TOWN OF MARANA

Annual Budget & Financial Plan

Fiscal Year 2012-2013

TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2012 – June 30, 2013

TOWN OF MARANA LEADERSHIP

TOWN COUNCIL

Ed Honea, Mayor

Patti Comerford, Vice Mayor

Herb Kai, Council Member

Carol McGorray, Council Member

Roxanne Ziegler, Council Member

John Post, Council Member

Dave Bowen, Council Member

MANAGEMENT STAFF

Gilbert Davidson, Town Manager

Del Post, Deputy Town Manager

SENIOR STAFF

Keith Brann, Town Engineer

Jocelyn Bronson, Town Clerk

Frank Cassidy, Town Attorney

Charles Davies, Town Magistrate

Carl Drescher, Technology Services Director

Tom Ellis, Parks and Recreation Director

Tim Ensign, Public Services General Manager

John Kmiec, Utilities Director

Suzanne Machain, Human Resources Director

Erik Montague, Finance Director

Terry Rozema, Chief of Police

Joe Teta, Court Administrator

T. Van Hook, Community Development & Neighborhood Services Director

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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, 2011. 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.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Marana

Arizona

For the Fiscal Year Beginning

July 1, 2011

President Executive Director

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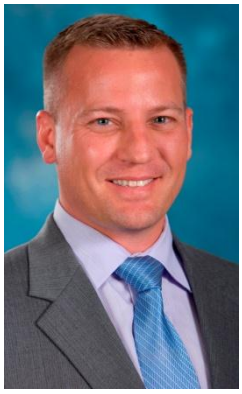
BUDGET MESSAGE



To the Honorable Mayor and Town Council:

I am pleased to submit the fiscal year 2012-2013 annual budget for the Town of Marana. The budget for fiscal year 2012-2013 is a reflection of Marana's values and priorities for the coming year. While the deepest impacts of the "Great Recession" appear to have passed, this budget maintains a conservative approach and continues the Marana economic recovery plan which focuses on the investment and reinvestment in key priorities.

The overall fiscal health of the Town's general, enterprise and reserve funds remains strong. The proposed fiscal year 2012-2013 budget is structurally balanced and meets Council's policy direction as it relates to core community services and programs.

Fiscal year 2012-2013 Budget Summary

The total recommended budget for fiscal year 2012-2013 is $82.0 million. The budget 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 fiscal year 2012-2013 are projected to be $31.1. This is a 3.7% 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 $2.2 million for capital outlay for vehicle replacements, technology hardware and software improvements, technology replacements and a major upgrade to the police radio system. The end of fiscal year fund balance is projected to be $15.1 million and will be approximately 53 percent of the projected fiscal year general fund revenues. Healthy fund balance reserves are critically important 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 fiscal year 2012-2013 are estimated at $25.3 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 that are 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 over 92 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 anticipates a modest continuation of the slow recovery in the current year and the next two fiscal years.

This budget maintains the Marana economic recovery plan which comprises 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 as it relates to current employees, resources and tools and strategic positions. The investment 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 (updated in December 2009) which 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 of this year. The action culminated several months of staff work and community discussions to update and improve a vital plan that went into effect three years ago. Town Council and staff held more than a dozen community meetings in January and February to seek feedback on the Strategic Plan II draft. The Town talked with homeowners associations, civic groups and other residents across Marana 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 to guide 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 will provide concierge like services to both new businesses seeking to locate to Marana as well as existing businesses looking to expand. The BDC will provide 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. Key items included in the 2012-2013 funding plan which relate to the safety component are a Police radio system upgrade for $750,000. This upgrade is vital to maintaining service levels and future capacity within the system. Additionally, the budget plan includes the first full year of the Town's new pavement management program. This program inventoried streets and provided a pavement condition index which will drive future preventative maintenance efforts to maintain 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 recognizes the importance of future investment in new items as well. This year's financial plan incorporates phase two of the phone system upgrade. Once installation is complete, the system will utilize the latest technologies to allow for remote conferencing, video conferencing and other key improvements. Lastly, the current plan includes the first of two phases to acquire an electronic ticket and report writing solution for the Police Department. The first phase will focus on the motor patrol and other select units. 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 relationships with key partners like the Marana Heritage Conservancy and the Marana Food bank at the Heritage Farm. This financial plan looks to maintain limited "in-kind" support to the Heritage Conservancy and Marana Food Bank from the Parks and Recreation department for support regarding events, planning and outreach activities.

Additionally, the plan includes funding for a design concept for future improvements 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 recognizes that providing recreation services for all citizens and encouraging participation in community-wide events is a key element of making Marana the "go to" destination in Arizona. This financial plan incorporates funding for the completion of significant portions of 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 is the anticipated completion of significant trail improvements in the Tortolita Mountain range. These trails provide for scenic views of the geology, flora and fauna of the region.

In Summary

Key decisions made in earlier budget cycles have been successful in positioning 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 to live and work in.

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. This document is evidence of their dedication to ensuring that the Town continues to provide a high level of service to our citizens.

Respectfully,

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 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.

Patti Comerford, Vice Mayor

Term: May 2009-2013

Comerford has been elected to three 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.

Herb Kai, Council Member
Term: May 2009-2013

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 2009-2013

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.

John Post, Council Member
Term: May 2009-2013

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.

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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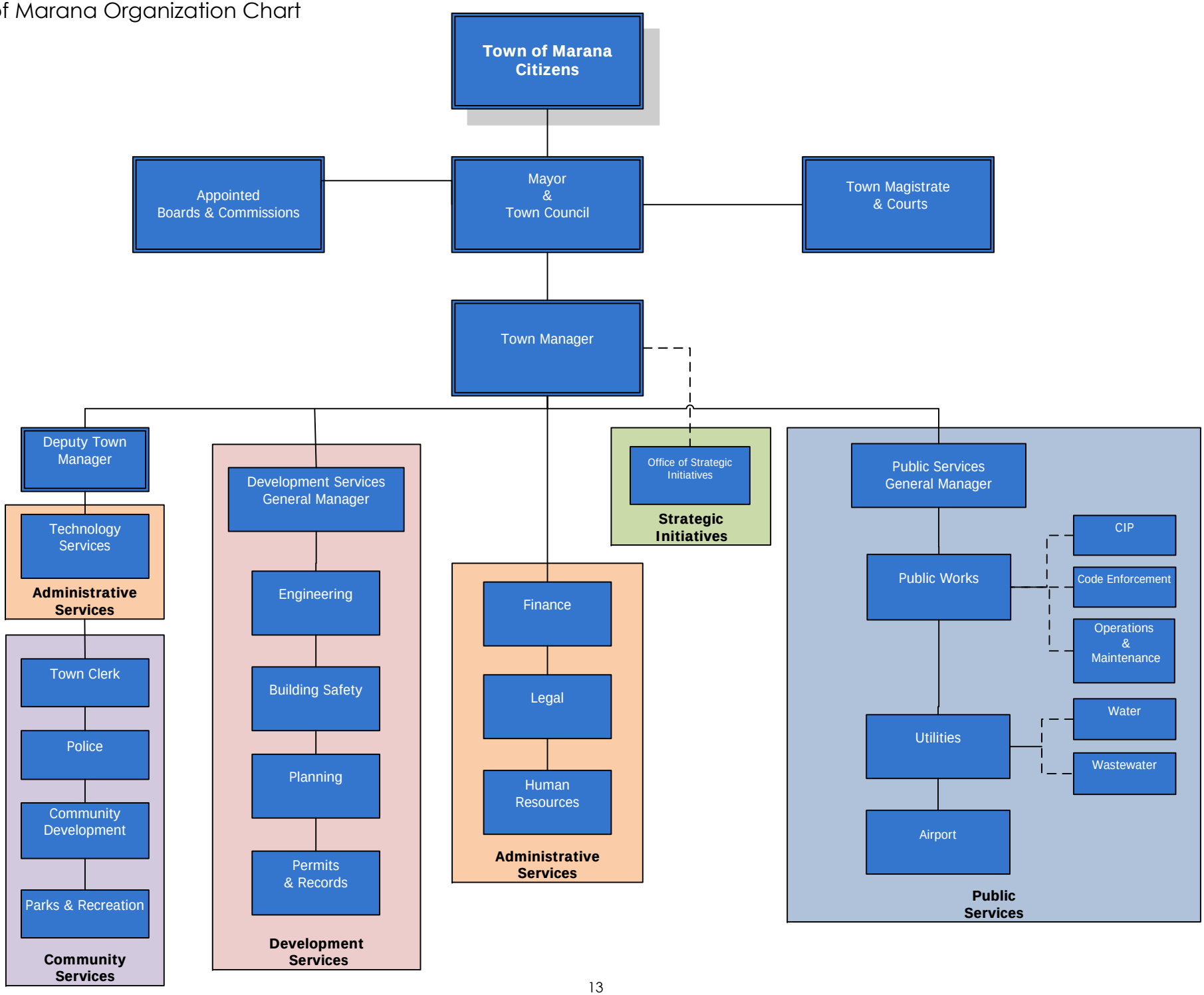
Town of Marana Organization Chart



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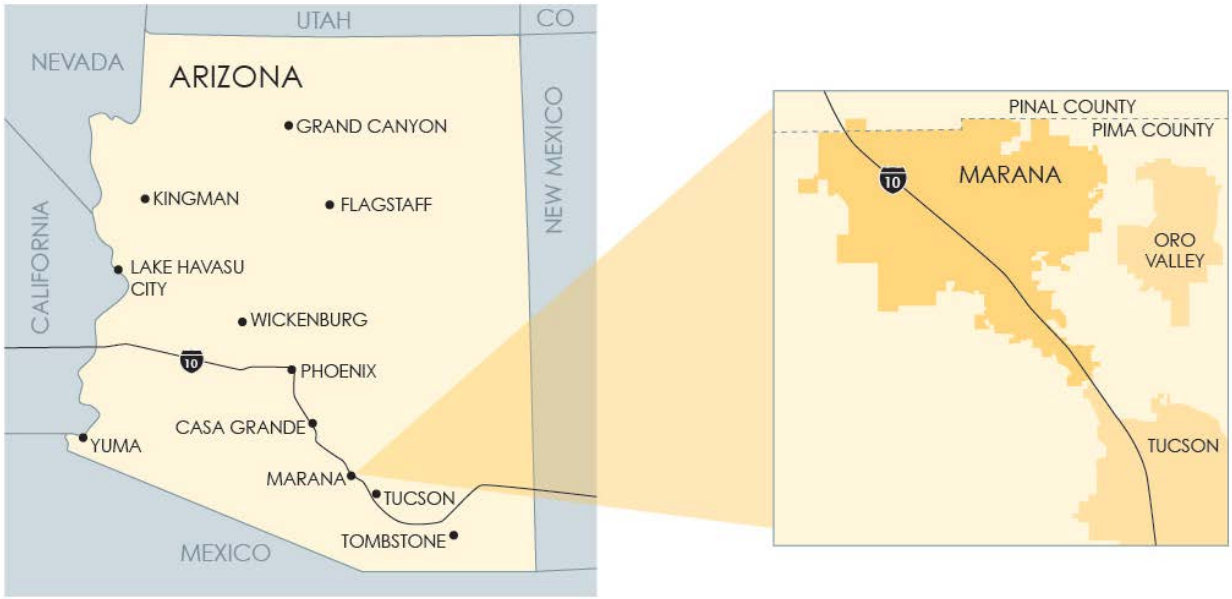
COMMUNITY PROFILE

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 313 (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

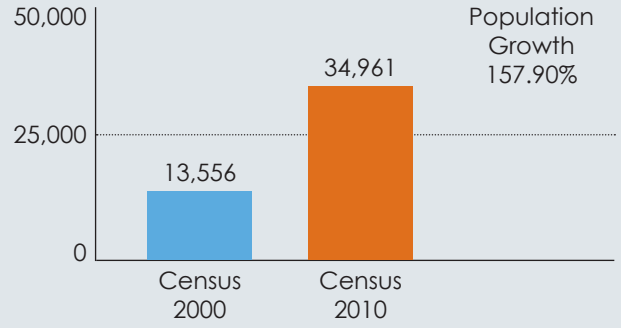
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent 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

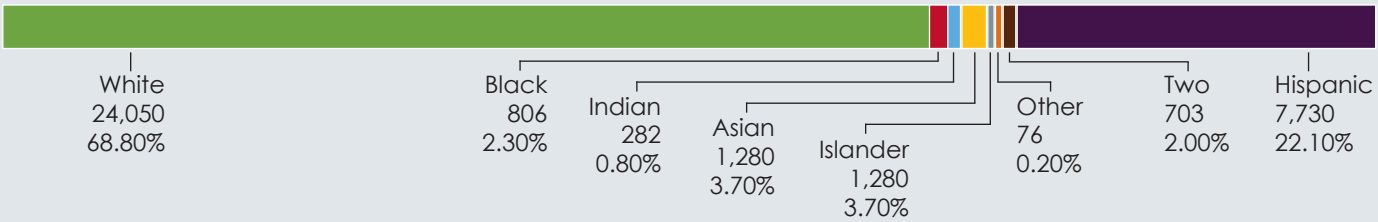
STATISTICS OF THE TOWN

Date of Incorporation	March 20, 1977
Form of Government	Council/Manager
2010 population*	34,961
Median Home Value	$280,000
Median Household Income	$68,361
FY2012-2013 Budget	$81,980,411
Number of Employees	313.33
Area in Square Miles	121
Miles of Streets	300

POPULATION



RACIAL DEMOGRAPHICS



QUALITY OF LIFE

PARK STATISTICS

Baseball/Softball Fields	13
Basketball Courts	4
Community Swimming Pools	1
Park Acreage	84
Parks	7
Playgrounds	6
Ramadas	10
Senior Center	1
Skate Parks	1
Soccer Fields	7
Tennis Courts	5
Trails in Miles	28

EDUCATION

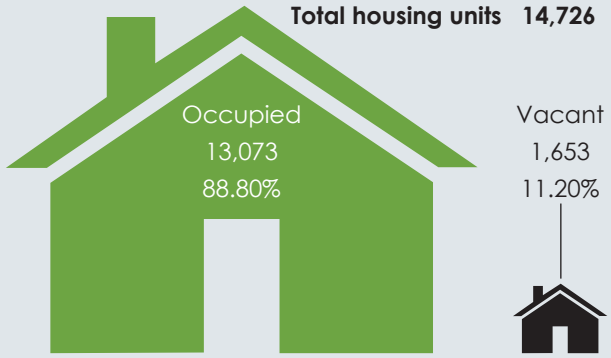
Elementary Schools	12
Middle Schools	2
Secondary Schools	4
High Schools	2
Alternative Schools	2

TOP 20 EMPLOYERS

1	Marana Unifed School District
2	Army Reserve/National Guard
3	Evergreen Air Center, Inc.
4	Wal-Mart
5	Town of Marana
6	Target
7	Costco
8	Fry's Food and Drug
9	Sargent Controls and Aerospace
10	Marana Health Center
11	Arizona Portland Concrete
12	Coca-Cola
13	Home Depot
14	CPC Southwest Materials
15	Lowes
16	Waste Management
17	Gallery Golf Club, LLC
18	COMCAST
19	Silverbell Mining, LLC
20	Trico Electric Cooperative

DEMOGRAPHICS continued...

HOUSING UNITS



HOUSEHOLDS

Total households	**11,295**	
Family households (families)	8,483	75.10%
With own children under 18 years	3,600	31.90%
Married-couple family	7,285	64.50%
With own children under 18 years	2,827	25.00%
Male householder, no wife present, family	421	3.70%
With own children under 18 years	333	2.90%
Female householder, no husband present, family	777	6.90%
With own children under 18 years	440	3.90%
Nonfamily households	2,812	24.90%
Householder living alone	2,129	18.80%
65 years and over	564	5.00%
Households with one or more people under 18 years	4,049	35.80%
Households with one or more people 65 years and over	2,669	23.60%

SCHOOL ENROLLMENT

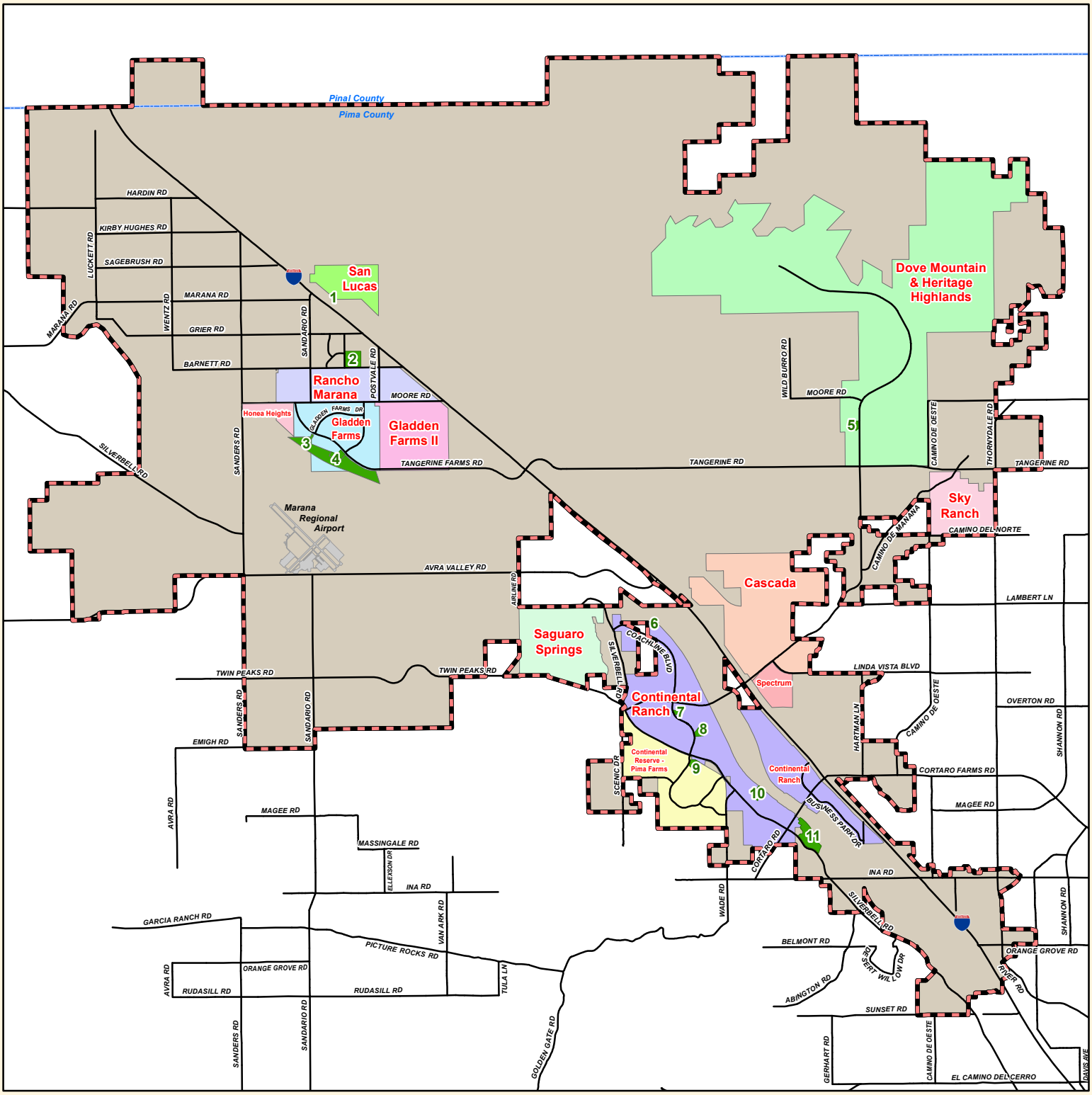
Population 3 years and over enrolled in school	**8,123**	
Nursery school, preschool	677	8.30%
Kindergarten	490	6.00%
Elementary school (grades 1-8)	3,483	42.90%
High school (grades 9-12)	1,546	19.00%
College or graduate school	1,927	23.70%

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%



Marana Parks and Major Neighborhoods

Marana Town Limits

N W E S

1 0.5 0 1 2

Miles

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

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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 2012 - 2013 budget, beginning July 1, 2012 and commencing June 30, 2013. 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 2010 and 2011 amounts, current year 2012 estimates, and the adopted 2013 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 2012
CIP Committee Recommendations	January 23, 2012
Council Special Session - Adoption of Council Goals	January 24, 2012
Budget Kick- Off Organizational Meeting & Preliminary Outlook	January 26, 2012
Personnel Supplemental Requests	February 24, 2012
Base Department Budgets Submitted to Finance	March 2, 2012
Non-Personnel Supplemental Requests	March 2, 2012
Department Revenue Estimates	March 2, 2012
Preliminary Carryover Requests	March 2, 2012
Budget Office Review & Compile Department Budgets and Compile Decision Package	March 2 – March 16, 2012
Final Revenue Estimates	March 19, 2012
Executive Budget Team Meetings	March 19, 2012
Department Presentations	March 20 – March 23, 2012
Manager's Recommended Operating Budget	April 17, 2012
Council Adoption of Tentative Budget	May 15, 2012
Adopt Comprehensive Fee Schedule Update	May 15, 2012
Council Adoption of Final Budget	June 19, 2012

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 contacts 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.

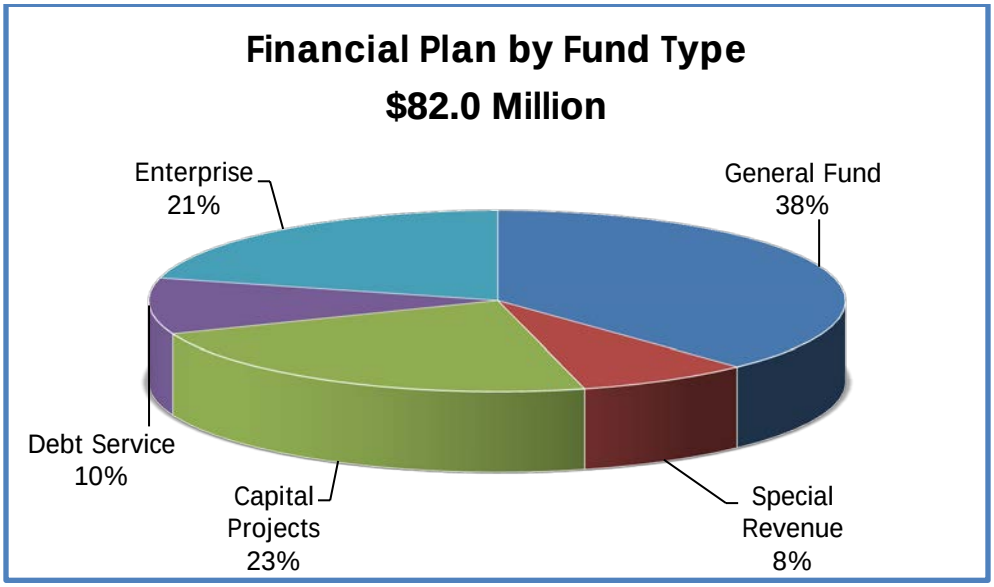
7. The impact of capital projects on the operating budget is always an important consideration when evaluating projects for inclusion in the CIP.

8. The Capital Improvement Plan must satisfactorily address all legal and financial limitations and maintain the Town's favorable investment ratings.

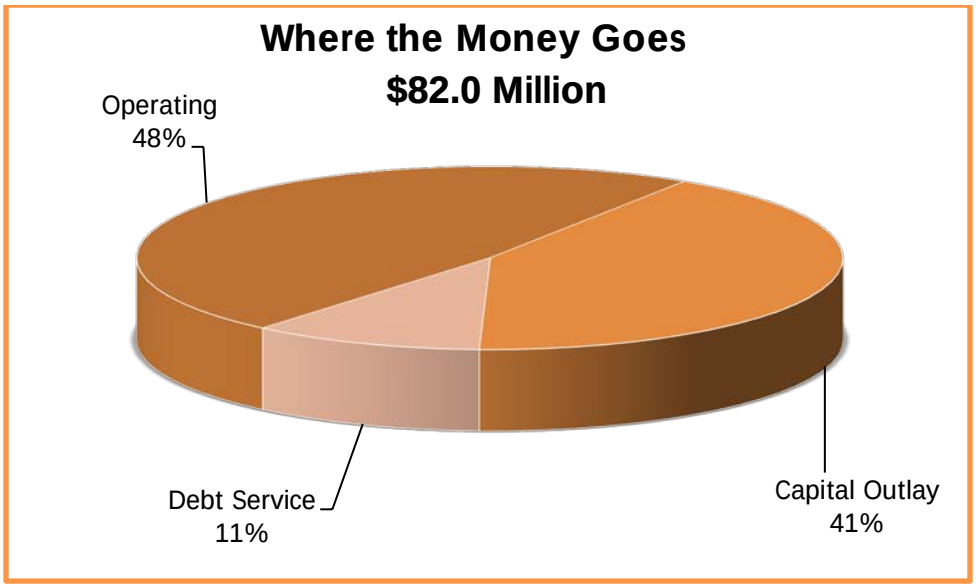
9. Major changes to the CIP should be evaluated through the CIP process and approved by the Town Council.

BUDGET SUMMARY

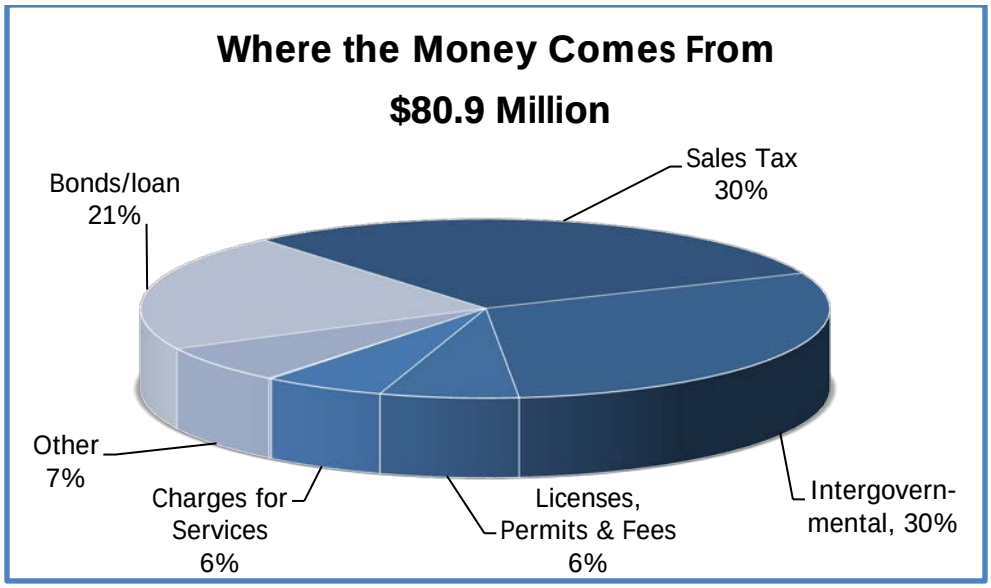
The annual budget for fiscal year 2012-2013 totals $82.0 million. The following chart depicts appropriations by major fund type. The general fund comprises 38% of the total budget and capital projects funds make up about 23%. Enterprise funds, including the enterprise capital projects, accounts for about 21%. Debt service funds and special revenue funds comprise only 10% and 8%, respectively.



Due primarily to the rapid growth in the Town of Marana in earlier years, over $33.8 million or 41% of the fiscal year 2012-2013 budget is capital outlay which includes major transportation, park, water and airport capital improvement projects. The second largest category is the operating budget at $39.5 million or 48% of the total budget. 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.

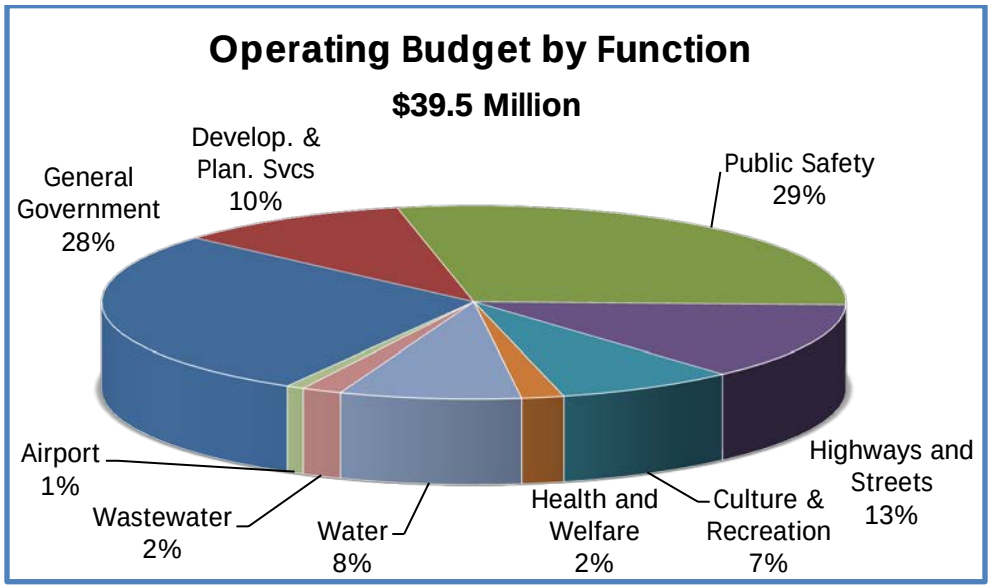


Revenues and other financing sources for fiscal year 2012-2013 are $80.9 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that $1.1 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local intergovernmental revenues of $24.2 million or 30%. 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 30% of budgeted revenues. The capital improvement plan currently includes the sale of bonds for various water/wastewater projects. Anticipated bond proceeds amount to $17.3 million or 21% of total revenues. Licenses, permits and fees, which comprise $5.2 million or 6% of revenues, are dependent on the residential and commercial development and are very cyclical in nature. Charges for services comprise $4.6 million or 6% of the budget and include all enterprise fund user fees. The remaining $5.5 million or 7% includes all other revenues such as interest earnings, donations, contributions, etc.

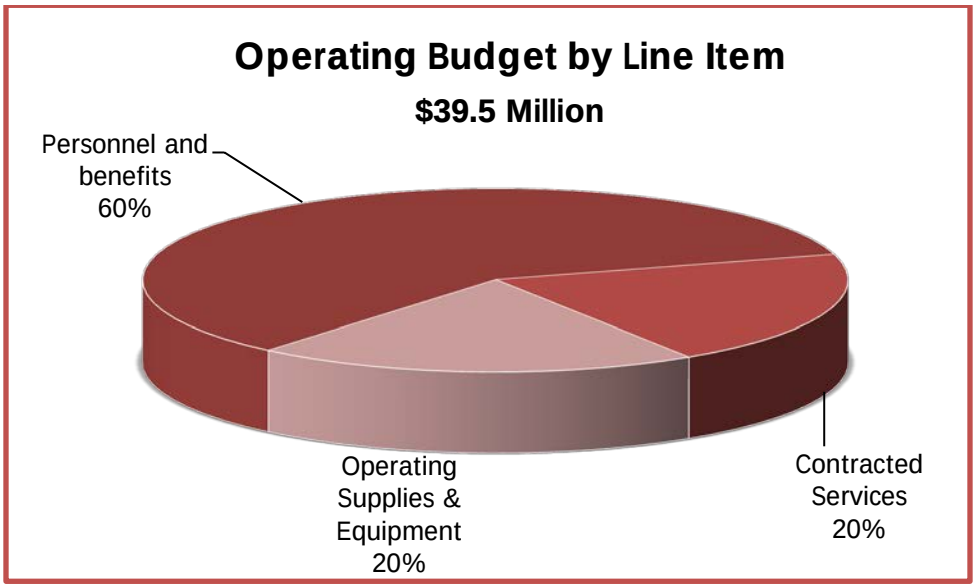


EXPENDITURE SUMMARY

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.

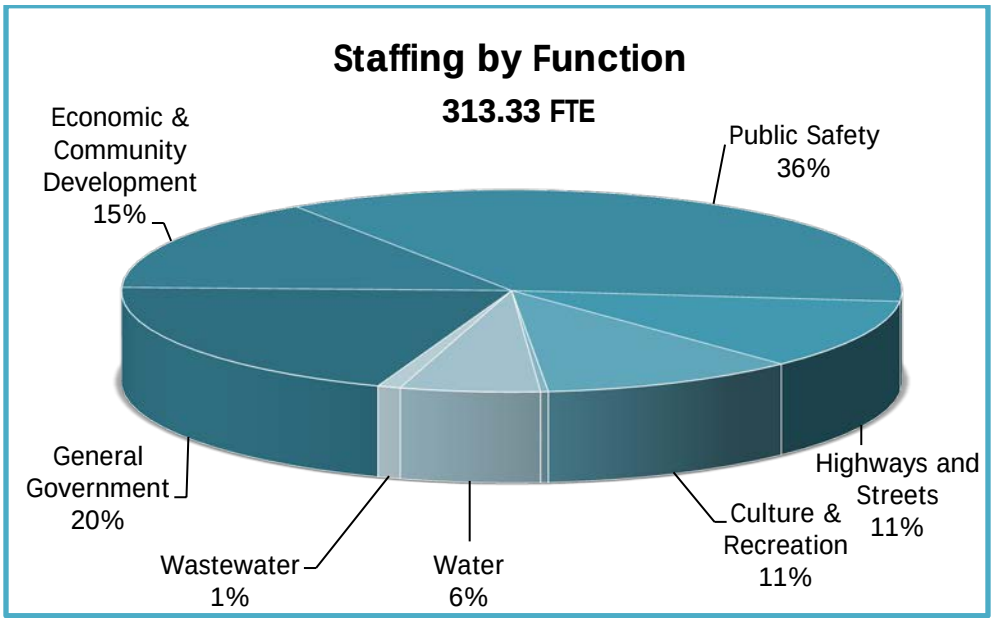


The major expenditures in the operating budget at 60% are personnel and benefits, which include all salaries and benefits for Town staff. There was a 2% budgeted cost of living adjustment (COLA) increase in salary costs for the current budget year. This COLA represents the first salary increase for Town employees in over four years. Operating supplies and equipment and contractual services each comprise 20%.



STAFFING SUMMARY

With personal services at 60% 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 4.15 full-time equivalent (FTE) positions through the budgetary process. Including position adjustments and additions, staffing has increased from 309.18 positions to 313.33.

Functional Department	2010-2011 Authorized FTE	2011-2012 Authorized FTE	2012-2013 Authorized FTE
General Government	56.38	61.48	62.48
Economic & Community Development	54.95	54.35	47.50
Public Safety	109.00	111.00	113.00
Highways and Streets	30.00	32.00	35.00
Culture & Recreation	33.50	32.25	33.25
Airport	-	-	1.00
Water	18.00	18.10	18.10
Wastewater	-	-	3.00
Total FTE	**301.83**	**309.18**	**313.33**

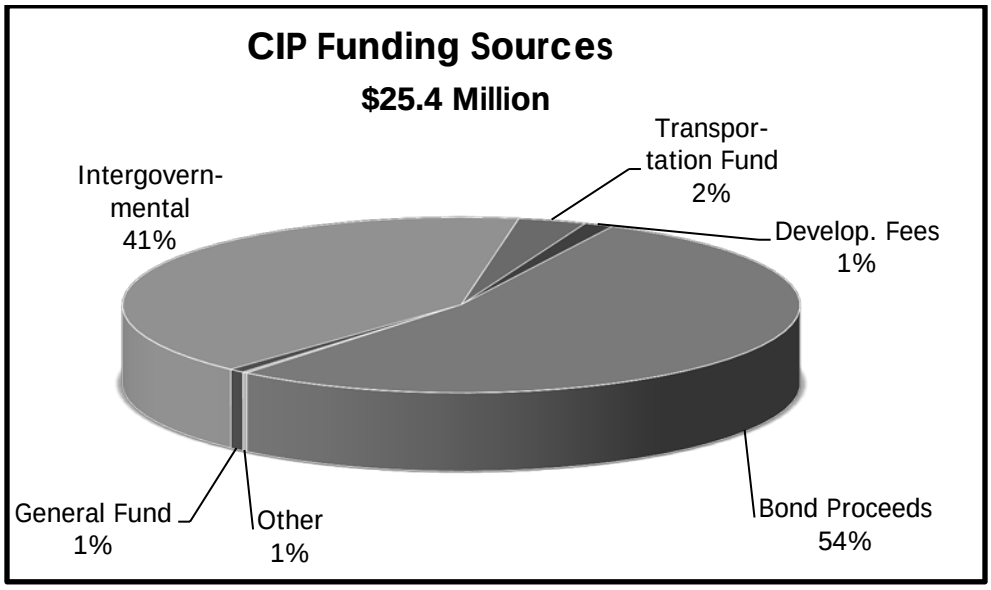
The following table lists the position titles and FTE changes this fiscal year:

Title	Fund	FTE
Management Assistant	General Fund	(1.00)
Office Support Assistant	General Fund	(1.00)
Administrative Assistant	General Fund	2.00
Assistant Planning Director	General Fund	(1.00)
Assistant Parks and Recreation Director	General Fund	1.00
Inmate Services Coordinator	General Fund	1.00
Engineering Tech	General Fund	(0.85)
Airport Manager	Airport	1.00
Utilities Operations Manager	Wastewater Utility	1.00
Principal Wastewater Plan Operator	Wastewater Utility	1.00
Utilities Operator II	Wastewater Utility	1.00
Total		**4.15**

The majority of the non-enterprise related changes in staffing for the fiscal year 2012-2013 budget are directly related to reductions in earlier budget years, which have placed a significant strain on resources in certain key areas and our ability to provide adequate levels of service that the citizens require. The Town's airport is a key asset in the overall suite of services that the Town provides now and looks to expand in the future. The restoration of the Airport Manager position is critical for the future growth and development of the airport. Three Wastewater FTE positions were added in the current year as the service delivery model for the Town's new wastewater utility shifted from outside private contracted personnel to Town employees. The wastewater utility is a key piece of the Town's overall water strategy and portfolio.

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 54% and are vital to the delivery of several major CIP projects.



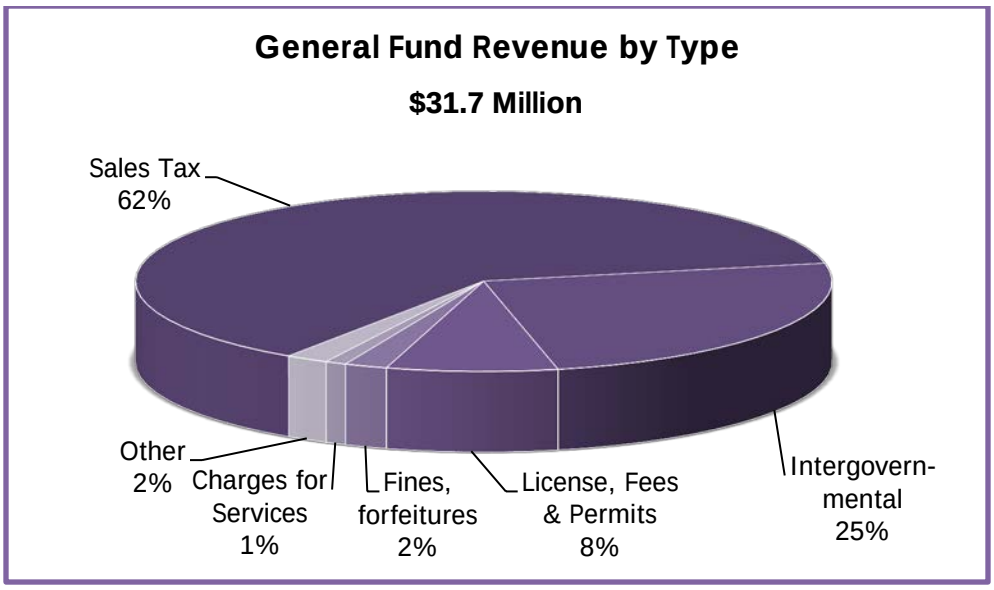
REVENUE SUMMARY

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 2012-2013,
- Inflation rate holding at 2.9%, 2% population growth and 330 new homes, and
- 62.5% 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 $31.7 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 year 2011-2012. 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 chart shows the total general fund revenues by category for the last three years, and the current budgeted revenues.



Transaction Privilege (Sales) Tax

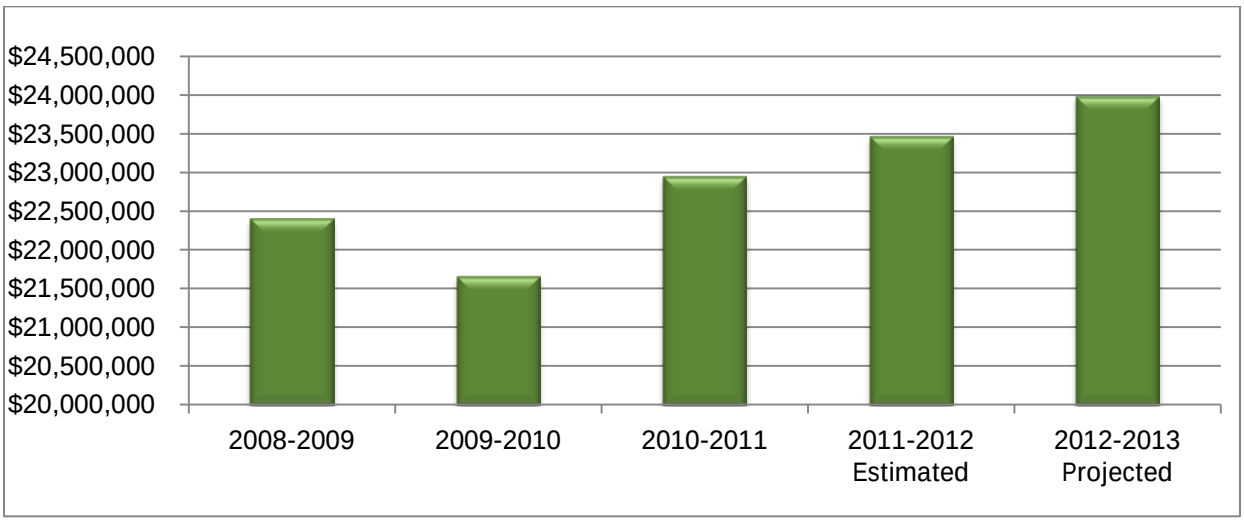
Description The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

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 2011-2012 revenue estimate is 2% more than what was collected in 2010-2011. The amount budgeted for the current year 2012-2013 is, however, 2% higher than what was estimated to be collected a year earlier. This is consistent with the conservative revenue projections.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	22,404,420	(5,195,833)	-23%
2009-2010	21,662,077	(742,343)	-3%
2010-2011	22,947,818	1,285,741	6%
2011-2012 Estimated	23,467,085	519,267	2%
2012-2013 Projected	23,989,020	521,935	2%



Licenses, Fees and Permits

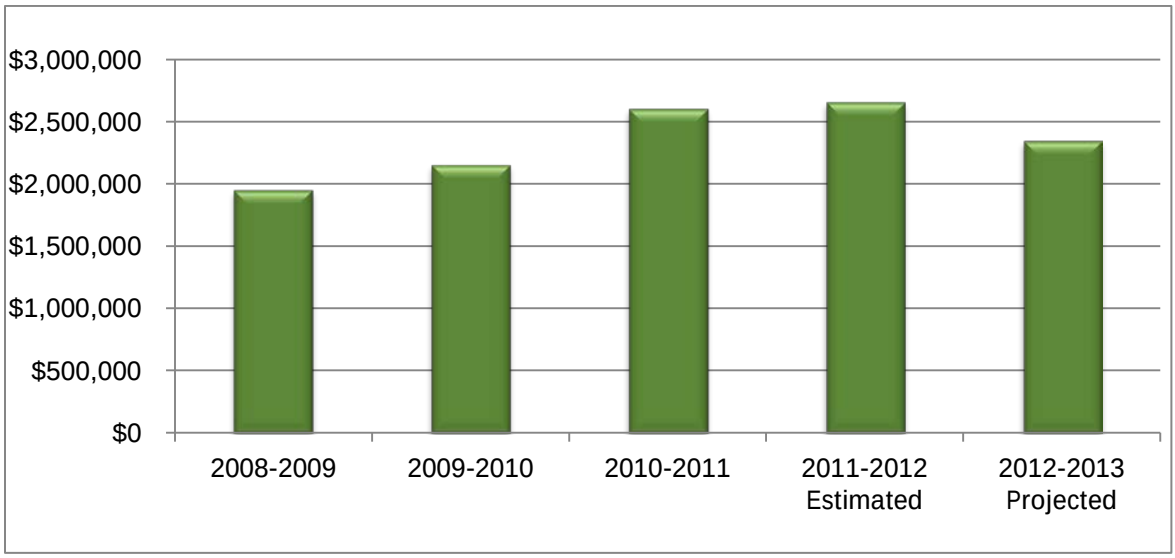
Description Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.

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 Town experienced a modest increase in permits for fiscal year 2011-2012. The current revenue projections for fiscal year 2012-2013 are based on the issuance of 330 SFR building permits, which is an increase over the 55 SFR permits budgeted for fiscal year 2011-2012. However, projected decreases in other revenue streams in this category, such as plan review fees, largely offset the increases in SFRs.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	1,951,817	(1,053,158)	-54%
2009-2010	2,156,115	204,298	9%
2010-2011	2,605,565	449,450	17%
2011-2012 Estimated	2,658,989	53,424	2%
2012-2013 Projected	2,347,250	(311,739)	-13%



State Shared Income Tax

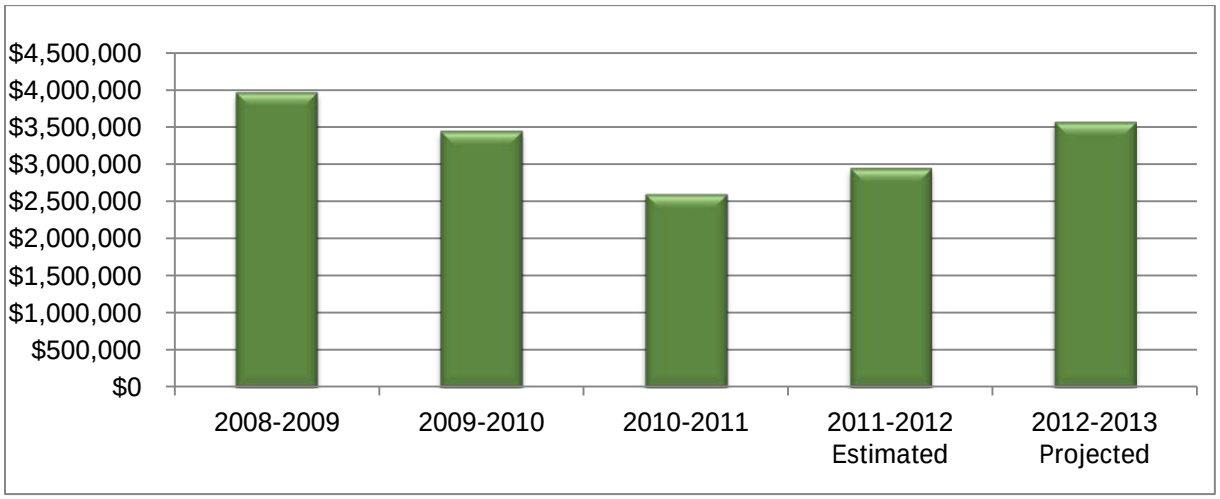
Description Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also known 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 17% budgeted for fiscal year 2012-2013 is due to increase in the 2010 census population figures as well as an improving economy.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	3,971,447	210,437	5%
2009-2010	3,450,478	(520,969)	-15%
2010-2011	2,601,218	(849,260)	-33%
2011-2012 Estimated	2,950,734	349,516	12%
2012-2013 Projected	3,570,897	620,163	17%



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.

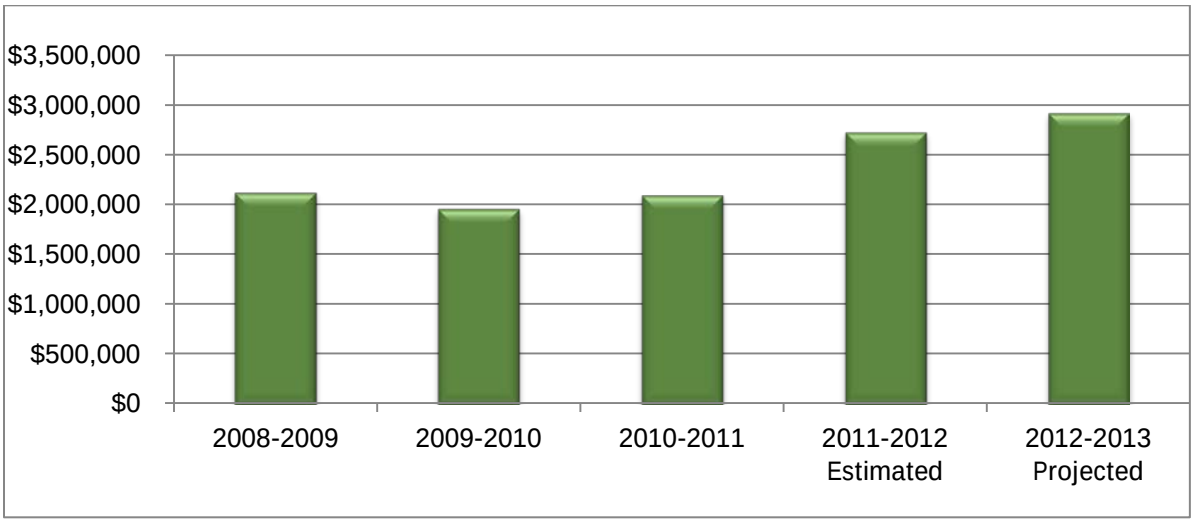
Permitted Use There are no restrictions on use. The funds may be used for any expense legally chargeable to the General Fund.

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 7% increase over the fiscal year 2011-2012 distribution is estimated. Actual collections for 2011-2012 are estimated to be 23% 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
2008-2009	2,126,326	(329,807)	-16%
2009-2010	1,961,225	(165,101)	-8%
2010-2011	2,099,083	137,858	7%
2011-2012 Estimated	2,731,863	632,780	23%
2012-2013 Projected	2,923,447	191,584	7%



Vehicle License (Auto Lieu) Tax

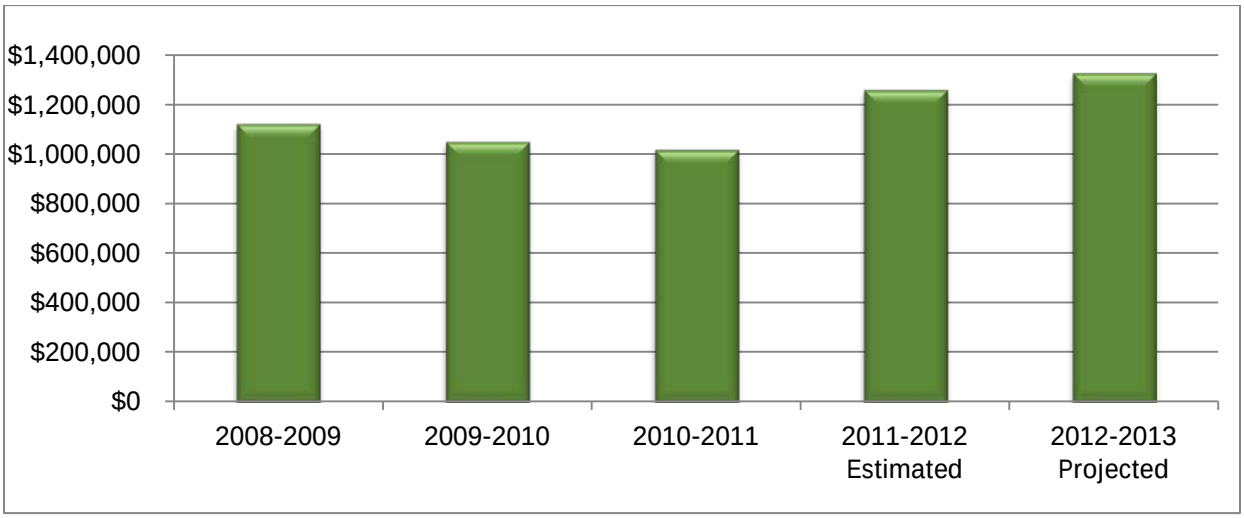
Description This tax imposed by the Arizona Constitution as an "in-lieu" tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

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 19% is estimated for fiscal year 2011-2012 from the previous year which is primarily attributable to the increased allocations due to the population change identified in the 2010 census. The projected increase of 5% for fiscal year 2012-2013 is primarily attributable to a modestly improving economy.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	1,123,308	(56,225)	-5%
2009-2010	1,050,901	(72,407)	-7%
2010-2011	1,018,783	(32,118)	-3%
2011-2012 Estimated	1,260,134	241,351	19%
2012-2013 Projected	1,327,277	67,143	5%



Highway User Revenue

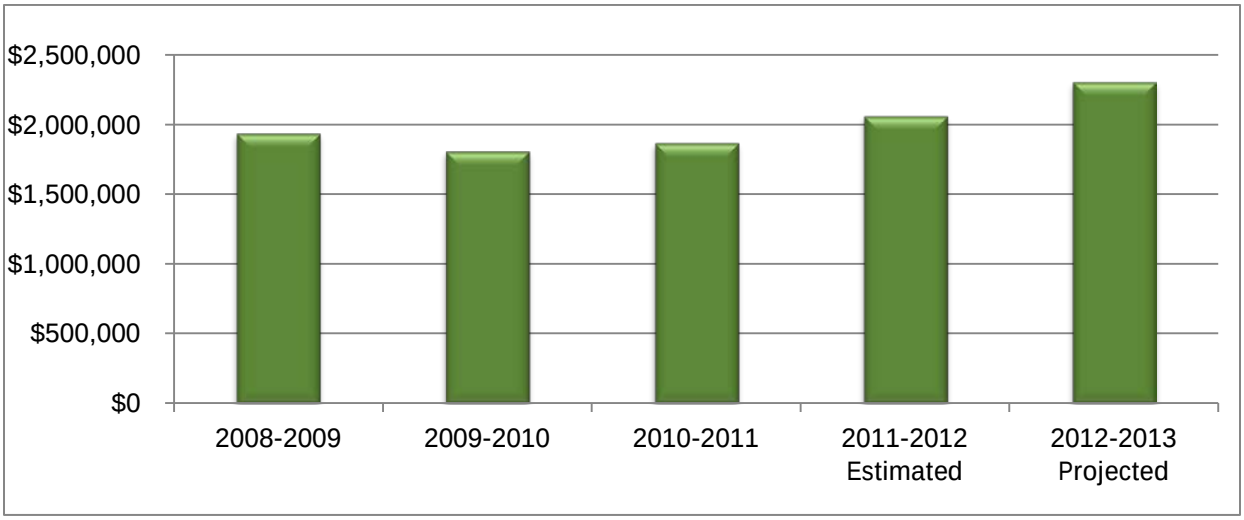
Description The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue 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. A 9% increase was estimated for fiscal year 2011-2012 over the previous fiscal year. The 11% estimated increase for fiscal year 2012-2013 is primarily attributable to the population change due to the 2010 census figures.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	1,936,369	(99,480)	-5%
2009-2010	1,808,963	(127,406)	-7%
2010-2011	1,869,483	60,520	3%
2011-2012 Estimated	2,061,141	191,658	9%
2012-2013 Projected	2,307,021	245,880	11%



Development Fees

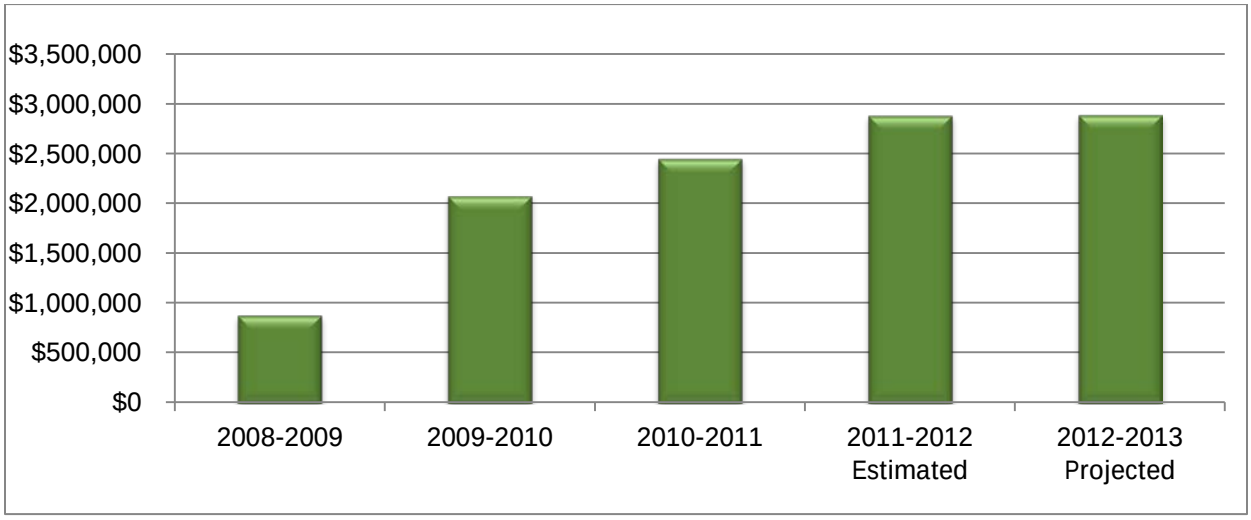
Description As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, engineering and architectural 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 330 homes being permitted in fiscal year 2012-2013. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	885,655	(776,127)	-88%
2009-2010	2,082,605	1,196,950	57%
2010-2011	2,453,519	370,914	15%
2011-2012 Estimated	2,884,763	431,244	15%
2012-2013 Projected	2,891,141	6,378	0%



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

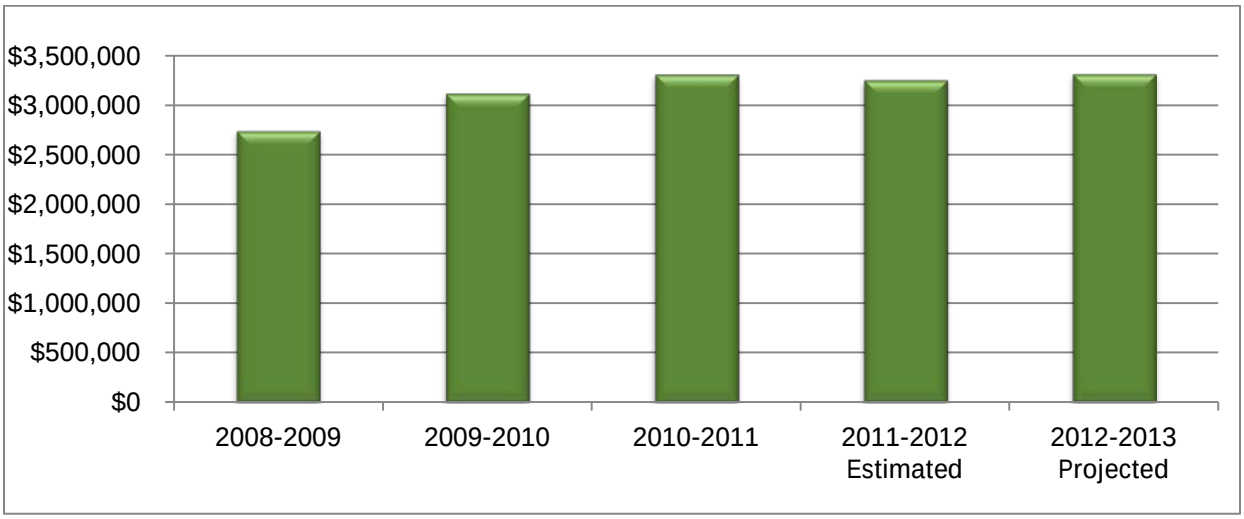
Meter Size	Rate
5/8"	$ 15.12
1"	36.72
1.5"	39.96
2"	46.44
4"	110.16

Single Family Rate	
Gallons	Rate
1 - 10,000	$ 2.46
10,001 - 20,000	3.43
20,001 - 30,000	4.46
30,001 - 40,000	5.50
> 40,000	7.90

Other than Single Family Rate	
Type	Rate
Multi Family	$ 3.03
Commercial	$ 3.03
Industrial	$ 3.03
Government	$ 3.03
Standpipe/hydrant	$ 3.43

Assumptions The revenues projected are based on an anticipated increase of 150 customers and a full year of a rate increase from the spring of 2011.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	2,744,837	338,842	12%
2009-2010	3,122,026	377,189	12%
2010-2011	3,314,903	192,877	6%
2011-2012 Estimated	3,257,936	(56,967)	-2%
2012-2013 Projected	3,319,862	61,926	2%



Airport Fees

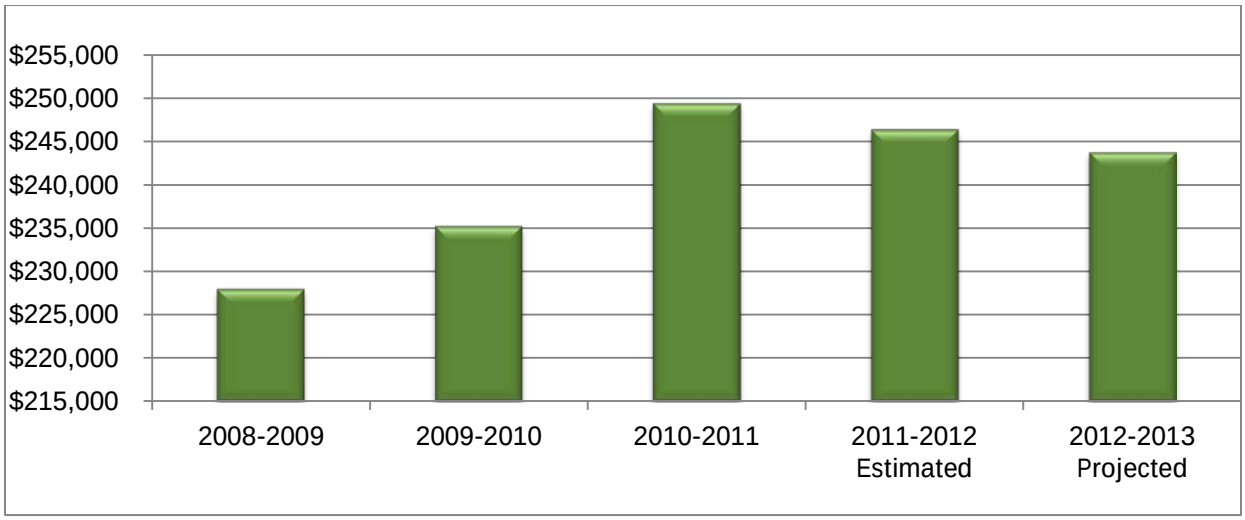
Description The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.

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 relatively flat revenue number for fiscal year 2012-2013.

Fiscal year	$ Revenue	$ Change	% Change
2008-2009	228,026	(5,178)	-2%
2009-2010	235,280	7,254	3%
2010-2011	249,423	14,143	6%
2011-2012 Estimated	246,432	(2,991)	-1%
2012-2013 Projected	243,800	(2,632)	-1%



PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2012 Estimated Fund Balance	2012-2013 Estimated Revenue	2012-2013 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2013 Estimated Fund Balance
General Fund	$16,575,580	$ 32,470,531	$ 31,131,272	$ -	$ 2,839,259	$15,075,580
Special Revenue	5,501,180	5,103,449	6,459,532	100,000	-	4,245,097
Capital Projects	13,294,878	19,478,368	18,699,903		2,596,118	11,477,225
Debt Service	656,195	2,797,801	8,337,551	5,539,750	-	656,195
Enterprise	1,419,011	21,015,812	17,352,153	-	204,373	4,878,297
Total All Funds	**$37,446,844**	**$ 80,865,961**	**$ 81,980,411**	**$5,639,750**	**$ 5,639,750**	**$36,332,394**

Town Funds and Fund Balance Information

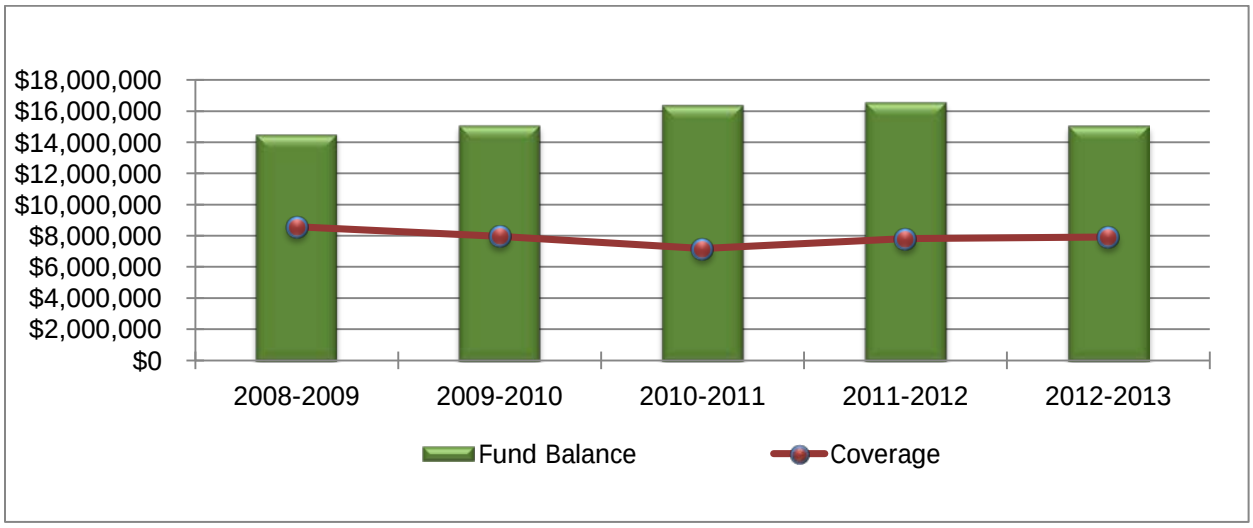
General Fund

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 $0.6 million in fiscal year 2009-2010, $1.3 million in fiscal year 2010-2011 and estimated to add approximately $1.2 million in fiscal year 2011-2012.

The end of fiscal year 2012-2013 fund balance is projected to be $15.1 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 53% 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 2012-2013, the Town has budgeted $1 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 2012-2013, 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.

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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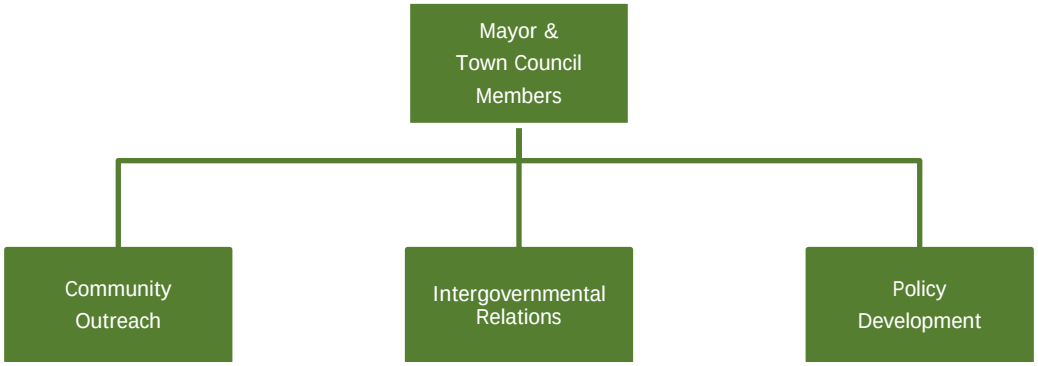
MAYOR & TOWN COUNCIL



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.

2011 – 2012 Accomplishments

- Adopted a structurally balanced operating budget
- Integrated the Strategic Plan elements into the annual budget process
- Completed a major update to the Strategic Plan
- Developed a new format for the Council Executive Report
- Supported legislation allowing Marana to manage wastewater

2012 – 2013 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
- Ensure that Marana remains a safe, clean and healthy community

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Use the Strategic Plan in the development of the annual budget	Number of Strategic Plan initiatives met through budget process	14	5	5	7
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	110	47	75
Progress & Innovation	Communicate openly and effectively with members of the Marana Community	Number of public "open house" meetings held	4	4	1	1
		Number of presentations given to civic groups or Homeowners' Associations	19	10	12	10
		Number of information booths put up at events	1	1	2	2

BUDGET SUMMARY

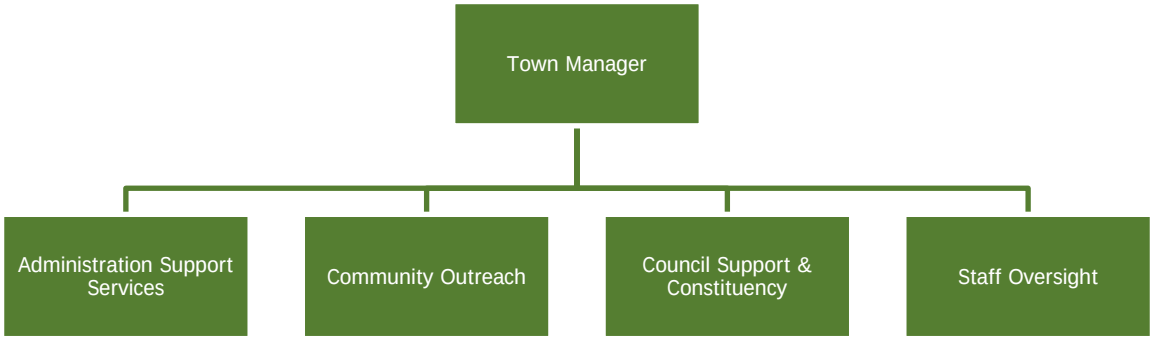
Expenditures by Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Personnel & Benefits Cost*	$230,321	$232,100	$251,138	$257,563
Contracted Services	6,600	7,550	17,615	19,880
Operating Supplies & Equipment	1,648	5,222	7,870	11,900
Total by Category	**$238,568**	**$244,871**	**$276,623**	**$289,343**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
General Fund	$238,568	$244,871	$276,623	$289,343
Total by Fund	**$238,568**	**$244,871**	**$276,623**	**$289,343**

**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

Under the direction of the Town Council, the Town Manager's Office provides guidance, support and coordination of administrative activities across the Town. We provide 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. We promote responsiveness and efficient policies and procedures to ensure the highest quality of life for residents and businesses. We believe 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. We will never compromise our integrity or the public's trust.

2011 – 2012 Accomplishments

- Produced a structurally balanced FY 2011-2012 budget
- Facilitated expansion of Sargent Aerospace and Defense
- Lobbied and successfully passed Senate Bill 1171
- Began operation of the Marana Wastewater Plant – January 3, 2012
- Restructured Development Services to be a "one stop shop"

2012 – 2013 Goals & Objectives

- Continue efforts to secure a sustainable water resources portfolio for the community
- Lobby for HB 2656 for regional bond accountability
- Maintain a structurally balanced budget
- Support and maintain strategic partnerships

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Target
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	418	480	550	580
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	8	12	14
		Town/City Managers Meetings (Town of Oro Valley, Sahuarita, City of Tucson and City of South Tucson)	-	2	3	3

BUDGET SUMMARY

Expenditures by Category	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
Personnel & Benefits Cost	$919,397	$ 705,304	$674,320	$688,323
Contracted Services	237,392	85,768	62,762	106,473
Operating Supplies & Equipment	14,140	9,378	7,750	9,400
Total by Category	**$1,170,929**	**$800,451**	**$744,832**	**$804,196**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
General Fund	$1,170,929	$800,451	$744,832	$804,196
Total by Fund	**$1,170,929**	**$800,451**	**$744,832**	**$804,196**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	-	1.00	1.00	1.00
Management Assistant	-	-	1.00	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Council Liaison	1.00	1.00	1.00	1.00
Customer Service Specialist	2.03	2.03	2.13	2.13
Total Town Manager	**10.78**	**6.03**	**7.13**	**7.13**

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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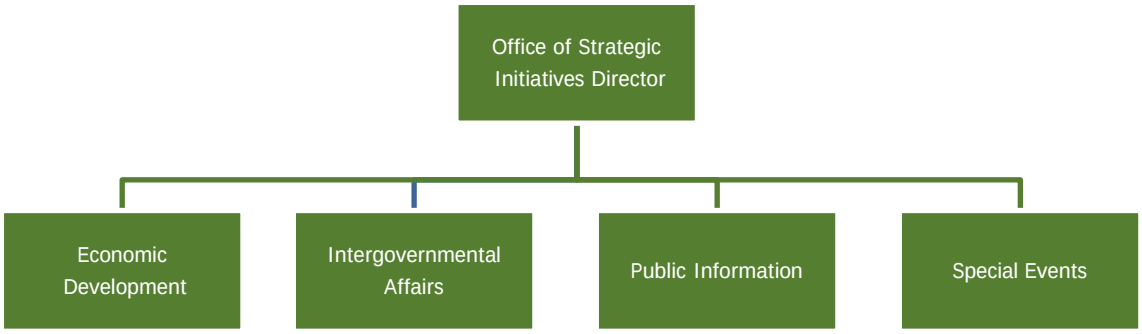
OFFICE OF STRATEGIC INITIATIVES



Department Overview

The Office of Strategic Initiatives was established by the Town Manager, under direction from the Mayor and Council, in February 2011. The department is charged with tracking and implementing the goals and objectives identified in the Marana Strategic Plan (adopted February 2009) and the Marana Economic Roadmap (adopted March 2010). OSI has oversight of the following program areas: communications and marketing; economic and tourism development; Town-sponsored special events; heritage and historic preservation; strategic planning and performance measurement and reporting. The department's mission is to evaluate, analyze and implement programs and initiatives identified through strategic planning efforts by leveraging the talents of elected officials, staff and community members and organizations.

2011 – 2012 Accomplishments

- Developed and implemented Town's first Graphic Design Standards Manual to ensure consistency and brand recognition in communications material
- Played key support roles in launch of Town's redesigned web site
- Organized major Town events that were attended by thousands of residents and visitors, including the Star-Spangled Spectacular, Founders' Day Festival and Christmas Tree Lighting
- Redesigned employee newsletter to make it more reader-friendly and to better reflect employee interests
- Worked with electronic and print media to ensure that Marana was featured in a positive light
- Worked with PGA TOUR Productions and private sector to produce a Marana promo ad that ran during international coverage of Accenture Match Play Championship

- Educated worldwide audiences about Marana through www.marana.com and social media during the Accenture Match Play. Web site traffic more than doubled its usual pace during tournament week

- Produced twice-monthly Marana facts that run in the Northwest section of the Arizona Daily Star. Facts help inform people from across the region about Marana's past and present

- Worked with Arizona Daily Star to have Town Manager featured in live, interactive web chat

- Created identity for Business Development Center

- Launched Best Place to Do Business in Arizona campaign

2012 – 2013 Goals & Objectives

- Re-launch community newsletter as a quarterly e-publication

- Post Town-produced videos on web site and social media outlets

- Increase the number of site visits with existing business

- Increase the number of community and chamber presentations given

- Increase the number of business recruitments completed

- Increase the number of bench marking trips around region and state to solicit ideas and new concepts

- Increase the number of employee outreach programs conducted

- Increase the number of updates made to the website

- Increase the number of new concepts developed to advance progress and innovation

- Increase the number of attendees participating at town special events

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Target
Community/ Progress & Innovation	Ensure transparency and open communication between the Town and its residents	Number of Town official newsletters distributed to Residents	10	10	0	4
		Number of media inquiries handled by Public Information Officer	230	262	250	250
		Number of news releases distributed to the media	38	35	35	35
		Number of "Mayor's Message" or "Manager's Message" articles in the media	30	30	30	30
Commerce	Attract high-quality, well-paying jobs and industries to Marana through outreach to interested companies	Businesses assisted	N/A*	N/A*	50	50
		Copies of Community Profile distributed	1,000	1,000	0	1,000
Commerce / Recreation & Heritage	Plan and facilitate high-quality events that provide fun activities to Marana residents, make Marana a regional and statewide destination, and generate economic investment in the community	Special events facilitated	N/A*	N/A*	25	25

BUDGET SUMMARY

Expenditures by Category	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
Personnel & Benefits Cost	N/A*	N/A*	$343,059	$309,142
Contracted Services	N/A*	N/A*	176,979	134,131
Operating Supplies & Equipment	N/A*	N/A*	50,889	67,000
Total by Category	**N/A***	**N/A***	**$570,927**	**$510,273**

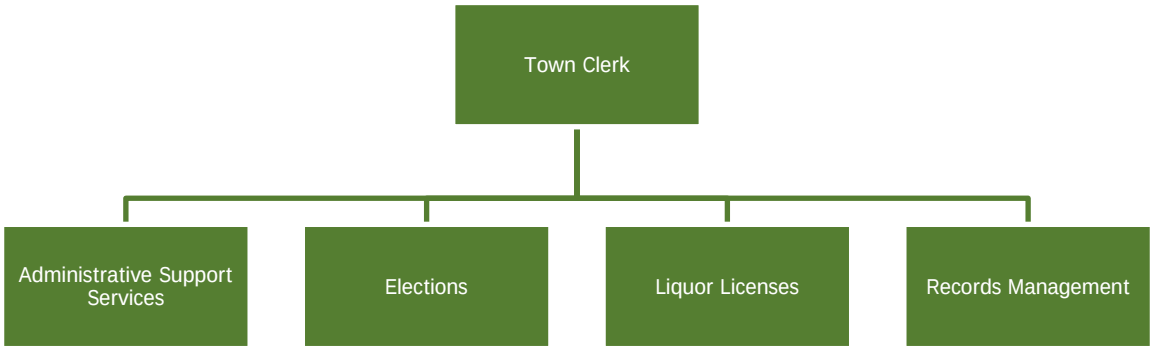
BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
General Fund	N/A*	N/A*	$570,927	400,693
Bed Tax Fund	-	-	-	109,580
Total by Fund	**N/A***	**N/A***	**$570,927**	**$510,273**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Projected
Director of Strategic Initiatives	N/A*	N/A*	-	-
Economic Development & Strategic Initiatives Manager	-	-	1.00	1.00
Public Information Officer (PIO)	1.00	1.00	1.00	1.00
Special Events Coordinator	N/A*	N/A*	1.00	1.00
Graphics Designer	N/A*	N/A*	1.00	1.00
Curation Specialist	N/A*	N/A*	-	-
Management Assistant	-	-	1.00	-
Administrative Assistant	-	-	-	0.50
Total Strategic Initiatives	**N/A***	**N/A***	**5.00**	**4.50**

Note: During FY 2012, the Office of Strategic Initiatives was formed, and 4.50 FTE positions were moved from other departments. Some performance measures were tracked in other department budget summaries in previous years and have been moved for FY2012.

TOWN CLERK



Department Overview

The Town Clerk has the responsibility for oversight of town elections and candidate filings, campaign finance reports and candidate orientation, public records, liquor licenses, archiving permanent records and coordinating interdepartmental services related to town records. The Town Clerk, under the direction of the Town Manager, is the filing officer for claims against the town, staffs the Community Connections program, and prepares Council agendas and records the official minutes of all Council meetings. Community enhances the mission of the Clerk's department which is to assist the public with accurate and timely information.

2011 – 2012 Accomplishments

- Developed Town's Essential Records plan
- Drafted Town's Records Management Manual
- Developed Standard Naming Conventions for Laserfiche
- Drafted Public Records Request Administrative Directive
- Assisted with initial efforts on the Marana website launch
- Programmed and coded Social Medial landing pages for Town's Facebook pages
- Translated Election, General Plan and Police 911 materials into Spanish
- Provided organization-wide training for email and records procedures
- Deputy Clerk completed half of the requirements for the Master Municipal Clerk certification
- Re-developed and launched the CREW program into Community Connections
- Clerk participated on the committee to update to the town's Strategic Plan
- Continued to be a member on the town's emergency management team
- Clerk attended the Arizona Town Hall regarding Civic Engagement

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community/ Progress & Innovation	Respond to 95% of requests within 72 hours	Processed records requests - Completed within 72 hours	550 95%	500 98%	400 98%	315 98%
		Recorded documents	200	180	175	133
		Regular and Special Agendas	32	32	32	35
		Special Events Permits	30	30	30	28
		Insurance claims processed - Transmitted to SWR within 24 hours	63 100%	75 100%	40 100%	50
		Liquor Licenses processed	20	20	14	18
Community/ Progress & Innovation	Ensure quality preparation and timely distribution of Council Agenda packets	Council Agenda packets processed (Less than five packets required amending since Novus was instituted)	32	32	29	32
Community/ Progress & Innovation	Prepare Election and Council Information requests in a timely manner	Deadlines are met per statute for preparation of publicity pamphlets, receiving arguments, notifying residents of polling locations and answering questions on election day	100%	100%	100%	100%
Community/ Progress & Innovation	Inventory of all public / permanent storage	Specific plans are properly filed for permanent storage	80%	85%	100%	100%
		Council minutes / agendas are signed, scanned and stored	80%	90%	100%	100%
		All non-DSC files at MOC records building inventoried	60%	65%	80%	85%

BUDGET SUMMARY

Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$207,875	$209,264	$215,263	$219,825
Contracted Services	19,319	139,028	24,099	160,410
Operating Supplies & Equipment	825	1,338	2,500	5,000
Total by Category	**$228,019**	**$349,629**	**$241,862**	**$385,235**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$228,019	$349,629	$241,862	$385,235
Total by Fund	**$228,019**	**$349,629**	**$241,862**	**$385,235**

AUTHORIZED POSITIONS				
	FY 2010 Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	-
Records Administrator	-	-	-	1.00
Agenda & Records Clerk	1.00	1.00	1.00	1.00
Total Town Clerk	**3.00**	**3.00**	**3.00**	**3.00**

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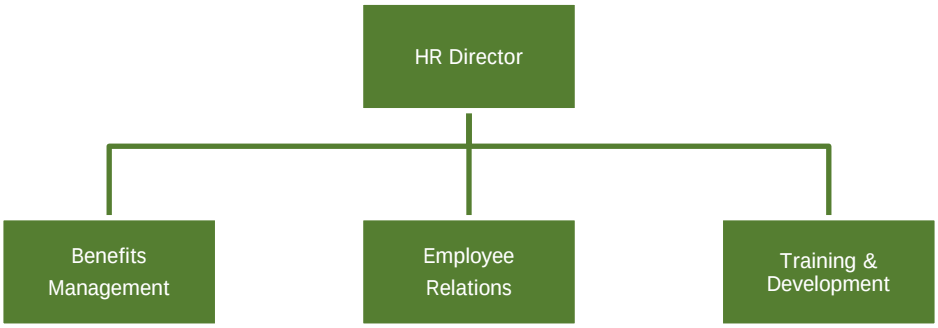
HUMAN RESOURCES



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 collaborate with the leadership team 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.

2011 – 2012 Accomplishments

- Reconvened the Benefits Committee (continued education, plan design and employee feedback on benefits)
- Conducted contract renewal negotiations on benefits plans
- Revised benefits booklet/guide
- Coordinated the Employee Benefits/Wellness Fair and conducted Employee Benefits Open Enrollment
- Coordinated the completion of 2011 Performance Reviews
- Assisted Manager's Office to develop organizational structure aligned with strategic plan initiatives
- Revised Personnel Policies Chapters 3, 4 and 5 and provided training to employees
- Updated and maintained HR website on Intranet
- Convened a new Employee Appreciation Committee for the development of a Town wide Employee Appreciation Program
- Conducted two executive recruitment processes for key management positions
- Assisted with the reorganizational efforts on the creation of the business development center, and conducted a team lead recruitment process

- Conducted and concluded Meet and Confer discussions with the Marana Police Officers Association (MPOA)
- Conducted a Town wide work schedule review
- Collaborated with Town Clerks and Manager's Office to create the Employee Connections Program
- RFP for benefits broker. New contract included a self-funding analysis for future consideration
- Establishment of online Munis processing leading to paperless personnel action processing
- Developed an Employee Appreciation model to reward continued service to employee population that was distributed in December of 2011
- Developed Attendance Record Training module in partnership with Finance and trained management, exempt staff and payroll liaisons. Powerpoint is now voice recorded for availability of all newly hired exempt staff

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Commerce / Community	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	100
		Continue Employee Forum to include all employees in collaborating on town-wide issues and strategic initiatives	N/A	N/A	N/A	300

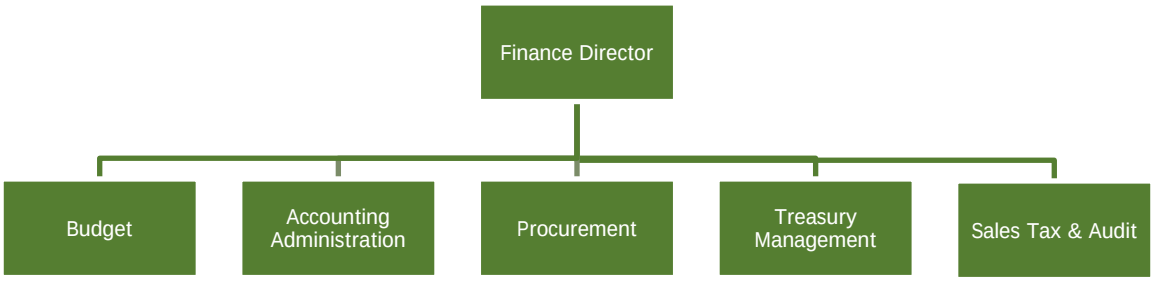
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Commerce / Community	Create and organization of excellence	Increase employee knowledge of operations in other departments by implementing and scheduling Employee Connections program	N/A	N/A	N/A	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	N/A	10
		Identify process to create a classification and compensation philosophy to recruit and retain quality professional staff	N/A	N/A	N/A	1
		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	N/A	1

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$ 342,432	$303,331	$383,646	$463,243
Contracted Services	58,631	18,529	56,807	100,638
Operating Supplies & Equipment	44,992	67,245	58,455	68,126
Total by Category	**$446,055**	**$389,105**	**$498,908**	**$632,007**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$446,055	$389,105	$498,908	632,007
Total by Fund	**$446,055**	**$389,105**	**$498,908**	**$632,007**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
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	1.00	2.00	2.00
Human Resources Coordinator	1.00	1.00	1.00	-
Human Resources Technician	-	-	-	1.00
Administrative Assistant	-	-	-	0.50
Total Human Resources	**5.00**	**4.00**	**5.00**	**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.

2011 – 2012 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

2012 – 2013 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						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 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	12,672	11,171	11,000	11,000
		Accounts payable checks processed	7,034	5,993	6,000	6,000
		Payroll checks direct deposited	8,362	7,100	7,000	7,000

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$582,082	$580,729	$628,227	670,417
Contracted Services	91,110	138,144	155,508	164,097
Operating Supplies & Equipment	6,539	6,014	6,500	7,200
Capital Outlay	31,822	-	-	-
Total by Category	**$711,553**	**$724,887**	**$790,235**	**$841,714**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$711,553	$724,887	$790,235	$841,714
Total by Fund	**$711,553**	**$724,887**	**$790,235**	**$841,714**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
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
Senior Accountant	1.00	1.00	1.00	1.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00
Accounting Clerk	1.38	1.35	1.35	1.35
Administrative Assistant	-	-	-	0.50
Total Finance & Accounting	**8.38**	**8.35**	**8.35**	**8.85**

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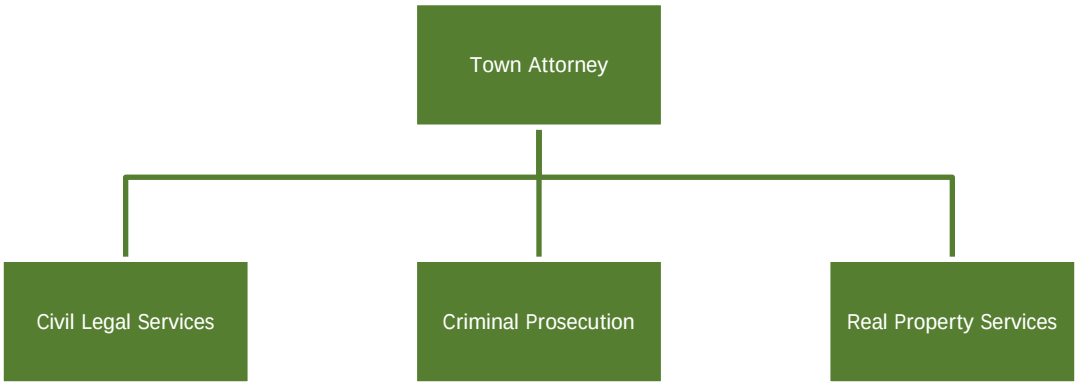
LEGAL



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 has three main functions. It provides legal advice on civil matters to the Mayor and Council, the Town Manager's Office and all Town departments. It prosecutes misdemeanor offenses committed within the Town limits and serves as an intermediary between the police, court personnel, victims, witnesses and defendants. It is also responsible for providing real property services, including acquiring and managing the Town's right-of-way and real property and addressing real property issues in Town capital improvement projects and in real estate development project applications submitted to the Town.

2011 – 2012 Accomplishments

- Provided legal support to initiate the Town's wastewater utility
- Provided legal services to develop and protect other elements of the Town's water resource portfolio
- Provided legal advice and support for the hiring of new key personnel, including a new general services manager and technology services director
- Trained a new prosecutor and continued to operate a top quality Town prosecutor's office
- Researched and drafted ordinances to
    - Comprehensively rewrite Title 14 (Utilities) of the Town Code
    - Implement new citizen engagement strategies
    - Permit political signs in Town right-of-way as required by new state law
    - Revise wastewater rates
    - Conform Town development impact fee ordinances to new state law
    - Amend Title 6 (Animal Control) of the Town Code
    - Regulate junk vehicles
    - Require recovery of garbage, refuse or aggregate lost in transport
- Completed four administrative directives, and have two in progress

- Assisted in the review and revision of several Marana Police Department operational policies

- Assisted Human Resources to update and revise Personnel Policies Chapter 5 (completed), and Chapters 2 and 4 (in progress)

- Created fill-in enabled subdivision assurance agreement forms, and uploaded them to the Town's website

- Negotiated and prepared agreements to
    - Licensed electric vehicle charging stations on Town-owned property
    - Leased the Heritage Farm to the Community Food Bank
    - Facilitate development of a waste transfer station in Tangerine Business Park
    - Facilitated development of and provide water service to the Saguaro Springs development project
    - Facilitated shared utility infrastructure on Beacon Hill
    - Provided a broad range of recreational services
    - Address construction and maintenance obligations for the San Lucas floodwall
    - Acquired water credits for the Town's water utility

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Target**
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	88%	89%	92%	94%
Progress & Innovation	Rewrite the Marana Land Development Code and codify it into the Town Code	Percentage completion of the Land Development Code revision	20%	50%	80%	100%

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Coordinate and provide support to Development Services on private sector developments within the Town	Number of private sector developments reviewed	N/A	265	291	300
Commerce / Community	Provide timely and accurate legal advice to the Town	Ordinances reviewed and approved	22	27	28	30
		Resolutions reviewed and approved	121	128	80	90
Commerce / Community	Prosecute misdemeanor cases efficiently and fairly	Number of criminal cases prosecuted and closed	1,836	1,766	2,062	2,040
		• DUI cases	185	189	183	1,168
		• Criminal Traffic cases	826	672	532	682
		• Criminal cases	784	758	912	970
		• Domestic Violence cases	178	147	190	210
		• Petitions to Revoke	N/A	142	165	153
Commerce / Community	Review and process project plans, determine real property rights, and timely close projects and sub projects	Number of existing CIP projects	25	22	15	15
		Number of main CIP projects closed	11	8	5	3
		Number of CIP sub projects processed and closed	258	103	46	50
Commerce / Community	Review and process license agreements, abandonments, dedications, easements, certificates of insurance, and development plan reviews	Number of real property projects	262	310	264	291
		Number of development service plan reviews	178	160	216	238
		Number of substantive phone logs	1,186	647	410	451
		Number of Real Property public records requests	6	12	0	2

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Commerce / Community	Provide legal advice and instruction to the Marana Police Department to minimize Town liability for state and federal claims	Number of successful claims and lawsuits arising from law enforcement action	1	0	0	0
Commerce / Community	Proactively identify and address potential liabilities	Number of claims filed against the Town	10	4	8	7
		Number of lawsuits filed against the Town	5	2	2	2
		Number of claims and lawsuits resolved	11	9	10	7

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$649,520	$661,626	$691,004	$669,534
Contracted Services	66,635	87,349	92,479	88,482
Operating Supplies & Equipment	5,669	4,409	4,000	4,000
Total by Category	**$721,824**	**$753,385**	**$787,279**	**$762,016**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$721,824	$753,385	$787,483	$762,016
Total by Fund	**$721,824**	**$753,385**	**$787,483**	**$762,016**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
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	1.60	2.00	1.00	1.00
Administrative Assistant	-	-	1.00	1.50
Office Support Assistant	1.00	1.00	1.00	-
Total Legal	**8.60**	**8.00**	**8.00**	**7.50**

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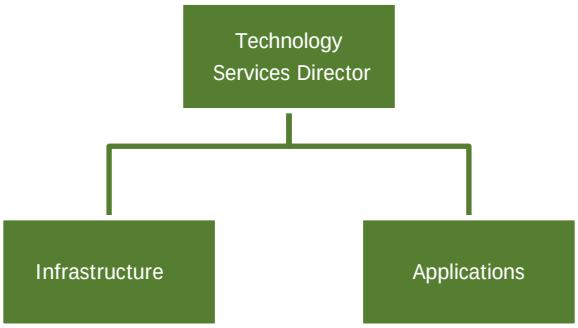
TECHNOLOGY SERVICES



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.

2011 – 2012 Accomplishments

- Redesigned the Town web site
- Created the Town's first technology plan
- Restructured the department for improved support and service
- Upgraded the network infrastructure
- Added redundant microwave link to Beacon Hill for radio communications
- Created a mobile application for smartphones and tablets
- Upgraded the Police Department in car video application
- Created the ESF 2 document in support of the Town Emergency Plan

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
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	1,230	1,340	1,480	1,500
		Ensure geo database data is updated weekly	NA	NA	NA	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	20%	22%	30%	40%
Progress & Innovation	Provide technical support for all data, voice, and video communications	Total work orders completed	1,400	1,500	1,600	1,600
		Average time to complete non-critical work orders (in days)	4.5	4.0	3.0	2
		Respond to high priority issues within 2 hours	NA	NA	100%	100%
Progress & Innovation	Ensure availability of Town network and server resources	Network availability –uptime of the Town network 24 x 7	NA	NA	99%	99%
		Server availability – uptime of all servers 24 x 7	NA	NA	99%	99%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$859,721	$738,153	$910,831	$925,088
Contracted Services	513,476	532,659	818,708	731,738
Operating Supplies & Equipment	80,093	85,591	94,676	94,679
Capital Outlay	134,280	228,410	559,000	285,000
Total by Category	**$1,587,570**	**$1,584,812**	**$2,383,215**	**$2,036,505**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$1,587,570	$1,584,812	$2,133,215	$2,036,505
Pima County Bond Funds	-	-	250,000	-
Total by Fund	**$1,587,570**	**$1,584,812**	**$2,383,215**	**$2,036,505**

AUTHORIZED POSITIONS				
	FY 2010 Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Technology Services Director	1.00	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00	1.00
Technology Manager	3.00	2.00	2.00	2.00
Utilities Technology Analyst	1.00	1.00	1.00	1.00
Computer Technician	1.00	1.00	2.00	2.00
Public Safety Technology Specialist	1.00	1.00	1.00	1.00
Senior GIS Analyst	-	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	1.00	-
Business Process Analyst	-	-	-	1.00
Total Technology Services	**12.00**	**11.00**	**12.00**	**12.00**

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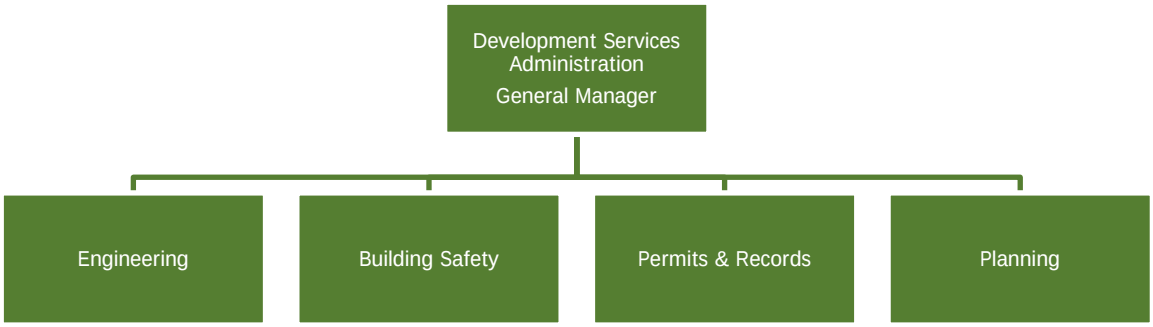
DEVELOPMENT SERVICES ADMINISTRATION



Department Overview

To provide clear support and coordination for the Town of Marana Development Services departments (Planning, Permits and Records, Building Safety and Engineering), 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.

2011 – 2012 Accomplishments

- Established the Business Development Center that promotes and supports the needs of the business community
- Re-organized the Development Services into multi-discipline working units allowing projects to be carried through the development process by a consistent team
- Nominated for the Cornerstone Building Foundation Award, which recognizes teamwork and collaboration, responsiveness to schedule and budget, quality craftsmanship and contributions to the development community
- Continued to expand the types of building permits that are processed over-the-counter

2012 – 2013 Goals & Objectives

- To ensure open communication among departments
- Promote cross-training between departments
- Facilitate team dynamic and promote the goals and the “big picture” of the reorganization

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Assist in the creation of an on-line permitting system for the Town of Marana	Percentage complete of on-line permitting system	10%	20%	30%	40%
Progress & Innovation Commerce	Improve staff training, education and certification levels.	International Code Certifications received	5	7	7	7
		Arizona Building Official Association code training Sessions attended per year	18	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	100%	95%	95%	95%
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	83%	85%	85%	95%
		Model plan reviews completed within five days	85%	90%	90%	95%
		Field inspections completed within one business day of request	90%	90%	90%	95%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$171,228	$169,133	$46,420	116,515
Contracted Services	761	2,203	12,672	2,136
Operating Supplies & Equipment	878	1,269	7,500	7,500
Total by Category	**$172,868**	**$172,605**	**$66,592**	**$126,151**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$172,868	$172,605	$66,592	$126,151
Total by Fund	**$172,868**	**$172,605**	**$66,592**	**$126,151**

AUTHORIZED POSITIONS				
	FY 2010* Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Development Services General Manager	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Development Services Center Manager	-	-	-	1.00
Total Neighborhood Services & Community Development	**2.00**	**2.00**	**1.00**	**2.00**

**Town re-organization occurred 07/01/2009.*

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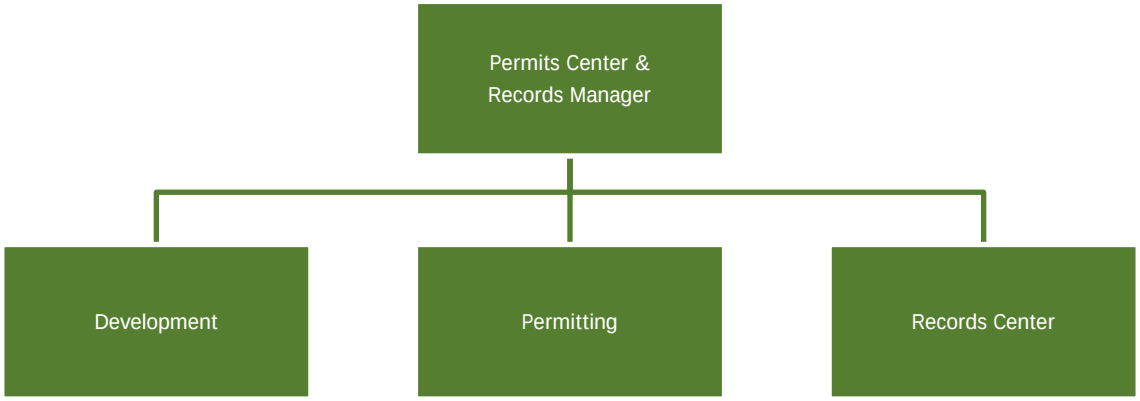
PERMITS & RECORDS



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.

2011 – 2012 Accomplishments

- Issued permits for large scale projects including the Marana Behavioral Health Center, the Regency Casitas and Dove Mountain Casitas
- Issued a total of 371 single-family residential permits (estimated)
- Ran over 200 reports to provide superior service and follow-through on pending and issued permits
- Improved financial accountability by implementing new transaction codes for each permit and impact fee type
- Implemented cross-training between some employees to maintain adequate working knowledge of various systems/programs
- Established operational control of the BDC (physical reconstruction, initial staff training and initiated website pages)
- Helped with the reorganization of the Development Services Center to facilitate teams from once segregated divisions

2012 – 2013 Goals & Objectives

- Create an ADA compliant and more accessible entry door to 2nd floor reception
- Install additional signs giving direction toward BDC
- 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
- Ensure redundancy with administrative rights to DSC software
- Work with Clerk's office to better determine retention/destruction

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Streamline DSC processes and procedures and improve public outreach	Complete in-house reproductions within 1 business day	95%	85%	90%	95%
		Reformat forms and increase availability of online information	20%	20%	50%	50%
		Standardize all formats and checklists	20%	20%	30%	30%
		Initiate and foster team dynamic through cross-training	-	-	30%	50%
Progress & Innovation	Alternative hours and location permitting program	Draft comprehensive program to allow for alternative hours/location	-	25%	75%	80%
		Develop implementation plan	-	10%	90%	95%
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%
		CRW standards, guidance and administration	50%	75%	100%	100%
		Develop checklists	-	50%	50%	100%
		Cross-train all permit clerks for continuity of service	-	-	50%	50%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$455,037	$423,452	$502,887	$455,601
Contracted Services	27,338	56,023	65,013	59,736
Operating Supplies & Equipment	9,787	16,673	18,000	20,000
Total by Category	**$492,163**	**$496,148**	**$585,900**	**$535,337**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$492,163	$496,148	$585,900	$535,337
Total by Fund	**$492,163**	**$496,148**	**$585,900**	**$535,337**

AUTHORIZED POSITIONS				
	FY 2010* Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Permits Center & Records Manager	1.00	1.00	1.00	-
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
Document Imaging Clerk	1.00	1.50	1.50	1.50
Total Planning	**9.13**	**8.50**	**9.50**	**8.50**

**Town re-organization occurred 07/01/2009.*

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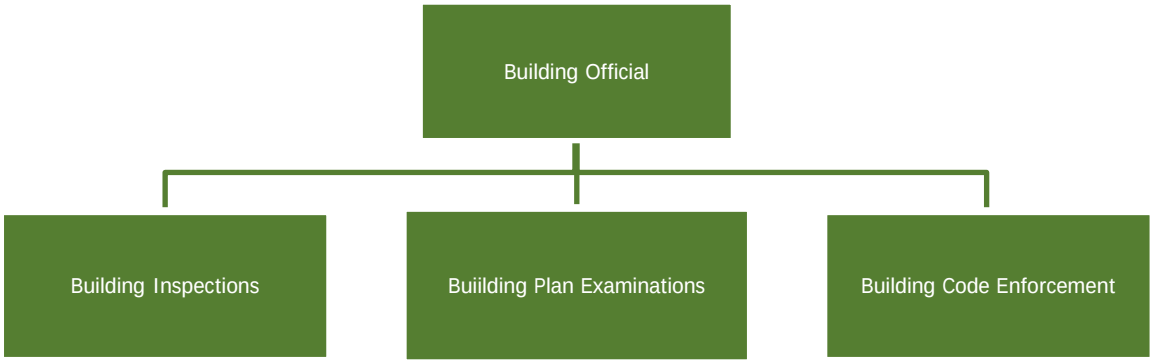
BUILDING SAFETY



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 light and ventilation, energy conservation and safety to life and property from fire and other hazards attributed to the built environment. The department also assures the safety of structures for fire fighters and other emergency responders during emergency operations. 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 verification of code compliance. The department serves both residents and visitors, and is managed by the Building Official.

2011 – 2012 Accomplishments

- Integrated employees into the Business Development Center and the DSC Team program
- Completed the inspection process for the new Sargent Controls Expansion in a precursor to what would become the Team program
- Completed all scheduled inspections on time
- Provided an assigned inspector for complex and sensitive projects such as the Marana Health Center and Legacy Apartments

2012 – 2013 Goals & Objectives

- Adoption of the 2012 International Building Code

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community	Perform building inspections	Total number of building inspections performed	15,295	15,876	16,700	17,000
Community	Perform inspections for building code compliance	Number of Building Code Compliance inspections performed	12	15	15	15

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$393,717	$391,133	$425,684	$599,811
Contracted Services	38,812	8,148	13,415	45,228
Operating Supplies & Equipment	14,783	16,434	36,722	27,903
Capital Outlay	-	-	27,000	-
Total by Category	**$447,312**	**$415,716**	**$502,821**	**$672,942**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$447,312	$415,716	$502,821	$672,942
Total by Fund	**$447,312**	**$415,716**	**$502,821**	**$672,942**

AUTHORIZED POSITIONS				
	FY 2010* Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Chief Building Inspector	1.00	1.00	1.00	1.00
Senior Plans Examiner	-	-	-	1.00
Plans Examiner	-	-	-	2.00
Plan Review Technician	-	-	-	1.00
Building Inspector II	2.00	1.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00	-
Total Building Safety	**6.00**	**5.00**	**6.00**	**8.00**

**Town re-organization occurred 07/01/2009.*

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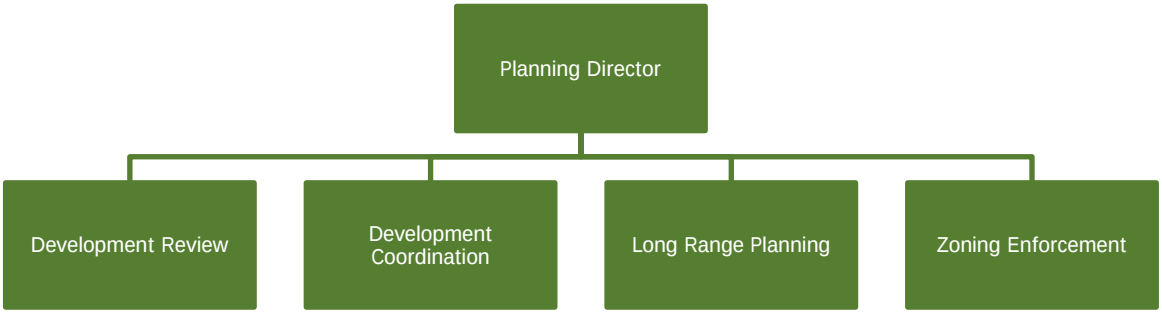
PLANNING



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.

2011 – 2012 Accomplishments

- Approved a development plan under the Expedited Development Review Incentive Program for a new manufacturing and office facility for Sargent Aerospace & Defense. The project is 4 acres in size with a 71,000 square foot building scheduled to open in the spring of 2011. The time from submission to final approval of the project was reduced to just over two weeks through the use of project prioritization and round table development reviews

- Annexed and rezoned approximately 591 acres of land for the Marana Regional Landfill

- Wrote six amendments to the Land Development Code in direct response the downturn of the economy. Each will provide relief or expand opportunities to the business community which are intended to give a boost to the Town of Marana's economy

- Staff worked closely with homebuilders to meet the residential design standards while keeping in mind the economic challenges homebuilders are facing

- All ordinances involving zoning modifications/conditions to property were entered into MarGIS. This allowed Planning to better track Town Council approved zoning ordinances and conditions that affect specific properties

- Completed the rewrite of the 2010 General Plan entirely in-house using only Town Staff. This General Plan was written by staff members from the Planning Department as well as members of the 14 sub-committee groups. This process spanned two fiscal years, was approved by the Town Council in December 2010 and was ratified by voters on May 18, 2011.

- Staff completed the scanning of all completed project files into Laserfiche for easy access when looking for information

- CRW is used to manage and track all development projects. This began in 2001. Staff added all projects prior to 2001 into the CRW program for better tracking of all Town projects

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
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
Progress & Innovation	Staff will work at finding more submittal documents that can be accepted electronically	The amount of reduction in paper copy submittals	12%	15%	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	3	2	2	2
Community	Staff will process / route all submittals within 3 days of receipt	Percentage of submittals sent out within 3 days	94%	97%	98%	98%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$463,365	$505,135	$647,330	$537,409
Contracted Services	12,950	15,311	26,212	31,119
Operating Supplies & Equipment	5,126	4,786	3,000	3,000
Total by Category	**$481,441**	**$525,232**	**$676,542**	**$571,528**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$481,441	$525,232	$676,542	$571,528
Total by Fund	**$481,441**	**$525,232**	**$676,542**	**$571,528**

AUTHORIZED POSITIONS				
	FY 2010* Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Planning Director	-	-	1.00	1.00
Assistant Planning Director	1.00	1.00	1.00	-
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Total Planning	**7.00**	**7.00**	**8.00**	**7.00**

**Town re-organization occurred 07/01/2009.*

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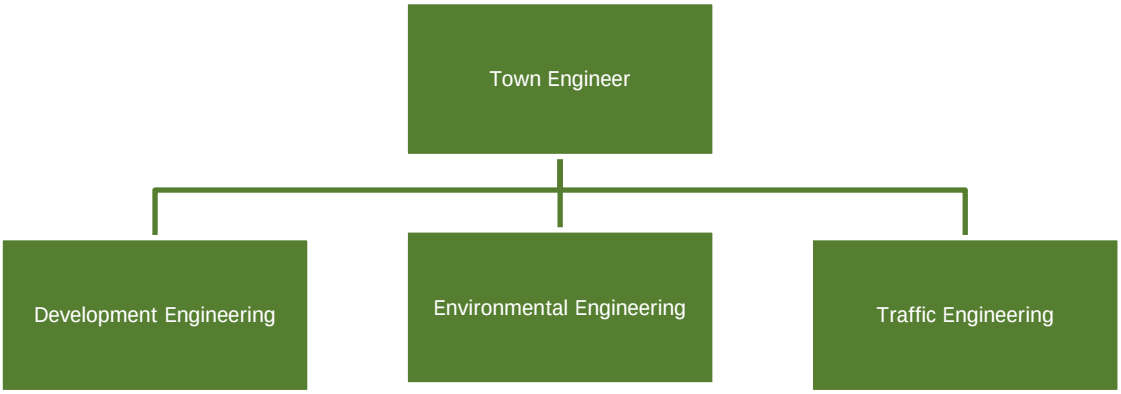
ENGINEERING



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, and recommends mitigation measures to reduce impacts from development.

2011 – 2012 Accomplishments

- Performed outstanding customer service review and inspection for the Sargent Controls expansion and Marana Health Center
- Completed application for FEMA's Community Rating System program (CRS), which will result in Marana residents receiving a 10% discount on flood insurance
- Worked to revise the traffic control for the Accenture Match Play tournament due to changed parking scenario
- Assisted Utilities in the acquisition of the Marana Wastewater Treatment Plant, specifically in ensuring proper permitting is acquired
- Integrated personnel into the new DSC Team program

2012 – 2013 Goals & Objectives

- Assist Legal in the Land Development Code rewrite
- Update to the Subdivision Street Standards
- Update Road impact fee studies

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	In-house review of plans	Number of SWPPP's reviewed in-house	29	38	45	40
		Number of Engineering plans reviewed in-house	87	87	94	90
		Number of Planning documents reviewed in-house (rezones, spec plans, SLUC, minor land div)	-	80	80	80
Progress & Innovation	In-house inspection/observation of private development	Number of Stormwater inspections performed	58	52	60	50
		Number of Private development permits inspected	16	18	20	15
		Number of Type 1 permits taken in / reviewed	3	13	18	18
Progress & Innovation	Facilitation of CIP program	Number of CIP projects with Environmental Facilities in permitting	3	4	4	4
Progress & Innovation	Maintain the operations safety of Town streets	Number of Traffic Work Orders	59	80	120	100
		Number of Service Request Assignments	120	230	200	200

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$1,457,074	$1,241,793	$1,242,867	$992,665
Contracted Services	96,330	96,036	137,973	77,289
Operating Supplies & Equipment	6,620	11,718	22,857	21,085
Capital Outlay	156,472	204,552	112,606	77,606
Total by Category	**$1,716,496**	**$983,263**	**$1,516,303**	**$1,168,645**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$1,569,279	$1,358,025	$1,476,697	$1,129,039
Grants	-	10,441	39,606	39,606
Transportation Fund	147,218	4,051	-	-
Regional Transportation Agency	-	181,582	-	-
Total by Fund	**$1,716,496**	**$983,263**	**$1,516,303**	**$1,168,645**

AUTHORIZED POSITIONS				
	FY 2010* Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Town Engineer	1.00	1.00	1.00	1.00
Engineering Division Manager	2.00	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	2.00
Engineering Technician	3.00	3.00	3.00	3.00
Project Coordinator	1.00	1.00	-	-
Engineering Aide	2.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	-
Plans Examiner	2.00	2.00	2.00	-
Plans Review Technician	2.00	1.00	1.00	-
Executive Assistant	1.00	0.60	-	-
Total Engineering	**21.00**	**16.60**	**15.00**	**11.00**

**Town re-organization occurred 07/01/2009.*

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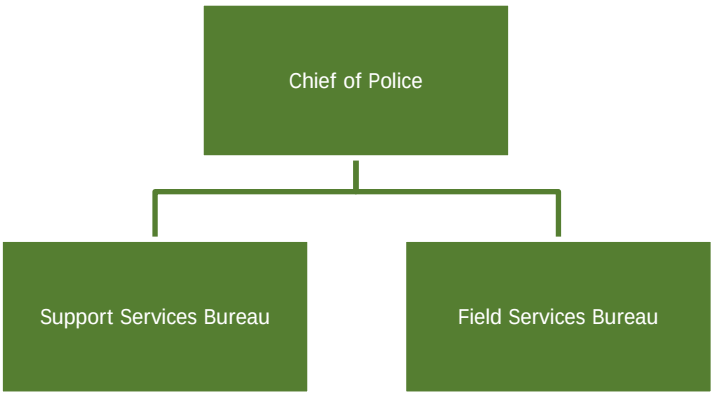
POLICE



Department Overview

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

2011 – 2012 Accomplishments

- Hosted State-wide or Regional Training in DUI investigations, Accident Reconstruction, Motorcycle Certifications, and General Instructor Course, Driver Training
- Recruited, interviewed and hired a new Police Captain to assist with span of control and reorganize the Department's structure
- Initiated the "Strategic Tactical Operational Planning Program" for enhanced Crime Analysis and Crime Reduction
- Created the Department's first tactical patrol squad; the Directed Action Response Team (DART) to address community problems
- Created the Lead Police Officer position to assist in the management of risk, improve span of control, and improve service delivery
- Conducted Ina Rd. Initiative to include Business Survey
- Created the Ina/Thornydale/Orange Grove Business Coalition
- Obtained a more safe, suitable, practical and professional facility for temporary police operations
- Added a member to the Regional Bomb Squad
- Increased the size of the Motor Unit by one

- Obtained two motorcycles through the GOHS grant
- Instituted bi-monthly training for high risk low frequency, and high risk high frequency activities, i.e. shooting, pursuit/high speed driving, search and seizure, stop and arrest, building searches, high risk stops, etc.
- Updated the Mobile Video Recording System
- Continued successful participation in Accenture Match Play
- Expanded the VIPS program

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
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	16	24	25	30
		Number of personnel who attended one job-specific training	104	105	105	105
		Partnering with other law enforcement agencies to gain experience in criminal investigations	4	13	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	24,219	14,233	15,656	16,000
		DUI arrests	202	150	165	170
		Felony arrests; part 1 crimes only	62	63	69	75
		Misdemeanor arrests; part 1 crimes only	165	195	214	220
		Crimes against persons; part 1 crimes only	202	230	253	240
		Crimes against property; part 1 crimes only	1,010	1,288	1,416	1,350
		Average number of calls per officer	517	424	466	470
		Number of officers per 1,000 citizens; national average 2.4	2.5	2.3	2.3	2.3

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community	Establish community partnerships with open and effective communications, focused on addressing quality of life issues and safety concerns	Informational presentations to community groups	90	60	60	70
		Number of Neighborhood Watch groups	14	10	15	20
		Participants in GAIN "Getting Involved in Neighborhoods"	10	N/A	N/A	N/A
		Business security contacts	15	12	100	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	6,836	7,600	9,500	9,500

BUDGET SUMMARY

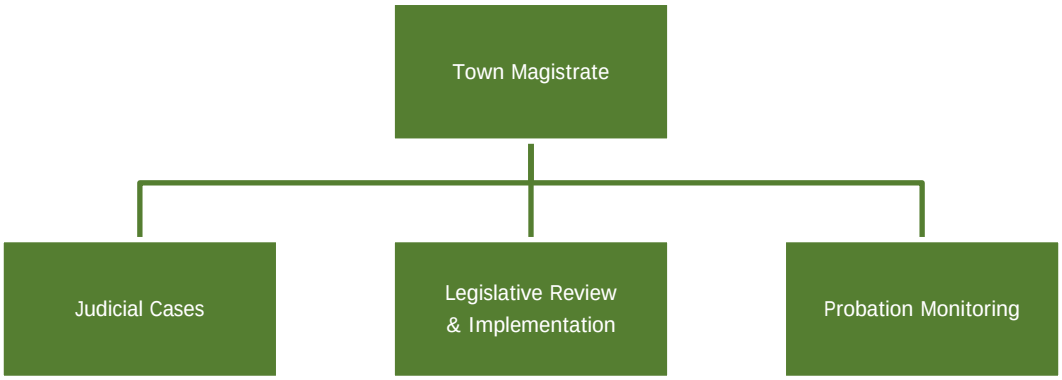
Expenditures by Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Personnel & Benefits Cost	$8,162,639	$7,692,632	$8,282,270	$8,636,757
Contracted Services	679,304	533,634	555,101	558,785
Operating Supplies & Equipment	823,690	694,118	1,374,205	1,505,168
Capital Outlay	63,691	85,723	347,000	875,000
Total by Category	**$9,729,594**	**$9,006,108**	**$10,558,576**	**$11,575,710**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
General Fund	$9,277,057	$8,573,389	$9,917,175	$11,044,369
Grants / Contribution	452,537	432,719	641,401	531,341
Total by Fund	**$9,729,594**	**$9,006,108**	**$10,558,576**	**$11,575,710**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Chief of Police	1.00	1.00	1.00	1.00
Police Captain	-	-	1.00	1.00
Police Lieutenant	6.00	3.00	3.00	3.00
Police Sergeant	9.00	10.00	10.00	10.00
Detective	15.00	5.00	5.00	5.00
Police Officer	52.00	62.00	58.00	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
Dispatcher	12.00	13.00	12.00	12.00
Police Records Clerk	8.00	7.00	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
Customer Service Support	0.33	-	-	-
Total Police	**113.33**	**111.00**	**105.00**	**105.00**

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.

2011-2012 Accomplishments

- Continued refining in-house probation monitoring section, eliminating the need to contract probation services to an outside vendor
- Continued the home arrest program allowing certain offenders to be incarcerated at home via an electronic monitoring bracelet, saving the town monies in jail costs
- Converted Bond Schedule cards from being processed by a vendor to in-house printing, 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

2012 – 2013 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." Hopefully, the Town will also expand its website to provide 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						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
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%	8%	7	5
		Citations filed	11,000	8,500	9,200	9,600
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	18	21	8	5
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	30	17	20	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	200	42	54	61
		Number of monitored probation cases	200	187	200	215

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$818,037	$806,727	$845,492	$859,922
Contracted Services	107,654	90,429	184,717	196,784
Operating Supplies & Equipment	17,728	10,740	275,614	275,540
Capital Outlay	-	-	5,000	5,000
Total by Category	**$943,419**	**$907,895**	**$1,310,823**	**$1,337,246**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$897,636	868,996	951,794	963,109
JCEF Fund	-	998	40,800	40,800
FTG Court Fund	-	-	31,000	31,000
Local Technology Fund	45,783	37,901	287,229	302,337
Total by Fund	**$943,419**	**$907,895**	**$1,310,823**	**$1,337,246**

AUTHORIZED POSITIONS				
	FY 2010 Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
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	4.00	5.00	5.00
Total Courts	**13.00**	**13.00**	**14.00**	**14.00**

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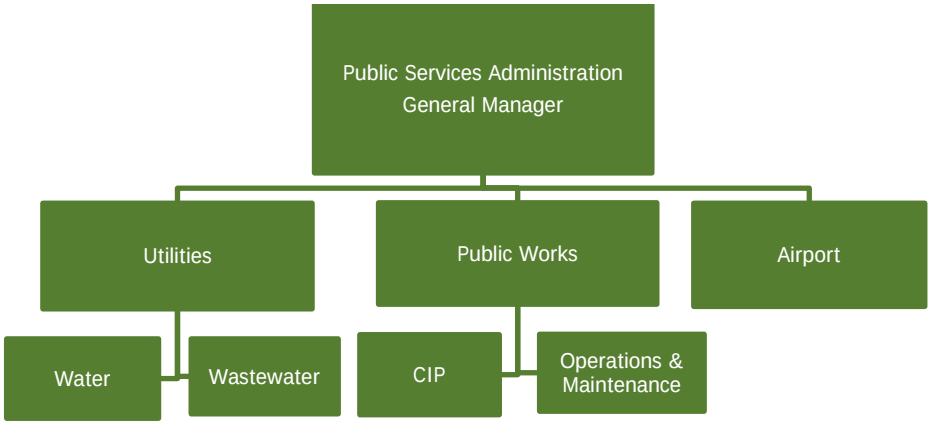
PUBLIC SERVICES ADMINISTRATION



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.

2011 – 2012 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

2012 – 2013 Goals & Objectives

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

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Improve wastewater operational efficiency	Reduce operational costs by 30-percent	N/A	N/A	15%	15%
Progress & Innovation	Deploy pavement preservation program	Percent of approved Budget work program completed	N/A	N/A	75%	100%
Progress & Innovation	Complete asset inventory	Inventory remaining systems including wastewater	N/A	N/A	85%	100%
		Complete project management integration of maintenance projects	N/A	N/A	90%	100%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$537,175	$449,977	$475,796	$435,074
Contracted Services	1,155	610	2,679	12,770
Operating Supplies & Equipment	2,463	1,337	4,736	5,190
Total by Category	**$540,792**	**$451,923**	**$483,211**	**$453,034**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$540,792	$451,923	$483,211	$453,034
Total by Fund	**$540,792**	**$451,923**	**$483,211**	**$453,034**

AUTHORIZED POSITIONS				
	FY 2010* Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Public Services General Manager	1.00	1.00	1.00	1.00
Public Works Director	-	-	1.00	1.00
Contracts Administrator	1.00	1.00	-	-
Contract 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	0.50	-	-
Office Support Assistant	0.50	0.50	-	-
Total Public Services Administration	**5.00**	**4.00**	**4.00**	**4.00**

**Town re-organization occurred 07/01/2009.*

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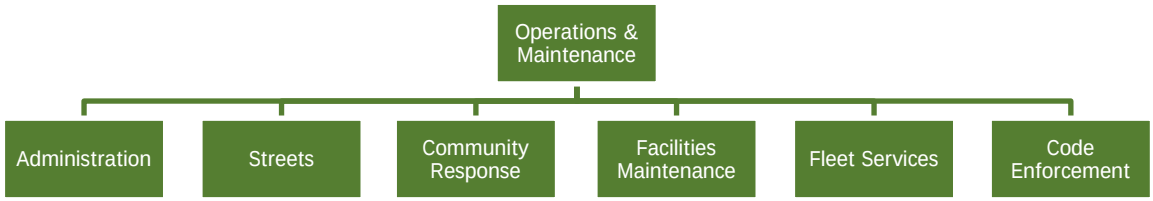
OPERATIONS & MAINTENANCE



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.

2011 – 2012 Accomplishments

- Provided in-house services for the PGA Accenture Match Play Golf Tournament
- Completed MOC Project under budget
- Completed Parks and Rec Roof/HVAC project
- Completed Fleet Services Customer Service Office
- Fully implemented Carpet Cleaning program
- Completed a detailed inventory of all Town facilities
- Recertified Fleet Shop ASE Blue Seal Certification, 5 consecutive years
- Constructed the DSC BDC service area
- Purchased and outfitted all vehicles/equipment budgeted for replacement
- Established the Fleet Working group to define future fleet purchase protocols
- Coordinated Key Administrative Directive and the tracking of keys
- Established a Key database
- State and National representation for Fleet Management, RMFMA

- Completed trimming trees and brush removal along I-10
- Crack Sealed residential areas in Continental Ranch, Gladden farms, Dove Mountain

2012 – 2013 Goals & Objectives

- Convert Facility/Fleet divisions to Cartegraph asset management system
- Develop a Facility Master Plan with other department assistance
- Implement a fuel card system with Finance
- Renew ASE Shop certification
- Train street crews on up-to-date maintenance techniques on concrete and Asphalt
- Continue to maintain all asphalt roads, sidewalks, curbs, drainage ways, signs/striping, traffic signals
- Continue to implement cost savings and time saving elements within department

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Target**
Community	Complete a detailed inventory of all Town Facilities	Perform site inspections and capture detailed inventory of all assets that require maintenance and repair	30%	52%	65%	95%, will have more once we go live on Cartegraph
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%
Community	Identify and develop Standard Operating Procedures (SOP's) for all aspects of the Facility/Fleet Operations	Fleet maintenance	30%	20%	50%	65%
		Fleet replacement	50%	60%	90%	100%
		Generator operations	70%	70%	85%	95%
		Facility key requests	65%	65%	95%	100%
		Building Modification department requests	40%	60%	75%	85%
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	30%	52%	65%	90%
		Improve tracking of signage, lighting and traffic signals	25%	95%	100%	100%

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
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	60%	75%	75%	95% with Cartegraph
Community	Replace vehicles that are ineffective and inefficient to operate	Percentage of vehicles replaced	6%	7%	12%	10%
		Percentage of APWA benchmark for staff to fleet ratio	24%	41%	41%	41%
Community	Work with Human Resources and Technology Services to develop key access policy	Administrative directive for building access	50%	100%	100%	100%
Community	Launch the Pavement Preservation Program	All town roads inventoried and inspected	N/A	N/A	80%	100%

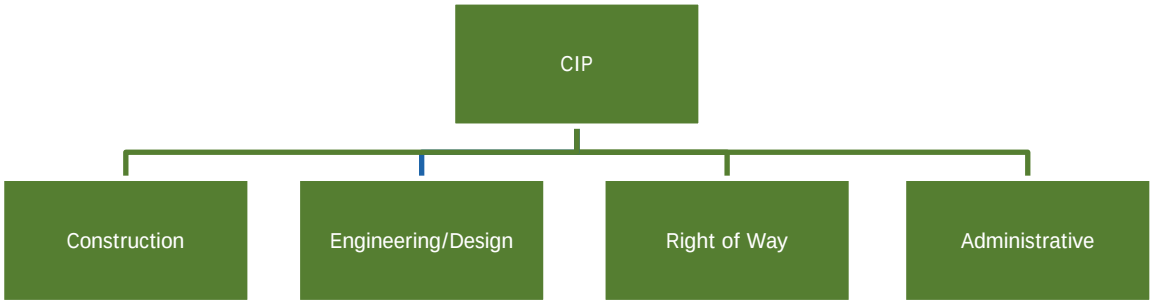
BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$1,576,332	$1,545,167	$1,721,008	$1,968,625
Contracted Services	708,267	906,406	1,742,326	2,216,514
Operating Supplies & Equipment	259,224	296,152	401,362	440,085
Capital Outlay	542,321	824,973	420,000	15,000
Total by Category	**$3,086,144**	**$3,572,698**	**$4,284,696**	**$4,640,224**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$1,666,310	$2,139,024	$1,816,903	$2,148,021
Local Transportation Assistance	4,635	-	-	-
Highway User Revenue Fund	1,415,007	1,433,674	2,467,793	2,492,203
Transportation Fund	192	-	-	-
Total by Fund	**$3,086,144**	**$3,572,698**	**$4,284,696**	**$4,640,224**

AUTHORIZED POSITIONS				
	FY 2010* Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Facilities & Fleet Services Manager	N/A	1.00	1.00	1.00
Superintendent	N/A	1.00	1.00	1.00
Community Response Manager	N/A	1.00	1.00	1.00
Foreman	N/A	5.00	5.00	5.00
Signal Technician III	N/A	1.00	1.00	1.00
Signal Technician II	N/A	1.00	1.00	1.00
Signs & Markings Technician	N/A	1.00	1.00	1.00
Fleet Technician II	N/A	1.00	1.00	1.00
Fleet Technician I	N/A	1.00	1.00	1.00
HVAC Technician	N/A	1.00	1.00	1.00
Facilities Technician	N/A	-	1.00	1.00
Small Engine Technician	N/A	1.00	1.00	1.00
Inmate Services Coordinator	N/A	2.00	3.00	4.00
Senior Maintenance Worker	N/A	3.00	3.00	3.00
Maintenance Coordinator	N/A	1.00	1.00	1.00
Maintenance Worker	N/A	3.00	3.00	3.00
Laborer	N/A	7.00	5.00	5.00
Executive Assistant	N/A	1.00	1.00	1.00
Code Enforcement Officer	N/A	-	-	2.00
Total Operations & Maintenance staff	N/A	**32.00**	**32.00**	**35.00**

**Town re-organization occurred 07/01/2009.*

CIP



Department Overview

The CIP Engineering Division is responsible for addressing the infrastructure needs throughout the Town, through planning and design of major roadways and infrastructure safety enhancements. Among our many responsibilities, we ensure that the roadways, utilities, and all the programs needed to keep our Town moving safely and efficiently is attained. CIP Engineering Division provides project management and project development services for the Town's infrastructure, as well as developing studies and plans for public infrastructure that will be constructed for public use.

2011 – 2012 Accomplishments

- The CIP Team finalized the ARRA pavement rehabilitation projects for the Town of Marana
  - Performed a seminal role in the design and construction of the overlay of Marana Road, Tangerine Road, Sandario Road, and Twin Peaks Blvd.
  - The CIP Team managed, finalized and closed out the construction of approximately $4.7 million in pavement rehabilitation projects that were allocated from the American Recovery and Reinvestment Act of 2009

- Finalized the design and construction of the Tiffany Loop Drainage project as a permit fee to ADOT, while it still possesses jurisdictional control of the I-10/Twin Peaks Interchange project territory

- Collaborated with ADOT to manage the continuing landscape establishment of the I-10/Twin Peaks Interchange project

- Finalized the Bridge and Roadway Design for the Ina Road corridor west of I-10 (2000-21)

- Closed out the final construction and pavement preservation contract for the Camino de Mañana project

- Finalized the design and construction of the Santa Cruz River Shared-Use Path (Phase II) from Coyote Trails School to Cortaro Road

- Continued with the design of the Santa Cruz River Shared-Use Path (Phase III) from the Heritage Park to the CAP Canal

- Designed and constructed Santa Cruz River Shared Use Path connection from the Crossroads Park end of construction to the north side of Ina for the Launch the Loop community event

- Finalized the design concept study on the Tangerine Road corridor mandated by the voter approved RTA program:
  - Conducted three open houses
  - Conducted numerous meetings with property owners along the corridor for access management

- Coordinated the final design and construction of ADOT's pavement rehabilitation of Taxiway A at the Marana Regional Airport

- Provided technical support for the management of the grant reimbursements from the FAA for the Airport Way road project

- Supported the Utility Department in their operation and maintenance of the Airport Septic System and Effluent Lift Station

- Provided final close-out and warranty support for the Airport Septic System and Effluent Lift Station project

- Provided technical support to O&M to develop the Pavement Preservation Manual for the Town's roads and street rotations

- Finalized updates to the Town of Marana's Project Management Manual

- Finalized the construction close-out for the Cortaro Road and Silverbell Road right-turn bay widening

- Collaborated with Community Development to complete emergency sewer connections/septic abandonments at various individual residences in the Honea Heights neighborhood

- Continued to provide active support to the effort being made to obtain the funding needed to complete the remaining sewer connections/septic abandonments in the Honea Heights neighborhood

- Supported and provided technical support for the acquisition of the Marana Wastewater Reclamation Plant

- Finalized the design and construction of the Wild Burro Trailhead parking lot and restroom facilities

- Provided procurement and construction management of annual Pavement Preservation program

- Completed Continental Ranch Parcel 8 Pavement Rehabilitation

- Provided management and study support for the Silverbell Road (Grant Road to Ina Road) final design study being conducted by the City of Tucson
- Performed presentations on the Twin Peaks Road T.I. and the Camino de Mañana Projects for the Community Connections Tour
- Worked with O&M and MPD to start the design concept for the sub-station at the MOC and the operations center at the future location on Twin Peaks east of I-10
- Partnered with O&M on design and construction of drainage improvements to the north end of the Marana Operations Center
- Actively participated in the Emergency Response Committee to identify potential evacuation protocols for all hazards response in the Marana region
- Provided input and participated in the CIP Budget process
- Provided input and participated in the Development Services plan review process
- Finalized the construction of the Hartman Waterline
- Finalized the close-out of the construction on the Cortaro-Silverbell right-turn widening
- Participated in the development of the update to the Pima County/City of Tucson Standard Specifications for Public Improvements
- Provided procurement support for the carpet replacement and console relocations in the MPD 911 dispatch center
- Provided procurement support for the MOC electrical and roof repair
- Provided construction documents and procurement for the MMC parking lot pavement preservation and sidewalk repair
- Completed inventory and condition assessment for all town roads and began condition reassessment process
- Completed inventory and condition assessment of all town signs
- Partnered with O&M and Pima County to design and construct drainage channel lowering between Cerius Stravenue and Cortaro Farms, from Quick Trip to UPRR

2012 – 2013 Goals & Objectives:

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Provide a process for the efficient delivery of projects in design and for post design services	Create and update a Project Management Manual with guidelines and procedures for efficient and accurate management of CIP Design Update projects	85%	85%	100%	100%
Progress & Innovation	Provide the standard operating procedures and processes for all services that Public Works is required to provide for the creation and sustainability of the Town infrastructure within its right-of ways	Create an Engineering Division SOP for procedures and practices for the design phase of a Capital Improvement Project (CIP)	80%	10%	30%	100%
		Create a Construction Division SOP for procedures and practices to be used for the construction phase of a CIP project	80%	10%	30%	100%
Progress & Innovation	Provide a process for the Town to self-administer and procure projects with Federal funding for all infrastructure projects	Create a program and standard operations to all the Town to be self-certified (Program not currently Offered at ADOT)	10%	10%	0%	0%
Progress & Innovation	Identify and establish a safety program for CIP construction projects	Create a program and manual that will provide staff with safety measures and regulations to educate the staff and its vendors of current State, Local, and Federal safety requirements on construction projects	10%	20%	50%	100%
Progress & Innovation	Develop one-stop RFP/RFQ and contract services work group	Provide solicitation and contract services to all Public Services Departments and provide solicitation and contract services to Development Services divisions	10%	25%	75%	100%

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Substantially complete CIP projects for the improvement of infrastructure (from inception to construction Final Closeout)	Camino de Mañana	20%	50%	100%	N/A
		Barnett Channel	30%	10%	10%	10%
		Honea Heights Septic Conversions	-	10%	25%	100%
		Linda Vista/Twin Peaks TI	25%	45%	99%	100%
		Cortaro/Silverbell Intersection Improvements	-	85%	15%	100%
		Wild Burro Trailhead	5%	50%	45%	100%
		Sandario Bus Pullouts	-	30%	70%	0%
		Honea Heights Redevelopment (Phase III)	-	20%	0%	0%
		ARRA	-	90%	10%	100%
		Ina Road Bridge and Road Improvements	0%	10%	60%	60%
		Tangerine Road Traffic Interchange	15%	5%	5%	5%
		Tangerine Road Corridor Improvements	-	10%	20%	30%
		Hartman Waterline Interconnect	-	80%	20%	100%
		Shared Use Path II, Cortaro to Coyote Trail	-	15%	85%	95%
		Shared Use Path III, Beard House to Heritage Park	-	15%	50%	50%
		Accenture Golf Parking Lot	-	5%	95%	100%
		Pavement Rehabilitation	-	10%	90%	90%

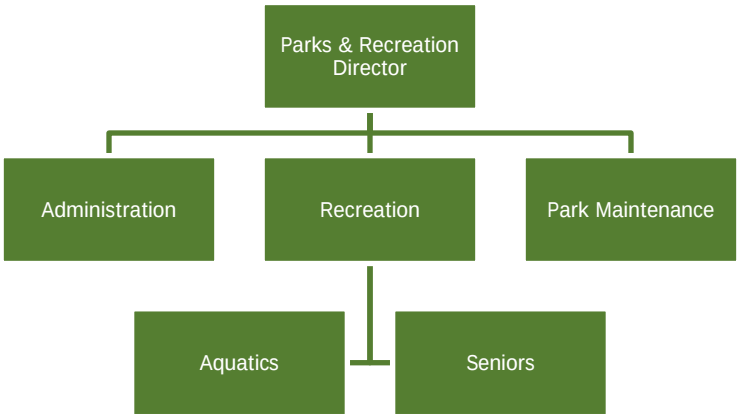
BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$791,116	$834,953	$838,623	$926,937
Contracted Services	12,508	15,669	33,359	28,142
Operating Supplies & Equipment	30,641	28,319	56,158	59,885
Capital Outlay	24,439,174	11,211,115	41,794,678	14,741,378
Total by Category	**$25,273,439**	**$12,090,056**	**$42,722,818**	**$15,756,342**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010* Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$1,013,794	$753,425	$964,263	$1,106,864
Improvement District Bonds	128,048	-	-	-
Agency Funds	836,774	32	-	-
Highway User Revenue Fund	-	-	36,910	510,000
2008 Series Bond	15,249,456	1,499,516	269,701	280,382
South Benefit Area Impact Fees	1,755,707	118,901	291,000	181,456
North Benefit Area Impact Fees	-	-	251,000	-
Park Impact Fees	3,872	35,005	1,872,684	1,023,643
Transportation Fund	504,277	218,656	2,259,924	2,275,407
Pima Association of Governments	102,488	1,567,061	-	187,000
½ Cent Sales Tax	1,056,176	195,707	270,000	331,500
Other Agency Funds	-	4,320,737	33,982,836	2,768,134
Regional Transportation Agency	4,622,847	3,381,015	2,524,500	7,091,956
Total by Fund	**$25,273,439**	**$12,090,056**	**$42,722,818**	**$15,756,342**

AUTHORIZED POSITIONS				
	FY 2010* Actual	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Assistant Public Works Director	N/A	1.00	1.00	1.00
Construction Division Manager	N/A	1.00	1.00	1.00
Engineering Division Manager	N/A	1.00	1.00	1.00
Construction Manager	N/A	2.00	2.00	2.00
Construction Inspector	N/A	2.00	2.00	2.00
Right of Way Inspector	N/A	1.00	1.00	1.00
Acceptance Inspector	N/A	1.00	1.00	1.00
Project Control Specialist	N/A	1.00	1.00	1.00
Engineering Technician	N/A	0.85	0.85	-
Capital Improvement Project Manager	N/A	1.00	1.00	1.00
Project Coordinator	N/A	1.00	1.00	1.00
Total Capital Improvement Program staff	N/A	**12.85**	**12.85**	**12.00**

**Town re-organization occurred 07/01/2009.*

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.

2011 – 2012 Accomplishments

- Completed Wild Burro Trailhead, and held dedication ceremony
- Applied for Arizona State Trail Status for Town of Marana Tortolita Trail System
- Connected Santa Cruz Shared Use Path from Wade McLean Park to Cortaro Road and completed connection to Ina Road
- Purchased Marana Heritage Farm parcel from Arizona State Land Department
- Re-plastered Marana Pool
- Re-established Teen Dances at Crossroads at Silverbell Park
- Removed Ora Mae Harn Park from potable water irrigation
- Partnered with Oro Valley Parks and Recreation on M.O.V.E. Across 2 Ranges event
- Expanded locations for “Movie in the Park”
- Initiated Social Network communications with Parks and Recreation Facebook Page and Twitter
- Constructed dog park at Ora Mae Harn Park

2012 – 2013 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Target**
Recreation	Provide quality parks and leisure service opportunities for the Marana Community	Maintain quality park facilities	133 acres	133 acres	135 acres	135 acres
		Maintain quality paths and trails	44 miles	46 miles	49 miles	53 miles
Recreation	Provide regional recreation destination for Marana	Complete Ridgeline Trail and Wild Burro Loop Trail	N/A	N/A	Construction	Complete
Community	Provide community supported events at the new district park	Community events at Crossroads at Silverbell Park	14	18	90	110
		Community events at other locations	14	12	45	58

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$2,251,343	$1,736,633	$1,850,579	1,979,120
Contracted Services	444,810	327,776	481,852	435,753
Operating Supplies & Equipment	697,934	649,982	491,463	638,895
Capital Outlay	4,144,466	261,669	457,500	547,666
Total by Category	**$7,538,553**	**$2,976,060**	**$3,281,394**	**$3,601,434**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
General Fund	$3,508,264	$2,611,226	$2,650,301	$2,887,980
Impact Fees – Parks	2,014,457	132,852	8,000	106,088
Pima County Bond Funds	350,866	222,152	622,093	381,366
Grants & Contributions	9,647	928	1,000	1,000
MMPC Bonds	1,655,320	8,900	-	-
Other Agency	-	-	-	225,000
Total by Fund	**$7,538,553**	**$2,976,060**	**$3,281,394**	**$3,601,434**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Parks – Administration:				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Assistant Parks & Recreation Director	-	-	-	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Support Assistant	1.00	1.00	-	-
Customer Service Clerk	-	-	2.75	2.75
Parks – Recreation:				
Recreation Coordinator	4.00	3.00	5.00	5.00
Recreation Programmer	7.00	2.00	2.00	2.00
Recreation Leader	1.00	1.00	-	-
Recreation Assistant	10.50	2.25	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	11.00	9.00	9.00
Laborer	4.00	4.00	6.00	6.00
Parks – Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	0.75	0.75	0.75
Parks – Therapeutic Program				
Recreation Coordinator	1.00	1.00	-	-
Total Parks	**50.00**	**32.00**	**32.25**	**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 though 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; and Grant and Fund Development.

2011 – 2012 Accomplishments

- Provided housing rehabilitation services for fourteen (14) area homeowners
- Received $2,500,000 in grant funding
- Received thirty (30) new housing rehabilitation applications
- Completed rehabilitation projects on sixteen (16) qualifying homes
- Developed new partnerships to track community issues
- Worked with three (3) neighborhoods to begin long-term planning
- Recertified Marana's seven (7) Colonia Neighborhoods
- Had over 65,000 riders on the Sun Shuttle routes in Marana
- Completed construction of two (2) signature bus shelters for Marana Main Street

2012 – 2013 Goals & Objectives

- Improve citizen participation and community outreach process

- Launch "Out and About" in Marana Mobile Town Hall
- Conduct a community survey to identify citizen perceptions and expectations
- Resolve neighborhood issues by initiating interdisciplinary teams
- Develop long-term plans with Colonia residents
- 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
- Increase local transit ridership by 10%
- Secure grant funding for projects identified in the Strategic Plan

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community	Increase community engagement	Receive completed community surveys	-	-	250	500
		Participate in Business/Community Coalition meetings	12	8	14	24
		Provide Mobile Town Hall for special/neighborhood events	-	-	-	8
Community	Preserve and produce affordable housing alternatives for Marana residents.	Housing Rehabilitation projects completed	16	24	14	15
		New Affordable Housing Units	2	2	2	2
		Land Acquisition/Entitlement for Affordable Housing Projects	3	40	2	0
Community	Strengthen community character by linking the past, present, and future	Catalogue and preserve heritage objects	-	-	50	50
		Encourage tours and programs focused on heritage	-	-	2	10
Community	Strengthen preservation efforts in Colonia neighborhoods	Facilitate Colonia neighborhood meetings	8	10	30	35
		Organize neighborhood cleanup days	1	1	2	5
		Complete neighborhood plans	-	-	1	2
Community	Provide transit alternatives for Marana residents	Increase Sun Shuttle ridership by 10%	25,409	48,000	65,000	75,000

STRATEGIC PLAN GOALS & OBJECTIVES

Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community	Increase grant funding to support strategic initiatives throughout the Town of Marana	Grant applications completed	46	40	30	30
		Grant award ($)	$2,038,446	$2,140,000	$2,500,000	$2,500,000

BUDGET SUMMARY

Expenditures by Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Personnel & Benefits Cost	$217,876	$293,888	$210,652	$207,035
Contracted Services	174,683	338,210	273,188	142,949
Operating Supplies & Equipment	135,882	185,336	292,153	371,532
Capital Outlay	125,617	-	250,000	260,000
Total by Category	**$654,058**	**$817,434**	**$1,025,993**	**$981,516**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
General Fund	$195,647	$211,135	$230,993	$242,571
Community Development Block Grant	95,607	93,544	285,000	333,945
HOME	-	-	250,000	250,000
Revolving Affordable Housing	6,844	47,887	75,000	45,000
Grants & Contributions	203,320	287,752	68,000	-
LTAF Funding	152,639	177,117	117,000	100,000
Regional Transportation Fund	-	-	-	10,000
Total by Fund	**$654,058**	**$817,434**	**$1,025,993**	**$981,516**

AUTHORIZED POSITIONS

	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Community Development 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
Total Community Development & Neighborhood Services	**3.00**	**3.00**	**3.00**	**3.00**

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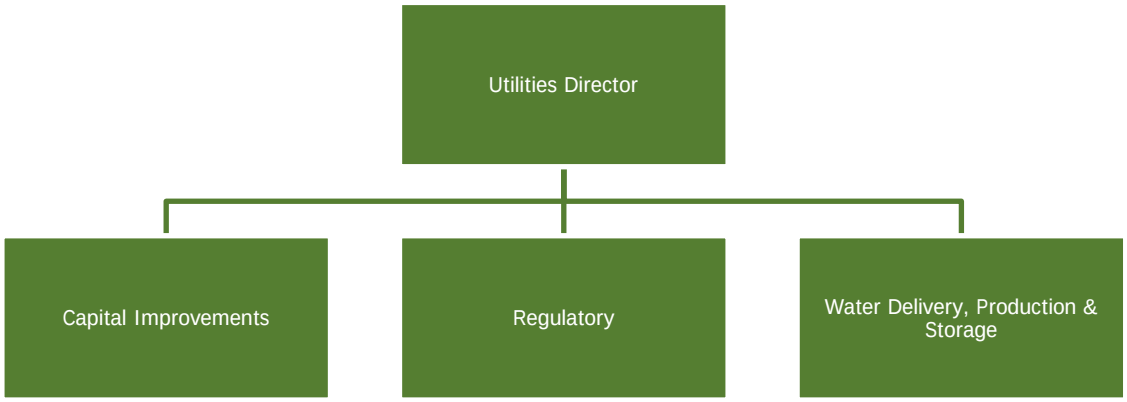
WATER



Department Overview

To provide our customers with superior service and the highest quality, safe, dependable 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 access to water. Marana is committed to this mission and is taking proactive steps to achieve it.

2011 – 2012 Accomplishments

- Interconnected Hartman Vistas and Cortaro Ranch water systems
- Interconnected Hartman Vistas and Twin Peaks water systems
- Replaced 500 water meters as part of the annual replacement of aging meter program
- Re-plumbed the non-potable water system in Gladden Farms to improve accuracy and reduce lost and unaccounted for water
- Continued valve exercising program
- Installed new service to connect Mira Vista to the Town's water system
- Re-plumbed boosters at the Airport Fire Suppression System to improve durability
- Commenced entering all assets into geo database
- Disassembled and removed CAP Slow Sand Filtration pilot project
- Commenced working with a consultant to develop a backflow application that will greatly improve efficiency
- Commenced working with a vendor to implement online bill payment for customers
- Reached agreement with Metropolitan Domestic Water Improvement District for the purchase of Long Term Storage Credits

- Reached and Intergovernmental Agreement with Arizona Municipal Power Users Association for the use of the Town's hydropower
- 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

2012 – 2013 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, Airline, and Oshrin
- Install a new air compressor at the Picture Rocks storage tank

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Design and implement a cost-based work order system	Design of work order system completed	80%	100%	100%	100%
		Percentage of work performed using the work order System	67%	70%	80%	100%

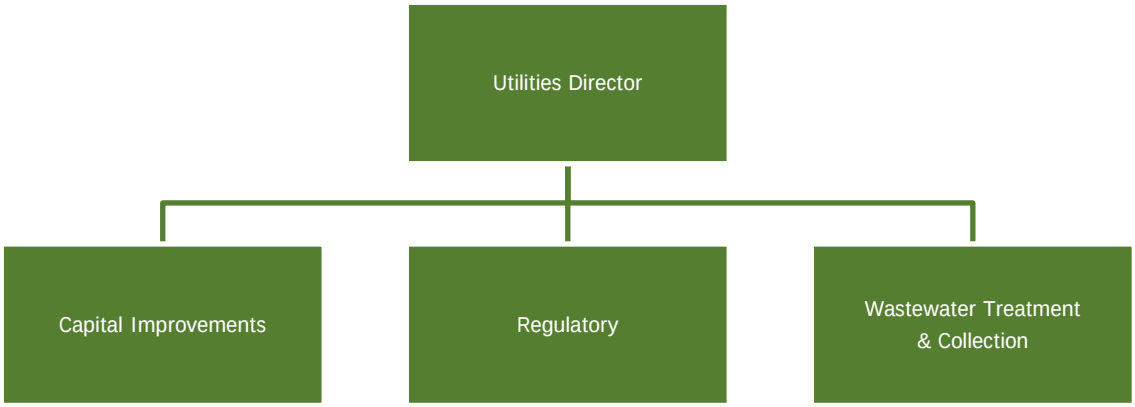
STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Community	Develop a methodology for tracking utility outages of greater than four hours	Number of utility outages	2	-	0	0
Community	Acquire additional renewable resources to assure adequate water supply for 100 year plan	Acquire additional water resources	Yes	Yes	Yes	Yes
Community	Exercise 20% of valves within the utility system annually	Percentage of valves exercised within the year	-	16%	50%	80%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	$1,163,305	$1,155,611	$1,347,015	1,219,532
Contracted Services	618,192	366,559	994,962	642,706
Operating Supplies & Equipment	1,184,010	891,569	1,208,874	1,242,566
Capital Outlay	41,197	112,267	1,214,500	818,000
Debt Service	-	84,028	362,375	362,282
Other Financing Uses	796,639	782,040	-	-
Total by Category	**$3,803,344**	**$3,392,073**	**$5,127,726**	**$4,285,086**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012 Estimate**	**FY 2013 Projected**
Water Fund	$3,762,147	$3,280,469	$4,201,726	$3,859,086
Water Fund – Impact Fees	41,197	18,567	201,000	66,000
Water Renewable Resources - Wastewater	-	93,037	725,000	687,000
Total by Fund	**$3,803,344**	**$3,392,073**	**$5,127,726**	**$4,285,086**

AUTHORIZED POSITIONS				
	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
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
Superintendent	1.00	1.00	1.00	1.00
Water Production & Distribution Supervisor	-	-	1.00	1.00
Foreman	1.00	1.00	-	-
Management Assistant	-	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
Water Operator I	6.00	6.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	-
Utility Billing Specialist	1.40	2.00	2.10	2.10
Utilities Technology Coordinator	1.00	-	-	1.00
Customer Service Specialist	1.00	1.00	1.00	-
Customer Service Clerk	-	-	-	1.00
Total Water Department	**17.40**	**18.00**	**18.10**	**18.10**

WASTEWATER



Department Overview
Marana is committed to providing its customers with quality wastewater reclamation services, is taking proactive steps to achieve it and ensure effluent owned by the Town is put to the best possible use to meet long term planning goals and objectives.

2011 – 2012 Accomplishments

- Commenced management of wastewater system on 1/3/12
- Commenced training existing Town staff for operation of wastewater system
- Commenced efforts to acquire necessary regulatory and operational permits and licenses
- Performed walk-thru to identify existing inefficiencies in operation of treatment facility
- Compiled a complete inventory of assets at the treatment facility
- Commenced adding a module for wastewater in the asset management system (Cartegraph)
- Changed out UV bulbs in banks L, B, and A
- Commenced assessing SCADA/telemetry needs of wastewater system

2012 – 2013 Goals & Objectives

- Continue to train existing Town staff for operation for wastewater system
- Bring full operation of wastewater system in-house
- Continue to work with local, state, and federal regulatory agencies to maintain compliance and operation of wastewater system
- Improve efficiency in operation of treatment facility
- Implement asset management tracking using Cartegraph

- Change out banks of UV bulbs
- Implement SCADA/telemetry software and system to remotely monitor wastewater system

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012 Estimate	FY 2013 Target
Progress & Innovation	Design and implement a cost-based work order system	Design of work order system completed	N/A	N/A	50%	100%
		Identify assets which need to be collected	N/A	N/A	50%	100%
Community	Design and develop Capacity Maintenance Operation and Management program for the sanitary sewerage system	Review best management practices for CMOM	N/A	N/A	100%	100%
		Develop CMOM plan	N/A	N/A	25%	50%
Community	Design and develop sanitary sewerage maintenance program to minimize sanitary sewer overflows	Locate, identify and evaluate all manholes	N/A	N/A	50%	50%
		Camera and rank all sanitary sewage lines	N/A	N/A	25%	50%
		Develop sanitary sewerage vactor cleaning frequency	N/A	N/A	5%	25%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010* Actual**	**FY 2011* Actual**	**FY 2012* Estimate**	**FY 2013 Projected**
Personnel & Benefits Cost	N/A	N/A	$348,101	$181,728
Contracted Services	N/A	N/A	594,280	413,753
Operating Supplies & Equipment	N/A	N/A	257,588	91,519
Capital Outlay	N/A	N/A	22,130,000	9,488,000
Total by Category	N/A	N/A	**$23,329,969**	**$10,175,000**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012* Estimate**	**FY 2013 Projected**
Wastewater Fund	N/A	N/A	$23,329,969	$10,175,000
Total by Fund	N/A	N/A	**$23,329,969**	**$10,175,000**

AUTHORIZED POSITIONS				
	FY 2010* Actual	FY 2011* Actual	FY 2012* Estimate	FY 2013 Projected
Utilities Operations Manager	-	-	-	1.00
Principal Wastewater Plant Manager	-	-	-	1.00
Utility Operator II	-	-	-	1.00
Total Water Department	**N/A**	**N/A**	**-**	**3.00**

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

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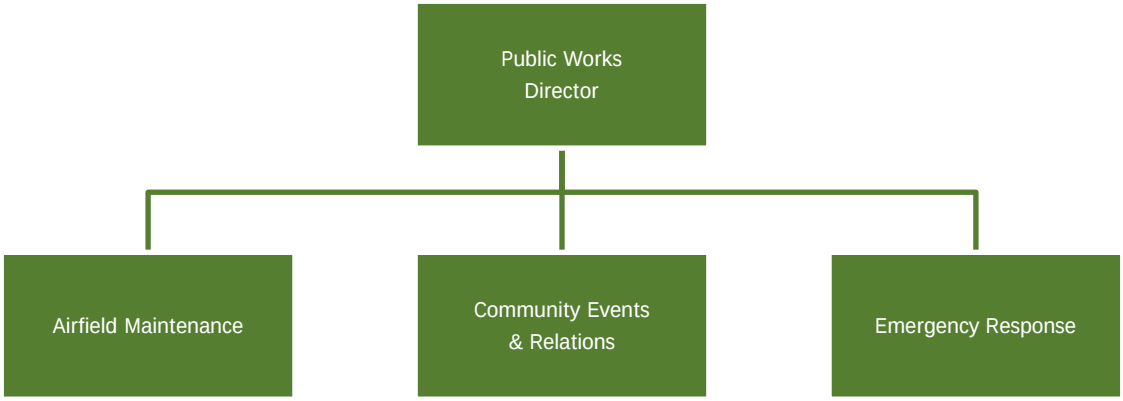
AIRPORT



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:

- Managing all Federal Aviation Grants and State Aviation Grants for the airport,
- Overseeing and coordinating all construction activities on the airport,
- Performing inspections to ensure proper maintenance and compliance with airport mandates,
- Coordinating with contractors and other departments to complete required airport maintenance,
- Overseeing, coordinating and reviewing all plans and specifications for airport projects,
- Preparing contracts for maintenance activities and consultant services,
- Ensuring land use and airspace capability with aviation uses throughout the Town and the County,
- Addressing public concerns with aeronautical activities and noise throughout the Town,
- Providing financial management of the airports operations budget, and
- Providing presentations, press releases, and general information for community outreach and community relations.

2011 – 2012 Accomplishments

- Design and construction of Taxiway A pavement rehabilitation and overlay – ADOT's contribution 90%, Marana's 10%
- Constructed and finalized the Airport Way's sewer septic system and tank
- Hosted Parks and Recreation Tour for Tots program
- Created an efficient payment process to better serve temporary tie down customers
- Increased Landings of Global Express and other large privately owned jets
- Maintained a safe accident free airport

- Installed new signage on entrance gates and hangars to create better visibility to customers and to ensure safety

2012 – 2013 Goals & Objectives

- Continue to improve the ramp payment process with users
- Increase public awareness of the airport's value to the town
- Attract and manage additional events on the large apron
- Hire an Airport Manager
- Maintain and rehabilitate taxi-way, runway and parking pavement

STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	*Expected Outcome*	*Performance Indicator*	FY 2010 Actual	FY 2011 Actual	FY 2012* Estimate	FY 2013 Target
Commerce	Increase ramp payments	Ramp revenue dollars	N/A	11,000	12,000	13,000
Commerce	Attract additional events on the large ramp	Number of event days	N/A	12	15	24
Commerce	Maintain Airport Growth	Increase overall revenue	N/A	N/A	N/A	2%

BUDGET SUMMARY				
Expenditures by Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012* Estimate**	**FY 2013* Projected**
Personnel & Benefits Cost	$107,086	$46,186	$43,431	$122,889
Contracted Services	43,031	65,617	125,735	123,439
Operating Supplies & Equipment	65,373	59,189	58,505	59,466
Capital Outlay	12,618	77,732	5,697,747	2,586,445
Other Financing Uses	907,565	889,225	-	-
Total by Category	**$1,135,673**	**$1,137,949**	**$5,925,418**	**$2,892,239**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2010 Actual**	**FY 2011 Actual**	**FY 2012* Estimate**	**FY 2013* Projected**
Airport Fund	$1,135,673	$1,137,949	$5,925,418	$2,892,239
Total by Fund	**$1,135,673**	**$1,137,949**	**$5,925,418**	**$2,892,239**

AUTHORIZED POSITIONS				
	FY 2010 Actual	**FY 2011 Actual**	**FY 2012* Estimate**	**FY 2013* Projected**
Airport Manager	-	-	-	1.00
Total Airport Operations	**-**	**-**	**-**	**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 2012 – 2013 CIP Plan

Overview
The Fiscal Year 2012 – 2013 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 May 1, 2012 at the Town Council CIP study session. The CIP budget was adopted simultaneously with the Operating Budget on June 19, 2012.

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 5 YEAR CIP PLAN					
Project Name	**2012-2013**	**2013-2014**	**2014-2015**	**2015-2016**	**2017-2018**
Adonis Neighborhood Roadway Rehab and Drainage Improvements		230,000	1,696,000		
Airport Terminal Building		314,000	7,000,000		
Alternative Agricultural Storage Basin				150,000	3,105,397
American Recovery & Reinvestment Act - Paving Rehabilitation	5,000				
Arizona Pavilions/Westside Retail Intersection			607,000		
Barnett Linear Park & Flood Control Project	90,000	645,500	937,500	291,100	359,684
Barnett Well			1,342,900		
Blue Crossing Way Roadway Repair & Replacement		255,100			
Bridge on Avra Valley Rd at the East Brawley Wash	67,500	588,500			
Camino de Manana Z-Zone Floating Reservoir		824,000			
Camino De Manana/Dove Mountain Extension	52,000				
Camino De Oeste, Rain Cloud To Moore		119,200	3,000		
Camino Martin/Jeremy Pl. - Pavement Restoration	23,000	342,000			
CAP Allocation Purchase	450,000	450,000	450,000	450,000	450,000
Construct Bypass Apron	966,097				
Construct Taxiway K	1,326,210				
Constructed Recharge for Effluent	500,000	1,000,000			
Continental Reserve Park Lighting				200,000	
Cortaro Farms Road Reconstruction	2,500	2,500	2,500		
Cortaro Road Multi-Modal Shared Use Path Connectivity Crosswalk	255,500				
Cortaro Silverbell District Park	16,206	9,465	9,465	6,842	
Costco Drive	70,000	730,000			
Cracker Barrel Road Pavement Restoration	35,000	312,000			
Downtown Sidewalk Infill	187,000				
Environmental Assessment	200,000				

Project Name	2012-2013	2013-2014	2014-2015	2015-2016	2017-2018
Fire Protection Water Line		1,500,000			
Fueling Station / Fleet Operations Center		700,000			
Heritage Projects including Beard House	75,000	20,000	1,400,000		
Honea Heights Parks		350,000			
Honea Heights Septic Conversions & Sidewalks	2,086,900				
Ina Rd I-10 To Camino De La Tierra				45,000	1,265,000
In-channel Constructed Recharge		1,150,000			
Integrated Telemetry and SCADA	525,000	70,000	65,000	60,000	
Joplin Area Access			1,052,000	1,940,000	1,900,000
Land Acquisition for Approaches		5,100,000			
Linda Vista/Twin Peaks Interchange @ I-10	4,000	4,000	4,000	4,000	
Marana Estates/Amole Circle-secondary Access		438,500	804,000		
Marana Estates/Amole Circle - Pavement Restoration and Drainage repair		412,000			
Marana Heritage and Cultural Park	225,000				
Marana Main Street		534,000	8,095,000		
Marana Park & Ride		400,000	150,000	1,340,000	
Marana Vista Estates Drainage repair		542,000			
Marana WRF	8,000,000				
Marana WRF Biosolids	600,000				
Massingale Road - Pavement Restoration	20,000	151,500			
MMC Generator System		325,000			
MMC to MOC Fiber Connection		750,000			
Mobile Command Vehicle		300,000			
Moore Rd. - Camino de Oeste to Thornydale Rd.			37,164		
Moore Road - Sanders Road To I-10				4,900,000	200,000
MPD Dispatch Consoles		265,000			
Multi-Use Public Facility	225,000	995,000	12,900,000		

Project Name	2012-2013	2013-2014	2014-2015	2015-2016	2017-2018
New 8-inch Water Main from Wade & Ina Rd. to the Springs reservoir		120,000	732,225		
New W+Zone Ora Mae Harn Park Reservoir				826,400	
New Water Plant at Oshrin Park			774,750		
North Sanders Road Water Plant					2,268,200
Overlay for Runway 3-21		100,000	1,000,000		
Price Lane Drainage Improvements	105,000				
Rattlesnake Pass		367,200	1,600,750	20,432,000	11,708,000
Recharge at Sandario Plant		500,000	2,000,000	2,000,000	
Rehabilitation of Taxiways		75,000	1,800,000		
Rehabilitate Taxiway C			50,000	850,000	
Rehabilitation of Transient, Open Tiedown, Helicopter and Terminal Aprons		220,000	2,600,000		
Reservoir and Booster Station at Hartman Vistas Well Site			516,500		
Runway 21 Extension					140,000
Safe Routes to School		409,740			
Sandario WRF 0.6 MGD		3,025,765	2,602,460	4,900,000	2,600,000
Sandario WRF Expansion			300,000	7,050,000	6,750,000
Sandra Road Construction		20,000	150,000	2,000	2,000
Santa Cruz River Shared Use Path - II	5,000				
Santa Cruz Shared Use Path - Phase III	376,000				
Silverbell Rd Sanitary Sewer Interceptor Project	25,000	4,000	4,000		
Silverbell Road - Landscape Improvements	100,000				
Storage Facility (10,000 sq. ft.) at Moore/Sanders Yard		900,000			
Sunset Ranch Purchase	66,000				
Tangerine Road Corridor I-10 to La Canada	6,755,000	15,676,000	21,100,000	5,000,000	20,000,000
Tangerine Road Traffic Interchange Improvements		6,000	41,500	13,000,000	68,200,000
Tangerine Road Water Plant		4,800,000			
Taxiway H			400,000	3,200,000	

Project Name	2012-2013	2013-2014	2014-2015	2015-2016	2017-2018
Thornydale /Tangerine Intersection	1,323	1,323	1,323		
Thornydale Road - S. of Tangerine - Pavement Restoration	100,000				
Thornydale Road, Tangerine To Saguaro Ranch	483,500				
Tiffany Loop Drainage	9,000				
Twin Peaks Well Water Plant			1,291,250		
Update Airport Master Plan				300,000	
Update to FAR Part 150 Noise Study				300,000	
Water Line Rehabilitation and Replacement	1,026,000	1,026,000	1,026,000	1,026,000	1,026,000
Water Main Line from Cortaro Farms Rd to Linda Vista					
Well Rehabilitation and Electrical Upgrades	225,000				
TOTAL	**25,283,736**	**47,080,293**	**74,546,287**	**68,273,342**	**119,974,281**

American Recovery & Reinvestment Act – Paving Rehabilitation

This project includes approximately eight miles of pavement preservation to include fog seal and chip seal of roadway surfaces and mil and overlay of the existing roadway surfaces at Rattlesnake pass, Tangerine Road and Sandario Road.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
General Fund	$ 56,910	Planning & Design	$ 33,000	$ -	$ -	$ 33,000
Pima Association of Governments	$ 33,000	Capitalized Labor	$ 96,910	$ 5,000	$ -	$ 96,910
HURF	$ 40,000					
Total	**$ 129,910**	**Total Project Costs**	**$124,910**	**$ 5,000**	**$ -**	**$ 129,910**

Post Project Operations and Maintenance:

Annual Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Barnett Linear Park and Flood Control Project

The project will provide a 3 mile channel along the Barnett Road Alignment to mitigate the drainage and flooding from the Tortolita Alluvial fan to the Santa Cruz River. Environmental costs are estimated based on potential Federal funding and need for Section 404 permit. Future operating costs are to cover landscape maintenance.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Park Impact Fees	$ 548,811	Planning/Design	$ 1,511,511	$ -	$ 300,000	$ 1,811,511
General Fund	$ 13,691,941	Cultural/Environmental	$ 330	$ 84,000	$ 472,211	$ 556,541
Future MMPC Bonds	$ 2,700,000	Capitalized Labor	$ -	$ 6,000	$ 170,700	$ 176,700
		Construction	$ 1,000,000	$ -	$ 11,646,000	$ 12,646,000
		Land Acquisition	$ -	$ -	$ 1,750,000	$ 1,750,000
Total	**$ 16,940,752**	**Total Project Costs**	**$ 2,511,841**	**$ 90,000**	**$ 14,338,911**	**$ 16,940,752**

Post Project Operations and Maintenance:

Personnel Costs	$ 39,100
Utilities	1,200
Other	5,763
Total Yearly Future Operating Costs	**$ 46,063**

Bridge on Avra Valley Road at the East Brawley Wash

This project will replace the bridge and roadway (Asphalt) approaches of the bridge. The bridge is part of the haul route to the new landfill.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Grants & Contributions	$ 656,000	Planning/Design	$ -	$ 65,000	$ -	$ 65,000
		Capitalized Labor	$ -	$ 2,500	$ 38,500	$ 41,000
		Construction	$ -	$ -	$ 550,000	$ 550,000
Total	**$ 656,000**	**Total Project Costs**	**$ -**	**$ 67,500**	**$ 588,500**	**$ 656,000**

Post Project Operations and Maintenance:

Yearly 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 2013 Expenditures	2013 Projected	Future Expenditures	Total 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	$ 231,179	$ -	$ -	$ 231,179
Pima County Impact Fees	$ 564,666	Construction	$ 24,571,752	$ 200,000	$ -	$ 24,771,752
2008 MMPC Bonds	$ 18,800,000	Capitalized Labor	$ 856,782	$ 10,000	$ -	$ 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**	**$ 33,362,171**	**$593,666**	**$210,000**	**$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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 365,000	Planning & Design	$ -	$ 18,000	$ -	$ 18,000
		Capitalized Labor	$ -	$ 5,000	$ 42,000	$ 47,000
		Construction	$ -	$ -	$ 300,000	$ 300,000
Total	**$ 365,000**	**Total Project Costs**	**$ -**	**$ 23,000**	**$ 342,000**	**$ 365,000**

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
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	$ -

Construct Bypass Apron

This project will provide safety to airplanes by adding an area for airplanes on Taxiway A to pull off and give right-a-way to other aircraft and to avoid collision.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 917,793	Construction	$ -	$ 966,097	$ -	$ 966,097
State Aviation Grants	$ 24,152					
Airport Fund	$ 24,152					
Total	**$ 966,097**	**Total Project Costs**	**$ -**	**$ 966,097**	**$ -**	**$ 966,097**

Post Project Operations and Maintenance

Yearly Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Construct Taxiway K

This project is to construct a Taxiway K at Marana Regional Airport to serve future hangers and increase the number of annual leases.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 1,259,900	Construction	$ -	$ 1,326,211	$ -	$ 1,326,211
State Aviation Grants	$ 33,155					
Airport Funds	$ 33,155					
Total	**$ 1,326,210**	**Total Project Costs**	**$ -**	**$ 1,326,211**	**$ -**	**$ 1,326,211**

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 Luckett Road location.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 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**	**$ -**	**$ 500,000**	**$ -**	**$ 1,500,000**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Transportation Fund	$ 22,500	Construction	$ 8,060,000	$ -	$ -	$ 8,060,000
Grants & Contributions	$ 7,016,000	Capitalized Labor	$ 16,750	$ 2,500	$ 5,000	$ 24,250
Pima Association of Governments	$ 1,000,000					
Total	**$ 8,084,250**	**Total Project Costs**	**$ 8,076,750**	**$ 2,500**	**$ 5,000**	**$ 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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Park Impact Fees	$ 255,500	Planning/Design	$ -	$ 35,000	$ -	$ 35,000
		Construction	$ -	$ 185,000	$ -	$ 185,000
		Capitalized Labor	$ -	$ 35,500	$ -	$ 35,500
Total	**$ 255,500**	**Total Project Costs**	**$ -**	**$ 255,500**	**$ -**	**$ 255,500**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
2008 Series Bonds	$ 4,500,000	Construction	$ 8,030,000	$ -	$ -	$ 8,030,000
Park Impact Fees	$ 3,271,033	Cultural/Environmental	$ 434,000	$ 16,206	$ 18,930	$ 469,136
Pima County Bond Funds	$ 500,000	Planning/Design	$ 6,500	$ -	$ -	$ 6,500
General Fund	$ 255,000	Capitalized Labor	$ 13,555	$ -	$ -	$ 13,555
		Land Acquisition	$ -	$ -	$ 6,842	$ 6,842
Total	**$ 8,526,033**	**Total Project Costs**	**$ 8,542,555**	**$ 16.206**	**$ 41,978**	**$ 8,526,033**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 800,000	Planning/Design	$ -	$ 60,000	$ -	$ 50,000
		Construction	$ -	$ -	$ 650,000	$ 650,000
		Capitalized Labor	$ -	$ 10,000	$ 90,000	$ 100,000
Total	**$ 800,000**	**Total Project Costs**	**$ -**	**$ 70,000**	**$ 710,000**	**$ 800,000**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 347,000	Planning/Design	$ -	$ 25,000	$ -	$ 25,000
		Construction	$ -	$ -	$ 285,000	$ 285,000
		Capitalized Labor	$ -	$ 10,000	$ 27,000	$ 37,000
Total	**$ 347,000**	**Total Project Costs**	**$ -**	**$ 35,000**	**$ 312,000**	**$ 347,000**

Post Project Operations and Maintenance:

Annual Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Downtown Sidewalk Infill

This project provides for Sidewalk and Drainage improvements for pedestrian access to School at Lon Adams and Sandario Road.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Pima Association of Governments	$ 60,000	Planning/Design	$ -	$ 5,000	$ -	$ 5,000
		Construction	$ -	$ 160,000	$ -	$ 160,000
		Capitalized Labor	$ -	$ 22,000	$ -	$ 22,000
Total	**$ 60,000**	**Total Project Costs**	**$ -**	**$ 187,000**	**$ -**	**$ 187,000**

Post Project Operations and Maintenance:

Annual Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Environmental Assessment (Airport)

This project provides for environmental assessment of the airport terminal (16,000 SF), taxiway H, the relocation of airport road, and runway 3-21 extension.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 190,000	Cultural / Environmental	$ -	$ 200,000	$ -	$ 200 ,000
State Aviation Grants	$ 5,000					
Airport Operating Funds	$ 5,000					
Total	**$ 200,000**	**Total Project Costs**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**

Post Project Operations and Maintenance:

Annual Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Heritage Projects Including Beard House

This project provides for a variety of heritage projects in the Town's strategic plan, including improvements to the Beard House. Renovations to the property will include the paving of a parking area and access roads and conversion of the existing historic property into a visitor center type use. Utilities including communications will need to be brought to the site.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Park Impact Fees	$ 1,495,000	Cultural / Environmental	$ -	$ -	$ 20,000	$ 20,000
		Planning & Design	$ -	$ 75,000	$ -	$ 75,000
		Construction	$ -	$ -	$ 1,400,000	$ 1,400,000
Total	**$ 1,495,000**	**Total Project Costs**	**$ -**	**$ 75,000**	**$ 1,420,000**	**$ 1,495,000**

Post Project Operations and Maintenance:

Personnel Costs	$ 97,000
Utilities	$ 7,500
Materials & Supplies	$ 7,500
Other	$ 20,000
Total Yearly Future Operating Costs	**$ 132,000**

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
General Fund	$ 2,006,507	Planning & Design	$ 331,542	$ -	$ -	$ 331,542
Transportation Fund	$ 517,671	Cultural / Environmental	$ -	$ 500	$ -	$ 500
Grants & Contributions	$ 2,085,000	Construction	$ 2,157,740	$ 2,022,000	$ -	$ 4,179,740
		Capitalized Labor	$ 32,996	$ 64,400	$ -	$ 97,396
Total	**$ 4,609,178**	**Total Project Costs**	**$ 2,521,738**	**$ 2,086,900**	**$ -**	**$ 4,609,178**

Post Project Operations and Maintenance:

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

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Wastewater Funds	$ 70,000	Planning and Design	$ -	$ 123,000	$ -	$ 123,000
Water Funds	$ 455,000	Construction	$ -	$ 402,000	$ -	$ 402,000
Total	**$ 525,000**	**Total Project Costs**	**$ -**	**$ 525,000**	**$ -**	**$ 525,000**

Post Project Operations and Maintenance

Yearly Maintenance	$ 5,000
Total Yearly Future Operating Costs	**$ 5,000**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
South Benefit Area Impact Fees	$ 9,194,796	Planning & Design	$ 6,716,385	$ -	$ -	$ 6,716,385
Regional Transportation Authority	$ 19,059,000	Cultural / Environmental	$ 59,500	$ 4,000	$ 12,000	$ 75,500
Pima Association of Governments	$ 3,797,409	Land Acquisition	$ 13,999,993	$ -	$ -	$ 13,999,993
General Fund	$ 2,437,269	Construction	$ 51,278,242	$ -	$ -	$ 51,278,242
Grants & Contributions	$ 7,289,183	Capitalized Labor	$ 109,561	$ -	$ -	$ 109,561
½ Cent Sales Tax	$ 66,525					
Transportation Fund	$ 70,556					
(Other) Agency Funds	$ 28,864,943					
Water Fund	$ 1,400,000					
Total	**$ 72,179,681**	**Total Project Costs**	**$ 72,163,681**	**$ 4,000**	**$ 12,000**	**$72,179,681**

Post Project Operations and Maintenance

Yearly 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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Federal Grants & Contributions	$ 175,000	Planning & Design	$ -	$ 50,000	$ -	$ 50,000
State Grants & Contributions	$ 25,000	Construction	$ -	$ 175,000	$ -	$ 175,000
Total	**$ 225,000**	**Total Project Costs**	**$ -**	**$225,000**	**$ -**	**$225,000**

Post Project Operations and Maintenance:

Annual Maintenance	$ 5,000
Total Yearly Future Operating Cost	**$ 5,000**

Marana WRF

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

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Water Fund	$ 8,000,000	Land Acquisition	$ -	$ 8,000,000	$ -	$ 8,000,000
Total	**$ 8,000,000**	**Total Project Costs**	**$ -**	**$ 8,000,000**	**$ -**	**$ 8,000,000**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Wastewater Fund	$ 600,000	Construction	$ -	$ 600,000	$ -	$ 600,000
Total	**$ 600,000**	**Total Project Costs**	**$ -**	**$ 600,000**	**$ -**	**$ 600,000**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$171,500	Planning & Design	$ -	$ 15,000	$ -	$ 15,000
		Capitalized Labor	$ -	$ 5,000	$ 16,500	$ 21,500
		Construction	$ -	$ -	$ 135,000	$ 135,000
Total	**$ 171,500**	**Total Project Costs**	**$ -**	**$ 20,000**	**$ 151,500**	**$ 171,500**

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
General Fund & Future Bonds	$ 14,120,000	Land Acquisition	$ -	$ 225,000	$ -	$ 225,000
		Planning & Design	$ -	$ -	$ 850,000	$ 850,000
		Cultural / Environmental	$ -	$ -	$ 60,000	$ 60,000
		Capitalized Labor	$ -	$ -	$ 985,000	$ 985,000
		Construction	$ -	$ -	$ -	$ 12,000,000
Total	$ 14,120,000	**Total Project Costs**	$ -	$ 225,000	$ 13,895,000	$ 14,120,000

Post Project Operations and Maintenance:

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

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 105,000	Planning & Design	$ -	$ 5,000	$ -	$ 5,000
		Capitalized Labor	$ -	$ 12,000	$ -	$ 12,000
		Construction	$ -	$ 88,000	$ -	$ 88,000
Total	**$ 105,000**	**Total Project Costs**	**$ -**	**$ 105,000**	**$ -**	**$ 105,000**

Post Project Operations and Maintenance:

Annual Cost	$ -
Total Yearly Future Operating Costs	$ -

Santa Cruz River Shared Use Path – Phase II

The Santa Cruz River Shared Use Path is located in the Town of Marana, Arizona, along the west bank of the Santa Cruz River. The path is a 3.75-mile-long, multi-use trail with a 14-foot-wide asphalt section, as well as an adjacent 10-foot-wide earthen path. The path provides important and highly used connectivity between existing neighborhood walkways, a future 48-acre district park, smaller pocket parks, and future entertainment and retail centers. The geological processes of the region inspired the design and are interpreted throughout the construction of the path. The formation of sedimentary rock is represented through the use of colored concrete bands at the trail nodes, viewing areas, and interpretive areas.

Sources of Funding		**Budgeted Project Costs**	**Pre 2013 Expenditures**	**2013 Projected**	**Future Expenditures**	**Total Budget**
Park Impact Fees	$ 1,488,000	Planning/Design	$ 130,000	$ -	$ -	$ 130,000
		Construction	$ 1,200,000	$ -	$ -	$ 1,200,000
		Capitalized Labor	$ 153,000	$ 5,000	$ -	$ 158,000
Total	**$ 1,488,000**	**Total Project Costs**	**$ 1,483,000**	**$ 5,000**	$ -	**$ 1,488,000**

Post Project Operations and Maintenance:

Landscape & Path Maintenance	$7,304
Total Yearly Future Operating Costs	$7,304

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Impact Fees - Park	$ 81,283	Construction	$ 750,000	$ -	$ -	$ 750,000
Transportation Fund	$ 376,000	Cultural/Environmental	$ 3,000	$ 15,000	$ -	$ 18,000
Agency	$ 480,000	Planning & Design	$ 22,000	$ -	$ -	$ 22,000
1/2 Cent Sales Tax	$ 270,000	Capitalized Labor	$ 56,283	$ 11,000	$ -	$ 46,000
		Land Acquisition	$ -	$ 350,000	$ -	$ 350,000
Total	**$ 1,207,283**	**Total Project Costs**	**$ 831,283**	**$ 376,000**	**$ -**	**$ 1,207,283**

Post Project Operations and Maintenance:

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

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
General Fund	$ 1,938,297	Planning & Design	$ 1,812,094	$ -	$ -	$ 1,812,094
Transportation Fund	$ 5,485,936	Cultural / Environmental	$ 1,541,518	$ 20,000	$ 8,000	$ 1,569,518
PAG	$ 9,582,000	Construction	$ 20,106,603	$ 5,000	$ -	$ 20,111,603
2008 Series Bonds	$ 5,500,000	Capitalized Labor	$ 13,018	$ -	$ -	$ 13,018
Regional Transportation Funds	$ 1,000,000					
Total	**$ 23,506,233**	**Total Project Costs**	**$ 23,473,233**	**$ 25,000**	**$8,000**	**$ 23,506,233**

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**

Silverbell Road – Landscape Improvements

This project includes landscape improvements to the median of Silverbell Road from Cortaro Road to Twin Peaks Boulevard.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 100,000	Construction	$ -	$ 100,000	$ -	$ 100,000
Total	**$ 100,000**	**Total Project Costs**	**$ -**	**$ 100,000**	**$ -**	**$ 100,000**

Post Project Operations and Maintenance:

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

Sunset Ranch Purchase

This project provides for the purchase of 30 water accounts from Tucson Water.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Water Impact Fees	$ 66,000	Land Acquisition	$ -	$ 66,000	$ -	$ 66,000
Total	**$ 66,000**	**Total Project Costs**	**$ -**	**$ 66,000**	**$ -**	**$ 66,000**

Post Project Operations and Maintenance:

Yearly Maintenance	$ -
Total Yearly Future Operating Costs	$ -

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 2013 Expenditures**	**2013 Projected**	**Future Expenditures**	**Total Budget**
Regional Transportation Authority	$ 54,954,000	Planning & Design	$ 2,989,000	$ 2,000,000	$ -	$ 4,989,000
Future Bonds	$ 45,000,000	Cultural / Environmental	$ 280,000	$ 135,000	$ 4,206,000	$ 4,621,000
		Land Acquisition	$ -	$ 4,500,000	$ 450,000	$ 4,950,000
		Construction	$ -	$ -	$ 83,000,000	$ 83,000,000
		Capitalized Labor	$ 154,000	$ 120,000	$ 2,120,000	$ 2,394,000
Total	**$ 99,954,000**	**Total Project Costs**	**$ 3,423,000**	**$ 6,755,000**	**$89,776,000**	**$ 99,954,000**

Post Project Operations and Maintenance:

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

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 2013 Expenditures	2013 Projected	Future Expenditures	Total 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	$ 84,684	$ 1,323	$ 2,646	$ 88,653
RTA Funds	$ 269,178					
Total	**$ 402,992**	**Total Project Costs**	**$ 402,992**	**$ 1,323**	**$ 2,646**	**$ 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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
HURF	$ 100,000	Construction	$ -	$ 90,000	$ -	$ 90,000
		Capitalized Labor	$ -	$ 10,000	$ -	$ 10,000
Total	$ 100,000	**Total Project Costs**	$ -	$ 100,000	$ -	$ 100,000

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	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Transportation Fund	$ 422,000	Planning & Design	$ -	$ 65,000	$ -	$ 65,000
½ Cent Sales Tax	$ 61,500	Cultural / Environmental	$ -	$ 20,000	$ -	$ 20,000
		Capitalized Labor	$ -	$ 61,500	$ -	$ 61,500
		Construction	$ -	$ 337,000	$ -	$ 337,000
Total	**$ 483,500**	**Total Project Costs**	**$ -**	**$ 483,500**	**$ -**	**$ 483,500**

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 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	$ 689,500	Construction	$ 600,000	$ -	$ -	$ 600,000
		Cultural/Environmental	$ 1,500	$ -	$ -	$ 1,500
		Capitalized Labor	$ 79,000	$ 9,000	$ -	$ 88,000
Total	**$ 689,500**	**Total Project Costs**	**$ 680,500**	**$ 9,000**	**$ -**	**$ 689,500**

Post Project Operations and Maintenance:

Annual Cost	$ -
Total Yearly Future Operating Costs	$ -

Water Line Rehabilitation and Replacement

This provides funding for the rehabilitation and replacement of aging pipeline infrastructure.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Water Fund	$ 5,130,000	Planning & Design	$ -	$ 250,000	$ 1,000,000	$ 1,250,000
		Construction	$ -	$ 750,000	$ 3,000,000	$ 3,750,000
		Capitalized Labor	$ -	$ 26,000	$ 104,000	$ 130,000
Total	**$ 5,130,000**	**Total Project Costs**	**$ -**	**$ 1,026,000**	**$ 4,104,000**	**$ 5,130,000**

Post Project Operations and Maintenance

Yearly Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Well Rehabilitation and Electrical Upgrades

This provides funding for the rehabilitation of two Cortaro wells and Oshrin well site. It also provides funding to evaluate electrical upgrades at up to three well sites.

Sources of Funding		Budgeted Project Costs	Pre 2013 Expenditures	2013 Projected	Future Expenditures	Total Budget
Water Fund	$ 225,000	Construction	$ -	$ 225,000	$ -	$ 225,000
Total	**$ 225,000**	**Total Project Costs**	**$ -**	**$ 225,000**	**$ -**	**$ 225,000**

Post Project Operations and Maintenance

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

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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

	2010 Actual	2011 Actual	2012 Estimated	2013 Projected
General Fund				
Sales taxes	$ 19,437,875	$ 20,512,419	$ 21,438,230	$ 19,835,770
Intergovernmental	6,465,491	5,724,962	6,943,783	7,821,591
Licenses, fees and permits	2,150,360	2,502,494	2,658,989	2,347,250
Fines and forfeiture	641,484	537,680	449,492	570,000
Charges for services	621,415	430,084	568,471	381,100
Contributions	59,202	5,211	111,714	102,750
Investment income	93,965	74,348	58,305	100,000
Miscellaneous	1,275,764	1,255,801	590,668	562,070
Total General Fund	**30,745,556**	**31,042,999**	**32,819,652**	**31,720,531**
Special Revenue Funds				
Highway User Revenue Fund	1,808,964	1,869,486	2,062,853	2,314,521
Local Transportation Assistance Fund	128,312	27,453	-	-
Community Development Block Grant	98,207	64,872	146,986	245,000
Affordable Housing	98,247	1,943	1,920	100,000
Judicial Collection Enhancement	14,964	12,746	13,768	13,500
Fill-the-Gap	7,020	7,029	3,268	3,000
Local Technology	131,778	127,138	123,375	116,000
Bed Tax	-	-	-	732,300
Other SRF	825,078	795,875	790,762	1,579,128
Total Special Revenue Funds	**3,112,570**	**2,906,542**	**3,142,932**	**5,103,449**
Capital Projects Funds				
Northwest Transportation Impact Fees	119,085	51,698	12,256	89,453
Northeast Transportation Impact Fees	384,287	475,632	279,616	519,289
South Transportation Impact Fees	218,907	351,124	124,955	266,805
Park Impact Fees	792,742	945,429	498,921	650,444
Transportation	2,226,220	2,442,839	2,934,420	3,420,950
Pima Association of Governments	3,052,882	6,968,817	1,656,113	7,288,956
Sales Tax Capital		5,049	246	-
Other Capital Projects	3,333,589	4,827,380	619,417	3,083,134
Pima County Bonds	444,616	118,208	652,805	381,366
CFD Capital	70,897	164,937	57,434	277,971
Total Capital Projects Funds	**10,643,225**	**16,351,113**	**6,836,183**	**15,978,368**
Debt Service Funds				
2008 MMPC Bond	1,146	-	-	-
Tangerine Farms Improvement District	2,351,884	2,239,244	2,025,122	2,097,748
Gladden CFD DSF	550,948	514,606	448,465	700,053
Total Debt Service Funds	**2,903,978**	**2,753,850**	**2,473,587**	**2,797,801**
Enterprise Funds				
Airport	249,407	238,226	237,498	2,673,800
Water Utility	3,122,026	3,314,902	3,031,411	3,805,272
Wastewater Utility	-	-	520,458	1,536,740
Total Enterprise Funds	**3,371,433**	**3,553,128**	**3,789,367**	**8,015,812**
Total ALL Funds	**$ 50,776,762**	**$ 56,607,632**	**$ 49,061,721**	**$ 63,615,961**

EXPENDITURE SCHEDULE

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
General Fund				
Personnel and Benefits	$ 20,300,919	$ 18,575,126	$ 19,857,900	$ 20,992,657
Contracted Services	4,451,695	4,310,596	4,591,219	4,173,711
Operating Supplies and Equipment	2,038,230	3,132,357	2,614,762	3,674,004
Capital Outlay	1,061,088	1,071,064	1,743,046	2,290,900
Total General Fund	**27,851,932**	**27,089,143**	**28,806,927**	**31,131,272**
Special Revenue Funds				
Highway User Revenue Fund	1,610,441	1,433,674	1,786,966	3,002,203
Local Transportation Assistance Fund	157,274	177,117	88,767	100,000
Community Development Block Grant	95,607	93,545	120,741	333,945
Affordable Housing	6,844	47,887	9,241	45,000
JCEF	-	998	-	40,800
Fill-the-Gap	-	-	-	31,000
Local Technology	45,783	37,901	48,994	302,337
Bed Tax	-	-	-	732,300
Other SRF	837,830	764,369	522,477	1,871,947
Total Special Revenue Funds	**2,753,779**	**2,555,491**	**2,577,186**	**6,459,532**
Capital Projects Funds				
South Transportation Impact Fees	1,755,707	118,901	18,352	181,456
Park Impact Fees	2,103,328	167,857	1,422,812	1,129,731
Transportation	1,460,115	790,684	660,283	2,275,407
Pima Association of Governments	4,725,335	5,129,653	1,851,299	7,288,956
Sales Tax Capital	1,056,176	195,707	42,573	331,500
Other Capital Projects	16,913,885	-	1,421,508	3,333,516
Pima County Bonds	350,865	222,152	563,146	381,366
Community Facilities Distircts	244	997,727	132	3,777,971
Total Capital Projects Funds	**28,365,655**	**7,622,681**	**5,980,105**	**18,699,903**
Debt Service Funds				
1997 MMPC Bond	385,428	375,315	369,743	363,805
2003 MMPC Bond	1,387,779	1,380,729	1,376,529	1,381,429
2004 MMPC Bond	636,675	746,299	765,113	666,663
2008 MMPC Bond	1,952,737	2,675,963	5,240,509	3,127,853
Tangerine Farms Improvement District	2,137,358	2,432,488	2,239,017	2,097,748
Gladden CFD DSF	647,415	667,202	702,940	700,053
Other Debt Service	938,374	9,676	-	-
Total Debt Service Funds	**8,085,766**	**8,287,672**	**10,693,851**	**8,337,551**
Enterprise Funds				
Airport	215,490	383,878	204,067	2,892,239
Utilities	2,745,226	2,545,733	2,540,907	4,285,086
Wastewater	-	-	895,349	10,174,828
Total Enterprise Funds	**2,960,716**	**2,929,611**	**3,640,323**	**17,352,153**
Total ALL Funds	**$ 70,017,848**	**$ 48,484,598**	**$ 51,698,392**	**$ 81,980,411**

INTERFUND TRANSFERS
FY 2012-2013

TRANSFER SUMMARY					
	Transfers From:				
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	Water Fund	Total
Other Grants	100,000	-	-	-	$100,000
1997 Debt	159,432	-	-	204,373	$363,805
2003 Debt	1,381,429	-	-	-	$1,381,429
2004 Debt	666,663	-	-	-	$666,663
2008 Debt	531,735	2,001,826	594,292	-	$3,127,853
Airport	-	-	-	-	-
Total	$2,839,259	$2,001,826	$594,292	$204,373	$5,639,750

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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**
2013	4,098,000	4,490,286	8,588,286
2014	4,255,000	4,310,735	8,565,735
2015	4,464,000	4,122,114	8,586,114
2016	4,651,000	3,918,190	8,569,190
2017	4,870,000	3,699,556	8,569,556
2018 - 2022	27,986,000	14,630,575	42,616,575
2023 - 2027	31,319,000	7,062,762	38,381,762
2028 - 2032	9,465,000	1,112,096	10,577,096
2033	1,295,000	74,555	1,369,555
Totals	**92,403,000**	**43,420,869**	**135,823,869**

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**
2013	220,000	142,005	362,005
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 - 2022	1,295,000	253,575	1,548,575
2023	330,000	12,994	342,994
Totals	**2,770,000**	**862,226**	**3,632,226**

2003 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	650,000	728,929	1,378,929
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 - 2022	4,390,000	2,497,236	6,887,236
2023 - 2027	5,605,000	1,290,750	6,895,750
2028 -2029	1,960,000	98,875	2,058,875
Totals	**15,485,000**	**7,250,474**	**22,735,474**

2004 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	350,000	313,413	663,413
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 - 2022	2,400,000	898,288	3,298,288
2023 - 2026	2,080,000	224,306	2,304,306
Totals	**6,375,000**	**2,534,509**	**8,909,509**

2008 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	1,540,000	1,840,159	3,380,159
2014	1,610,000	1,774,119	3,384,119
2015	1,685,000	1,705,081	3,390,081
2016	1,750,000	1,630,534	3,380,534
2017	1,830,000	1,549,316	3,379,316
2018 - 2022	10,635,000	6,260,531	16,895,531
2023 - 2027	13,715,000	3,204,397	16,919,397
2028 - 2029	4,825,000	244,588	5,069,588
Totals	**37,590,000**	**18,208,725**	**55,798,725**

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 2012 - 2013 the rate for debt service was $2.50/$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2004			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	60,000	114,188	174,188
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 - 2022	450,000	384,400	834,400
2023 - 2027	605,000	272,456	877,456
2028 - 2030	465,000	61,750	526,750
Totals	**1,850,000**	**1,253,288**	**3,103,288**

Gladden Farms – CFD General Obligation Bonds - 2006			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	80,000	161,660	241,660
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 - 2022	555,000	636,343	1,191,343
2023 - 2027	725,000	464,613	1,189,613
2028 - 2032	1,310,000	215,600	1,525,600
Totals	**3,030,000**	**2,081,060**	**5,111,060**

Gladden Farms – CFD General Obligation Bonds - 2007			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	65,000	151,260	216,260
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 - 2022	475,000	614,975	1,089,975
2023 - 2027	625,000	469,711	1,094,711
2028 - 2032	805,000	279,376	1,084,376
2033	605,000	16,486	621,486
Totals	**2,885,000**	**2,102,370**	**4,987,370**

Gladden Farms – CFD General Obligation Bonds - 2010			
Fiscal Year	**Principal**	**Interest**	**Total**
2013	10,000	53,445	63,445
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 - 2022	75,000	252,915	327,915
2023 - 2027	85,000	235,919	320,919
2028 - 2032	100,000	211,907	311,907
2033	690,000	58,069	748,069
Totals	**1,000,000**	**1,023,155**	**2,023,155**

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**
2013	1,123,000	985,228	2,108,228
2014	1,175,000	933,570	2,108,570
2015	1,229,000	879,520	2,108,520
2016	1,286,000	822,986	2,108,986
2017	1,345,000	763,830	2,108,830
2018 - 2022	7,711,000	2,832,312	10,543,312
2023 - 2026	7,549,000	887,616	8,436,616
Totals	**21,418,000**	**8,105,062**	**29,523,062**

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**
2013	222,296	139,891	362,187
2014	228,894	133,195	362,089
2015	235,687	126,301	361,988
2016	242,682	119,202	361,884
2017	249,885	111,892	361,777
2018 - 2022	1,365,176	441,992	1,807,168
2023 - 2027	1,580,157	223,821	1,803,977
2028 - 2029	699,671	20,917	720,588
Totals	**4,824,447**	**1,317,210**	**6,141,657**

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AUTHORIZED POSITION SCHEDULE

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Town Clerk				
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	-
Records Administrator	-	-	-	1.00
Agenda & Records Clerk	1.00	1.00	1.00	1.00
Town Clerk Total	**3.00**	**3.00**	**3.00**	**3.00**
Town Manager				
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	-	1.00	1.00	1.00
Management Assistant	-	-	1.00	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Council Liaison	1.00	1.00	1.00	1.00
Customer Service Specialist	2.03	2.03	2.13	2.13
Town Manager Total	**10.78**	**6.03**	**7.13**	**7.13**
Human Resources				
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	1.00	2.00	2.00
Human Resources Coordinator	1.00	1.00	1.00	-
Human Resources Technician	-	-	-	1.00
Administrative Assistant	-	-	-	0.50
Total Human Resources	**5.00**	**4.00**	**5.00**	**5.50**
Finance				
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
Senior Accountant	1.00	1.00	1.00	1.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00
Accounting Clerk	1.38	1.35	1.35	1.35
Administrative Assistant	-	-	-	0.50
Total Finance	**8.38**	**8.35**	**8.35**	**8.85**

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Legal Department				
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	1.60	2.00	1.00	1.00
Administrative Assistant	-	-	1.00	1.50
Office Support Assistant	1.00	1.00	1.00	-
Total Legal Department	**8.60**	**8.00**	**8.00**	**7.50**
Technology Services				
Technology Services Director	1.00	1.00	1.00	1.00
Network Technician	1.00	1.00	1.00	1.00
Technology Manager	3.00	2.00	2.00	2.00
Utilities Technology Analyst	1.00	1.00	1.00	1.00
Computer Technician	1.00	1.00	1.00	1.00
Public Safety Technology Specialist	1.00	1.00	2.00	2.00
Senior GIS Analyst	-	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	1.00	-
Business Process Analyst	-	-	-	1.00
Total Technology Services	**12.00**	**11.00**	**12.00**	**12.00**
Office of Strategic Initiatives				
Director of Strategic Initiatives	-	1.00	-	-
Economic Development & Strategic Initiatives Manager	-	-	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	-	-
Managemement Assistant	-	-	1.00	-
Administrative Assistant	-	-	-	0.50
Total Strategic Initiatives	**-**	**4.50**	**5.00**	**4.50**
Community Development & Neighborhood Services				
Community Development 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
Total Community Development	**3.00**	**3.00**	**3.00**	**3.00**

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Development Services Administration				
Development Services General Manager	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Development Services Center Manager	-	-	-	1.00
Total GM - Development Services	**2.00**	**2.00**	**1.00**	**2.00**
Building Safety				
Chief Building Inspector	1.00	1.00	1.00	1.00
Senior Plans Examiner	-	-	-	1.00
Plans Examiner	-	-	-	2.00
Plan Review Technician	-	-	-	1.00
Building Inspector II	2.00	1.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	2.00	2.00	-
Total Building Safety	**6.00**	**5.00**	**6.00**	**8.00**
Permits & Records Center				
Permits Center & Records Manager	1.00	1.00	1.00	-
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
Document Imaging Clerk	1.00	1.50	1.50	1.50
Total Records & Permit Center	**9.13**	**8.50**	**9.50**	**8.50**
Planning Department				
Planning Director	-	-	1.00	1.00
Assistant Planning Director	1.00	1.00	1.00	-
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Total Planning Department	**7.00**	**7.00**	**8.00**	**7.00**
Engineering				
Town Engineer	1.00	1.00	1.00	1.00
Engineering Division Manager	2.00	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	2.00
Engineering Technician	3.00	3.00	3.00	3.00
Project Coordinator	1.00	1.00	-	-
Engineering Aide	2.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	-

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Plans Examiner	2.00	2.00	2.00	-
Plans Review Technician	2.00	1.00	1.00	-
Executive Assistant	1.00	0.60	-	-
Total Engineering	**21.00**	**16.60**	**15.00**	**11.00**
Police				
Chief of Police	1.00	1.00	1.00	1.00
Police Captain	-	-	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	3.00
Police Sergeant	10.00	10.00	10.00	10.00
Detective	5.00	5.00	5.00	5.00
Police Officer	62.00	58.00	58.00	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	13.00	12.00	12.00	12.00
Police Records Clerk	7.00	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 Department	**111.00**	**104.00**	**105.00**	**105.00**
Courts				
Town Magistrate	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Court Administrator	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	4.00	5.00	5.00
Total Courts	**13.00**	**13.00**	**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
Contracts Administrator	1.00	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	0.50	-	-
Office Support Assistant	0.50	0.50	-	-
Total GM - Public Services	**5.00**	**5.00**	**4.00**	**4.00**

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Operations & Maintenance				
Facilities & Fleet Services Manager	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Community Response Manager	1.00	1.00	1.00	1.00
Foreman	2.00	3.00	5.00	5.00
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	2.00	2.00	1.00	1.00
Fleet Technician II	2.00	-	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
Small Engine Mechanic	1.00	1.00	1.00	1.00
Inmate Services Coordinator	2.00	2.00	3.00	4.00
Senior Maintenance Worker	4.00	4.00	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	8.00	7.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00
Code Enforcement Officer	-	-	-	2.00
Total Operations & Maintenance	**33.00**	**31.00**	**32.00**	**35.00**
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	0.85	-
Capital Improvement Project (CIP) Manager	2.00	1.00	1.00	1.00
Project Coordinator	-	-	1.00	1.00
Administrative Assistant	0.75	1.00	-	-
Total Capital Improvement Program	**14.60**	**12.85**	**12.85**	**12.00**
Parks - Administration				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Assistant Parks and Recreation Director	-	-	-	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Office Support Assistant	1.00	1.00	-	-
Customer Service Clerk	-	-	2.75	2.75
Total - Parks Administration	**4.50**	**3.00**	**4.75**	**5.75**

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Parks - Recreation				
Recreation Coordinator	4.00	3.00	5.00	5.00
Recreation Programmer	7.00	2.00	2.00	2.00
Recreation Leader	1.00	1.00	-	-
Recreation Assistant	10.50	2.25	0.75	0.75
Customer Service Clerk	-	-	-	-
Total Parks - Recreation	**24.00**	**8.25**	**7.75**	**7.75**
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	11.00	9.00	9.00
Laborer	4.00	4.00	6.00	6.00
Total Parks - Maintenance	**18.00**	**18.00**	**18.00**	**18.00**
Parks - Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	0.75	0.75	0.75
Total - Parks Senior Programs	**2.50**	**1.75**	**1.75**	**1.75**
Parks - Therapeutic Program				
Recreation Coordinator	1.00	1.00	-	-
Total Parks Therapeutic Program	**1.00**	**1.00**	**-**	**-**
Water Department				
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
Superintendent	1.00	1.00	1.00	1.00
Utilities Production & Distribution Supervisor	-	-	1.00	1.00
Foreman	1.00	1.00	-	-
Management Assistant	-	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
Water Operator I	6.00	6.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	-
Utility Billing Specialist	1.40	2.00	2.10	2.10
Utilities Technology Coordinator	1.00	-	-	1.00
Customer Service Specialist	1.00	1.00	1.00	-
Customer Service Clerk	-	-	-	1.00
Total Water Department	**17.40**	**18.00**	**18.10**	**18.10**

	2010 Actual	2011 Actual	2012 Estimated	2013 Adopted
Waste Water Department				
Utilities Operations Manager	1.00	-	-	1.00
Principal Wastewater Plant Operator	-	-	-	1.00
Utilities Operator II	-	-	-	1.00
Total Waste Water Department				**3.00**
Airport Operations				
Airport Manager	1.00	-	-	1.00
Total Airport Operations	**2.00**	**-**	**-**	**1.00**
TOTAL TOWN AUTHORIZED POSITIONS	**341.88**	**302.83**	**309.18**	**313.33**

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CLASSIFIED SALARY SCHEDULE
FY 2012-2013

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
			$18,604.80	$23,256.00	$27,907.20	*Annual*
GRADE 10			$1,550.40	$1,938.00	$2,325.60	*Monthly*
			$8.94	$11.18	$13.42	*Hourly*
424	Document Imaging Clerk	Non-exempt				
824	Recreation Aide	Non-exempt				
410	Reproduction/Supply Clerk	Non-exempt				
446	Transcriptionist	Non-exempt				
			$ 20,465.28	$ 25,581.60	$ 30,697.92	*Annual*
GRADE 11			$ 1,705.44	$ 2,131.80	$ 2,558.16	*Monthly*
			$ 9.84	$ 12.30	$ 14.76	*Hourly*
412	Mail Carrier/Courier	Non-exempt				
422	Office Support Assistant	Non-exempt				
818	Recreation Center Attendant	Non-exempt				
			$ 22,513.44	$ 28,141.80	$ 33,770.16	*Annual*
GRADE 12			$ 1,876.12	$ 2,345.15	$ 2,814.18	*Monthly*
			$ 10.82	$ 13.53	$ 16.24	*Hourly*
408	Customer Service Specialist	Non-exempt				
700	Laborer	Non-exempt				
822	Recreation Assistant	Non-exempt				
820	Recreation Leader	Non-exempt				
			$ 24,765.60	$ 30,957.00	$ 37,148.40	*Annual*
GRADE 13			$ 2,063.80	$ 2,579.75	$ 3,095.70	*Monthly*
			$ 11.91	$ 14.88	$ 17.86	*Hourly*
420	Accounts Payable Clerk	Non-exempt				
456	Court Clerk	Non-exempt				
436	Customer Service Clerk	Non-exempt				
610	Engineering Assistant	Non-exempt				
			$ 27,238.08	$ 34,047.60	$ 40,857.12	*Annual*
GRADE 14			$ 2,269.84	$ 2,837.30	$ 3,404.76	*Monthly*
			$ 13.10	$ 16.37	$ 19.64	*Hourly*
417	Accounting Clerk	Non-exempt				
406	Administrative Secretary	Non-exempt				
812	Court Security Guard	Non-exempt				
612	Facilities Technician	Non-exempt				
614	Fleet Technician I	Non-exempt				
			$ 29,963.52	$ 37,454.40	$ 44,945.28	*Annual*
GRADE 15			$ 2,496.96	$ 3,121.20	$ 3,745.44	*Monthly*
			$ 14.41	$ 18.01	$ 21.61	*Hourly*
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				
			$ 32,958.24	$ 41,197.80	$ 49,437.36	*Annual*
GRADE 16			$ 2,746.52	$ 3,433.15	$ 4,119.78	*Monthly*
			$ 15.85	$ 19.81	$ 23.77	*Hourly*
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				
			$ 36,254.88	$ 45,318.60	$ 54,382.32	*Annual*
GRADE 17			$ 3,021.24	$ 3,776.55	$ 4,531.86	*Monthly*
			$ 17.43	$ 21.79	$ 26.15	*Hourly*
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	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	Non-exempt				
532	Water Quality Inspector	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
			$ 39,877.92	$ 49,847.40	$ 59,816.88	*Annual*
GRADE 18			$ 3,323.16	$ 4,153.95	$ 4,984.74	*Monthly*
			$ 19.17	$ 23.97	$ 28.76	*Hourly*
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	*Annual*
GRADE 19			$ 3,655.68	$ 4,569.60	$ 5,483.52	*Monthly*
			$ 21.09	$ 26.36	$ 31.64	*Hourly*
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	*Annual*
			$ 4,021.52	$ 5,026.90	$ 6,032.28	*Monthly*
			$ 23.20	$ 29.00	$ 34.80	*Hourly*
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				
GRADE 21			$ 53,080.80	$ 66,351.00	$ 79,621.20	*Annual*
			$ 4,423.40	$ 5,529.25	$ 6,635.10	*Monthly*
			$ 25.52	$ 31.90	$ 38.28	*Hourly*
230	Civic Engineer	Exempt				
814	Crime Scene/Property & Evidence Supervisor	Exempt				
173	Development Services Center Manager	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				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 22			$ 58,392.96	$ 72,991.20	$ 87,589.44	*Annual*
			$ 4,866.08	$ 6,082.60	$ 7,299.12	*Monthly*
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	*Annual*
			$ 5,352.28	$ 6,690.35	$ 8,028.42	*Monthly*
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 & Strategic Initiatives 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	*Annual*
			$ 5,887.44	$ 7,359.30	$ 8,831.16	*Monthly*
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	*Annual*
			$ 6,476.32	$ 8,095.40	$ 9,714.48	*Monthly*
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				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
262	Senior Assistant Town Attorney	Exempt				
174	Traffic Division Manager	Exempt				
GRADE 26			$ 85,492.32	$ 106,865.40	$ 128,238.48	*Annual*
			$ 7,124.36	$ 8,905.45	$ 10,686.54	*Monthly*
154	Deputy Town Attorney	Exempt				

Additional Pay		
Shift Differential Pay	$.90 per hour	*Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.*
On-Call/Stand-By Pay	$1.00 per hour	*Pay for non-exempt employees who stand ready to work during non-work hours when assigned*

TEMPORARY SALARY SCHEDULE
FY 2012-2013

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

Additional Pay		
Shift differential	$.90 per hour	*Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.*
On-Call/Stand-By Pay Rate	$1.00 per hour	*Pay for employees who stand ready to work as assigned during non-work hours when assigned*

NON-SWORN SALARY SCHEDULE
FY 2012-2013

Job Code	Job Title	Grade	Minimum	Midpoint	Maximum	
444	Police Records Clerk	PLRC	$27,053.46	$33,816.57	$40,579.68	*Annually*
810	Crime Scene Specialist	CRIM	$32,961.30	$41,201.88	$49,442.46	*Annually*
808	Crime Prevention Specialist	CRIM	$38,225.52	$47,781.39	$57,337.26	*Annually*
248	Crime Analyst	CRIM	$38,225.52	$47,781.39	$57,337.26	*Annually*

Dispatcher*

Job Code: 448 Grade: DISP

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
Monthly	$2,678.14	$2,884.14	$3,090.15	$3,296.16	$3,502.17	$3,708.18	$3,914.19	$4,120.21
Annually	$32,137.63	$34,609.72	$37,081.85	$39,553.97	$42,026.09	$44,498.21	$46,970.34	$49,442.46
Bi-weekly	$1,236.06	$1,331.14	$1,426.22	$1,521.31	$1,616.39	$1,711.47	$1,806.55	$1,901.63
Hourly	$15.45	$16.64	$17.83	$19.02	$20.20	$21.39	$22.58	$23.77

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

Additional Pay

Shift Differential Pay	$.90 per hour	*Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.*
On-Call/Stand-By Pay	$1.00 per hour	*Pay for employees who stand ready to work during non-work hours as assigned*

SWORN EMPLOYEE SALARY SCHEDULE
FY 2012-2013

Police Officer
Job code: 806 Grade: PO

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
Annually	$42,410.78	$44,531.32	$46,757.89	$49,095.78	$51,550.58	$54,128.11	$56,834.50	$59,676.23
Monthly	$3,534.23	$3,710.94	$3,896.49	$4,091.32	$4,295.88	$4,510.68	$4,736.21	$4,973.02
Bi-weekly	$1,631.18	$1,712.74	$1,798.38	$1,888.30	$1,982.71	$2,081.85	$2,185.94	$2,295.24
Hourly	$20.39	$21.41	$22.48	$23.60	$24.78	$26.02	$27.32	$28.69

Police Sergeant
Job Code: 802 Grade SGT

	STEP 1	STEP 2	STEP 3	STEP 4
Annually	$62,672.06	$65,805.67	$69,095.95	$72,550.74
Monthly	$5,222.67	$5,483.81	$5,758.00	$6,045.90
Bi-weekly	$2,410.46	$2,530.99	$2,657.54	$2,790.41
Hourly	$30.13	$31.64	$33.22	$34.88

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	$46,653.98	$48,986.68	$51,436.02	$54,007.82	$56,708.21	$59,543.62	$62,474.90	$65,646.84
Monthly	$3,887.83	$4,082.22	$4,286.33	$4,500.65	$4,725.68	$4,961.97	$5,206.24	$5,470.57
Bi-weekly	$1,794.38	$1,884.10	$1,978.31	$2,077.22	$2,181.08	$2,290.14	$2,402.88	$2,524.88
Hourly	$22.43	$23.55	$24.73	$25.97	$27.26	$28.63	$30.04	$31.56

Additional Pay

Shift Differential	$.90 per hour	*Pay for non-exempt employees who work between 6:00 p.m. and 6:00 a.m.*
On-Call/Stand-By Pay	$1.00 per hour	*Pay for employees who stand ready to work during non-work hours as assigned*

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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. 2012-51

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2012-2013 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 15, 2012, 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 19, 2012, 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 19, 2012, 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 2012-2013.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 19th day of June 2012.

Mayor Ed Honea

TOWN OF MARANA CORPORATE SEAL ARIZ. 1977

ATTEST:

Jocelyn C. Bronson, Town Clerk

APPROVED AS TO FORM:

Frank Cassidy, Town Attorney

Marana Resolution No. 2012-51

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2013

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2012	ACTUAL EXPENDITURES/ EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/ EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 30,033,409	$ 27,790,809	$ 16,575,580	Primary: $ 462,646	$ 31,720,531	$ 750,000	$	$	$ 2,839,259	$ 46,669,498	$ 31,131,272
2. Special Revenue Funds	5,390,739	2,665,874	5,501,180	Secondary:	5,103,449			100,000		10,704,629	6,459,532
3. Debt Service Funds Available	8,731,341	8,563,549	656,195		2,797,801			5,539,750		8,993,746	8,337,551
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	8,731,341	8,563,549	656,195		2,797,801			5,539,750		8,993,746	8,337,551
6. Capital Projects Funds	47,525,988	12,388,586	13,294,878		15,978,368	3,500,000			2,596,118	30,177,128	18,699,903
7. Permanent Funds											
8. Enterprise Funds Available	35,284,113	4,381,927	1,419,011		8,015,812	13,000,000			204,373	22,230,450	17,352,153
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	35,284,113	4,381,927	1,419,011		8,015,812	13,000,000			204,373	22,230,450	17,352,153
11. Internal Service Funds											
12. TOTAL ALL FUNDS	$ 126,965,590	$ 55,790,745	$ 37,446,844	$ 462,646	$ 63,615,961	$ 17,250,000	$	$ 5,639,750	$ 5,639,750	$ 118,775,451	$ 81,980,411

EXPENDITURE LIMITATION COMPARISON	2012	2013
1. Budgeted expenditures/expenses	$ 126,965,590	$ 81,980,411
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	126,965,590	81,980,411
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 126,965,590	$ 81,980,411
6. EEC or voter-approved alternative expenditure limitation	$	$

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

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.
** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts 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
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2013

	2012	2013
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	$ 513,963	$ 462,646
B. Secondary property taxes		
C. Total property tax levy amounts	$ 513,963	$ 462,646
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	$ 503,684	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 503,684	
C. Total property taxes collected	$ 503,684	
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	2.8000	2.8000

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating four 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
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Local taxes			
Sales taxes	$ 20,001,725	$ 20,276,673	$ 19,835,770
Licenses and permits			
Building and development fees	1,408,750	1,732,540	1,756,750
Business and license fees	130,000	131,595	135,000
Franchise fees	325,000	324,258	325,000
Other licenses and fees	130,500	128,640	130,500
Intergovernmental			
State shared sales taxes	2,645,023	2,684,497	2,923,447
Urban revenue sharing	2,950,856	2,950,564	3,570,867
Auto lieu	1,383,587	1,256,869	1,327,277
Charges for services			
Charges for services	955,470	478,942	381,100
Fines and forfeits			
Court fines and fees	660,000	565,192	570,000
Interest on investments			
Investment income	90,000	89,589	100,000
Contributions			
Voluntary contributions		88,406	102,750
Miscellaneous			
Other miscellaneous income	565,058	316,135	562,070
Total General Fund	$ 31,245,969	$ 31,023,900	$ 31,720,531

* 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
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
SPECIAL REVENUE FUNDS			
Highway user revenue	$ 2,033,385	$ 1,954,344	$ 2,314,521
Local transportation assistance	27,453		
Affordable housing revolving	100,000	2,500	100,000
HOME	250,000		250,000
	$ 2,410,838	$ 1,956,844	$ 2,664,521
Local JCEF	$ 14,000	$ 13,405	$ 13,500
Fill the GAP	2,700	3,368	3,000
Local technology enhancement	110,000	112,450	116,000
Community development block grants	285,000	148,650	245,000
	$ 411,700	$ 277,873	$ 377,500
Bed tax	$	$	$ 732,300
Other grants and contributions	1,452,543	755,654	1,329,128
	$ 1,452,543	$ 755,654	$ 2,061,428
Total Special Revenue Funds	$ 4,275,081	$ 2,990,371	$ 5,103,449

* 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	$ 2,110,132	$ 2,023,595	$ 2,097,748
Gladden farms community facilities district debt	849,264	690,569	700,053
	$ 2,959,396	$ 2,714,164	$ 2,797,801
Total Debt Service Funds	$ 2,959,396	$ 2,714,164	$ 2,797,801
CAPITAL PROJECTS FUNDS			
Transportation	$ 2,424,625	$ 2,875,305	$ 3,420,950
Impact fee funds	801,890	2,151,245	1,555,991
Other capital projects	37,703,179	7,893,565	10,663,456
	$ 40,929,694	$ 12,920,115	$ 15,640,397
Tangerine farms road improvement district	$ 110,000	$ 48,650	$ 60,000
Community facilities district capital	224,332	42,659	277,971
	$ 334,332	$ 91,309	$ 337,971
Total Capital Projects Funds	$ 41,264,026	$ 13,011,424	$ 15,978,368

* 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
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
ENTERPRISE FUNDS			
Water utility	$ 4,125,226	$ 4,000,225	$ 3,805,272
Airport	5,949,547	265,965	2,673,800
Wastewater utility	1,929,969	456,395	1,536,740
	$ 12,004,742	$ 4,722,585	$ 8,015,812
Total Enterprise Funds	$ 12,004,742	$ 4,722,585	$ 8,015,812

* 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	$ 91,749,214	$ 54,462,444	$ 63,615,961

* 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
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2013

FUND	OTHER FINANCING 2013 SOURCES	OTHER FINANCING 2013 <USES>	INTERFUND TRANSFERS 2013 IN	INTERFUND TRANSFERS 2013 <OUT>
GENERAL FUND				
Loan Proceeds	$ 750,000	$	$	$
Series 1997 debt				159,432
Series 2003 debt				1,381,429
Series 2004 debt				666,663
Series 2008 debt				531,735
Other grants				100,000
Total General Fund	$ 750,000	$	$	$ 2,839,259
SPECIAL REVENUE FUNDS				
Other grants	$	$	$ 100,000	$
Total Special Revenue Funds	$	$	$ 100,000	$
DEBT SERVICE FUNDS				
Series 1997 debt	$	$	$ 363,805	$
Series 2003 debt			1,381,429	
Series 2004 debt			666,663	
Series 2008 debt			3,127,853	
Total Debt Service Funds	$	$	$ 5,539,750	$
CAPITAL PROJECTS FUNDS				
Transportation	$	$	$	$ 2,001,826
Impact fees				594,292
Community facilities district capital	3,500,000			
Total Capital Projects Funds	$ 3,500,000	$	$	$ 2,596,118
ENTERPRISE FUNDS				
Water utility	$ 1,000,000	$	$	$ 204,373
Wastewater utility	12,000,000			
Total Enterprise Funds	$ 13,000,000	$	$	$ 204,373
TOTAL ALL FUNDS	$ 17,250,000	$	$ 5,639,750	$ 5,639,750

TOWN OF MARANA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
Non-departmental	$ 2,723,895	$ (39,995)	$ 1,539,660	$ 1,359,786
Mayor and council	276,623		254,085	289,343
Town manager	741,906		693,506	804,196
Town clerk	240,788		230,520	385,235
Human resources	496,968		414,625	632,007
Finance	787,143		751,321	841,714
Legal	784,279		701,440	757,237
Technology services	1,764,511	55,743	1,731,638	1,759,756
Strategic initiatives	569,286		565,195	394,321
Development services admin	192,564	(125,972)	52,087	126,151
Permits and records	525,858	57,816	536,305	535,337
Building safety	474,761		440,273	662,244
Planning	547,226	125,972	636,561	571,528
Engineering	1,484,069	(129,682)	1,193,416	1,082,459
Police	9,873,156		9,804,959	9,593,104
Courts	947,800		895,957	963,109
Public services admin	426,642	39,995	440,278	450,434
Public works	2,462,043	16,123	2,609,170	3,073,205
Parks and recreation	2,609,156		2,395,135	2,818,502
Community development	229,812		216,183	240,704
Capital outlay	1,874,923		1,688,495	2,290,900
Contingency				1,500,000
Total General Fund	$ 30,033,409	$	$ 27,790,809	$ 31,131,272
SPECIAL REVENUE FUNDS				
Highway user revenue	$ 2,504,703	$	$ 1,890,458	$ 3,002,203
Local transportation assistance	117,000		89,654	100,000
Revolving affordable housing	75,000		9,615	45,000
HOME	250,000			250,000
Local JCEF	40,800			40,800
Fill the GAP	31,000			31,000
Local technology	287,229		53,748	302,337
Community development block grant	285,000		97,035	333,945
Bed tax				732,300
Other grants and contributions	1,800,007		525,364	1,621,947
Total Special Revenue Funds	$ 5,390,739	$	$ 2,665,874	$ 6,459,532
DEBT SERVICE FUNDS				
Series 1997 debt	$ 369,843	$	$ 369,840	$ 363,805
Series 2003 debt	1,376,529		1,376,529	1,381,429
Series 2004 debt	765,863		765,860	666,663
Series 2008 debt	3,250,784		3,250,750	3,127,853
Tangerine farms ID debt	2,110,132		2,110,130	2,097,748
Gladden farms CFD debt	858,190		690,440	700,053
Total Debt Service Funds	$ 8,731,341	$	$ 8,563,549	$ 8,337,551
CAPITAL PROJECTS FUNDS				
Transportation	$ 2,259,924	$	$ 2,090,562	$ 2,275,407
1/2 cent sales tax	270,000		76,250	331,500
Impact fee funds	2,422,684		1,382,352	1,311,187
Tangerine farms ID	110,000		58,972	60,000
Other capital projects	37,649,130		8,756,948	10,943,838
CFD capital projects	4,814,250		23,502	3,777,971
Total Capital Projects Funds	$ 47,525,988	$	$ 12,388,586	$ 18,699,903
ENTERPRISE FUNDS				
Water utility	$ 6,028,726	$	$ 3,548,565	$ 4,285,086
Airport	5,925,418		256,958	2,892,239
Wastewater utility	23,329,969		576,404	10,174,828
Total Enterprise Funds	$ 35,284,113	$	$ 4,381,927	$ 17,352,153
TOTAL ALL FUNDS	$ 126,965,590	$	$ 55,790,745	$ 81,980,411

* 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
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Police:				
General Fund	$ 9,873,156	$	$ 9,804,959	$ 9,593,104
Other Grants	397,401		234,580	531,341
Department Total	$ 10,270,557	$	$ 10,039,539	$ 10,124,445
Court:				
General Fund	$ 947,800	$	$ 895,957	$ 963,109
Local JCEF	35,800			40,800
Fill the Gap	31,000			31,000
Local Tech Enhancement	287,229		53,748	302,337
Department Total	$ 1,301,829	$	$ 949,705	$ 1,337,246
Public Works:				
General Fund	$ 2,462,043	$	$ 2,609,170	$ 3,073,205
Highway User Revenue Fund				3,002,003
Other Capital Projects	2,330,793		1,895,638	3,976,463
Department Total	$ 4,792,836	$	$ 4,504,808	$ 10,051,671
Community Development:				
General Fund	$ 229,812	$	$ 216,183	$ 240,704
CDBG	285,000		97,035	333,945
Revolving Affordable Housing	75,000			45,000
HOME	250,000			250,000
LTAF	117,000		89,654	100,000
Other Capital Projects	1,754,000			
Department Total	$ 2,710,812	$	$ 402,872	$ 969,649

* 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.

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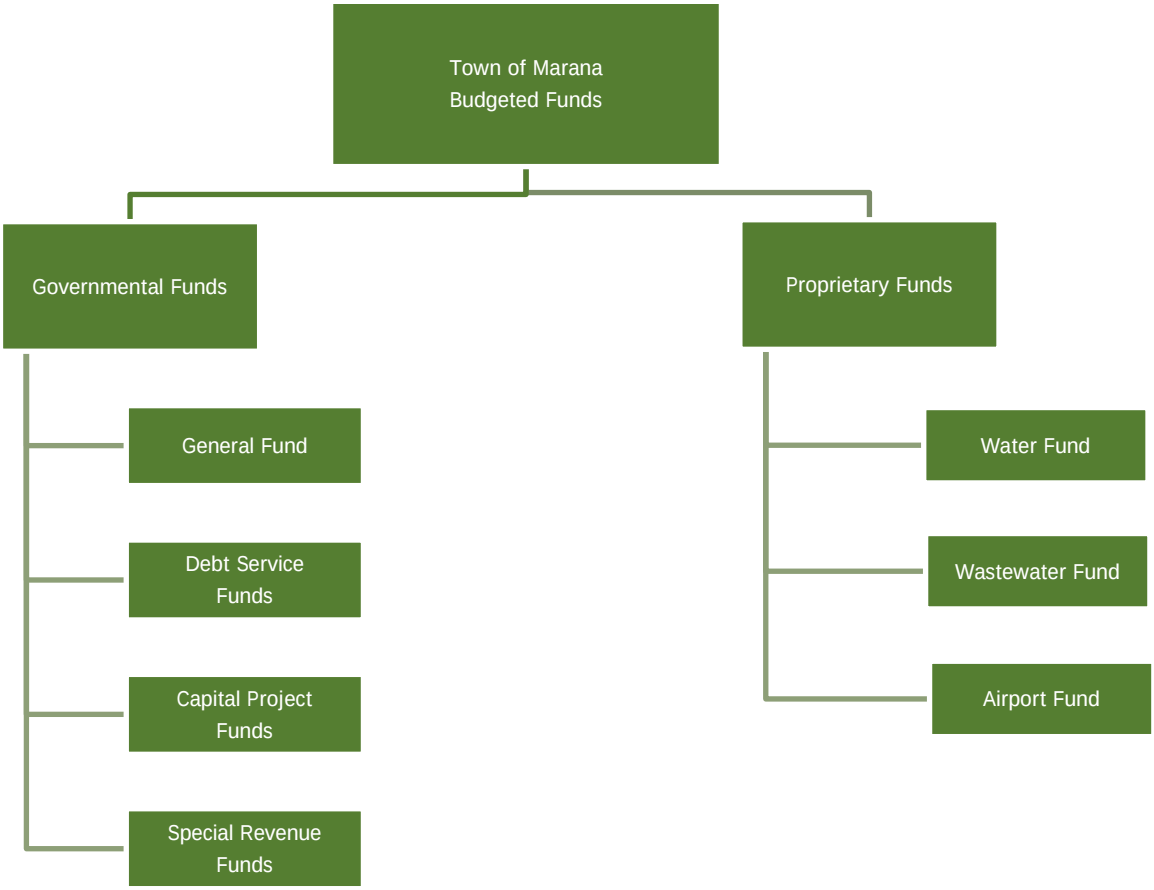
SUMMARY OF FUND ACCOUNTING STRUCTURE

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, Office of Strategic Initiatives, 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.

Town of Marana

11555 West Civic Center Drive
Marana, Arizona 85653
Phone: (520) 382-1900
Fax: (520) 382-1902

www.marana.com