total Operations & Maintenance	32.00	32.00	35.00	36.00

ENGINEERING



Department Overview

The Engineering Department provides oversight of projects to ensure that development follows Town ordinances and engineering practices, maintains the safety of the public and the environment, recommends mitigation measures to reduce impacts from development and addresses the infrastructure needs throughout the town through planning and design of major roadways and infrastructure safety enhancements.

2012 – 2013 Accomplishments

- Accepted into the FEMA Community Rating System program (CRS), which will result in Marana residents receiving a 10% discount on flood insurance
- Worked with Federal Railroad Administration, Arizona Corporation Commission, ADOT and UPRR to study Marana railroad crossings for the implementation of a quiet zone throughout Marana
- Assisted developers of San Lucas subdivision in completing a Letter of Map Revision (LOMR) removing San Lucas from the FEMA special flood hazard area (SFHA)
- Letting of contract for restudy of roadway and parks impact fees

2013 – 2014 Goals & Objectives

- Continue to assist Legal in the Land Development Code rewrite
- Update to the Subdivision Street Standards concurrent with the LDC rewrite
- Adoption of new impact fees for roads and parks

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Projected</i>	<i>FY 2014 Budget</i>
Progress & Innovation	In-house review of plans	Number of SWPPP's reviewed in-house	38	45	20	26
		Number of Engineering plans reviewed in-house	87	94	90	120
		Number of Planning documents reviewed in-house (rezones, spec plans, SLUC, minor land div)	80	80	80	100
Progress & Innovation	In-house inspection/observation of private development	Number of Stormwater inspections performed	52	60	47	70
		Number of Private development permits inspected	18	20	15	20
		Number of Type 1 permits taken in / reviewed	13	18	18	25
Progress & Innovation	Facilitation of CIP program	Number of CIP projects with Environmental Facilities in permitting	4	4	4	3
Progress & Innovation	Maintain the operations safety of Town streets	Number of Traffic Work Orders	80	120	100	120
		Number of Service Request Assignments	230	200	200	220

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$2,076,746	\$1,993,257	\$1,919,602	\$1,833,107
Contracted Services	111,705	52,713	105,431	137,404
Operating Supplies & Equipment	40,037	64,955	80,970	72,765
Capital Outlay	11,415,667	4,162,587	14,818,984	19,074,207
Total by Category	\$13,644,155	\$6,273,512	\$16,924,987	\$21,117,483

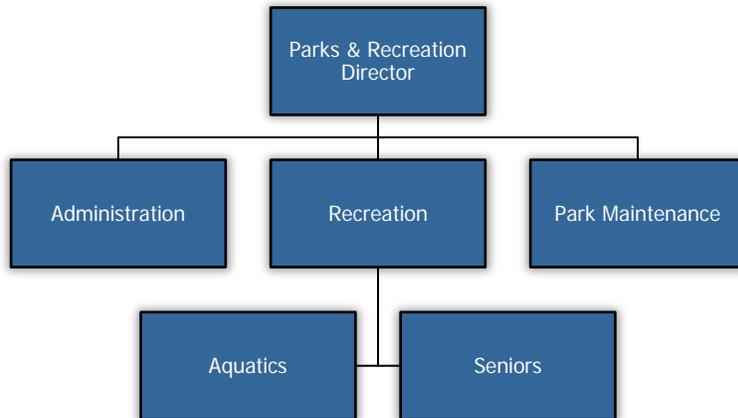
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$2,111,450	\$2,151,300	\$2,235,903	\$2,179,301
Grants	10,473	41,362	39,606	39,606
Transportation Fund	222,707	582,745	2,275,407	2,904,933
Regional Transportation Agency	3,562,597	1,768,889	7,091,956	10,366,806
Highway User Revenue Fund	-	-	510,000	1,509,482
South Benefit Area Impact Fees	118,901	16,457	181,456	21,185
Northeast Benefit Area Impact Fees	-	-	-	500,000
Park Impact Fees	35,005	908,970	1,023,643	2,362,522
Pima Association of Governments	1,567,061	-	187,000	-
½ Cent Sales Tax	195,707	42,487	331,500	531,743
Other Agency Funds	4,320,737	347,899	2,768,134	490,558
Pima County Bonds	-	-	-	110,000
2008 Series Bonds	1,499,516	413,399	280,382	101,347
Total by Fund	\$13,644,155	\$6,273,512	\$16,924,987	\$21,117,483

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Town Engineer	1.00	1.00	1.00	1.00
Assistant Director of Engineering	-	-	-	1.00
Engineering Division Manager	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Environmental Project Coordinator	2.00	2.00	2.00	1.00
Engineering Technician	3.00	3.00	3.00	3.00
Project Coordinator	1.00	-	-	-
Engineering Aide	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	-	-
Plans Examiner	2.00	2.00	-	-
Plans Review Technician	1.00	1.00	-	-
Executive Assistant	0.60	-	-	-
Construction Division Manager	-	-	-	1.00
Construction Manager	-	-	-	2.00
Construction Inspector	-	-	-	2.00
Right of Way Inspector	-	-	-	1.00
Project Control Specialist	-	-	-	1.00
Capital Improvement Project (CIP) Manager	-	-	-	1.00

AUTHORIZED POSITIONS (continued)				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Project Coordinator	-	-	-	1.00
Real Property Acquisition Agent	-	-	-	1.00
Senior Administrative Assistant	-	-	-	1.00
Total Engineering	16.60	15.00	11.00	22.00

**As of FY14, the CIP Division is included in the Engineering Department*

PARKS & RECREATION



Department Overview

The Town of Marana Parks and Recreation Department is dedicated to developing and implementing quality parks, trails, and leisure services for our community with a proud commitment to excellence, safety, and sustainability.

2012 – 2013 Accomplishments

- Constructed 2 additional miles of backcountry trails in the Tortolita Trail System.
- Received for Arizona State Trail Status for Town of Marana Tortolita Trail System
- Connected Heritage Park buildings (Heritage House & Barn) to sanitary sewer.
- Erected 3 shade structures at Heritage Park Display Garden and constructed garden area.
- Added Ora Mae Harn Park to the centralized irrigation control system.
- Partnered with Oro Valley Parks and Recreation on 2nd M.O.V.E. Across 2 Ranges event
- Increased Youth Flag Football participation 40% with a 70% increase in revenue
- Expanded Pee Wee Soccer program participation 78% with a 102% increase in revenue
- Increased Egg Nog Jog participation by 63%
- Splash 'N Dash duathlon participation increased 10 fold.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget
Recreation	Provide quality parks and leisure service opportunities for the Marana Community	Maintain quality park facilities	133 acres	135 acres	135 acres	143 acres
		Maintain quality paths and trails	46 miles	49 miles	51 miles	55 miles
Recreation	Provide regional recreation destination for Marana	Construct Display & Community Garden at Marana Heritage River Park	N/A	N/A	Construction	Complete
Community	Provide community supported events at the new district park	Community events at Crossroads at Silverbell Park	18	90	154	165
		Community events at other locations	12	45	146	155

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$1,736,633	\$1,664,190	\$1,979,120	\$2,097,356
Contracted Services	327,776	432,554	428,953	432,605
Operating Supplies & Equipment	649,982	614,164	638,895	684,898
Capital Outlay	261,669	926,250	554,466	70,000
Total by Category	\$2,976,060	\$3,637,159	\$3,601,434	\$3,284,859

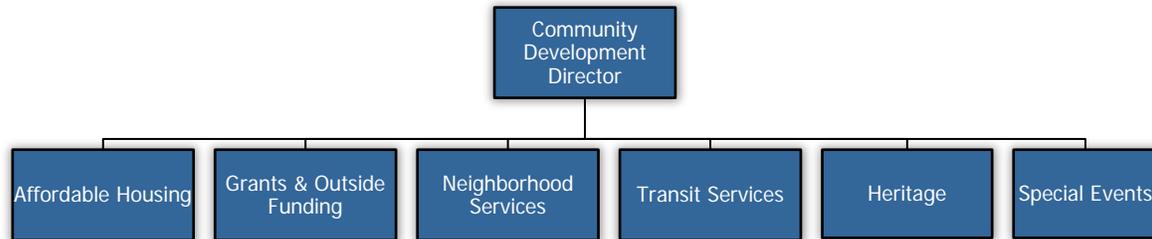
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$2,611,226	\$2,644,161	\$2,887,980	\$3,074,119
Impact Fees – Parks	132,852	443,835	106,088	-
Pima County Bond Funds	222,152	548,960	381,366	209,740
Grants & Contributions	928	202	1,000	1,000
MMPC Bonds	8,900	-	-	-
Other Agency	-	-	225,000	-
Total by Fund	\$2,976,060	\$3,637,159	\$3,601,434	\$3,284,859

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Parks – Administration:				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Assistant Parks & Recreation Director	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Support Assistant	1.00	-	-	-
Customer Service Clerk	-	2.75	2.75	2.75
Parks – Recreation:				
Recreation Coordinator	3.00	5.00	5.00	5.00
Recreation Programmer	2.00	2.00	2.00	2.00
Recreation Leader	1.00	-	-	-
Recreation Assistant	2.25	0.75	0.75	0.75
Parks – Maintenance:				
Superintendent	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00
Foreman	1.00	1.00	1.00	1.00
Maintenance Worker	11.00	9.00	9.00	9.00
Laborer	4.00	6.00	6.00	6.00
Parks – Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	0.75	0.75
Parks – Therapeutic Program				
Recreation Coordinator	1.00	-	-	-
Total Parks	32.00	32.25	33.25	33.25



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COMMUNITY DEVELOPMENT & NEIGHBORHOOD SERVICES



Department Overview

Improving the quality of life for our residents and neighborhoods is the primary goal of the Community Development and Neighborhood Services Department. Engaging the community in ongoing dialogue provides opportunities for the public and private sectors to: identify, refine and articulate needs; cooperatively problem-solve; collaboratively work to develop viable solutions to address needs; measure outcomes and celebrate successes; communicate regularly and clearly through relationships established by mutual trust and a shared vision.

The key functions in Community Development and Neighborhood Services all center on providing appropriate services to the general population and working to solve issues that affect individuals, neighborhoods, and the entire community. These functions include: Neighborhood Services; Affordable Housing; Transit Management; Community-wide Heritage Preservation; Special Events coordination, and Grant and Fund Development.

2012 – 2013 Accomplishments

- Provided housing rehabilitation services for twenty (20) area homeowners
- Received twenty (20) new housing rehabilitation applications
- Received \$1.5 million in grant funding for critical projects
- Completed rehabilitation projects on fifteen (15) qualifying homes
- Developed new partnerships to track community issues
- Had over 75,000 riders on the Sun Shuttle routes in Marana
- Completed construction of two (2) signature bus shelters for Marana Main Street
- Produced three major regional events Star Spangled Spectacular; Holiday Festival and Christmas Tree Lighting; and Marana Main Street Festival
- Recognized community members with the Ora Mae Harn Crystal Legacy and Branding Iron Awards.
- Improved citizen participation and community outreach process

- Conducted a sample community survey to identify citizen perceptions and expectations
- Launched “Out and About” in Marana Mobile Town Hall with 3 events

2013 – 2014 Goals & Objectives

- Conduct a community survey to identify citizen perceptions and expectations
- Resolve neighborhood issues by initiating interdisciplinary teams
- Promote the development of a balanced portfolio of housing to meet the current and future needs of Marana residents
- Increase awareness of history and heritage with events and community outreach
- Increase local transit ridership by 10%
- Secure grant funding for projects identified in the Strategic Plan
- Produce and support regionally recognized special events
- Establish new community partners to support Out & About in Marana

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Increase community engagement	Receive completed community surveys	-	250	250	500
		Participate in Business/Community Coalition meetings	8	14	24	24
		Provide Mobile Town Hall for special/neighborhood events	-	-	7	12
Community	Preserve and produce affordable housing alternatives for Marana residents.	Housing Rehabilitation projects completed	24	14	15	20
		New Affordable Housing Units	2	2	1	2
		Land Acquisition/Entitlement for Affordable Housing Projects	40	2	-	-
Heritage	Strengthen community character by linking the past, present, and future	Catalogue and preserve heritage objects	-	50	25	25
		Encourage tours and programs focused on heritage	-	2	10	10
Community	Strengthen preservation efforts in Colonia neighborhoods	Facilitate neighborhood meetings	10	30	35	35
		Organize neighborhood cleanup days	1	2	5	5
		Complete neighborhood plans	-	1	2	-

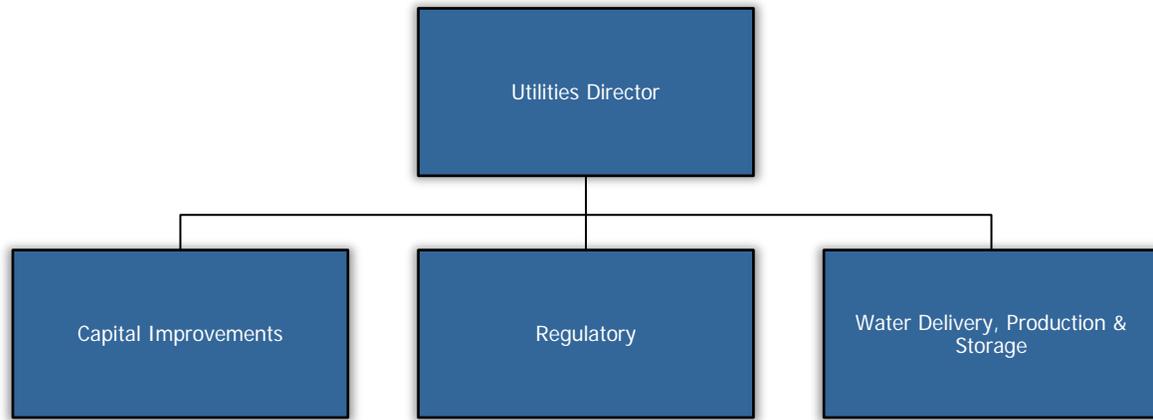
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community	Provide transit alternatives for Marana residents	Increase Sun Shuttle ridership by 10%	48,000	65,000	75,000	85,000
Community	Increase Community Engagement in Marana Signature Events	Increase award ceremonies	-	-	1	1
		Engage community partners to plan	-	-	6	8
		Engage community partners to staff events	-	-	25	50
		Develop new special event	-	-	1	1

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$293,888	\$231,775	\$265,385	\$283,100
Contracted Services	338,210	135,473	147,399	176,663
Operating Supplies & Equipment	185,336	98,811	435,332	2,815,586
Capital Outlay	-	83,169	260,000	-
Total by Category	\$817,434	\$549,228	\$1,108,116	\$3,275,349

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	\$211,135	\$211,590	\$323,521	\$ 374,484
Community Development Block Grant	93,544	119,333	333,945	2,699,899
HOME	-	-	250,000	-
Bed Tax Fund	-	-	45,650	30,966
Revolving Affordable Housing	47,887	9,241	45,000	70,000
Grants & Contributions	287,752	38,238	-	-
LTAFF Funding	177,117	87,658	100,000	100,000
Regional Transportation Fund	-	83,169	10,000	-
Total by Fund	\$817,434	\$549,228	\$1,108,116	\$3,275,349

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Community Development & Neighborhood Services Director	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00
Special Events Coordinator	-	-	1.00	1.00
Total Community Development & Neighborhood Services	3.00	3.00	4.00	4.00

WATER



Department Overview

To provide our customers with superior service and the highest quality, safe, reliable water supply at the best possible value. We have an obligation to make sure that our residential customers, business customers and other public entities such as our schools, medical facilities and parks have reliable access to the water they need. Marana is committed to this mission and is taking proactive steps to achieve it.

2012 – 2013 Accomplishments

- Installed 500 water meters as part of the annual replacement of aging meter program.
- Completed Hartman interconnect combining three water systems (Hartman Vistas, Cortaro Ranch, and Twin Peaks) into one system. This system improvement has provided increased gravity storage and improved fire flow for the benefit of all the water customers.
- Well rehabilitation at the two Airport System wells.
- Hired John Kmiec as the Utilities Director. Mr. Kmiec joined the Marana Utilities team after twelve years of service with Tucson Water where he last served as the Environmental & Regulatory Compliance Supervisor in the Water Quality & Operations Division.
- Replaced 500 water meters as part of the annual replacement of aging meter program
- Re-plumbed the non-potable water system in Rancho Marana to improve accuracy and reduce lost and unaccounted for water
- Continued valve exercising program

- Continue entering all assets into geo database
- Commenced working with a consultant to develop a backflow application that will greatly improve efficiency
- Continued partnerships with other local communities for the Water Conservation Alliance Southern Arizona (Water CASA)
- Staff continued efforts to evaluate opportunities to save money by bringing projects in-house and developing preventative maintenance projects in Cartegraph for ease of planning and resource evaluation
- Continued expanding the capabilities of Cartegraph for long term planning and budgeting
- Cartegraph’s automated inventory feature is reducing costs in inventory

2013 – 2014 Goals & Objectives

- Implement backflow application to increase efficiency
- Implement online bill payment solution for customers
- Replace 500 water meters as part of the annual replacement of the aging meter program
- Complete entry of all assets into geo database
- Install automatic transfer switches on the generators at the well sites of Continental Reserve, Hartman Vistas, and San Lucas. This will decrease outage times for customers
- Tie-in Oshrin Mobile Home Park to Willow Ridge by abandoning existing 6” water line
- Install clay valve for emergency by-pass at the Springs Reservoir
- Repaint storage tanks at Continental Reserve, Lambert, Marana Park, and Oshrin

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Estimated</i>	<i>FY 2014 Projected</i>
<i>Community / Progress & Innovation</i>	<i>Water Asset Management</i>	Inventory all water assets for use in maintenance management program	25%	50%	100%	100%

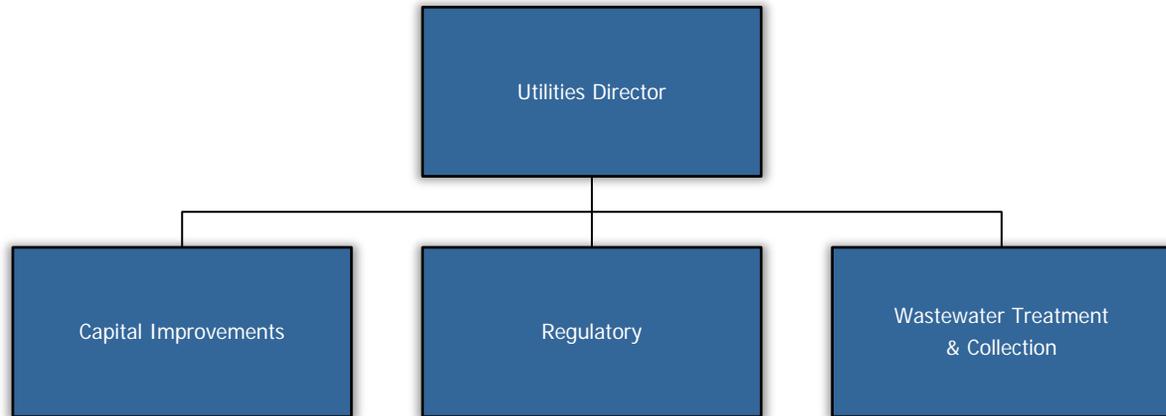
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2011 Actual</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Estimated</i>	<i>FY 2014 Projected</i>
<i>Community/Commerce</i>	<i>Resource Management</i>	Acquire additional water resources	100%	100%	100%	100%
<i>Community</i>	<i>Engineering Services</i>	New development review, hydraulic modeling, system expansion and replacement activities	100%	100%	100%	100%
<i>Community</i>	<i>Field Labor Management</i>	Repair and maintenance of potable and non-potable distribution system	100%	100%	100%	100%
<i>Community/Commerce</i>	<i>Administrative Services</i>	General management of water utility.	100%	100%	100%	100%
<i>Community</i>	<i>Water Conservation</i>	Extend water resource portfolio	100%	100%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$1,155,611	\$1,018,146	\$1,219,532	\$1,330,636
Contracted Services	366,559	270,693	937,706	990,932
Operating Supplies & Equipment	891,569	818,154	1,217,566	1,234,410
Capital Outlay	112,267	18,770	1,682,500	3,263,000
Debt Service	84,028	130,518	362,282	281,461
Other Financing Uses	782,040	811,682	-	-
Total by Category	\$3,392,073	\$3,067,963	\$5,419,586	\$7,100,439

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Water Fund	\$3,280,469	\$3,039,727	\$4,493,586	\$4,695,439
Water Fund – Impact Fees	18,567	-	66,000	635,000
Water Renewable Resources - Wastewater	93,037	28,235	860,000	1,770,000
Total by Fund	\$3,392,073	\$3,067,963	\$5,419,586	\$7,100,439

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Utilities Director	1.00	1.00	1.00	1.00
Utilities Operations Manager	1.00	1.00	1.00	1.00
Utilities Services Supervisor	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Utilities Production & Distribution Supervisor	-	1.00	1.00	1.00
Foreman	1.00	-	-	-
Management Assistant	1.00	1.00	1.00	1.00
Water Quality Inspector	1.00	1.00	1.00	1.00
Electric Pump & Well Technician	1.00	1.00	1.00	1.00
Water Operator II	-	5.00	5.00	5.00
Water Operator I	6.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	-	1.00
Utility Billing Specialist	2.00	2.10	2.10	2.10
Utilities Technology Coordinator	-	-	1.00	1.00
Customer Service Specialist	1.00	1.00	-	-
Customer Service Clerk	-	-	1.00	1.00
Total Water Department	18.00	18.10	18.10	19.10

WASTEWATER



Department Overview

Marana is committed to providing its customers with quality wastewater reclamation and conveyance services and is taking proactive steps to achieve it. The Town will endeavor to ensure effluent owned by the Town is put to the highest and best possible use to meet long term planning goals and objectives of the Town.

2012 – 2013 Accomplishments

- Obtained the Marana Wastewater Reclamation Facility on 03 January 2012
- Obtained the Marana Wastewater Conveyance System contributing flows to the Marana Wastewater Reclamation Facility on 03 January 2012
- Commenced operation and maintenance of the Wastewater Reclamation Facility on 03 January 2012
- Commenced operation and maintenance of the Wastewater Conveyance System contributing flows to the Marana Wastewater Reclamation Facility on 03 January 2012
- Operation and maintenance of the Marana Wastewater Reclamation Facility is commanded by Town employees (100%) as 01 August 2012
- Commenced training existing Town staff for the operation and maintenance of the Wastewater Reclamation Facility
- Commenced training existing Town Staff for the operation and maintenance of the Wastewater Conveyance System contributing flows to the Marana Wastewater Reclamation Facility
- Commenced efforts to acquire necessary regulatory and operational permits and licenses

- Performed walk-thru to identify existing inefficiencies and deficiencies in the operation and maintenance of the Reclamation Facility
- Compiled a complete inventory of assets at the Reclamation Facility
- Commenced adding a module for wastewater in the asset management system (Cartegraph)
- Changed out UV bulbs for three (3) banks
- Commenced assessing SCADA/telemetry needs of wastewater reclamation facility
- Cleaned and obtained CCTV for one-half of the sanitary sewer conveyance system commencing at the southern (highest point) end of the system

2013 – 2014 Goals & Objectives

- Continue to train existing Town staff for the operation and maintenance of the wastewater reclamation facility
- Acquire one (1) additional operator for the wastewater reclamation facility
- Continue to work with local, state, and federal regulatory agencies to maintain compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system
- Improve the operational efficiency of the reclamation facility
- Implement asset management tracking utilizing Cartegraph
- Change out one (1) bank of UV bulbs
- Reduce the amount of surface inflow to the sanitary sewer conveyance system
- Clean and CCTV the last half of the sanitary sewer conveyance system
- Implement the Industrial Waste Discharge Permit Program
- Review, investigate and update the previous Industrial Waste Discharge Permits issued by Pima County to businesses in the Town
- Review the CCTV log from the first half of the system cleaning and annotate any deficiencies along with recommendations accordingly
- Compile a complete inventory of the sanitary sewer conveyance assets
- Provide a comprehensive Preventative Maintenance Schedule for the Marana Wastewater Reclamation Facility
- Develop and implement templates for the scanning of wastewater documents into laserfiche

- Development and implement an in-house training program (ADEQ certification process) for the wastewater operators
- Development and implement a weekly safety meeting program

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected
Progress & Innovation	Design and implement a cost-based work order system	Design of work order system completed	N/A	10%	100%	100%
		Identify assets which need to be collected	N/A	50%	100%	100%
Community	Design and develop Capacity Maintenance Operation and Management program for the sanitary sewerage system	Review best management practices for CMOM	N/A	50%	100%	100%
		Develop CMOM plan	N/A	10%	50%	100%
Community	Design and develop sanitary sewerage maintenance program to minimize sanitary sewer overflows	Locate, identify and evaluate all manholes	N/A	50%	50%	100%
		Camera and rank all sanitary sewerage lines	N/A	50%	50%	100%
		Develop sanitary conveyance system cleaning program	N/A	0%	50%	100%

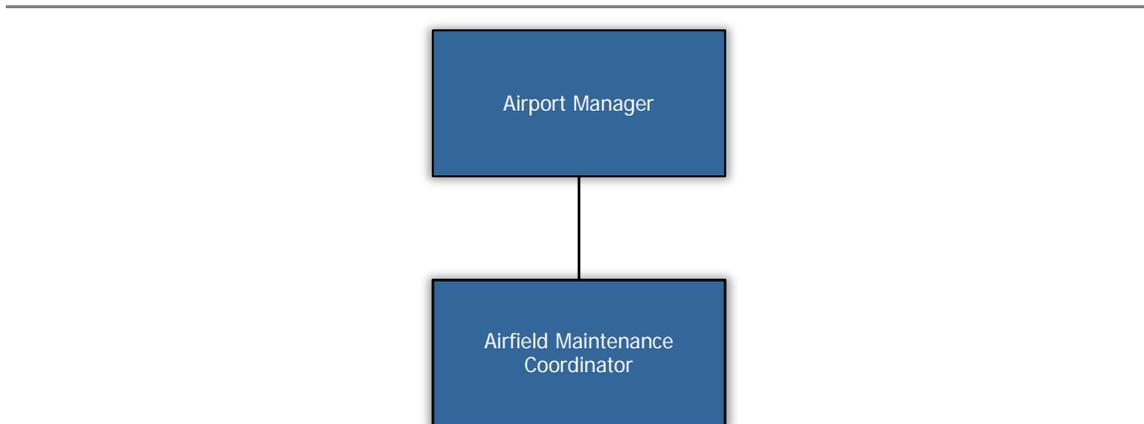
BUDGET SUMMARY				
Expenditures by Category	FY 2011* Actual	FY 2012* Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	N/A	\$79,300	\$181,728	\$297,553
Contracted Services	N/A	1,263,776	413,753	424,523
Operating Supplies & Equipment	N/A	59,044	91,519	64,675
Capital Outlay	N/A	2,354,484	9,488,000	3,200,000
Debt Service	N/A	74,390	-	-
Total by Category	N/A	\$3,830,994	\$10,175,000	\$3,986,751

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012* Actual	FY 2013 Projected	FY 2014 Budget
Wastewater Fund	N/A	\$3,830,994	\$10,175,000	\$3,986,751
Total by Fund	N/A	\$3,830,994	\$10,175,000	\$3,986,751

AUTHORIZED POSITIONS				
	FY 2011* Actual	FY 2012* Actual	FY 2013 Projected	FY 2014 Budget
Utilities Operations Manager	-	-	1.00	1.00
Principal Wastewater Plant Manager	-	-	1.00	1.00
Utility Operator II	-	-	1.00	1.00
Utility Operator I	-	-	-	1.00
Total Wastewater Department	N/A	N/A	3.00	4.00

**Fiscal year 2012 is the first year of the Wastewater Enterprise Fund.*

AIRPORT



Department Overview

The Airport department provides the community with a valuable general aviation air transportation resource that is part of the National Air Transportation System, and enhances and preserves the aeronautical industry for the community while maintaining the highest level of safety and professional customer service. The department also markets and leases airport land for aviation related businesses and development. Other department duties include:

- Maintain and enhance airport safety and security.
- Continue to align airport with Town Strategic Plan.
- Manage all Federal Aviation Grants and State Aviation Grants for the airport.
- Oversee and coordinate all construction activities on the airport.
- Performing inspections to ensure proper maintenance and compliance with airport mandates.
- Coordinate with contractors and other departments to complete required airport maintenance.
- Oversee, coordinate and review all plans and specifications for airport projects.
- Prepare contracts for maintenance activities and consultant services.
- Ensure land use and airspace capability with aviation uses throughout the Town and the County.
- Address public concerns with aeronautical activities and noise throughout the Town.
- Provide financial management of the airports operations budget.
- Provide presentations, press releases, and general information for community outreach and community relations.

2013 – 2014 Accomplishments

- New Airport Manager hired
- Rehabilitation of Taxiway A
- Replaced #2 fire pump
- Replaced and repaired water wells
- Repaired 2000' of eroded fence line
- Crack sealed Helicopter ramp
- Created new airfield driver's training program
- Increased business jet traffic
- Conducted ALTA survey and airport and surrounding property
- Installed new airport security signage

- Maintained a safe accident free airport
- Installed new signage on entrance gates and hangars to create better visibility to customers and to ensure safety

2014 – 2015 Goals & Objectives

- Continue to improve the airport parking payment process
- Increase public awareness of the airport’s value to the town through airport events
- Market land parcels available for development
- Install upgrade gate access and video monitoring system
- Design Terminal, Helicopter, Parking Ramp rehabilitation
- Create Master Tenant Lease
- Redesign airport website
- Attract and manage additional aviation events on the East Ramp
- Update Airport Master Plan
- Replace obsolete and deteriorated airfield guidance signs

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Commerce	Increase parking fees for corporate aircraft	Parking revenue	\$12,000	\$14,000	\$18,000	\$20,000
Commerce	Attract additional events on the large ramp	Number of event days	15	15	20	25
Commerce	Maintain Airport Growth	Increase overall revenue	N/A	N/A	2%	2%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012* Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	\$46,186	48,106	122,889	\$136,854
Contracted Services	65,617	103,011	116,439	153,501
Operating Supplies & Equipment	59,189	53,544	66,466	80,996
Capital Outlay	77,732	-	2,586,445	1,477,134
Other Financing Uses	889,225	907,698	-	-
Total by Category	\$1,137,949	\$1,112,359	\$2,892,239	\$1,848,485

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012* Actual	FY 2013* Projected	FY 2014 Budget
Airport Fund	\$1,137,949	\$1,112,359	\$2,892,239	\$1,848,485
Total by Fund	\$1,137,949	\$1,112,359	\$2,892,239	\$1,848,485

AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012* Actual	FY 2013* Projected	FY 2014 Budget
Airport Manager	-	-	1.00	1.00
Total Airport Operations	-	-	1.00	1.00

**The day-to-day operations of the airport are managed by a fixed-base operator (FBO) which provides aeronautical services such as fueling, aircraft rental and maintenance, flight instruction, etc. In FY2013, an Airport Manager was hired to oversee all other aspects of the Airport.*



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Capital Improvement Plan



The Capital Improvement Plan section contains a five-year plan for the Town's capital improvements and detailed information on individual projects.



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CAPITAL IMPROVEMENT PROGRAM

Fiscal 2013 – 2014 CIP Plan

Overview

The Fiscal Year 2013 – 2014 Capital Improvement Plan (CIP) projects the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a 5 year useful life, and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of on-going Town, County, State, and Federal planning programs and policies as well as the Town's General and Strategic Plans.

The first year of the CIP, along with any applicable carry-forward of funds from the prior fiscal year, comprise the total capital budget for each project beginning July 1 of each fiscal year. The remaining four years of the CIP serve as a financial plan for capital investments. The five-year financial plan is reviewed and updated each year, and the Mayor and Council adopt the capital budget and the five-year financial plan after recommendations have been received from staff. The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were forwarded to the Mayor and Council by the Town Manager on April 2, 2013 at the Town Council CIP study session. The CIP budget was adopted simultaneously with the Operating Budget on June 18, 2013.

Funding Sources

The Town of Marana utilizes proceeds from a variety of sources to study, acquire, replace, design, and construct various capital improvements:

- Impact Fees and Improvement District bonds
- Municipal Property Corporation and Water Revenue Bonds
- Pima County General Obligation bonds
- Transportation Sales Tax funds (50% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Pima Association of Governments (PAG) funding
- Highway Expansion & Extension Loan Program (HELP) funds
- Regional Transportation Authority (RTA) funds and ½ cent Sales Tax funds (since the creation of the Regional Transportation Authority, May 2006, the ½ cent Sales Tax Fund is no longer accruing resources, that ½ cent is being collected and allocated by RTA)
- Pima County Flood Control District (PCFC) funds
- Water Utility revenues
- General Fund dollars and various grants

Capital improvements may include new construction or an expansion, upgrade, replacement, or other addition designed to improve, conserve, or maintain the value of Town assets or enhance service capacity and visual environment. The Town has numerous capital projects in various stages that include: project planning, site selection, right-of-way acquisition, public hearing, utility relocation, site preparation, project agreement preparation, design, construction, and inspection.

Administration and Operating Impacts

Several positions in the General Fund are directly involved with capital projects and as a result are funded by capital projects funds through reimbursement. Approximately 12 positions in the CIP Department are directly engaged in design, inspection, contract administration, and project management related to street and drainage, traffic devices, facilities, and other general government capital projects.

An ongoing issue for the Town's long-term financial forecasting is the volume and pace at which capital assets and infrastructure have been added. With each new asset comes an obligation to prepare for the maintenance and eventual replacement of that asset. These responsibilities must be addressed as they affect the annual operating budgets for years to come. The Town of Marana understands the importance of long term planning and has begun steps to prepare for its future.

The Geographic Information Systems division of the Technology Services Department, in conjunction with the Public Works Department, continues working on an infrastructure inventory and paving management system that assesses the conditions of these assets in an effort to strategically plan for maintenance, and eventual replacement of capital assets. This data will make it possible to do long range financial forecasting to ensure resources are available to replace assets, as well as prioritizing replacement schedules on not only the age of an asset but also on the condition. This data will also be used to plan for annual operating expenses related to maintaining the Town's infrastructure as well.

TOWN OF MARANA PROPOSED TENTATIVE 5 YEAR CIP PLAN					
Project Name	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Adonis neighborhood Roadway Rehab & Drainage Improvements		297,000	1,696,000		
Airport Safety Lighting & Signage	515,000				
Airport Septic & Leach System	76,347				
Airport Way Development Improvements	272,134				
Alternative Agricultural Storage Basin			150,000	3,105,397	
Arizona Pavillions/Westside Retail Intersection		518,000			
Avra Road Bridge East of Brawley Wash	2,500				
Barnett Linear Park & Flood Control Project		717,509	5,654	689,626	285,600
Barnett Well			1,300,000		
Beard House Renovations		20,000	1,400,000		
Blue Crossing Way Roadway Repair	310,000				
Camino de Manana	75,867				
Camino de Manana Z-Zone Floating Reservoir		800,000			
Camino De Oeste, Rain Cloud To Moore		129,200	11,080		
Camino Martin/Jeremy Pl. - Pavement Restoration	12,211	403,000	3,000		
CAP Allocation Purchase	450,000	450,000	450,000	450,000	450,000
CAP Trailhead Improvements	35,000				
CMID Barnett Rd. Undergrounding				80,000	550,000
Constructed Recharge for Effluent	1,000,000				
Continental Ranch Parcels 12A and 12B Pavement Restoration	39,000	1,041,000			
Continental Ranch Parcel 16 Pavement Reconstruct		1,198,946			
Continental Ranch Parcel 26 Pavement Reconstruct	281,500	2,000			
Continental Ranch Parcel 28 Pavement Reconstruct	511,500	2,000			
Continental Reserve Park Lighting			200,000		
Cortaro Farms Road Reconstruction	2,500	2,500			
Cortaro Road Multi-Modal Shared Use Path Connectivity Crosswalk	199,894				
Cortaro Silverbell District Park	20,786	4,193	12,226		
Costco Drive	750,000	92,000			
Cracker Barrel Road Pavement Restoration	534,621	3,000			

Project Name	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
Dispatch Console Replacement	430,000				
Downtown Sidewalk and Drainage Improvements	200,000				
Fueling Station / Fleet Operations Center		700,000			
Gladden Farms rd. Reconstruction: Lon Adams to Tangerine Farms		165,000	137,500		
Honea Heights Neighborhood Redevelopment Project		3,150,000			
Honea Heights Septic Conversions & Sidewalks	72,000	2,086,900			
Ina Rd I-10 To Camino De La Tierra				45,000	1,265,000
Ina Rd. Right Turnbays onto Thornydale	560,000	224,000			
Ina Road and Bridge, Silverbell Rd To I-10	709,344	4,898	18,469,488		
Ina Road Landscaping: North Camino de Oeste to Meredith Blvd		120,000			
Integrated Telemetry & SCADA	325,000	275,000	150,000		
Linda Vista/Twin Peaks Interchange at I-10	205,096	3,058	2,105		
Luckett Road		325,000			
Marana Estates/Amole Circle-secondary Access		495,710	868,000		
Marana Estates/Amole Circle - Pavement Restoration and Drainage repair		458,941			
Marana Heritage and Cultural Park	1,962,259	310,000			
Marana Main and Roundabout Settlement Repair		248,000			
Marana Main Street	500,000	8,631,500			
Marana Park & Ride			400,000	150,000	1,340,000
Marana Vista Estates Drainage repair		546,000			
Marana WRF	2,200,000	4,000,000	4,000,000	4,000,000	4,000,000
Marana WRF Biosolids	300,000				
Marana WRF expansion	700,000				
Massengale Road - Pavement Restoration	5,000	305,000	2,500		
MMC Generator system		325,000			
Mobile Command Vehicle		300,000			
Moore Rd - Camino de Oeste to Thornydale		321,539	7,311		
Moore Rd DCR for Extension & Widening		1,090,000	1,090,000		
Moore Rd. Widening			575,000	1,100,000	550,000
Multi-Use Facility (Police Operations Center/Station)	25,525	1,226,000	12,900,000		
New 8-inch Water Main from Wade & Ina Rd to the Springs reservoir		732,225			

Project Name	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018
New W+Zone Ora Mae Harn Park Reservoir				800,000	
New Water Plant at Oshrin Park			750,000		
North Sanders Road Water Plant					2,200,000
Ora Mae Harn Park - Ball Field Improvements	50,000	478,250			
Ora May Harn Oak Parking Lot Reconstruction & Access Rd		260,000			
Price Lane Drainage Improvements	109,650				
Rattlesnake Pass		63,500	1,082,014	320,000	520,000
Rehabilitation of Transient, Open Tiedown, Helicopter and Terminal Aprons	370,000	2,600,000			
Reservoir and booster station at Hartman Vistas well site			500,000		
Sandra Road Construction		96,371	150,000		
Santa Cruz Shared Use Path - Phase III	1,381,427				
Santa Cruz Shared Use Path -El Rio to Avra Valley	106,583	775,000			
Silverbell Rd Sanitary Sewer Interceptor Project	13,110	3,773	4,250		
Silverbell Rd Sidewalk: Twin Peaks Rd to Coachline Blvd.		156,200			
Tangerine Farms Extension: Clark Farms Blvd. to Marana Rd.		345,000	6,695,000		
Tangerine Road Corridor I-10 to La Canada	9,505,316	5,295,185	15,892,467	24,094,003	4,775,665
Tangerine Road Traffic Interchange Improvements		6,000	307,113	12,926,325	68,200,000
Tangerine Road Water Plant	250,000	4,550,000			
Thornsdale /Tangerine Intersection	1,323	1,323			
Thornsdale Road - S. of Tangerine - Pavement Restoration	103,000				
Thornsdale Road, Tangerine To Saguaro Ranch	591,743				
Tiffany Loop Drainage	3,000				
Tortolita Mountain Trails	110,000				
Town-wide Message Boards		140,000			
Twin Peaks Well Water Plant	250,000	1,000,000			
Update Airport Master Plan	300,000				
Wade Rd/Pima Reserve Wet Crossing & Crosswalk		362,835	275,000		
TOTAL	26,428,235	47,857,556	69,485,708	47,760,351	84,136,265

Airport Safety Lighting & Signage

This project includes the design and replacement of 50 taxiway and runway incandescent guidance signs with LED signage and the replacement of 25 in ground taxiway edge lights to increase safety.

Sources of Funding	Budgeted Project Costs		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	\$ 489,250	Construction	\$ -	\$515,000	\$ -	\$ 515,000
State Aviation Grants	\$ 12,875					
Airport Operating	\$ 12,875					
Total	\$ 515,000	Total Project Costs	\$ -	\$515,000	\$ -	\$ 515,000
Post Project Operations and Maintenance:						
Annual Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

Airport Septic & Leach System

This project includes the installation of a 40,700 gallon cast-in-place concrete septic tank, leach trenches, influent life-station and electrical work.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
2008 Series Bonds	\$ 463,575	Construction	\$ 407,228	\$ 56,347	\$ -	\$ 463,575
Water Operating Fund	\$ 27,000	Capitalized Labor	\$ 44,520	\$ 20,000	\$ -	\$ 64,520
		Cultural/Environmental	\$ 1,000	\$ -	\$ -	\$ 1,000
Total	\$ 529,095	Total Project Costs	\$ 452,748	\$ 76,347	\$ -	\$ 529,095

Post Project Operations and Maintenance:

Personnel Costs	\$ 10,520
Utilities	9,000
Other	1,500
Total Yearly Future Operating Costs	\$ 21,020

Airport Way Development Improvements

The project is intended to foster commercial opportunities for aviation related development at the Marana Regional Airport. It includes a complete ALTA survey of airport boundaries, existing infrastructure and buildings and design and construction of a monument sign at the entrance to the Airport Way Business Park along Avra Valley Road.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
2008 Series Bonds	\$ 269,701	Planning/Design	\$ 62,000	\$ 188,000	\$ -	\$ 250,000
Airport Capital	\$ 365,072	Construction	\$ 260,701	\$ 65,000	\$ -	\$ 325,701
		Capitalized Labor	\$ 30,938	\$ 19,134	\$ -	\$ 50,072
		Land Acquisition	\$ 9,000	\$ -	\$ -	\$ 9,000
Total	\$ 634,773	Total Project Costs	\$ 362,639	\$ 272,134	\$ -	\$ 634,773

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Blue Crossing Way Roadway Repair

This project will reconstruct Blue Crossing Way.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Future HURF Bonds	\$ 310,000	Planning/Design	\$ -	\$ 20,000	\$ -	\$ 20,000
		Capitalized Labor	\$ -	\$ 35,000	\$ -	\$ 35,000
		Construction	\$ -	\$ 250,000	\$ -	\$ 250,000
		Land Acquisition	\$ -	\$ 5,000	\$ -	\$ 5,000
Total	\$ 310,000	Total Project Costs	\$ -	\$ 310,000	\$ -	\$ 310,000
Post Project Operations and Maintenance:						
Annual Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

Camino de Mañana/Dove Mountain Extension

The Town of Marana has been busy developing a design concept, completing the final design and conducting an environmental study to ensure native plant and animal species preservation along Camino de Mañana, between the new Interstate 10 (I-10) Traffic Interchange at Linda Vista Boulevard/Twin Peaks Road and Tangerine Road. The proposed northern connection is at the intersection of Dove Mountain Boulevard and Tangerine Road. The need for the roadway will be crucial to relieve traffic congestion in the Dove Mountain area, the Town of Marana, and the northwest area of metropolitan Tucson. Once the I-10 Traffic Interchange at Twin Peaks/Linda Vista is constructed, the Camino de Mañana arterial corridor will be necessary to maintain local and regional traffic flows for the rapidly growing area. The benefits of the new alignment include: 1) Provide better connectivity between Tangerine Road and the new I-10 Traffic Interchange at Twin Peaks/Linda Vista. 2) Shift vehicular traffic from a busy, at-grade railroad crossing on Tangerine Road to a new, safer location with a grade separation from the railroad tracks at the new interchange. 3) Decrease daily traffic on I-10 and Tangerine Road. 4) Relieve other local north-south roadways such as Oracle Road and Thornydale Road by providing a viable alternate route for northwest area commuters.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
PAG /12.6 Fund	\$ 551,070	Planning/Design	\$ 1,862,934	\$ -	\$ -	\$ 1,862,934
Regional Transportation Authority	\$ 5,987,726	Land Acquisition	\$ 5,839,524	\$ -	\$ -	\$ 5,839,524
½ cent Sales Tax	\$ 2,649,755	Cultural/Environmental	\$ 205,312	\$ 25,867	\$ -	\$ 231,179
Pima County Impact Fees	\$ 564,666	Construction	\$ 24,726,752	\$ 45,000	\$ -	\$ 24,771,752
2008 MMPC Bonds	\$ 18,800,000	Capitalized Labor	\$ 861,782	\$ 5,000	\$ -	\$ 866,782
General Fund	\$ 1,304,489					
HURF	\$ 62,000					
Transportation Fund	\$ 152,465					
Pima Association of Governments	\$ 1,500,000					
Other Agency	\$ 2,000,000					
Total	\$ 33,572,171	Total Project Costs	\$ 33,496,304	\$ 75,867	\$ -	\$33,572,171
Post Project Operations and Maintenance:						
Landscape & Street Maintenance		\$ 62,050				
Total Yearly Future Operating Costs		\$ 62,050				

Camino Martin / Jeremy Place – Pavement Restoration

This provides pavement restoration drainage repair of Camino Martin / Jeremy Place utilizing stress absorbing membrane with overlay and drainage repair.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
HURF	\$ 429,000	Planning & Design	\$ 10,789	\$ 7,211	\$ 25,000	\$ 43,000
		Capitalized Labor	\$ -	\$ 5,000	\$ 58,000	\$ 63,000
		Construction	\$ -	\$ -	\$ 300,000	\$ 300,000
		Land Acquisition	\$ -	\$ -	\$ 23,000	\$ 23,000
Total	\$ 429,000	Total Project Costs	\$ 10,789	\$ 12,211	\$ 406,000	\$ 429,000
Post Project Operations and Maintenance						
Yearly Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

CAP Allocation Purchase

This provides funding for annual recharge required by the Arizona Department of Water Resources to be volume of ground water with the Town uses on an annual basis.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Water Renewable Resources	\$ 1,760,000	Land Acquisition	\$1,350,000	\$450,000	\$3,150,000	\$1,800,000
Water Fund	\$ 3,190,000					
Total	\$ 4,950,000	Total Project Costs	\$1,350,000	\$450,000	\$3,150,000	\$4,950,000
Post Project Operations and Maintenance						
Yearly Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

CAP Trailhead Improvements

Sources of Funding	Budgeted Project Costs		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 35,000	Construction	\$ -	\$ 35,000	\$ -	\$ 35,000
Total	\$ 35,000	Total Project Costs	\$ -	\$ 35,000	\$ -	\$ 35,000
Post Project Operations and Maintenance						
Yearly Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

Constructed Recharge for Effluent

This project is for the construction of 5 injection wells for re-charge of effluent up to 500,000 GPD at the North Lockett Road location.

Sources of Funding	Budgeted Project Costs		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Renewable Resources	\$ 1,500,000	Planning & Design	\$ 500,000	\$ -	\$ -	\$ 500,000
		Construction	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
Total	\$ 1,500,000	Total Project Costs	\$ -	\$ 1,000,000	\$ -	\$ 1,500,000
Post Project Operations and Maintenance						
Yearly Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

Continental Ranch Parcels 12A & 12B Pavement Restoration

This project is for the removal of the existing 2" asphalt and replacing it with a 3 1/2" asphalt and also minor concrete and valley gutter modifications.

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Transportation Fund	\$ 1,080,000	Planning & Design	\$ -	\$ 25,000	\$ -	\$ 25,000
		Construction	\$ -	\$ -	\$ 1,010,000	\$ 1,010,000
		Capitalized Labor	\$ -	\$ 14,000	\$ 31,000	\$ 45,000
Total	\$ 1,080,000	Total Project Costs	\$ -	\$ 39,000	\$ 1,041,000	\$ 1,080,000

Post Project Operations and Maintenance

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Continental Ranch Parcel 26 Pavement Restoration

This project is for the pulverization of the existing asphalt for use as a base course then repaving with 2 1/2" PAG 2 asphalt.

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Transportation Fund	\$ 283,500	Planning & Design	\$ -	\$ 25,000	\$ -	\$ 25,000
		Construction	\$ -	\$ 231,000	\$ -	\$ 231,000
		Capitalized Labor	\$ -	\$ 25,500	\$ 2,000	\$ 27,500
Total	\$ 283,500	Total Project Costs	\$ -	\$ 281,500	\$ 2,000	\$ 283,500

Post Project Operations and Maintenance

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Continental Ranch Parcel 28 Pavement Restoration

This project is for the pulverization of the existing asphalt for use as a base course then repaving with 2 ½" PAG 2 asphalt.

Sources of Funding	Budgeted Project Costs					
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
Transportation Fund	\$ 513,500	Planning & Design	\$ -	\$ 25,000	\$ -	\$ 25,000
		Construction	\$ -	\$ 440,000	\$ -	\$ 440,000
		Capitalized Labor	\$ -	\$ 46,500	\$ 2,000	\$ 48,500
Total	\$ 513,500	Total Project Costs	\$ -	\$ 511,500	\$ 2,000	\$ 513,500

Post Project Operations and Maintenance

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Cortaro Farms Road Reconstruction

This project is to build a four lane roadway between UPRR and Stargrass Drive. The project includes drainage, sidewalks, traffic signals, landscaping, and pedestrian facilities. Future operating costs are for Town and contract personnel to maintain roadways, street lights, and landscaping within the project area.

Sources of Funding	Budgeted Project Costs		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Transportation Fund	\$ 22,500	Construction	\$ 8,060,000	\$ -	\$ -	\$ 8,060,000
Grants & Contributions	\$ 7,016,000	Capitalized Labor	\$ 19,250	\$ 2,500	\$ 2,500	\$ 24,250
Pima Association of Governments	\$ 1,000,000					
Total	\$ 8,084,250	Total Project Costs	\$ 8,079,250	\$ 2,500	\$ 2,500	\$ 8,084,250

Post Project Operations and Maintenance:

Personnel Costs	\$ 3,290
Contractual Services	60,000
Materials & Supplies	500
Utilities	8,400
Other	1,000
Total Yearly Future Operating Costs	\$ 76,480

Cortaro Road Multi-Modal Shared Use Path Connectivity Crosswalk

This project will provide a HAWK/PELICAN Pedestrian crosswalk traffic signal to connect the shared use paths north of Cortaro to the Crossroads Park shared use path system.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Park Impact Fees	\$ 255,500	Planning/Design	\$ -	\$ 35,000	\$ -	\$ 35,000
		Construction	\$ 58,106	\$ 126,894	\$ -	\$ 185,000
		Capitalized Labor	\$ -	\$ 38,000	\$ -	\$ 38,000
Total	\$ 255,500	Total Project Costs	\$ 58,106	\$ 199,894	\$ -	\$ 258,000

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Cortaro Silverbell District Park

This project is for the construction of a 48 acre district park. The park site is next to the Wheeler Abbett Library. Future operating costs include 4 laborers and maintenance workers for landscape maintenance, utilities for water and lights, and personnel time for rental of facilities.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
2008 Series Bonds	\$ 4,500,000	Construction	\$ 8,030,000	\$ -	\$ -	\$ 8,030,000
Park Impact Fees	\$ 3,273,190	Cultural/Environmental	\$ 440,930	\$ 15,776	\$ -	\$ 456,706
Pima County Bond Funds	\$ 500,000	Planning/Design	\$ 6,500	\$ -	\$ -	\$ 6,500
General Fund	\$ 255,000	Capitalized Labor	\$ 13,555	\$ 5,010	\$ 9,577	\$ 28,142
		Land Acquisition	\$ -	\$ -	\$ 6,842	\$ 6,842
Total	\$ 8,528,190	Total Project Costs	\$ 8,490,985	\$ 20,786	\$ 16,419	\$ 8,528,190

Post Project Operations and Maintenance:

Contractual Services	\$ 7,500
Materials & Supplies	32,500
Equipment Purchases	128,000
Utilities	4,600
Fringe Benefits	58,808
General Administrative Costs	7,800
Other	600
Total Yearly Future Operating Costs	\$239,808

Costco Drive

The project is to fully repair and reconstruct the failing roadway of Costco Drive.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
HURF	\$ 930,000	Planning/Design	\$ 50,000	\$ -	\$ -	\$ 50,000
Transportation Fund	\$ 92,000	Construction	\$ -	\$ 750,000	\$ -	\$ 750,000
		Capitalized Labor	\$ 100,000	\$ -	\$ 80,000	\$ 180,000
		Land Acquisition	\$ 30,000	\$ -	\$ -	\$ 30,000
		Cultural/Environmental	\$ -	\$ -	\$ 12,000	\$ 12,000
Total	\$ 1,022,000	Total Project Costs	\$ 180,000	\$ 750,000	\$ 92,000	\$ 1,022,000

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Cracker Barrel Road Pavement Restoration

The project is for the pavement restoration using the mill & filing technique with stress absorbing membrane chip to Cracker Barrel Road.

Sources of Funding	Budgeted Project Costs					
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
HURF	\$ 551,000	Planning/Design	\$ 13,379	\$ 11,621	\$ -	\$ 25,000
		Construction	\$ -	\$ 450,000	\$ -	\$ 450,000
		Capitalized Labor	\$ -	\$ 55,000	\$ 3,000	\$ 58,000
		Land Acquisition	\$ -	\$ 18,000	\$ -	\$ 18,000
Total	\$ 551,000	Total Project Costs	\$ 13,379	\$ 534,621	\$ 3,000	\$ 551,000

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Dispatch Console Replacement

This project provides new dispatch consoles that are required to properly route 911 calls and dispatch officers.

Sources of Funding	Budgeted Project Costs					
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
General Fund	\$ 215,000	Construction	\$ -	\$ 430,000	\$ -	\$ 430,000
RICO	\$ 215,000					
Total	\$ 430,000	Total Project Costs	\$ -	\$ 430,000	\$ -	\$ 430,000

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Downtown Sidewalks and Drainage Improvements

This project provides for sidewalk and drainage improvements on Sandario Road from Moore to Grier Road.

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Regional Transportation Authority	\$ 200,000	Land Acquisition	\$ -	\$ 5,000	\$ -	\$ 5,000
		Planning & Design	\$ -	\$ 10,000	\$ -	\$ 10,000
		Construction	\$ -	\$ 158,000	\$ -	\$ 158,000
		Cultural/Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
		Capitalized Labor	\$ -	\$ 17,000	\$ -	\$ 17,000
Total	\$ 200,000	Total Project Costs	\$ -	\$ 200,000	\$ -	\$ 200,000
Post Project Operations and Maintenance:						
Annual Maintenance			\$ -			
Total Yearly Future Operating Costs			\$ -			

Honea Heights Septic Conversions & Sidewalks

This project is for residential sewer connections and septic tank abandonment, as well as for sidewalk construction in Honea Heights neighborhood.

Sources of Funding	Budgeted Project Costs					Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
General Fund	\$ 2,079,907	Planning & Design	\$ 331,542	\$ -	\$ -	\$ 331,542
Transportation Fund	\$ 517,671	Cultural / Environmental	\$ -	\$ -	\$ 500	\$ 500
Grants & Contributions	\$ 2,085,000	Construction	\$ 2,157,740	\$ 60,000	\$ 2,022,000	\$ 4,239,740
		Capitalized Labor	\$ 34,396	\$ 12,000	\$ 64,400	\$ 110,796
Total	\$ 4,682,578	Total Project Costs	\$ 2,523,678	\$ 72,000	\$ 2,086,900	\$ 4,682,578

Post Project Operations and Maintenance:

Personnel Costs	\$ 5,000
Fringe Benefits	\$ 13,220
Total Yearly Future Operating Costs	\$ 59,807

Ina Road Right-Turn Bays onto Thornydale Road

This project is for four right-turn bays onto Thornydale Road. This will increase intersection safety and capacity.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
HURF	\$ 224,000	Planning & Design	\$ -	\$ -	\$ 70,000	\$ 70,000
Regional Transportation Authority	\$ 560,000	Cultural / Environmental	\$ -	\$ -	\$ 20,000	\$ 20,000
		Construction	\$ -	\$ 560,000	\$ -	\$ 560,000
		Capitalized Labor	\$ -	\$ -	\$ 80,000	\$ 80,000
		Land Acquisition	\$ -	\$ -	\$ 54,000	\$ 54,000
Total	\$ 784,000	Total Project Costs	\$ -	\$ 560,000	\$ 224,000	\$ 784,000

Post Project Operations and Maintenance:

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Ina Road and Bridge from Silverbell Road to I-10

This project is for the widening of Ina Road between Star Commerce Drive and Silverbell Road to a four lane section with raised median, sidewalks and drainage improvements along with a bridge.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
General Fund	\$ 3,102,578	Planning & Design	\$ 1,028,578	\$ 24,000	\$ -	\$ 1,052,578
Transportation Fund	\$ 1,180,554	Cultural / Environmental	\$ 70,824	\$ 300,176	\$ 39,591	\$ 410,591
Federal Grants and Contributions	\$ 16,000,000	Construction	\$ -	\$ -	\$ 18,400,000	\$ 18,400,000
		Capitalized Labor	\$ -	\$ 85,168	\$ 34,795	\$ 119,963
		Land Acquisition	\$ -	\$ 300,000	\$ -	\$ 300,000
Total	\$ 20,283,132	Total Project Costs	\$ 1,099,402	\$ 709,344	\$ 18,474,386	\$ 20,283,132

Post Project Operations and Maintenance:

Annual Maintenance	\$8,400
Total Yearly Future Operating Costs	\$8,400

Integrated Telemetry and Scada

This project provides for the implementation of Scada technology (related to Wastewater), networking, database and reporting systems, visualization systems, and security measures for robust and fault tolerant control systems for Town utilities and systems.

Sources of Funding	Budgeted Project Costs					Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Water Impact Fees	\$ 750,000	Land Acquisition	\$ -	\$ 325,000	\$ 425,000	\$ 750,000
Total	\$ 750,000	Total Project Costs	\$ -	\$ 325,000	\$ 425,000	\$ 750,000

Post Project Operations and Maintenance

Annual Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Linda Vista/Twin Peaks Interchange at I-10

This project consists of design, R-O-W acquisition; construction of the Traffic Interchange and roadway to the east, as well as the design, ROW acquisition and construction of the extension of Twin Peaks Road over the Santa Cruz River.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
South Benefit Area Impact Fees	\$ 9,194,796	Planning & Design	\$ 6,605,096	\$ 111,289	\$ -	\$ 6,716,385
Regional Transportation Authority	\$ 19,055,221	Cultural / Environmental	\$ 46,315	\$ 20,243	\$ 5,163	\$ 71,721
Pima Association of Governments	\$ 3,797,409	Land Acquisition	\$ 13,999,993	\$ -	\$ -	\$ 13,999,993
General Fund	\$ 2,437,269	Construction	\$ 51,212,678	\$ 65,564	\$ -	\$ 51,278,242
Grants & Contributions	\$ 7,289,183	Capitalized Labor	\$ 101,561	\$ 8,000	\$ -	\$ 109,561
½ Cent Sales Tax	\$ 66,525					
Transportation Fund	\$ 70,556					
(Other) Agency Funds	\$ 28,864,943					
Water Fund	\$ 1,400,000					
Total	\$ 72,175,902	Total Project Costs	\$ 71,965,643	\$ 205,096	\$ 5,163	\$72,175,902
Post Project Operations and Maintenance						
Annual Maintenance		\$63,200				
Total Yearly Future Operating Costs		\$63,200				

Marana Heritage and Cultural Park

This project includes making improvements to the Marana Heritage and Cultural Park.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Federal Grants & Contributions	\$ 175,000	Planning & Design	\$ 50,000	\$ 316,093	\$ -	\$ 366,093
State Grants & Contributions	\$ 50,000	Construction	\$ 242,000	\$ 1,601,166	\$ 300,000	\$ 2,143,166
Park Impact Fees	\$ 2,287,259	Capitalized Labor	\$ -	\$ 15,000	\$ 10,000	\$ 25,000
Pima County Bonds	\$ 52,000	Cultural/Environmental	\$ -	\$ 30,000	\$ -	\$ 30,000
Total	\$ 2,564,259	Total Project Costs	\$ 292,000	\$ 1,962,259	\$ 310,000	\$ 2,564,259

Post Project Operations and Maintenance:

Equipment	\$ 135,000
Utilities	\$ 5,000
Materials & Supplies	\$ 4,300
Total Yearly Future Operating Cost	\$ 144,300

Marana Main Street

This project is to extend Marana Main Street from Grier Road to Sandario Road.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
General Fund	\$ 8,336,500	Planning & Design	\$ -	\$ 500,000	\$ -	\$ 500,000
Northwest Benefit Area Impact Fees	\$ 795,000	Construction	\$ -	\$ -	\$ 8,200,000	\$ 8,200,000
		Capitalized Labor	\$ -	\$ -	\$ 346,500	\$ 346,500
		Cultural/Environmental	\$ -	\$ -	\$ 45,000	\$ 45,000
		Land Acquisition	\$ -	\$ -	\$ 40,000	\$ 40,000
Total	\$ 9,131,500	Total Project Costs	\$ -	\$ 500,000	\$ 8,631,500	\$ 9,131,500

Post Project Operations and Maintenance:

Annual Maintenance	\$ 1,150
Total Yearly Future Operating Cost	\$ 1,150

Marana WRF

This project provides funding for the purchase of the Lockett Road WRF.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Wastewater Funds	\$ 18,200,000	Land Acquisition	\$ -	\$ 2,200,000	\$ 16,000,000	\$ 18,200,000
Total	\$ 18,200,000	Total Project Costs	\$ -	\$ 2,200,000	\$ 16,000,000	\$ 18,200,000

Post Project Operations and Maintenance:

Personnel	\$ 446,590
Contractual Services	\$ 160,000
Materials & Supplies	\$ 130,000
Other	\$ 350,000
Total Yearly Future Operating Costs	\$ 1,131,590

Marana WRF Biosolids

This project provides funding of the design and operation of biosolids at the Marana WRF and for flood plain evaluation of the facility.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Wastewater Fund	\$ 300,000	Construction	\$ -	\$ 300,000	\$ -	\$ 300,000
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000

Post Project Operations and Maintenance:

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Marana WRF Expansion

This project is for the expansion of the Marana WRF as the area continues to develop.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Wastewater Fund	\$ 700,000	Construction	\$ -	\$ 700,000	\$ -	\$ 700,000
Total	\$ 700,000	Total Project Costs	\$ -	\$ 700,000	\$ -	\$ 700,000

Post Project Operations and Maintenance:

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Massengale Road – Pavement Restoration

This project provides for the full pavement restoration and repair of Massengale Road.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
HURF	\$327,500	Planning & Design	\$ 15,000	\$ -	\$ -	\$ 15,000
		Capitalized Labor	\$ -	\$ 5,000	\$ 27,500	\$ 32,500
		Construction	\$ -	\$ -	\$ 250,000	\$ 250,000
		Land Acquisition	\$ -	\$ -	\$ 30,000	\$ 30,000
Total	\$ 327,500	Total Project Costs	\$ 15,000	\$ 5,000	\$ 307,500	\$ 327,500

Post Project Operations and Maintenance:

Annual Cost	\$ -
Total Yearly Future Operating Costs	\$ -

Multi-Use Public Facility

This project includes the planning & design, land acquisition and construction of a multi-use public facility which will likely house a Police substation facility, a Parks & Recreation facility, and various other Town departments.

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
General Fund & Future Bonds	\$ 14,351,000	Land Acquisition	\$ -	\$ -	\$ 225,000	\$ 225,000
		Planning & Design	\$ 199,475	\$ 25,525	\$ 850,000	\$ 1,075,000
		Cultural / Environmental	\$ -	\$ -	\$ 60,000	\$ 60,000
		Capitalized Labor	\$ -	\$ -	\$ 991,000	\$ 991,000
		Construction	\$ -	\$ -	\$ 12,000,000	\$ 12,000,000
Total	\$ 14,351,000	Total Project Costs	\$ 199,475	\$ 25,525	\$ 14,126,000	\$ 14,351,000

Post Project Operations and Maintenance:

Annual Cost	\$ 50,000
Total Yearly Future Operating Costs	\$ 50,000

Ora Mae Harn Park Ball Field Improvements

This project is to improve the Ora Mae Harn Park ball fields by replacing backstops, dugouts, fencing, irrigation and the restroom.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
General Fund	\$ 528,250	Planning & Design	\$ -	\$ 26,000	\$ -	\$ 26,000
		Construction	\$ -	\$ 24,000	\$ 478,250	\$ 502,250
Total	\$ 528,250	Total Project Costs	\$ -	\$ 50,000	\$ 478,250	\$ 528,250
Post Project Operations and Maintenance:						
Annual Cost		\$ -				
Total Yearly Future Operating Costs		\$ -				

Price Lane Drainage Improvements

This project relocates the existing Price Lane fence outside of the drainage easement, installs drywell, and performs minor grading for drainage with pavement rehabilitation to Price Lane.

Sources of Funding	Budgeted Project Costs	Budgeted Project Costs				
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
HURF	\$ 120,000	Planning & Design	\$ 4,350	\$ 650	\$ -	\$ 5,000
		Capitalized Labor	\$ 6,000	\$ 6,000	\$ -	\$ 12,000
		Construction	\$ -	\$ 88,000	\$ -	\$ 88,000
		Land Acquisition	\$ -	\$ 15,000	\$ -	\$ 15,000
Total	\$ 120,000	Total Project Costs	\$ 10,350	\$ 109,650	\$ -	\$ 120,000

Post Project Operations and Maintenance:

Annual Cost	\$ 5,700
Total Yearly Future Operating Costs	\$ 5,700

Rehabilitation of Transient, Open Tie down, Helicopter and Terminal Aprons

This project is for the design and reconstruction of transient, open tie down, helicopter and terminal aprons at the airport.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
State Aviation Grants	\$ 139,250	Planning & Design	\$ -	\$ 220,000	\$ -	\$ 220,000
Federal Aviation Grants	\$ 2,821,500	Cultural/Environmental	\$ -	\$ 150,000	\$ -	\$ 150,000
Airport Fund	\$ 9,250	Construction	\$ -	\$ -	\$ 2,600,000	\$ 2,600,000
Total	\$ 2,970,000	Total Project Costs	\$ -	\$ 370,000	\$ 2,600,000	\$ 2,970,000

Post Project Operations and Maintenance:

Annual Cost	\$ -
Total Yearly Future Operating Costs	\$ -

Santa Cruz Shared Use Path – Phase III

The proposed project is a 2.7 mile long stretch of trail running along the northeastern bank protection of the Santa Cruz River. The northern boundary will link to previously completed segments of shared-use path and will trigger the construction, per a signed development agreement, of a 0.7 mile extension along the Central Arizona Project Canal (CAP) Trail funded by the developer. Completion of these sections will connect existing neighborhoods, new residential developments, and schools to proposed commercial development providing residents of Northern Marana an alternate transportation route for work, play, and shopping. The project includes a fourteen (14) foot wide shared-use path featuring 5 rest nodes with benches featuring tile mosaic seats created by Marana High School students, desert landscaping, irrigation, signage, and connections to existing trail segments. The path will be accessible from entry points within both the Gladden Farms and Heritage Parks to the north and the CAP trail from the south. The path is intended to accommodate non-motorized users including pedestrians, joggers, in-line skaters, bicyclists, and individuals in wheelchairs and other assistive equipment.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Impact Fees - Park	\$ 38,000	Construction	\$ -	\$ 750,000	\$ -	\$ 750,000
Transportation Fund	\$ 385,369	Cultural/Environmental	\$ -	\$ 25,000	\$ -	\$ 25,000
Agency	\$ 488,058	Planning & Design	\$ -	\$ 9,319	\$ -	\$ 9,319
1/2 Cent Sales Tax	\$ 470,000	Capitalized Labor	\$ -	\$ 47,608	\$ -	\$ 47,608
		Land Acquisition	\$ -	\$ 549,500	\$ -	\$ 549,500
Total	\$ 1,381,427	Total Project Costs	\$ -	\$ 1,381,427	\$ -	\$ 1,381,427

Post Project Operations and Maintenance:

Landscape & Path Maintenance	\$9,800
Total Yearly Future Operating Costs	\$9,800

Santa Cruz Shared Use Path – El Rio to Avra Valley

This project is for a 1.45 mile long stretch of shared use path from El Rio Park to Avra Valley Road.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Impact Fees - Park	\$ 197,000	Construction	\$ -	\$ -	\$ 775,000	\$ 775,000
Regional Transportation Authority	\$ 675,000	Planning & Design	\$ -	\$ 71,583	\$ -	\$ 71,583
		Land Acquisition	\$ -	\$ 35,000	\$ -	\$ 35,000
Total	\$ 872,000	Total Project Costs	\$ -	\$ 106,583	\$ 775,000	\$ 881,583

Post Project Operations and Maintenance:

Landscape & Path Maintenance	\$9,007
Total Yearly Future Operating Costs	\$9,007

Silverbell Road Sanitary Interceptor Sewer Project

This project is for the construction of five lanes of traffic for Silverbell Road between Cortaro Road and Ina Road. Included are: a new traffic signal, sewer mainline, and water line replacements along with major drainage improvements. Future operating costs include maintenance of the road, traffic signals, public right-of-way, and landscape maintenance.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
General Fund	\$ 1,938,297	Planning & Design	\$ 1,812,094	\$ -	\$ -	\$ 1,812,094
Transportation Fund	\$ 5,495,141	Cultural / Environmental	\$ 508,995	\$ 8,928	\$ -	\$ 517,923
PAG	\$ 9,582,000	Construction	\$ 21,155,198	\$ -	\$ -	\$ 21,155,198
2008 Series Bonds	\$ 5,500,000	Capitalized Labor	\$ 18,018	\$ 4,182	\$ 8,023	\$ 30,223
Regional Transportation Funds	\$ 1,000,000					
Total	\$ 23,515,438	Total Project Costs	\$ 23,494,305	\$ 13,110	\$ 8,023	\$ 23,515,438

Post Project Operations and Maintenance:

Contractual Services	\$65,000
Materials & Supplies	50
Utilities	12,000
Other	1,000
Personnel	29,332
Total Yearly Future Operating Costs	\$107,382

Tangerine Road Corridor I-10 to La Canada

The Tangerine Road Project, as defined in the Regional Transportation Plan, calls for the widening of the roadway from Interstate-10 to La Cañada Drive as a four-lane, divided desert parkway. The result of this RFQ will produce a contract that will provide a comprehensive engineering study which subsequently shall produce a Design Concept Report (DCR) that addresses all elements associated with the widening of Tangerine Road, including but not limited to, horizontal and vertical alignment, identification of right(s)-of-way acquisition areas, identification and resolution of drainage conveyance issues, geotechnical analysis, and landscaping and irrigation, development of an access control plan, and traffic analyses to determine capacity needs at major intersections. In addition, environmental and cultural issues, concerns and appropriate mitigation measures will be identified. Finally, overall project estimates of probable costs will be developed in conjunction with a corridor-wide implementation plan. The analysis may need to include the ultimate requirements of Tangerine Road beyond the RTA's recommendation of a four-lane project to ensure that the design will accommodate as much as possible the ultimate improvements.

Sources of Funding	Budgeted Project Costs					
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 58,328,532	Planning & Design	\$ 4,344,320	\$ 3,144,680	\$ 5,515,364	\$ 13,004,364
Future Bonds	\$ 37,927,602	Cultural / Environmental	\$ 316,974	\$ 263,026	\$ 3,107,696	\$ 3,687,696
Transportation Fund	\$ 217,187	Land Acquisition	\$ 2,997,390	\$ 6,002,610	\$ 5,470,168	\$ 14,470,168
Pima Association of Governments	\$ 5,000,000	Construction	\$ -	\$ -	\$ 61,314,518	\$ 61,314,518
		Capitalized Labor	\$ 179,000	\$ 95,000	\$ 8,722,575	\$ 8,996,575
Total	\$101,473,321	Total Project Costs	\$ 7,837,684	\$ 9,505,316	\$ 84,130,321	\$101,473,321

Post Project Operations and Maintenance:

Contractual Services	\$20,000
Personnel Costs	30,000
Materials & Supplies	10,000
Total Yearly Future Operating Costs	\$60,000

Tangerine Road Water Reservoir

This provides funding for a new million gallon X-Zone gravity storage floating reservoir, 2,000 gpm W+ to X-Zone booster station and 11,000 linear feet of 24 inch waterline from the west side of I-10 to east side, traversing I-10, the railroad and the CAP and connecting to the reservoir.

Sources of Funding	Budgeted Project Costs					
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
Renewable Resources	\$ 4,800,000	Planning & Design	\$ -	\$ 250,000	\$ -	\$ 250,000
		Construction	\$ -	\$ -	\$ 4,550,000	\$ 4,550,000
Total	\$ 4,800,000	Total Project Costs	\$ -	\$ 250,000	\$ 4,550,000	\$ 4,800,000

Post Project Operations and Maintenance:

Utilities	\$10,000
Materials & Supplies	8,000
Total Yearly Future Operating Costs	\$18,000

Thornydale / Tangerine Intersection (Improvements)

This project includes the minor widening of Tangerine Road, including the addition of dedicated northbound left-turn and right-turn lanes along Thornydale Road and raised curb return, curb access ramps and new crosswalks. Traffic signal modifications will include the addition of new poles equipped with pedestrian push buttons, pedestrian signal heads to serve new crosswalks, the replacement of existing signal face with new signal faces that accommodate left-turn phasing and the removal and replacement of a mast arm. Work also includes obliteration, striping and signing.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
General Fund	\$ 97,167	Planning & Design	\$ 90,111	\$ -	\$ -	\$ 90,111
Northwest Benefit Area Impact Fees	\$ 27,164	Construction	\$ 224,228	\$ -	\$ -	\$ 224,228
Transportation Fund	\$ 9,483	Capitalized Labor	\$ 86,007	\$ 1,323	\$ 1,323	\$ 88,653
RTA Funds	\$ 269,178					
Total	\$ 402,992	Total Project Costs	\$ 400,346	\$ 1,323	\$ 1,323	\$ 402,992

Post Project Operations and Maintenance

Yearly Maintenance	\$ 28,090
Total Yearly Future Operating Cost	\$ 28,090

Thornydale Road – South of Tangerine – Pavement Restoration

This project includes pavement restoration of Thornydale Road, south of Tangerine Road.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
HURF	\$ 103,000	Construction	\$ -	\$ 90,000	\$ -	\$ 90,000
		Capitalized Labor	\$ -	\$ 13,000	\$ -	\$ 13,000
Total	\$ 103,000	Total Project Costs	\$ -	\$ 103,000	\$ -	\$ 103,000

Post Project Operations and Maintenance:

Annual Cost	\$ -
Total Yearly Future Operating Costs	\$ -

Thornydale Road, Tangerine to Saguaro Ranch

This project includes safety mitigation of the existing road (guardrail, etc.) and overlaying the 3-lane roadway due to deteriorating road conditions on Thornydale Road, from Tangerine to Saguaro Ranch.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2014 Expenditures	2014 Projected	Future Expenditures	
Transportation Fund	\$ 530,000	Planning & Design	\$ -	\$ 65,000	\$ -	\$ 65,000
½ Cent Sales Tax	\$ 61,743	Cultural / Environmental	\$ -	\$ 53,000	\$ -	\$ 53,000
		Capitalized Labor	\$ -	\$ 61,743	\$ -	\$ 61,743
		Construction	\$ -	\$ 337,000	\$ -	\$ 337,000
		Land Acquisition	\$ -	\$ 75,000	\$ -	\$ 75,000
Total	\$ 591,743	Total Project Costs	\$ -	\$ 591,743	\$ -	\$ 591,743

Post Project Operations and Maintenance:

Annual Cost	\$ -
Total Yearly Future Operating Costs	\$ -

Tiffany Loop Drainage

This project includes repairs to relieve prospective flooding along the business corridor.

Sources of Funding	Budgeted Project Costs		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 692,500	Construction	\$ 600,000	\$ -	\$ -	\$ 600,000
		Cultural/Environmental	\$ 1,500	\$ -	\$ -	\$ 1,500
		Capitalized Labor	\$ 88,000	\$ 3,000	\$ -	\$ 91,000
Total	\$ 692,500	Total Project Costs	\$ 689,500	\$ 3,000	\$ -	\$ 692,500

Post Project Operations and Maintenance:

Annual Cost	\$ -
Total Yearly Future Operating Costs	\$ -

Tortolita Mountain Trails

This project includes construction of trail heads at Wild Burro Wash and Tortolita Preserve, signage, wildlife fencing, and public information.

Sources of Funding	Budgeted Project Costs	Budgeted Project Costs				
		Pre 2014 Expenditures	2014 Projected	Future Expenditures	Total Budget	
Pima County Bond Funds	\$ 1,408,321	Construction	\$ 1,198,821	\$ 25,000	\$ -	\$ 1,223,821
		Planning & Design	\$ 65,000	\$ -	\$ -	\$ 65,000
		Capitalized Labor	\$ 34,500	\$ 85,000	\$ -	\$ 119,500
Total	\$ 1,408,321	Total Project Costs	\$ 1,298,321	\$ 110,000	\$ -	\$ 1,408,321

Post Project Operations and Maintenance:

Annual Cost	\$ 69,334
Total Yearly Future Operating Costs	\$ 69,334

Twin Peaks Well Water Reservoir

Upon completion of the Twin Peaks TI this Y-Zone 350 gpm well will be upgraded and tied into the Cascada and Spectrum area to provide a redundant water supply. This Y-Zone well will need to be re-drilled to 500 gpm and re-equipped. Construct Y-Zone 250,000 gpm forbay reservoir and 2,000 gpm booster station for 4-log virus treatment compliance.

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Water Fund	\$ 1,250,000	Planning & Design	\$ -	\$ 50,000	\$ -	\$ 50,000
		Construction	\$ -	\$ 200,000	\$ 1,000,000	\$ 1,200,000
Total	\$ 1,250,000	Total Project Costs	\$ -	\$ 250,000	\$ 1,000,000	\$ 1,250,000

Post Project Operations and Maintenance

Yearly Maintenance	\$ 18,000
Total Yearly Future Operating Costs	\$ 18,000

Update Airport Master Plan

Sources of Funding	Budgeted Project Costs		Pre 2014	2014	Future	Total
			Expenditures	Projected	Expenditures	Budget
Federal Aviation Grants	\$ 285,000	Planning & Design	\$ -	\$ 300,000	\$ -	\$ 300,000
State Aviation Grants	\$ 7,500					
Airport Fund	\$ 7,500					
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000

Post Project Operations and Maintenance

Yearly Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -



Supplemental Schedules



The Supplemental Schedule section contains current and historical data used for decision making during the budget process.



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REVENUE SCHEDULE

Revenue Schedule	2011 Actual	2012 Actual	2013 Estimated	2014 Projected
General Fund				
Sales taxes	\$ 20,512,419	\$ 21,597,158	\$ 20,080,948	\$ 19,498,321
Intergovernmental	5,724,962	6,944,530	7,635,206	8,244,233
Licenses, fees and permits	2,502,494	2,720,872	2,993,515	3,194,225
Fines and forfeiture	537,680	558,393	668,540	625,000
Charges for services	430,084	455,852	405,012	396,701
Contributions	5,211	183,030	109,802	116,525
Investment income	74,348	59,388	97,895	100,000
Miscellaneous	1,255,801	725,276	332,334	504,570
Total General Fund	31,042,999	33,244,499	32,323,252	32,679,575
Special Revenue Funds				
Highway User Revenue Fund	1,869,486	2,063,345	2,254,895	2,334,650
Local Transportation Assistance Fund	27,453	-	-	-
Community Development Block Grant	64,872	89,169	159,785	2,699,899
Affordable Housing	1,943	1,920	-	100,000
Judicial Collection Enhancement	12,746	13,768	12,515	14,000
Fill-the-Gap	7,029	6,997	5,990	4,000
Local Technology	127,138	123,394	124,450	118,000
Bed Tax	-	-	728,165	754,269
Other SRF	795,875	896,749	385,955	829,128
Total Special Revenue Funds	2,906,542	3,195,342	3,671,755	6,853,946
Capital Projects Funds				
Northwest Transportation Impact Fees	51,698	36,224	89,453	233,185
Northeast Transportation Impact Fees	475,632	694,168	519,289	582,655
South Transportation Impact Fees	351,124	433,809	266,805	630,640
Park Impact Fees	945,429	987,848	650,444	1,094,735
Transportation	2,442,839	2,951,626	2,817,920	3,659,877
Pima Association of Governments	6,968,817	1,175,835	7,288,956	10,366,806
Sales Tax Capital	5,049	3,374	-	-
Other Capital Projects	4,827,380	581,223	3,083,134	705,558
Pima County Bonds	118,208	565,753	-	319,740
CFD Capital	164,937	57,510	49,580	256,681
Total Capital Projects Funds	16,351,113	7,487,370	14,765,581	17,849,877
Debt Service Funds				
2008 MMPC Bond	-	3,000,386	-	-
Tangerine Farms Improvement District	2,239,244	2,302,457	2,096,555	2,212,507
Gladden CFD DSF	514,606	553,454	320,910	329,846
Other Debt Service	-	2	-	-
Total Debt Service Funds	2,753,850	5,856,299	2,417,465	2,542,353
Enterprise Funds				
Airport	238,226	232,539	2,673,800	1,680,509
Water Utility	3,314,902	3,281,913	3,805,272	4,015,588
Wastewater Utility	-	240,590	1,536,740	1,572,863
Total Enterprise Funds	3,553,128	3,755,042	8,015,812	7,268,960
Total ALL Funds	\$ 56,607,632	\$ 53,538,552	\$ 61,193,865	\$ 67,194,711

EXPENDITURE SCHEDULE

Expenditure Schedule	2011 Actual	2012 Actual	2013 Estimated	2014 Adopted
General Fund				
Personnel and Benefits	\$ 18,575,126	\$ 19,786,221	\$ 21,005,377	\$ 22,036,602
Contracted Services	4,310,596	4,520,800	4,180,253	4,194,213
Operating Supplies and Equipment	3,132,357	2,350,199	3,637,942	3,925,092
Capital Outlay	1,071,064	1,595,404	2,307,700	1,298,032
Debt Service	-	4,395	-	-
Total General Fund	27,089,143	28,257,019	31,131,272	31,453,939
Special Revenue Funds				
Highway User Revenue Fund	1,433,674	1,928,755	2,762,027	4,487,611
Local Transportation Assistance Fund	177,117	87,658	92,000	100,000
Community Development Block Grant	93,545	119,333	307,229	2,699,899
Affordable Housing	47,887	9,241	41,400	70,000
JCEF	998	-	37,536	53,000
Fill-the-Gap	-	-	28,520	34,500
Local Technology	37,901	48,994	278,150	373,598
Bed Tax	-	-	673,716	754,269
Other SRF	764,369	673,465	230,000	1,373,435
Total Special Revenue Funds	2,555,491	2,867,446	4,450,578	9,946,312
Capital Projects Funds				
Northeast Transportation Impact Fees	-	-	-	500,000
South Transportation Impact Fees	118,901	18,352	181,456	21,185
Park Impact Fees	167,857	1,356,997	1,129,731	2,362,522
Transportation	790,684	791,264	2,093,374	2,904,933
Pima Association of Governments	5,129,653	1,852,059	7,288,956	10,366,806
Sales Tax Capital	195,707	42,573	304,980	531,743
Other Capital Projects	-	779,968	3,333,516	776,905
Pima County Bonds	222,152	548,960	381,366	319,740
Community Facilities Distircts	997,727	265	25,695	2,308,732
Total Capital Projects Funds	7,622,681	5,390,438	14,739,074	20,092,566
Debt Service Funds				
1997 MMPC Bond	375,315	369,742	363,805	347,840
2003 MMPC Bond	1,380,729	1,376,528	1,381,429	1,380,229
2004 MMPC Bond	746,299	765,113	666,663	657,775
2008 MMPC Bond	2,675,963	5,240,510	3,127,853	3,154,628
Tangerine Farms Improvement District	2,432,488	2,239,017	2,097,748	2,212,507
Gladden CFD DSF	667,202	702,938	700,053	700,753
Other Debt Service	9,676	-	-	-
Total Debt Service Funds	8,287,672	10,693,848	8,337,551	8,453,732
Enterprise Funds				
Airport	383,878	1,112,358	375,985	1,848,485
Utilities	2,545,733	3,008,942	3,895,655	7,100,439
Wastewater	-	3,756,604	687,750	3,986,751
Total Enterprise Funds	2,929,611	7,877,904	4,959,390	12,935,675
Total ALL Funds	\$ 48,484,598	\$ 55,086,655	\$ 63,617,865	\$ 82,882,224

INTERFUND TRANSFERS FY 2013-2014

TRANSFER SUMMARY						
	Transfers From:					
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	Water Fund	Wastewater Fund	Total
Other Grants	50,000	-	-	-	-	\$50,000
Transit	100,000	-	-	-	-	\$100,000
1997 Debt	142,614	-	-	205,226	-	\$347,840
2003 Debt	1,380,229	-	-	-	-	\$1,380,229
2004 Debt	657,775	-	-	-	-	\$657,775
2008 Debt	395,018	2,089,295	565,851	-	104,464	\$3,154,628
Total	\$2,725,636	\$2,089,295	\$565,851	\$205,226	\$104,464	\$5,690,472



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DEBT SERVICE SUMMARY

When authorized by the Town Council, the Town will issue long-term debt for high cost, long-lived capital projects or assets. The Town will issue short-term debt only when it is impossible to fund a project or asset initially through long-term debt. Debt issuance will conform to the debt limitations as set by the State of Arizona. The Town has no General Obligation (GO) debt which is secured by the taxing power of the Town, as it has no property tax and does not have outstanding debt which is subject to debt limitations. Currently, the Town only has Municipal Property Corporation bonds, Community Facilities District bonds, Improvement District bonds and Water Infrastructure Finance Authority loans outstanding.

Debt Issuances	Ratings Standard & Poor's
Municipal Property Corporation Revenue Bonds	AA-
Tangerine Farms Special Assessment Bonds	A-
Gladden Farms CFD General Obligation Bonds	BBB

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2014	4,233,000	4,202,476	8,435,476
2015	4,257,000	4,019,404	8,276,404
2016	4,448,000	3,825,665	8,273,665
2017	4,661,000	3,617,389	8,278,389
2018	4,890,000	3,391,581	8,281,581
2019 – 2023	28,254,000	13,093,266	41,347,266
2024 – 2028	29,508,000	5,454,404	34,962,404
2029 – 2033	5,275,000	656,481	5,931,481
2034	665,000	19,119	684,119
Totals	86,191,000	38,279,785	124,470,785

Municipal Property Corporation Revenue Bonds

The Town has issued revenue bonds for acquiring water systems, infrastructure upgrades, the design and construction of the new municipal complex and to refund prior issuances. These bonds are payable solely from the excise taxes collected by the Town.

1997 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2014	215,000	131,040	346,040
2015	225,000	119,700	344,700
2016	235,000	107,756	342,756
2017	250,000	95,156	345,156
2018	265,000	81,900	346,900
2019 – 2023	1,360,000	184,669	1,544,669
Totals	2,550,000	720,221	3,270,221

2003 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2014	675,000	702,729	1,377,729
2015	705,000	674,782	1,379,782
2016	735,000	644,716	1,379,716
2017	765,000	612,457	1,377,457
2018	800,000	577,929	1,377,929
2019 – 2023	4,600,000	2,285,183	6,885,183
2024 – 2028	5,890,000	1,007,125	6,897,125
2029	665,000	16,625	681,625
Totals	14,835,000	6,521,545	21,356,545

2004 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2014	355,000	299,525	654,525
2015	380,000	285,128	665,128
2016	395,000	266,925	661,925
2017	415,000	246,925	661,925
2018	430,000	225,925	655,925
2019 – 2023	2,525,000	774,475	3,299,475
2024 – 2026	1,525,000	122,194	1,647,194
Totals	6,025,000	2,221,097	8,246,097

2008 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2014	1,465,000	1,686,353	3,151,353
2015	1,510,000	1,625,003	3,135,003
2016	1,580,000	1,559,169	3,139,169
2017	1,655,000	1,486,791	3,141,791
2018	1,745,000	1,404,378	3,149,378
2019 – 2023	10,270,000	5,596,906	15,866,906
2024 – 2028	14,445,000	2,494,675	16,939,675
2029	1,635,000	41,100	1,676,100
Totals	34,305,000	15,894,375	50,199,375

Gladden Farms Community Facilities District General Obligation Bonds

The Gladden Farms Community Facilities District (a component unit) issued general obligation bonds to acquire infrastructure improvements within the district. These GO bonds are payable solely from a secondary property tax that is levied on property within the district. For fiscal year 2013 - 2014 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2004			
Fiscal Year	Principal	Interest	Total
2014	60,000	110,925	170,925
2015	65,000	107,253	172,253
2016	70,000	103,288	173,288
2017	75,000	99,028	174,028
2018	80,000	94,475	174,475
2019 – 2023	475,000	390,022	865,022
2024 – 2028	500,000	212,984	712,984
2029 – 2030	465,000	21,125	486,125
Totals	1,790,000	1,139,100	2,929,100

Gladden Farms – CFD General Obligation Bonds - 2006			
Fiscal Year	Principal	Interest	Total
2014	85,000	157,533	242,533
2015	90,000	153,070	243,070
2016	90,000	148,480	238,480
2017	95,000	143,763	238,763
2018	100,000	138,690	238,690
2019 – 2023	585,000	606,003	1,191,003
2024 – 2028	765,000	423,638	1,188,638
2029 – 2032	1,140,000	148,225	1,288,225
Totals	2,950,000	1,919,400	4,869,400

Gladden Farms – CFD General Obligation Bonds - 2007			
Fiscal Year	Principal	Interest	Total
2014	70,000	148,120	218,120
2015	75,000	144,675	219,675
2016	80,000	140,915	220,915
2017	85,000	136,851	221,851
2018	85,000	132,623	217,623
2019 – 2023	505,000	589,356	1,094,356
2024 – 2028	655,000	435,529	1,090,529
2029 – 2033	1,265,000	223,041	1,488,041
Totals	2,820,000	1,951,110	4,771,110

Gladden Farms – CFD General Obligation Bonds - 2010			
Fiscal Year	Principal	Interest	Total
2014	10,000	53,175	63,175
2015	10,000	52,905	62,905
2016	10,000	52,590	62,590
2017	10,000	52,230	62,230
2018	15,000	51,780	66,780
2019 – 2023	75,000	252,803	327,803
2024 – 2028	90,000	231,744	321,744
2029 – 2033	105,000	206,365	311,365
2034	665,000	19,119	684,119
Totals	990,000	972,710	1,962,710

Tangerine Farms Road Improvement District – 2006 Series

The Tangerine Farms Road Improvement District (a component unit) issued special assessment bonds for road infrastructure improvements. These special assessment bonds are payable solely from special assessment billings which are sent out to individuals within the district twice a year (November 1st and May 1st each year). The Town is required to cover delinquencies, should they occur, with other resources until foreclosure proceeds are received.

Tangerine Farms Road Improvement District – 2006 Series			
Fiscal Year	Principal	Interest	Total
2014	1,298,000	913,077	2,211,077
2015	1,197,000	856,888	2,053,888
2016	1,253,000	801,826	2,054,826
2017	1,311,000	744,188	2,055,188
2018	1,370,000	683,882	2,053,882
2019 – 2023	7,859,000	2,413,850	10,272,850
2024 – 2026	5,638,000	526,516	6,164,516
Totals	19,926,000	6,940,227	26,866,227

Water Infrastructure Finance Authority (WIFA) Loan

The Town has issued WIFA loans to acquire water wells, and complete water infrastructure improvements. These loans are payable solely from water revenues.

Water Infrastructure Finance Authority Loan			
Fiscal Year	Principal	Interest	Total
2014	222,296	139,891	362,187
2015	228,894	133,195	362,089
2016	235,687	126,301	361,988
2017	242,682	119,202	361,884
2018	249,885	111,892	361,777
2019 – 2023	1,365,176	441,992	1,807,168
2024 – 2028	1,580,157	223,821	1,803,977
2029 – 2030	699,670	20,918	720,588
Totals	4,824,446	1,317,211	6,141,657



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AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Town Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00
Management Assistant	-	1.00	1.00	1.00	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00	1.00
Emergency Management and Safety Coordinator	-	-	-	-	1.00
Public Information Officer (PIO)	-	-	-	1.00	1.00
Graphic Designer	-	-	-	1.00	1.00
Council Liaison	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	0.50	0.50
Customer Service Specialist	2.03	2.13	2.13	2.13	2.13
Town Manager Total	6.03	7.13	7.13	9.63	10.63
Town Clerk					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	-	-	-
Records Administrator	-	-	1.00	1.00	1.00
Agenda & Records Clerk	1.00	1.00	1.00	1.00	1.00
Town Clerk Total	3.00	3.00	3.00	3.00	3.00
Human Resources					
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Employee Relations Administrator	1.00	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	1.00	2.00	2.00	2.00	2.00
Human Resources Coordinator	1.00	1.00	-	-	-
Human Resources Technician	-	-	1.00	1.00	1.00
Administrative Assistant	-	-	0.50	0.50	0.50
Total Human Resources	4.00	5.00	5.50	5.50	5.50
Finance					
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Purchasing Coordinator	1.00	1.00	1.00	1.00	1.00
Contracts Analyst	-	-	-	-	1.00
Senior Accountant	1.00	1.00	1.00	1.00	1.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.35	1.35
Administrative Assistant	-	-	0.50	0.50	0.50
Total Finance	8.35	8.35	8.85	8.85	9.85

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Legal Department					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00
Town Attorney, Senior Assistant	1.00	1.00	1.00	1.00	1.00
Town Attorney, Assistant	1.00	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	2.00	1.00	1.00	-	-
Administrative Assistant	-	1.00	1.50	1.50	1.50
Office Support Assistant	1.00	1.00	-	-	-
Total Legal Department	8.00	8.00	7.50	6.50	6.50
Technology Services					
Technology Services Director	1.00	1.00	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00	2.00
Utilities Technology Analyst	1.00	1.00	1.00	1.00	1.00
Computer Technician	1.00	1.00	1.00	1.00	1.00
Public Safety Technology Specialist	1.00	2.00	2.00	2.00	2.00
Website Administrator	-	-	-	-	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00	1.00
GIS Analyst	-	1.00	1.00	1.00	1.00
Database Analyst	1.00	1.00	1.00	1.00	1.00
Senior Software Engineer	1.00	-	-	-	-
Executive Assistant	1.00	1.00	-	-	-
Business Process Analyst	-	-	1.00	1.00	1.00
Total Technology Services	11.00	12.00	12.00	12.00	13.00
Office of Strategic Initiatives					
Director of Strategic Initiatives	1.00	-	-	-	-
Economic Development & Strategic Initiatives Manag	-	1.00	1.00	-	-
Public Information Officer (PIO)	1.00	1.00	1.00	-	-
Special Events Coordinator	1.00	1.00	1.00	-	-
Graphic Designer	1.00	1.00	1.00	-	-
Curation Specialist	0.50	-	-	-	-
Management Assistant	-	1.00	-	-	-
Administrative Assistant	-	-	0.50	-	-
Total Strategic Initiatives	4.50	5.00	4.50	-	-

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Community Development & Neighborhood Services					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
Special Events Coordinator	-	-	-	1.00	1.00
Total Community Development	3.00	3.00	3.00	4.00	4.00
Development Services Administration					
Development Services General Manager	1.00	-	-	-	1.00
Economic Development Manager	-	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Development Services Center Manager	-	-	1.00	1.00	1.00
Total GM - Development Services	2.00	1.00	2.00	3.00	4.00
Building Safety					
Building Official	-	-	-	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	-	-	1.00	1.00	1.00
Plans Examiner	-	-	2.00	2.00	2.00
Plan Review Technician	-	-	1.00	1.00	1.00
Building Inspector II	1.00	2.00	2.00	1.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	-	-	-
Total Building Safety	5.00	6.00	8.00	8.00	9.00
Permits & Records Center					
Permits Center & Records Manager	1.00	1.00	-	-	-
Real Property Acquisition Agent	-	-	-	1.00	-
Senior Permit Clerk	1.00	1.00	1.00	1.00	1.00
Development Coordinator	2.00	2.00	2.00	2.00	2.00
Permit Clerk	3.00	3.00	3.00	3.00	3.00
Project Coordinator	-	1.00	1.00	1.00	1.00
Document Imaging Clerk	1.50	1.50	1.50	1.50	1.50
Total Records & Permit Center	8.50	9.50	8.50	9.50	8.50
Planning Department					
Planning Director	-	1.00	1.00	1.00	1.00
Assistant Planning Director	1.00	1.00	-	-	-
Environmental Project Coordinator	-	-	-	-	1.00
Planner II	2.00	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00	4.00
Total Planning Department	7.00	8.00	7.00	7.00	8.00

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Engineering					
Town Engineer	1.00	1.00	1.00	1.00	1.00
Assistant Director of Engineering	-	-	-	-	1.00
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00
Environmental Project Coordinator	2.00	2.00	2.00	2.00	1.00
Engineering Technician	3.00	3.00	3.00	3.00	3.00
Project Coordinator	1.00	-	-	-	-
Engineering Aide	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	-	-	-
Plans Examiner	2.00	2.00	-	-	-
Plans Review Technician	1.00	1.00	-	-	-
Executive Assistant	0.60	-	-	-	-
Construction Division Manager	-	-	-	-	1.00
Construction Manager	-	-	-	-	2.00
Construction Inspector	-	-	-	-	2.00
Right of Way Inspector	-	-	-	-	1.00
Project Control Specialist	-	-	-	-	1.00
Capital Improvement Project (CIP) Manager	-	-	-	-	1.00
Project Coordinator	-	-	-	-	1.00
Real Property Acquisition Agent	-	-	-	-	1.00
Senior Administrative Assistant	-	-	-	-	1.00
Total Engineering	16.60	15.00	11.00	11.00	22.00
Police					
Chief of Police	1.00	1.00	1.00	1.00	1.00
Police Captain	-	1.00	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00	3.00
Police Sergeant	10.00	10.00	10.00	11.00	11.00
Detective	5.00	5.00	5.00	5.00	5.00
Police Officer	58.00	58.00	58.00	57.00	58.00
Police Telecommunications Manager	1.00	1.00	1.00	1.00	1.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	6.00	6.00	6.00	6.00
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	2.00	2.00	2.00
Administrative Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Department	104.00	105.00	105.00	105.00	106.00

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Courts					
Town Magistrate	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00
Court Security Guard	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00	1.00
Court Clerk	4.00	5.00	5.00	5.00	5.00
Total Courts	13.00	14.00	14.00	14.00	14.00
Public Services Administration					
Public Services General Manager	1.00	1.00	1.00	1.00	-
Public Works Director	-	1.00	1.00	1.00	1.00
Assistant Public Works Director	-	-	-	-	1.00
Contracts Administrator	1.00	-	-	-	-
Contracts Analyst	1.00	1.00	1.00	1.00	-
Senior Administrative Assistant	1.00	1.00	1.00	1.00	-
Customer Service Specialist	0.50	-	-	-	-
Office Support Assistant	0.50	-	-	-	-
Total GM - Public Services	5.00	4.00	4.00	4.00	2.00
Operations & Maintenance					
Facilities & Fleet Services Manager	1.00	1.00	1.00	-	-
Superintendent	1.00	1.00	1.00	2.00	3.00
Community Response Manager	1.00	1.00	1.00	1.00	1.00
Foreman	3.00	5.00	5.00	4.00	4.00
Signal Technician III	1.00	1.00	1.00	1.00	1.00
Signal Technician II	1.00	1.00	1.00	1.00	1.00
Signs & Markings Technician	2.00	1.00	1.00	1.00	1.00
Fleet Technician II	-	1.00	1.00	1.00	1.00
Fleet Technician I	1.00	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00	1.00
Facilities Technician	-	1.00	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00	1.00
Inmate Services Coordinator	2.00	3.00	4.00	4.00	4.00
Senior Maintenance Worker	4.00	3.00	3.00	3.00	3.00
Maintenance Coordinator	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Laborer	7.00	5.00	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	-	-	1.00	1.00
Code Enforcement Officer	-	-	2.00	2.00	2.00
Total Operations & Maintenance	31.00	32.00	35.00	35.00	36.00

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Capital Improvement Program					
Assistant Public Works Director	1.00	1.00	1.00	1.00	-
Construction Division Manager	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	-
Construction Manager	2.00	2.00	2.00	2.00	-
Construction Inspector	2.00	2.00	2.00	2.00	-
Right of Way Inspector	1.00	1.00	1.00	1.00	-
Acceptance Inspector	1.00	1.00	1.00	1.00	-
Project Control Specialist	1.00	1.00	1.00	1.00	-
Engineering Technician	0.85	0.85	-	-	-
Capital Improvement Project (CIP) Manager	1.00	1.00	1.00	1.00	-
Project Coordinator	-	1.00	1.00	1.00	-
Administrative Assistant	1.00	-	-	-	-
Total Capital Improvement Program	12.85	12.85	12.00	12.00	-
Parks - Administration					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Assistant Parks and Recreation Director	-	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Office Support Assistant	1.00	-	-	-	-
Customer Service Clerk	-	2.75	2.75	2.75	2.75
Total - Parks Administration	3.00	4.75	5.75	5.75	5.75
Parks - Recreation					
Recreation Coordinator	3.00	5.00	5.00	5.00	5.00
Recreation Programmer	2.00	2.00	2.00	2.00	2.00
Recreation Leader	1.00	-	-	-	-
Recreation Assistant	2.25	0.75	0.75	0.75	0.75
Total Parks - Recreation	8.25	7.75	7.75	7.75	7.75
Parks - Maintenance					
Superintendent	1.00	1.00	1.00	1.00	1.00
Parks Supervisor	1.00	1.00	1.00	1.00	1.00
Foreman	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	11.00	9.00	9.00	9.00	9.00
Laborer	4.00	6.00	6.00	6.00	6.00
Total Parks - Maintenance	18.00	18.00	18.00	18.00	18.00
Parks - Senior Programs					
Recreation Programmer	1.00	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	0.75	0.75	0.75
Total - Parks Senior Programs	1.75	1.75	1.75	1.75	1.75
Parks - Therapeutic Program					
Recreation Coordinator	1.00	-	-	-	-
Total Parks Therapeutic Program	1.00	-	-	-	-
	32.00	32.25	33.25	33.25	33.25

AUTHORIZED POSITION SCHEDULE

	2011 Actual	2012 Actual	2013 Adopted	2013 Estimated	2014 Adopted
Water Department					
Utilities Director	1.00	1.00	1.00	1.00	1.00
Utilities Operations Manager	1.00	1.00	1.00	1.00	1.00
Utilities Services Supervisor	1.00	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00	1.00
Utilities Production & Distribution Supervisor	-	1.00	1.00	1.00	1.00
Foreman	1.00	-	-	-	-
Management Assistant	1.00	1.00	1.00	1.00	1.00
Water Quality Inspector	1.00	1.00	1.00	1.00	1.00
Electric Pump & Well Technician	1.00	1.00	1.00	1.00	1.00
Water Operator II	-	5.00	5.00	5.00	5.00
Water Operator I	6.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	-	-	1.00
Utility Billing Specialist	2.00	2.10	2.10	2.10	2.10
Utilities Technology Coordinator	-	-	1.00	1.00	1.00
Customer Service Specialist	1.00	1.00	-	-	-
Customer Service Clerk	-	-	1.00	1.00	1.00
Total Water Department	18.00	18.10	18.10	18.10	19.10
Waste Water Department					
Utilities Operations Manager	-	-	1.00	1.00	1.00
Principal Wastewater Plant Operator	-	-	1.00	1.00	1.00
Utilities Operator II	-	-	1.00	1.00	1.00
Utilities Operator I	-	-	-	-	1.00
Total Waste Water Department	-	-	3.00	3.00	4.00
Airport Operations					
Airport Manager	-	-	1.00	1.00	1.00
Total Airport Operations	-	-	1.00	1.00	1.00
TOTAL TOWN AUTHORIZED POSITIONS	302.83	309.18	313.33	313.33	319.33



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CLASSIFIED SALARY SCHEDULE FY 2013-2014

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 10			\$18,595.20	\$23,254.40	\$27,913.60	<i>Annual</i>
			\$1,549.60	\$1,937.87	\$2,326.13	<i>Monthly</i>
			\$8.94	\$11.18	\$13.42	<i>Hourly</i>
424	Document Imaging Clerk	Non-exempt				
824	Recreation Aide	Non-exempt				
410	Reproduction/Supply Clerk	Non-exempt				
446	Transcriptionist	Non-exempt				
GRADE 11			\$ 20,473.44	\$ 25,586.60	\$ 30,699.50	<i>Annual</i>
			\$ 1,706.12	\$ 2,132.22	\$ 2,558.29	<i>Monthly</i>
			\$ 9.84	\$ 12.30	\$ 14.76	<i>Hourly</i>
412	Mail Carrier/Courier	Non-exempt				
422	Office Support Assistant	Non-exempt				
818	Recreation Center Attendant	Non-exempt				
GRADE 12			\$ 22,510.28	\$ 28,132.52	\$ 33,775.82	<i>Annual</i>
			\$ 1,875.86	\$ 2,344.38	\$ 2,814.65	<i>Monthly</i>
			\$ 10.82	\$ 13.53	\$ 16.24	<i>Hourly</i>
408	Customer Service Specialist	Non-exempt				
700	Laborer	Non-exempt				
822	Recreation Assistant	Non-exempt				
820	Recreation Leader	Non-exempt				
GRADE 13			\$ 24,759.02	\$ 30,954.04	\$ 37,149.32	<i>Annual</i>
			\$ 2,063.25	\$ 2,579.50	\$ 3,095.78	<i>Monthly</i>
			\$ 11.90	\$ 14.88	\$ 17.86	<i>Hourly</i>
420	Accounts Payable Clerk	Non-exempt				
456	Court Clerk	Non-exempt				
436	Customer Service Clerk	Non-exempt				
610	Engineering Assistant	Non-exempt				
GRADE 14			\$ 27,241.24	\$ 34,051.68	\$ 40,862.12	<i>Annual</i>
			\$ 2,270.10	\$ 2,837.64	\$ 3,405.18	<i>Monthly</i>
			\$ 13.10	\$ 16.37	\$ 19.65	<i>Hourly</i>
417	Accounting Clerk	Non-exempt				
406	Administrative Assistant	Non-exempt				
812	Court Security Guard	Non-exempt				
612	Facilities Technician	Non-exempt				
614	Fleet Technician I	Non-exempt				
GRADE 15			\$ 29,956.94	\$ 37,446.24	\$ 44,935.54	<i>Annual</i>
			\$ 2,496.41	\$ 3,120.52	\$ 3,744.63	<i>Monthly</i>
			\$ 14.40	\$ 18.00	\$ 21.60	<i>Hourly</i>
404	Agenda & Records Clerk	Non-exempt				
528	Backflow Specialist	Non-exempt				
450	Court Collections Specialist	Non-exempt				
454	Courtroom Specialist	Non-exempt				
438	Executive Assistant	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
416	Human Resources Coordinator	Non-exempt				
702	Inmate Services Coordinator	Non-exempt				
600	Maintenance Worker	Non-exempt				
430	Permit Clerk	Non-exempt				
418	Senior Accounting Clerk	Non-exempt				
616	Small Engine Mechanic	Non-exempt				
442	Utility Billing Specialist	Non-exempt				
GRADE 16			\$ 32,948.50	\$ 41,201.42	\$ 49,433.28	<i>Annual</i>
			\$ 2,745.71	\$ 3,433.45	\$ 4,119.44	<i>Monthly</i>
			\$ 15.84	\$ 19.81	\$ 23.77	<i>Hourly</i>
434	Development Coordinator	Non-exempt				
336	Engineering Aide	Non-exempt				
508	Fleet Technician II	Non-exempt				
500	Heating, Ventilating & Air Conditioning (HVAC) Technician	Non-exempt				
414	Human Resources Technician	Non-exempt				
306	Planning Technician	Non-exempt				
304	Plans Review Technician	Non-exempt				
458	Project Coordinator	Non-exempt				
466	Recreation Programmer	Non-exempt				
526	Right of Way Inspector	Non-exempt				
428	Senior Permit Clerk	Non-exempt				
618	Signal Technician I	Non-exempt				
606	Utilities Operator I	Non-exempt				
GRADE 17			\$ 36,254.88	\$ 45,318.60	\$ 54,382.32	<i>Annual</i>
			\$ 3,021.24	\$ 3,776.55	\$ 4,531.86	<i>Monthly</i>
			\$ 17.43	\$ 21.79	\$ 26.15	<i>Hourly</i>
472	Administrative Manager	Exempt				
544	Acceptance Inspector	Non-exempt				
315	Business Process Analyst	Non-exempt				
314	Computer Technician	Non-exempt				
525	Construction Inspector	Non-exempt				
534	Electric Pump & Well Technician	Non-exempt				
312	Geographic Information Systems (GIS) Technician	Non-exempt				
426	Legal Assistant	Non-exempt				
602	Maintenance Coordinator	Non-exempt				
322	Real Property Acquisition Agent	Exempt				
402	Records & Elections Coordinator	Exempt				
460	Senior Administrative Assistant	Non-exempt				
604	Senior Maintenance Worker	Non-exempt				
704	Signs & Markings Technician	Non-exempt				
608	Utilities Operator II	Non-exempt				
468	Utilities Technology Coordinator	Non-exempt				
532	Water Quality Inspector	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 18			\$ 39,877.92	\$ 49,847.40	\$ 59,816.88	<i>Annual</i>
			\$ 3,323.16	\$ 4,153.95	\$ 4,984.74	<i>Monthly</i>
			\$ 19.17	\$ 23.97	\$ 28.76	<i>Hourly</i>
518	Building Inspector I	Non-exempt				
232	Contracts Analyst	Exempt				
474	Council Liaison	Exempt				
242	Court Probation Monitor	Non-exempt				
200	Curation Specialist	Exempt				
710	Foreman	Non-exempt				
462	Grants & Housing Coordinator	Exempt				
514	Housing Rehabilitation Specialist	Exempt				
208	Human Resources Analyst	Exempt				
276	Management Assistant	Exempt				
214	Payroll Administrator	Exempt				
476	Recreation Coordinator	Exempt				
324	Senior Real Property Acquisition Agent	Exempt				
542	Signal Technician II	Non-exempt				
440	Special Events Coordinator	Exempt				
530	Utilities Line Inspector/Plan Reviewer	Non-exempt				
			\$ 43,868.16	\$ 54,835.20	\$ 65,802.24	<i>Annual</i>
GRADE 19			\$ 3,655.68	\$ 4,569.60	\$ 5,483.52	<i>Monthly</i>
			\$ 21.09	\$ 26.36	\$ 31.64	<i>Hourly</i>
516	Building Inspector II	Non-exempt				
540	Community Response Manager	Non-exempt				
522	Code Enforcement Officer	Non-exempt				
400	Deputy Town Clerk	Exempt				
308	Engineering Technician	Non-exempt				
512	Facilities Maintenance Supervisor	Exempt				
252	Geographic Information Systems (GIS) Analyst	Non-exempt				
840	Graphic Designer	Non-exempt				
212	Management & Budget Analyst	Exempt				
520	Planner I	Non-exempt				
302	Plans Examiner	Non-exempt				
464	Police Telecommunications Supervisor	Non-exempt				
326	Risk Management & Safety Coordinator	Exempt				
210	Senior Accountant	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 20			\$ 48,258.24	\$ 60,322.80	\$ 72,387.36	<i>Annual</i>
			\$ 4,021.52	\$ 5,026.90	\$ 6,032.28	<i>Monthly</i>
			\$ 23.20	\$ 29.00	\$ 34.80	<i>Hourly</i>
234	Contract Administrator	Exempt				
452	Court Supervisor	Non-exempt				
254	Database Analyst	Non-exempt				
226	Environmental Project Coordinator	Exempt				
316	Network Technician	Non-exempt				
708	Parks Supervisor	Exempt				
246	Planner II	Exempt				
470	Police Records Supervisor	Non-exempt				
220	Public Information Officer (PIO)	Exempt				
236	Project Control Specialist	Exempt				
318	Public Safety Technology Specialist	Non-exempt				
216	Purchasing Coordinator	Exempt				
401	Records Administrator	Non-exempt				
152	Senior Administrative Manager	Exempt				
538	Signal Technician III	Non-exempt				
268	Technology Analyst	Non-exempt				
482	Utilities Services Supervisor	Exempt				
484	Utilities Production & Distribution Supervisor	Non-exempt				
			\$ 53,080.80	\$ 66,351.00	\$ 79,621.20	<i>Annual</i>
GRADE 21			\$ 4,423.40	\$ 5,529.25	\$ 6,635.10	<i>Monthly</i>
			\$ 25.52	\$ 31.90	\$ 38.28	<i>Hourly</i>
230	Civil Engineer	Exempt				
814	Crime Scene/Property & Evidence Supervisor	Exempt				
173	Development Services Center Manager	Exempt				
325	Emergency Management & Safety Coordinator	Exempt				
546	Facilities & Fleet Services Manager	Exempt				
172	Permit Center & Records Manager	Exempt				
164	Police Telecommunications Manager	Exempt				
612	Principal Wastewater Plant Operator	Non-exempt				
206	Senior Human Resources Analyst	Exempt				
256	Senior Network Analyst	Exempt				
332	Software Engineer	Exempt				
300	Senior Plans Examiner	Exempt				
502	Superintendent	Exempt				
334	Utilities Coordinator	Exempt				
321	Website Administrator	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 22			\$ 58,392.96	\$ 72,991.20	\$ 87,589.44	<i>Annual</i>
			\$ 4,866.08	\$ 6,082.60	\$ 7,299.12	<i>Monthly</i>
143	Airport Manager	Exempt				
222	Associate Town Attorney	Exempt				
176	Chief Building Inspector	Exempt				
238	Construction Manager	Exempt				
250	Employee Relations Administrator	Exempt				
328	Principal Plans Examiner	Exempt				
258	Senior Geographic Information Systems (GIS) Analyst	Exempt				
240	Technology Manager	Exempt				
266	Traffic Engineer	Exempt				
GRADE 23			\$ 64,227.36	\$ 80,284.20	\$ 96,341.04	<i>Annual</i>
			\$ 5,352.28	\$ 6,690.35	\$ 8,028.42	<i>Monthly</i>
261	Assistant Town Attorney	Exempt				
175	Building Official	Exempt				
228	Capital Improvement Project (CIP) Manager	Exempt				
264	Cultural Resources Manager	Exempt				
330	Database Administrator	Exempt				
202	Economic Development Manager	Exempt				
274	Finance Manager	Exempt				
240	Intergovernmental Affairs Administrator	Exempt				
244	Planner III	Exempt				
800	Police Lieutenant	Exempt				
333	Senior Software Engineer	Exempt				
150	Utilities Operations Manager	Exempt				
GRADE 24			\$ 70,649.28	\$ 88,311.60	\$ 105,973.92	<i>Annual</i>
			\$ 5,887.44	\$ 7,359.30	\$ 8,831.16	<i>Monthly</i>
270	Construction Division Manager	Exempt				
170	Court Administrator	Exempt				
160	Engineering Division Manager	Exempt				
GRADE 25			\$ 77,715.84	\$ 97,144.80	\$ 116,573.76	<i>Annual</i>
			\$ 6,476.32	\$ 8,095.40	\$ 9,714.48	<i>Monthly</i>
157	Assistant Director of Engineering	Exempt				
155	Assistant Parks & Recreation Director	Exempt				
156	Assistant Planning Director	Exempt				
158	Assistant Public Works Director	Exempt				
148	Assistant Utilities Director	Exempt				
801	Police Captain	Exempt				
262	Senior Assistant Town Attorney	Exempt				
174	Traffic Division Manager	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 26			\$ 85,492.32	\$ 106,865.40	\$ 128,238.48	<i>Annual</i>
			\$ 7,124.36	\$ 8,905.45	\$ 10,686.54	<i>Monthly</i>
154	Deputy Town Attorney	Exempt				

Additional Pay

Shift Differential Pay	\$0.50 per hour	<i>Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/Stand-By Pay	\$1.00 per hour	<i>Pay for non-exempt employees who stand ready to work during non-work hours when assigned</i>

TEMPORARY SALARY SCHEDULE FY 2013-2014

Job Code	Job Title	FLSA* Status	Minimum	Maximum	
478	Assistant to the Chief of Police	Exempt	\$76,500.00	\$91,800.00	<i>Annually</i>
272	Executive Fellow	Exempt	\$32,950.49		<i>Annually</i>
480	Intern	Non-exempt	\$7.65	\$11.73	<i>Hourly</i>
830	Inclusion Aide	Non-exempt	\$10.20	\$15.30	<i>Hourly</i>
826	Lifeguard	Non-exempt	\$10.20		<i>Hourly</i>
828	Lifeguard/WSI	Non-exempt	\$10.71		<i>Hourly</i>
271	Management Intern	Non-exempt	\$12.24	\$15.30	<i>Hourly</i>
832	Pool Manager	Non-exempt	\$12.85		<i>Hourly</i>
816	Regional Emergency Response Planner	Non-exempt	\$22.06	\$29.43	<i>Hourly</i>
831	Sports Official	Non-exempt	\$10.20		<i>Hourly</i>

Additional Pay

Shift differential	\$0.50 per hour	<i>Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/Stand-By Pay Rate	\$1.00 per hour	<i>Pay for employees who stand ready to work as assigned during non-work hours when assigned</i>

NON-SWORN SALARY SCHEDULE FY 2013-2014

Job Code	Job Title	Grade	Minimum	Midpoint	Maximum	
444	Police Records Clerk	PLRC	\$27,060.80	\$33,820.80	\$40,580.80	<i>Annually</i>
810	Crime Scene Specialist	CRIM	\$32,961.24	\$41,201.68	\$49,442.12	<i>Annually</i>
808	Crime Prevention Specialist	CRIM	\$38,230.40	\$47,777.60	\$57,324.80	<i>Annually</i>
248	Crime Analyst	CRIM	\$38,230.40	\$47,777.60	\$57,324.80	<i>Annually</i>

Dispatcher*								
Job Code: 448		Grade: DISP						
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
Monthly	\$2,731.73	\$2,941.47	\$3,152.93	\$3,360.93	\$3,572.40	\$3,782.13	\$3,991.87	\$4,203.33
Annually	\$32,780.80	\$35,297.60	\$37,835.20	\$40,331.20	\$42,868.80	\$45,385.60	\$47,902.40	\$50,440.00
Bi-weekly	\$1,260.80	\$1,357.60	\$1,455.20	\$1,551.20	\$1,648.80	\$1,745.60	\$1,842.40	\$1,940.00
Hourly	\$15.76	\$16.97	\$18.19	\$19.39	\$20.61	\$21.82	\$23.03	\$24.25

**Dispatcher salaries set from top step at 5% increments from the top step (95%, 90%, 85%, 80% etc.)*

Additional Pay		
Shift Differential Pay	\$0.90 per hour	<i>Pay for non-exempt employees covered by M.O.U. agreement who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/Stand-By Pay	\$1.00 per hour	<i>Pay for employees who stand ready to work during non-work hours as assigned</i>

SWORN EMPLOYEE SALARY SCHEDULE FY 2013-2014

Police Officer								
Job code: 806		Grade: PO						
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
Annually	\$43,264.00	\$45,427.20	\$47,694.40	\$50,065.60	\$52,603.20	\$55,203.20	\$57,990.40	\$60,860.80
Monthly	\$3,605.33	\$3,785.60	\$3,974.53	\$4,172.13	\$4,383.60	\$4,600.27	\$4,832.53	\$5,071.73
Bi-weekly	\$1,664.00	\$1,747.20	\$1,834.40	\$1,925.60	\$2,023.20	\$2,123.20	\$2,230.40	\$2,340.80
Hourly	\$20.80	\$21.84	\$22.93	\$24.07	\$25.29	\$26.54	\$27.88	\$29.26

Police Sergeant				
Job Code: 802		Grade SGT		
	STEP 1	STEP 2	STEP 3	STEP 4
Annually	\$63,918.40	\$67,121.60	\$70,470.40	\$74,006.40
Monthly	\$5,326.53	\$5,593.47	\$5,872.53	\$6,167.20
Bi-weekly	\$2,458.40	\$2,581.60	\$2,710.40	\$2,846.40
Hourly	\$30.73	\$32.27	\$33.88	\$35.58

Detective (Special Assignment)								
Job Code: 804		Grade: DET						
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
Annually	\$47,590.40	\$49,961.60	\$52,436.80	\$55,099.20	\$57,844.80	\$60,736.00	\$63,772.80	\$66,955.20
Monthly	\$3,965.87	\$4,163.47	\$4,369.73	\$4,591.60	\$4,820.40	\$5,061.33	\$5,314.40	\$5,579.60
Bi-weekly	\$1,830.40	\$1,921.60	\$2,016.80	\$2,119.20	\$2,224.80	\$2,336.00	\$2,452.80	\$2,575.20
Hourly	\$22.88	\$24.02	\$25.21	\$26.49	\$27.81	\$29.20	\$30.66	\$32.19

Additional Pay		
Shift Differential	\$0.90 per hour	<i>Pay for non-exempt employees covered by M.O.U. agreement who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/Stand-By Pay	\$1.00 per hour	<i>Pay for employees who stand ready to work during non-work hours as assigned</i>



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The Appendices include information helpful to the reader such as the Town's Budget Adoption Resolution and the State Auditor General reports and a glossary of terms.



Appendices





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BUDGET RESOLUTION

MARANA RESOLUTION NO. 2013-063

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2013-2014 FINAL BUDGET

WHEREAS in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Marana Town Council did, on May 22, 2013, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Marana; and

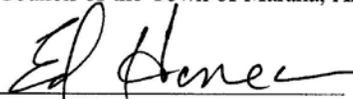
WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 18, 2013, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 18, 2013, at the office of the Council 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).

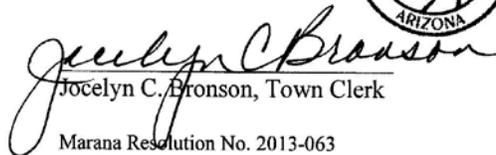
NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Marana, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, attached hereto as Exhibit A and incorporated herein by this reference, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Marana for the fiscal year 2013-2014.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 18th day of June 2013.

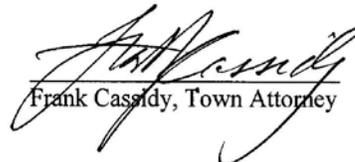

Mayor Ed Honea



ATTEST:


Jocelyn C. Bronson, Town Clerk
Marana Resolution No. 2013-063

APPROVED AS TO FORM:


Frank Cassidy, Town Attorney

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2014

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2013	ACTUAL EXPENDITURES/EXPENSES** 2013	FUND BALANCE/NET POSITION*** July 1, 2013**	PROPERTY TAX REVENUES 2014	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2014	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014		TOTAL FINANCIAL RESOURCES AVAILABLE 2014	BUDGETED EXPENDITURES/EXPENSES 2014
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 31,131,272	\$ 28,102,207		Primary: \$ 422,958	\$ 32,679,575	\$	\$	\$	\$ 2,725,636	\$ 29,953,939	\$ 31,453,939
2. Special Revenue Funds	6,459,532	4,450,578		Secondary: 422,958	6,853,946			150,000		7,426,904	9,946,312
3. Debt Service Funds Available	8,337,551	8,337,551			2,542,353			5,540,472		8,082,825	8,453,732
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	8,337,551	8,337,551			2,542,353			5,540,472		8,082,825	8,453,732
6. Capital Projects Funds	18,699,903	11,255,041			17,849,877	6,200,000			2,655,146	21,394,731	20,092,566
7. Permanent Funds											
8. Enterprise Funds Available	17,352,153	4,959,390			7,268,960				309,690	6,959,270	12,935,675
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	17,352,153	4,959,390			7,268,960				309,690	6,959,270	12,935,675
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 81,980,411	\$ 57,104,767	\$	\$ 422,958	\$ 67,194,711	\$ 6,200,000	\$	\$ 5,690,472	\$ 5,690,472	\$ 73,817,669	\$ 82,882,224

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

2013	2014
\$ 81,980,411	\$ 82,882,224
81,980,411	82,882,224
\$ 81,980,411	\$ 82,882,224
\$	\$

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

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

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

*** Amounts in this column represent Fund Balance/Net 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).

TOWN OF MARANA
Tax Levy and Tax Rate Information
Fiscal Year 2014

	2013	2014
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
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	\$ _____	\$ _____
B. Secondary property taxes	462,646	422,958
C. Total property tax levy amounts	\$ <u>462,646</u>	\$ <u>422,958</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies		
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 462,646	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ <u>462,646</u>	
C. Total property taxes collected	\$ <u>462,646</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	2.8000	2.8000
(3) Total city/town tax rate	<u>2.8000</u>	<u>2.8000</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>four</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
GENERAL FUND			
Local taxes			
Sales taxes	\$ 19,835,770	\$ 20,080,948	\$ 19,498,321
Licenses and permits			
Building and development fees	1,756,750	2,356,950	2,544,000
Business and license fees	135,000	145,620	144,725
Franchise fees	325,000	324,965	325,000
Other licenses and fees	130,500	165,980	180,500
Intergovernmental			
State shared sales taxes	2,923,447	2,765,894	3,020,895
Urban revenue sharing	3,570,867	3,570,560	3,900,421
Auto lieu	1,327,277	1,298,752	1,312,917
Other			10,000
Charges for services			
Charges for services	381,100	405,012	396,701
Fines and forfeits			
Court fines and fees	570,000	668,540	625,000
Interest on investments			
Investment income	100,000	97,895	100,000
In-lieu property taxes			
Contributions			
Voluntary contributions	102,750	109,802	116,525
Miscellaneous			
Other miscellaneous	562,070	332,334	504,570
Total General Fund	\$ 31,720,531	\$ 32,323,252	\$ 32,679,575

* 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.

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
SPECIAL REVENUE FUNDS			
Highway user revenue	\$ 2,314,521	\$ 2,254,895	\$ 2,334,650
Affordable housing revolving HOME	100,000		100,000
	250,000		
	<u>\$ 2,664,521</u>	<u>\$ 2,254,895</u>	<u>\$ 2,434,650</u>
Local JCEF	\$ 13,500	\$ 12,515	\$ 14,000
Fill the GAP	3,000	5,990	4,000
Local technology enhancement	116,000	124,450	118,000
Community development block grants	245,000	159,785	2,699,899
	<u>\$ 377,500</u>	<u>\$ 302,740</u>	<u>\$ 2,835,899</u>
Bed tax	\$ 732,300	\$ 728,165	\$ 754,269
Other grants and contributions	1,329,128	385,955	829,128
	<u>\$ 2,061,428</u>	<u>\$ 1,114,120</u>	<u>\$ 1,583,397</u>
Total Special Revenue Funds	<u>\$ 5,103,449</u>	<u>\$ 3,671,755</u>	<u>\$ 6,853,946</u>

* 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.

DEBT SERVICE FUNDS

Tangerine farms road improvement district	\$ 2,097,748	\$ 2,096,555	\$ 2,212,507
Gladden farms CFD debt	700,053	320,910	329,846
	<u>\$ 2,797,801</u>	<u>\$ 2,417,465</u>	<u>\$ 2,542,353</u>
Total Debt Service Funds	<u>\$ 2,797,801</u>	<u>\$ 2,417,465</u>	<u>\$ 2,542,353</u>

CAPITAL PROJECTS FUNDS

Transportation	\$ 3,420,950	\$ 2,817,920	\$ 3,659,877
Impact fee funds	1,555,991	2,359,765	2,571,215
Other capital projects	10,663,456	7,569,500	490,558
Downtown reinvesement fund			125,000
Pima County bond fund			319,740
Regional transportation authority fund			10,366,806
	<u>\$ 15,640,397</u>	<u>\$ 12,747,185</u>	<u>\$ 17,533,196</u>
Tangerine farms road improvement district	\$ 60,000	\$ 57,945	\$ 60,000
Community facilities district (CFD) capital	277,971	49,580	
Gladden farms CFD capital			37,491
Vanderbilt CFD capital			25,369
Saguaro Springs CFD capital			193,821
	<u>\$ 337,971</u>	<u>\$ 107,525</u>	<u>\$ 316,681</u>
Total Capital Projects Funds	<u>\$ 15,978,368</u>	<u>\$ 12,854,710</u>	<u>\$ 17,849,877</u>

* 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.

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2014

SOURCE OF REVENUES	ESTIMATED REVENUES 2013	ACTUAL REVENUES* 2013	ESTIMATED REVENUES 2014
ENTERPRISE FUNDS			
Water utility	\$ 3,805,272	\$ _____	\$ 4,015,588
Airport	2,673,800	_____	1,680,509
Wastewater utility	1,536,740	_____	1,572,863
	<u>\$ 8,015,812</u>	<u>\$ _____</u>	<u>\$ 7,268,960</u>
Total Enterprise Funds	\$ 8,015,812	\$ _____	\$ 7,268,960

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

TOTAL ALL FUNDS \$ 63,615,961 \$ 51,267,182 \$ 67,194,711

* 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.

TOWN OF MARANA
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2014

FUND	OTHER FINANCING 2014		INTERFUND TRANSFERS 2014	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Series 1997 debt	\$	\$	\$	\$ 142,614
Series 2003 debt				1,380,229
Series 2004 debt				657,775
Series 2008 debt				395,018
Local Transportation Assistance Fund				100,000
Other grants				50,000
Total General Fund	\$	\$	\$	\$ 2,725,636
SPECIAL REVENUE FUNDS				
Other grants	\$	\$	\$ 50,000	\$
Local Transportation Assistance Fund			100,000	
Total Special Revenue Funds	\$	\$	\$ 150,000	\$
DEBT SERVICE FUNDS				
Series 1997 debt	\$	\$	\$ 347,840	\$
Series 2003 debt			1,380,229	
Series 2004 debt			657,775	
Series 2008 debt			3,154,628	
Total Debt Service Funds	\$	\$	\$ 5,540,472	\$
CAPITAL PROJECTS FUNDS				
South Transportation Impact Fee	\$	\$	\$	\$ 565,851
Transportation				2,089,295
Gladden Farms CFD	1,000,000			
Saguaro Springs CFD	1,000,000			
Water Utility	1,000,000			
Wastewater Utility	3,200,000			
Total Capital Projects Funds	\$ 6,200,000	\$	\$	\$ 2,655,146
ENTERPRISE FUNDS				
Water Utility	\$	\$	\$	\$ 205,226
Wastewater Utility				104,464
Total Enterprise Funds	\$	\$	\$	\$ 309,690
TOTAL ALL FUNDS	\$ 6,200,000	\$	\$ 5,690,472	\$ 5,690,472

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2014

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
GENERAL FUND				
Non-departmental	\$ 1,359,786	\$ 10,428	\$ 1,291,795	\$ 639,954
Mayor and council	289,343		274,875	289,568
Town manager	804,196	215,797	863,990	1,132,887
Town clerk	385,235		366,075	254,217
Human resources	632,007		600,407	644,699
Finance	841,714		789,628	948,294
Legal	757,237	(53,867)	696,375	737,238
Technology services	1,759,756	(10,000)	1,721,768	2,057,719
Strategic initiatives	394,321	(394,321)		
Development services admin	126,151	103,946	219,843	399,184
Permits and records	535,337	53,867	548,570	571,743
Building safety	662,244		629,132	802,707
Planning	571,528		542,952	651,329
Engineering	1,082,459		1,028,336	2,043,316
Police	9,593,104		9,113,449	10,589,408
Courts	963,109		914,954	988,884
Public services admin	450,434		427,912	240,327
Public works	3,073,205		2,919,545	2,273,330
Parks and recreation	2,818,502	(6,800)	2,677,577	3,016,619
Community development	240,704	80,950	298,669	374,484
Capital outlay	2,290,900		2,176,355	1,298,032
Contingency	1,500,000			1,500,000
Total General Fund	\$ 31,131,272	\$	\$ 28,102,207	\$ 31,453,939
SPECIAL REVENUE FUNDS				
Highway user revenue	\$ 3,002,203	\$	\$ 2,762,027	\$ 4,487,611
Local transportation assistance	100,000		92,000	100,000
Revolving affordable housing	45,000		41,400	70,000
HOME	250,000		230,000	
Local JCEF	40,800		37,536	53,000
Fill the GAP	31,000		28,520	34,500
Local technology	302,337		278,150	373,598
Community development block gran	333,945		307,229	2,699,899
Bed tax	732,300		673,716	754,269
Other grants and contributions	1,621,947			1,373,435
Total Special Revenue Funds	\$ 6,459,532	\$	\$ 4,450,578	\$ 9,946,312
DEBT SERVICE FUNDS				
Series 1997 debt	\$ 363,805	\$	\$ 363,805	\$ 347,840
Series 2003 debt	1,381,429		1,381,429	1,380,229
Series 2004 debt	666,663		666,663	657,775
Series 2008 debt	3,127,853		3,127,853	3,154,628
Tangerine farms ID debt	2,097,748		2,097,748	2,212,507
Gladden farms CFD debt	700,053		700,053	700,753
Total Debt Service Funds	\$ 8,337,551	\$	\$ 8,337,551	\$ 8,453,732
CAPITAL PROJECTS FUNDS				
Transportation	\$ 2,275,407	\$	\$ 2,093,374	\$ 2,904,934
1/2 cent sales tax	331,500		304,980	531,743
Impact fee funds	1,311,187		1,206,292	2,883,707
Tangerine farms ID	60,000		55,200	60,000
Other capital projects	10,943,838		7,569,500	591,904
Downtown reinvestment fund				125,000
Pima County bond fund				319,740
Regional transportation authority				10,366,806
CFD capital projects	3,777,971		25,695	2,308,732
Total Capital Projects Funds	\$ 18,699,903	\$	\$ 11,255,041	\$ 20,092,566
ENTERPRISE FUNDS				
Water utility	\$ 4,285,086	\$	\$ 3,895,655	\$ 7,100,439
Airport	2,892,239		375,985	1,848,485
Wastewater utility	10,174,828		687,750	3,986,751
Total Enterprise Funds	\$ 17,352,153	\$	\$ 4,959,390	\$ 12,935,675
TOTAL ALL FUNDS	\$ 81,980,411	\$	\$ 57,104,767	\$ 82,882,224

* 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.

TOWN OF MARANA
Expenditures/Expenses by Department
Fiscal Year 2014

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2013	ACTUAL EXPENDITURES/ EXPENSES* 2013	BUDGETED EXPENDITURES/ EXPENSES 2014
Town Manager:				
General Fund	\$ 804,196	\$ 215,797	\$ 863,990	\$ 1,132,887
Bed Tax Fund				20,571
Department Total	\$ 804,196	\$ 215,797	\$ 863,990	\$ 1,153,458
Development Services Admin :				
General Fund	\$ 126,151	\$ 103,946	\$ 219,843	\$ 399,184
Bed Tax Fund				47,000
Department Total	\$ 126,151	\$ 103,946	\$ 219,843	\$ 446,184
Police:				
General Fund	\$ 9,593,104	\$	\$ 9,113,449	\$ 10,589,408
Other Grants	531,341		235,950	782,829
Department Total	\$ 10,124,445	\$	\$ 9,349,399	\$ 11,372,237
Court:				
General Fund	\$ 963,109	\$	\$ 914,954	\$ 988,884
Local JCEF	40,800			53,000
Fill the Gap	31,000			34,500
Local Tech Enhancement	302,337		47,955	373,598
Department Total	\$ 1,337,246	\$	\$ 962,909	\$ 1,449,982
Public Works:				
General Fund	\$ 3,073,205	\$	\$ 2,919,545	\$ 2,273,330
Highway User Revenue Fund	3,002,003		2,275,965	2,978,129
Other Capital Projects	3,976,463		1,256,950	
Department Total	\$ 10,051,671	\$	\$ 6,452,460	\$ 5,251,459
Community Development:				
General Fund	\$ 240,704	\$ 80,950	\$ 298,669	\$ 374,484
CDBG	333,945		159,785	2,699,899
Revolving Affordable Housing	45,000			70,000
HOME	250,000			
LTAf	100,000		99,955	100,000
Bed Tax				30,966
Department Total	\$ 969,649	\$ 80,950	\$ 558,409	\$ 3,275,349

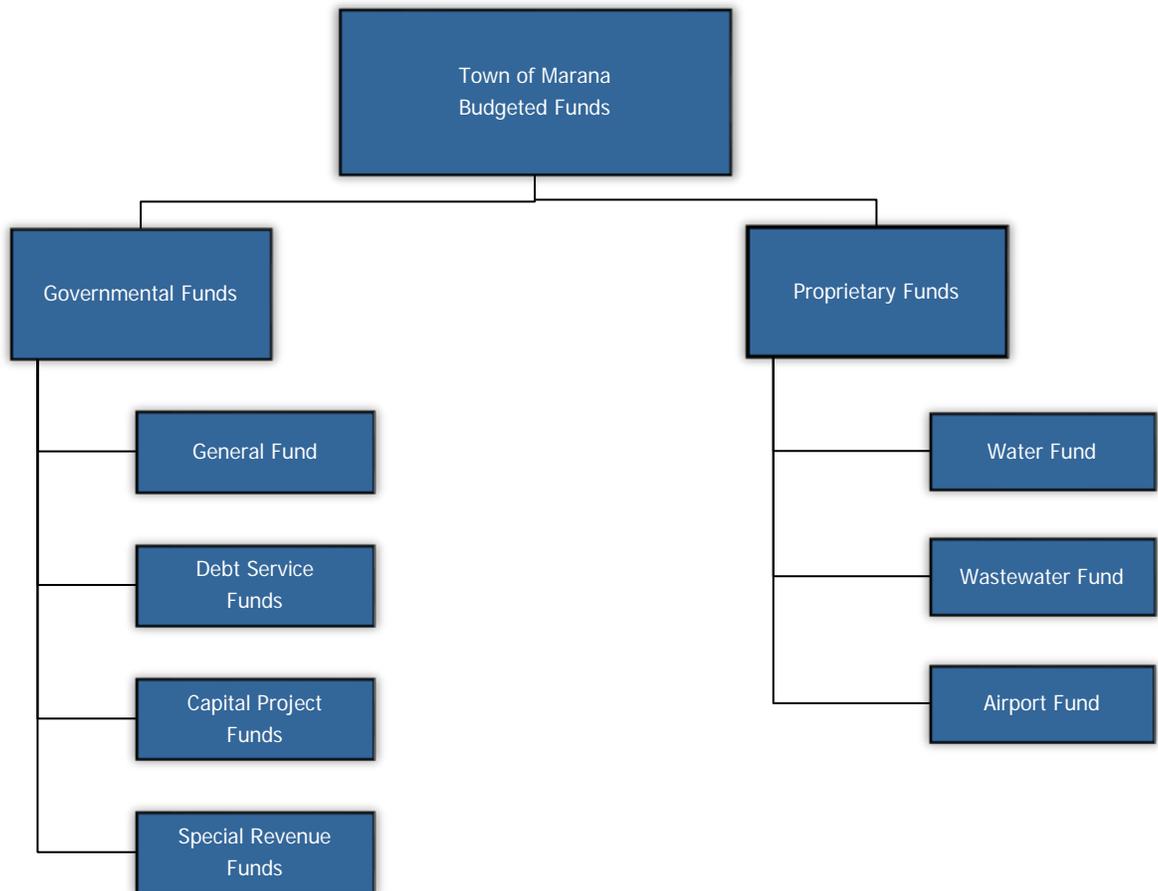
TOWN OF MARANA
Full-Time Employees and Personnel Compensation
Fiscal Year 2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	283.48	\$ 16,709,865	\$ 2,069,621	\$ 2,675,909	\$ 581,207	= \$ 22,036,602
SPECIAL REVENUE FUNDS						
Highway User Revenue	10.45	\$ 435,131	\$ 44,589	\$ 78,147	\$ 29,737	= \$ 587,604
Pima County Bonds		151,606	15,902	29,020	13,212	209,740
Grants and Contributions		75,163	12,934	6,902	3,232	98,231
Bed Tax Fund	0.30	16,979	1,770	2,629	159	21,537
Local Technology Fund	1.00	29,823	3,149	10,922	254	44,148
Total Special Revenue Funds	11.75	\$ 616,560	\$ 63,640	\$ 118,089	\$ 43,203	= \$ 961,260
ENTERPRISE FUNDS						
Water	19.10	\$ 972,971	\$ 99,067	\$ 235,244	\$ 23,354	= \$ 1,330,636
Wastewater	4.00	233,670	22,389	55,686	5,808	317,553
Airport	1.00	107,990	11,816	18,028	4,020	141,854
Total Enterprise Funds	24.10	\$ 1,314,631	\$ 133,272	\$ 308,958	\$ 33,182	= \$ 1,790,043
TOTAL ALL FUNDS	319.33	\$ 18,641,056	\$ 2,266,533	\$ 3,102,956	\$ 657,592	= \$ 24,787,905

SUMMARY OF FUND ACCOUNTING STRUCTURE

The Town of Marana uses fund accounting to track revenues and expenditures. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise assets, liabilities, fund balance (equity), and revenues and expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled.

As depicted in the chart below, budgetary accounting is reflected within two major fund groups: Governmental funds and Proprietary funds. Different fund types are found within each of these two classifications.



Governmental Funds

The governmental funds are used to account for general government operations and include the General Fund, Debt Service funds, Special Revenue funds, and Capital Projects funds.

General Fund

The General Fund includes all sources of revenue the Town receives that are not designated for a specific purpose or required to be accounted for in another fund. General Fund revenue may be used by the Town Council for any legal public purpose. The General Fund finances the basic

operation of the Town, such as public safety, parks & recreation, municipal court, administration, and development services.

Most town departments receive at least some support from the General Fund, including the following departments: Mayor & Town Council, Town Manager, Town Clerk, Human Resources, Finance, Legal, Technology Services, Development Services General Manager, Permits & Records, Building Safety, Planning, Engineering, Police, Courts, Public Services General Manager, Operations & Maintenance, CIP, Parks & Recreation, and Community Development.

Debt Service Funds

This fund type is used to account for the long-term payment of principal and interest on long-term debt, such as general obligation bonds, revenue bonds, etc.

Capital Projects Funds

This fund type accounts for revenue received to pay for infrastructure improvements, acquisition or development of major capital equipment and structures. The financing sources of these projects are usually provided by transfers from other funds, bond issue proceeds, or intergovernmental revenues or grants.

Special Revenue Funds

This fund type is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose. The largest special revenue funds for the Town of Marana include the Highway User Revenue Fund (HURF) and grant funds.

Proprietary Funds

These funds are used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. The Town of Marana has enterprise funds for water, wastewater and the airport departments.

GLOSSARY OF TERMS

The Town of Marana's Annual Budget is structured to be understandable and meaningful to the general public and organizational users. With this in mind, this glossary is provided as a tool to assist those who are unfamiliar with budgeting terms or terms specific to Marana's budgeting process.

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.

Adopted Budget – A formal action taken by the Town Council that sets the spending limits for the fiscal year.

Appropriation - Authorization by the Town Council which permits the Town to incur obligations to make expenditures for a specific purpose.

Balanced Budget – A budget in which recurring revenues equal recurring expenditures.

Bond – A Town issued debt instrument to repay the specific amount of the money (the face value of the bond) on the designated maturity dates with accrued interest. Bonds are used primarily to finance capital projects and are a promise to pay.

Budget Calendar - The schedule of key dates in preparation, adoption and administration of the budget.

Budget Message - The opening section of the budget document from the Town Manager which provides a general summary of highlighting the most important aspects of the budget, changes from the previous fiscal year, key issues impacting the budget and recommendations regarding the financial policy for the upcoming period.

Capital Improvement – Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.

Capital Outlay – Purchase of an asset with a value greater than \$1,000 that is intended to continue to be held or used for a period greater than five years. Capital Outlay can be land, buildings, machinery, vehicles, furniture and other equipment.

Capitalized Labor – All direct costs of labor that can be identified or associated with and are properly allocable to the construction, modification, or installation of specific items of capital assets and, as such, can thereby be written down over time via a depreciation or amortization schedule as capitalized costs.

Carry-Over (Forward) – 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.

Central Arizona Project (CAP) – Designed to bring about 1.5 million acre-feet of Colorado River water per year to Pima, Pinal and Maricopa counties by means of wastewater treatment.

Community Development Block Grant (CDBG) – Federal Grant Funds provided on an annual basis to support specific programs identified by Council.

Comprehensive Annual Financial Report (CAFR) – The official annual report for the Town prepared in accordance with generally accepted accounting principles (GAAP) and in conformance with standards of financial reporting as established by the Governmental Accounting Standards Board (GASB) using guidelines recommended by the Government Finance Officers Association (GFOA). The CAFR includes financial statements and analysis, along with statistical data on financial, nonfinancial, and demographic trends. It is also used by bond rating agencies, such as Moody's, Standard & Poor's, and Fitch, to determine credit risk, and thus interest rates, for bonds issued by the Town.

Contingency – An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events, but must be approved by Council prior to its use.

Debt Service Fund – A segregated fund used to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

Disbursement - The expenditure of money from an account.

Employee Benefits - Contributions made by a government to meet commitments or obligations to employees. Included are the government's share of costs for Social Security, pensions, and medical and disability 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.

Enterprise Funds – A fund used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Executive Team – Top level management in the Town that are pulled together to focus on the Town's mission, direction and organizational changes needed as defined by the General and Strategic plans or guidance from the Town Council.

Estimate - Estimate, as used throughout the budget document, represents the projected year-end balance.

Federal Emergency Management Agency (FEMA) – FEMA's mission is to support our citizens and first responders to ensure that as a nation we work together to build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate all hazards.

Fees - Charges for specific services. Fees are adopted annually via the Town's Comprehensive Fee Schedule, whose adoption coincides with the annual budget adoption.

Fiscal Year (FY) – A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The Town of Marana's fiscal year is from July 1 through June 30.

Full-Time Equivalent (FTE) – A position is converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.50 FTE.

Fund – A system of accounts that segregates all financial transactions for restricted or designated uses by a government entity. The fund categories used within the Town of Marana are the General Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Fund, Enterprise Funds.

Fund Balance – An accumulated balance or carry over that occurs when actual revenues exceed actual expenditures.

General Fund – The General Fund is used to account for all financial resources except those accounted for in other funds. The General Fund is the Town's principal financing vehicle for general government services and is funded largely by development fees and local and state sales tax revenue.

Goal - An observable and measurable end result having one or more objectives to be achieved within a stated timeframe. Goals are the basic planning tools underlying all strategic activities. Along with objectives, they serve as the basis for policy and performance appraisals.

Grants – Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose, activity, or facility.

Highway Users Revenue Fund (HURF) – Funds allocated by the state to fund the construction and maintenance of the Town's highway and street system. This is a major funding source for the Public Works Department and provides funds for the maintenance of the Town's roads and connecting infrastructure.

Infrastructure – Transportation, communication, sewage, water, and electric systems are all a part of the Town's basic infrastructure. These systems tend to be high cost investments. However, they are needed for the Town to be efficient and productive.

Intergovernmental Agreement (IGA) – A contract between governmental entities as authorized by State law.

Operating Revenue - Funds that a government receives as income to pay for ongoing operations, including taxes, user fees, interest earnings and grants. Operating revenues are used to pay for recurring, non-capital expenses.

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.

Park Improvement Districts – Park Improvement Districts provide a method to maintain the parks within specific areas and charge the cost to the benefited property with the property tax bill.

Per capita – A unit of measure that indicates the amount of some quantity per person in the Town.

Performance Measures – Indication of levels of activity, results of operations or outcomes of operations.

Resolution - A special or temporary order of a legislative body requiring less legal formality than an ordinance or statute.

Reserve – To set aside a portion of a fund balance to guard against economic downturn or emergencies.

Right of Way (ROW) – Any sidewalk, planting strip, alley, street, or pathway, improved or unimproved, that is dedicated to public use. The term includes any strip of land over which public facilities such as highways, railroads, or power lines are built.

State Shared Revenue – Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.

System Development Fee (SDF) – Fees collected at the time a building permit is issued to pay for the cost of capital improvements required due to growth.

Transfers – Movement of cash from one fund to another to reimburse costs or provide financial support.

Unified Land Development Code (ULDC) – A compilation of Town Codes that govern subdivision and development of lands.

Water Infrastructure Finance Authority (WIFA) – An independent agency of the state of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects.

Zoning – A specific legal classification of property for purpose of development.



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