TOWN OF MARANA

Annual Budget & Financial Plan

FISCAL YEAR 2011-2012

TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2011 – June 30, 2012

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

Tom Ellis, Parks and Recreation Director

Barbara Johnson, Public Services General Manager

Kevin Kish, Development Services General Manager

Suzanne Machain, Human Resources Director

Erik Montague, Finance Director

Dorothy O'Brien, Utilities Director

Terry Rozema, Chief of Police

Joe Teta, Court Administrator

Carl Drescher, Technology Services Director

T. Van Hook, Neighborhood Services & Community Development Director

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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, 2010. 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, 2010

President

Executive Director

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BUDGET MESSAGE

To the Honorable Mayor and Town Council:
I am pleased to submit the fiscal year 2011-2012 annual budget for the Town of Marana. The budget for the coming fiscal year is a reflection of Marana's values and priorities for the coming year. As directed by Council action during the fiscal year 2010-2011 budget process, Town staff presented a balanced budget which focused financial resources into three core community functions: a safe, clean and healthy community. The allocation of resources to these areas enabled Town staff to provide critical public safety services and infrastructure maintenance, graffiti and trash removal, and accessible parks and trails. The fiscal year 2011-2012 budget continues fiscal year 2010-2011 efforts and introduces an economic recovery plan which will be phased in over the next several years. As the economy and region stabilize and begin to improve, it is critical to provide a framework to guide our future decisions. The recovery plan will provide a basis to allocate future resources to those areas that are critical in providing and maintaining core services.

Budget Process
The annual budget process begins with a 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 93 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 in fiscal year 2007-2008 through the middle of fiscal year 2009-2010. These revenues began to stabilize and slowly improve the second half fiscal year 2009-2010 and throughout all of fiscal year 2010-2011. 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 economic recovery plan concept was presented to Council at its January 25, 2011 study session. Council concurrence with the plan formed the baseline of decisions made in creating the manager's recommended budget for fiscal year 2011-2012. The Marana economic recovery plan is based upon economic analysis that projects a slow, multi-year recovery. As local sales tax collections, development related revenues and state shared revenues increase in future fiscal years, the Town needs to have an organized and clearly defined reinvestment strategy.

The recovery plan is designed to help Council allocate funding based upon priority and need. It also allows staff and the community to better understand the financial health of the organization and where new dollars are being invested.

The Marana economic recovery plan comprises three investment priorities: current employees, resources and tools and strategic positions. The policy 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.

Fiscal year 2011-2012 Budget Summary

The total recommended budget for fiscal year 2011-2012 is $127.0 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.

Total general fund expenditures for fiscal year 2011-2012 are projected to be $30.0. This is a 7 percent increase over the previous year. Included in these costs are a $1.0 million contingency fund and investments related to key areas identified in the recovery plan, including $2.6 million for capital outlay for vehicle replacements, technology hardware and software improvements, technology replacements and remodeling of the Marana Operations Center police substation. The end of fiscal year fund balance is projected to be $14.3 million and will be approximately 46 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 2011-2012 are estimated at $79.3 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.

Strategic Plan

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. This document, which will receive a major update in the current fiscal year, is utilized by elected leaders and staff to ensure that resources are directed to important priorities. Implementing the strategic plan is a collaborative effort requiring citizens, community leaders, businesses and staff to move forward on action strategies, review performance and institute course corrections when needed. 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. Marana's population is expected to grow to over 200,000 at build out. Well-planned communities demand innovative thinking, strategic investment and a commitment to planning for the future. Incorporated into the fiscal year 2011-2012 budget is the establishment of the Office of Strategic Initiatives. This new office will incorporate a diverse set of municipal functions into a single team dedicated to advancing the Marana strategic plan and creating a unique sense of place in our community. This office will tackle a number of significant initiatives including the review of business development processes to enhance a supportive business atmosphere.

COMMUNITY BUILDING

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 2011-2012 funding plan which relate to the safety component are improvements to the Police Substation on Ina Road as well as the addition of a Police Captain. The Police Substation improvements will provide for enhanced safety, security and service for both employees and the public. The Captain position will be second in command at the Police Department and provide oversight and leadership of administrative services, criminal investigations, communications, records, crime scene investigations, homeland security, recruiting, training and policies and procedures. Additionally, the maintenance of our roadways is a critical component of not only the look of the Town, but also the safety of the citizens that drive on them each day. In addition to routine maintenance, this financial plan includes funding for a pavement preservation program. While forms of this program existed in the past, this year's program is based on quantitative data of the actual road conditions and the program looks to maintain pavement life.

PROGRESS
INNOVATION

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

Throughout the economic downturn, the Town has relied on employee creativity in generating solutions to complex problems in an environment of reduced revenues. 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 a technology project to complete server virtualization which will allow for the increased use of current server space. Additionally, a related technology reinvestment will provide for the "high availability" of certain critical software programs which would be required to be up and operating in a reasonable time frame after a significant event like a power outage, flood, etc. Related to that element and incorporated into the financial plan is funding required to complete a comprehensive disaster management and recovery plan. The completed plan will require input from across all departments and will be a vital resource in the event that a disaster occurs which requires plan activation. Lastly, the current plan formally incorporates a wastewater enterprise fund. Since its inception, the Town has recognized the importance of water resources in the arid deserts of the southwest. The effluent water resources generated by treatment systems will complement the Town's overall water portfolio and provide a level of stability to support future growth.

HERITAGE

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

Incorporate and showcase Marana Heritage at signature events, living culture, parks and heritage design standards. The Town maintains programs related to the Marana Heritage Conservancy and the partnership with the Marana Food bank at the Heritage Farm. This financial plan assumes limited "in-kind" support to the Heritage Conservancy and Marana Food Bank from the Parks and Recreation department for support regarding events, planning and outreach activities. Additionally, the Office of Strategic Initiatives will be furthering a "branding" effort which will touch upon the overall look and feel of various items including visual media.

RECREATION

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

The Town is committed to making Marana the "go to" destination in Arizona. The Town recognizes that providing recreation services for all citizens and encouraging participation in community-wide events is a key element of that commitment. This financial plan incorporates funding for the completion of the Wild Burro trailhead at the Ritz-Carlton, Dove Mountain Resort. This trailhead, which is within the overall resort property, will provide public parking

and access to over 28 miles of trails in the Tortolita Mountain range. These trails provide for scenic views of the geology, flora and fauna of the region. This financial plan also, includes a revision of the town's celebration of its beginnings or "Founder's Day," to occur in the fall and coincide with other events in the region including some related to the Arizona State Centennial celebration in 2012.

In Summary

The series of difficult decisions made in earlier budgets has positioned Marana well both organizationally and financially to take advantage of the recovery as it slowly occurs. The implementation of the recovery plan this year and in future years will help guide the allocation of future resources as they become available.

The overall fiscal health of the Town's general, enterprise and reserve funds remains sound. The fiscal year 2011-2012 budget is structurally balanced and meets Council's policy direction as it relates to core community services and programs.

I would like to thank the Town Manager's staff, General Managers, Department Directors and their team members for their hard work in preparing this year's budget document. It is evidence of their dedication to ensuring that the Town continues to provide a high level of service to our citizens as the community continues to prosper and grow.

Respectfully,

Gilbert Davidson,
Town Manager

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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

Honea is the third generation of a five-generation Marana family. He has served on the council on three different occasions, totaling more than 20 years. Before retiring in 2007, he worked for the U.S. Postal Service in Marana as a contractor for 29 years. Mayor Honea is past chair of the Pima Association of Governments' Regional Transportation Authority.

Some of his many interests include Senior Center operations, the Western Events Center, Heritage Park development and neighborhood revitalization. Honea is married to Jan Lawson Honea. He has a son, daughter and two grandchildren.

Patti Comerford, Vice Mayor
Term: May 2009-2013

Comerford served as chair of the Marana Planning and Zoning Commission before being elected to the Council in March 2001. She has a strong background in recreation. She and her family live in the Continental Ranch area where she is active in youth programs.

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 term on the Council in May 2011. She was a Council member from 1997-2001. She is a former member of the Town's Planning and Zoning Commission. Ziegler has lived in Marana since 1989. She is employed by IBM as a senior contracts and negotiation manager.

John Post, Council Member
Term: May 2009-2013

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

Councilmember 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. Councilmember 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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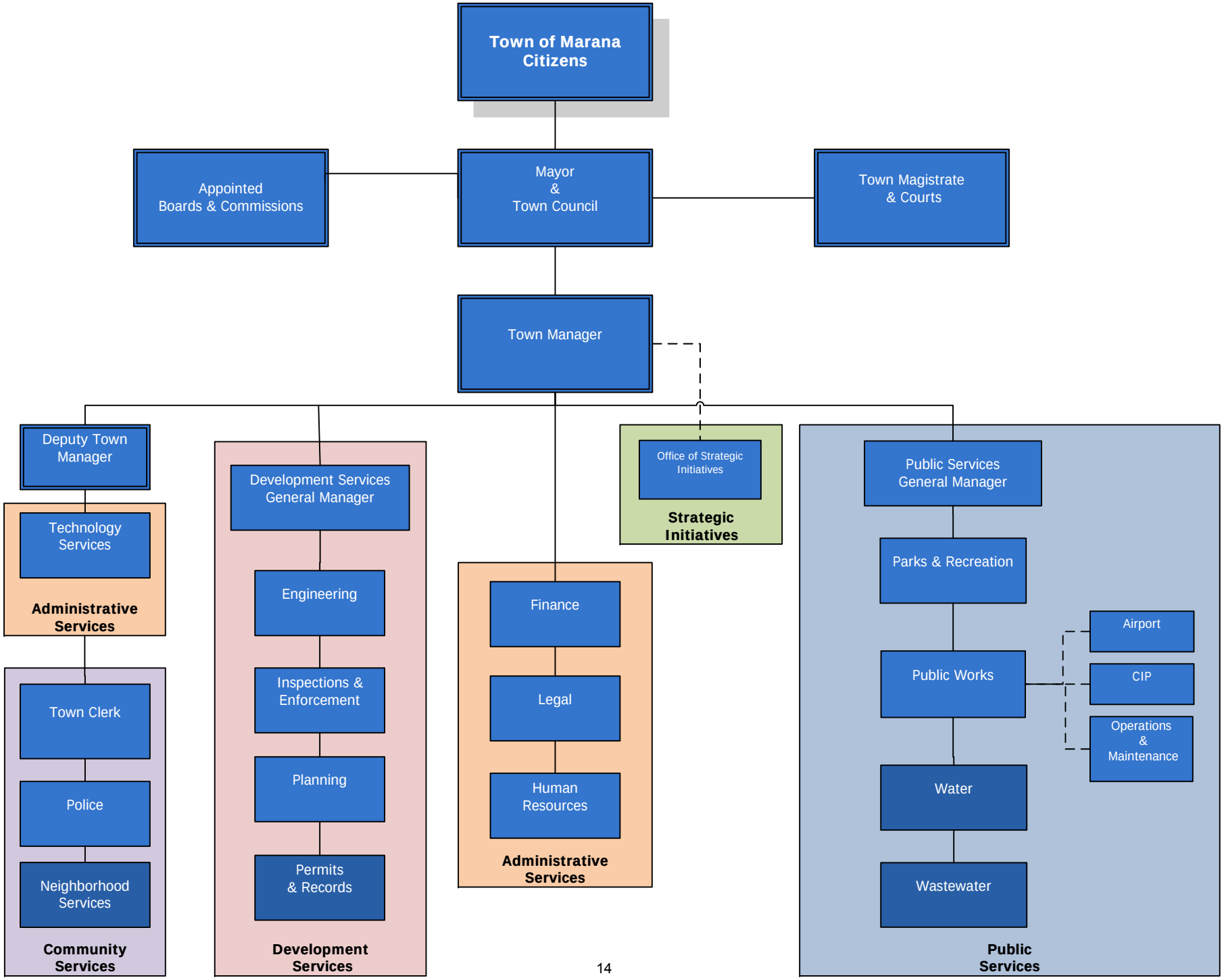
Town of Marana Citizens
Appointed Boards & Commissions
Mayor & Town Council
Town Magistrate & Courts
Town Manager
Deputy Town Manager
Technology Services
Administrative Services
Town Clerk
Police
Neighborhood Services
Community Services
Development Services General Manager
Engineering
Inspections & Enforcement
Planning
Permits & Records
Development Services
Office of Strategic Initiatives
Strategic Initiatives
Finance
Legal
Human Resources
Administrative Services
Public Services General Manager
Parks & Recreation
Public Works
Airport
CIP
Operations & Maintenance
Water
Wastewater
Public Services

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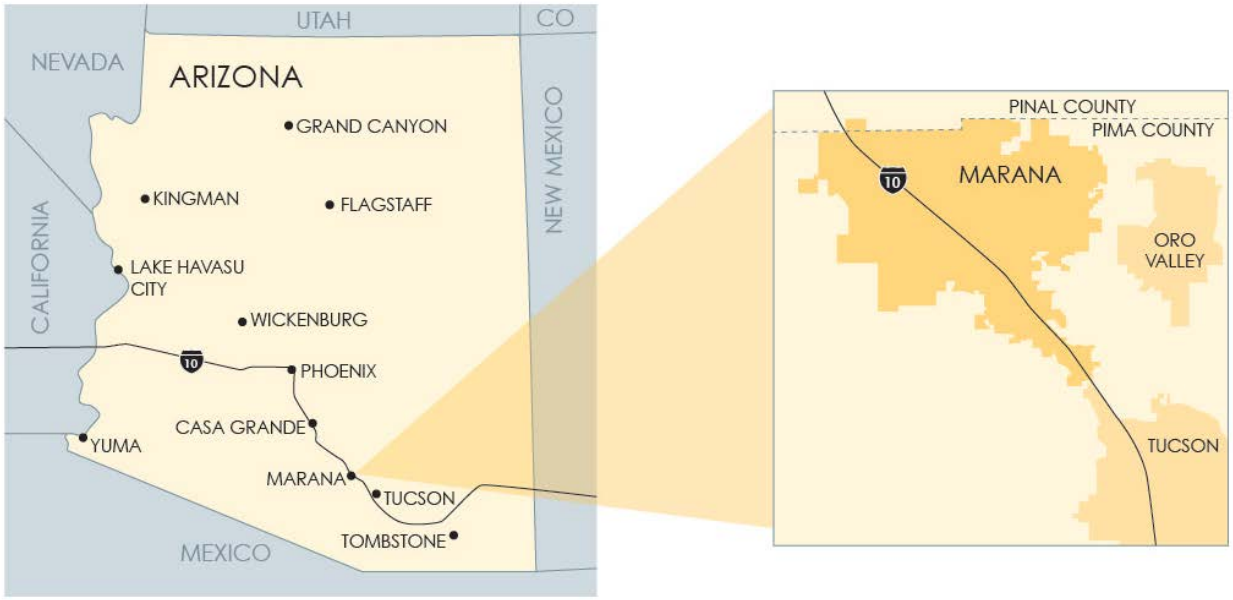
COMMUNITY PROFILE

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 126 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 309 (full-time equivalent) employees. An organizational chart is included on Page 14 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

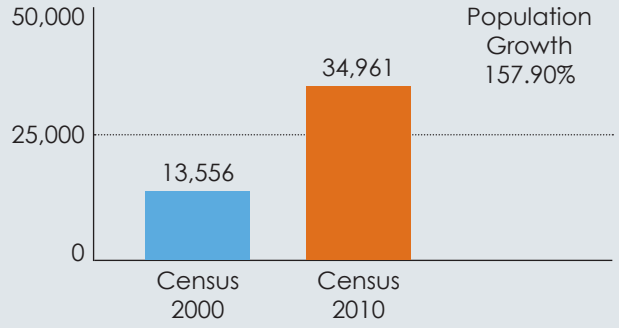
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent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

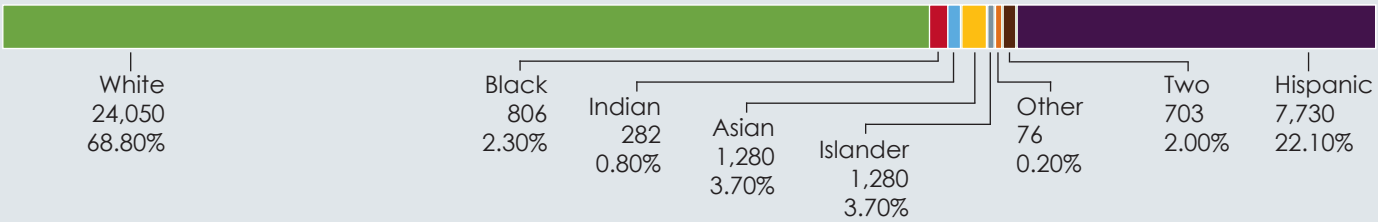
STATISTICS OF THE TOWN

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
FY2011-2012 Budget	$126,965,590
Number of Employees	301.83
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

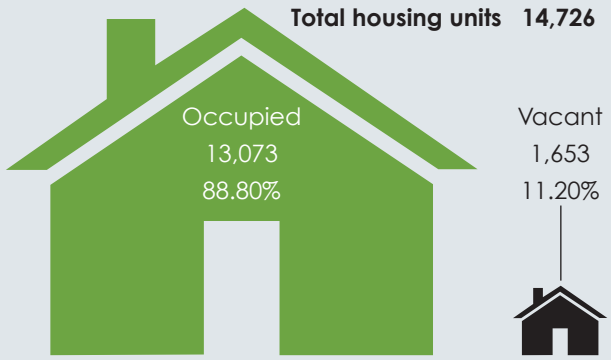
Elementary Schools	12
Middle Schools	2
Secondary Schools	4
High Schools	2
Alternative Schools	2

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

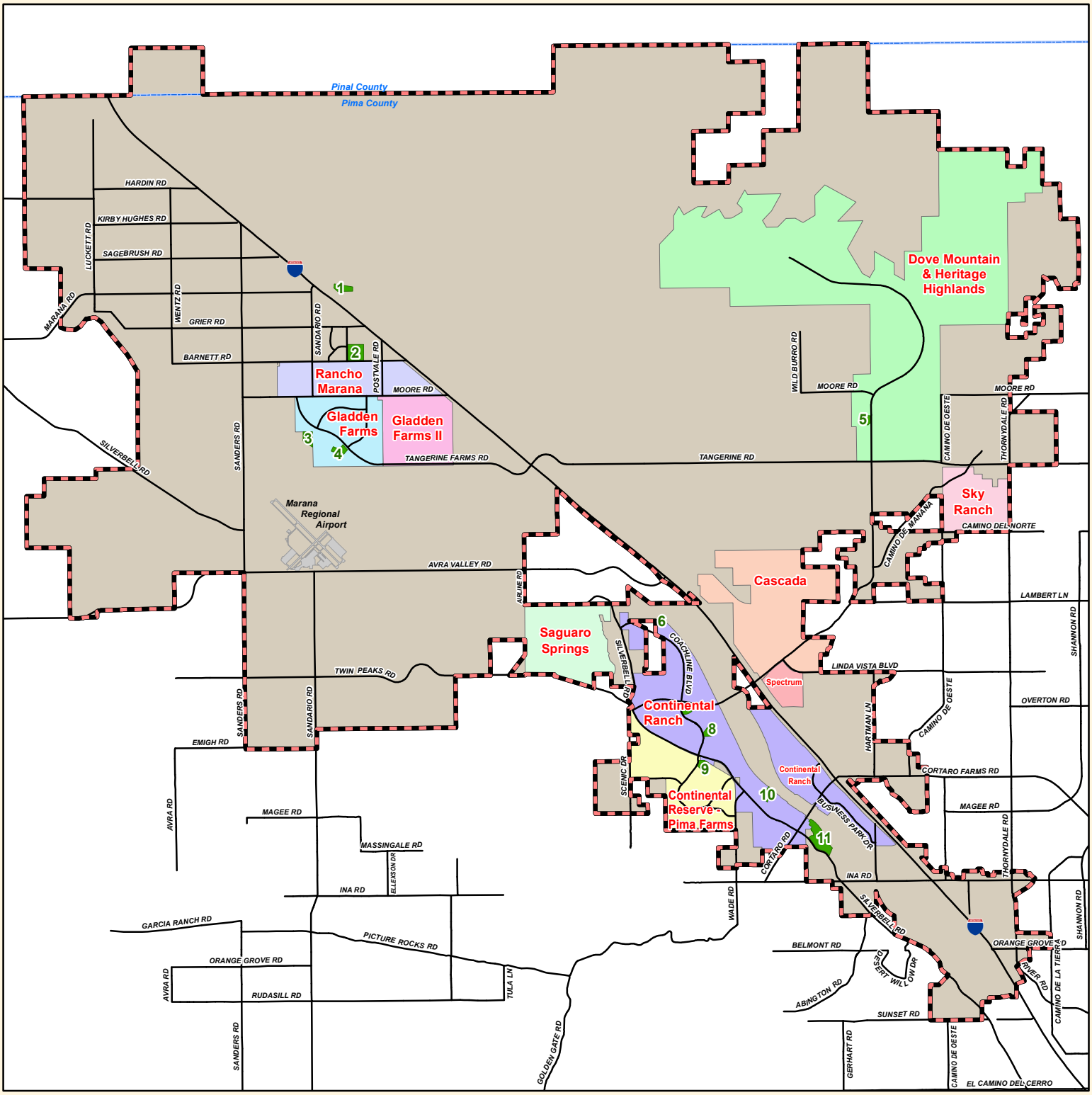
Population 3 years and over enrolled in school	**8,123**	
Nursery school, preschool	677	8.30%
Kindergarten	490	6.00%
Elementary school (grades 1-8)	3,483	42.90%
High school (grades 9-12)	1,546	19.00%
College or graduate school	1,927	23.70%

PLACE OF BIRTH

Total Population	**34,961**	
Native	31,815	91%
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%
Italian	2027.738	5.80%
Lithuanian	104.883	0.30%
Norwegian	804.103	2.30%
Polish	1363.479	3.90%
Portugese	349.61	1%
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%
Swiss	209.766	0.60%
Ukrainian	69.922	0.20%
Welsh	265.688	0.80%
West Indian	14	0%



Marana Parks and Major Neighborhoods

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

Marana Town Limits

N W E S

1 0.5 0 1 2

Miles

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Marana Strategic Plan

Action Agenda for the Future

Vision

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

Overriding Principles

- Financial Sustainability
- Collaboration with Citizens
- Developing Strategic Partnerships

Five Focus Areas

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

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

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

Strategic Plan Online

Want to see the entire document? Visit www.marana.com, then click on Community and Marana Strategic Plan. For more information, please call (520) 382-1938.

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 a 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 2011 - 2012 budget, beginning July 1, 2011 and commencing June 30, 2012. 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 2009 and 2010 amounts, current year 2011 estimates, and the adopted 2012 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,
- An estimate of the Governmental Price Index for additional inflationary factors

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 this plan in February 2009 and updated it in December 2009. 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
Build upon the unique combination of assets to attract and maintain career-oriented commerce.

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

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

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.

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, the Management & Budget Analyst, the Development Services General Manager and Public Services General Manager. They meet to review and evaluate the comprehensive decision packet. Over one to two weeks, they 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 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. Transfers between accounts within a department require department head, Town Manager, and Finance Director approval. Transfers between departments require Council approval.

BUDGET CALENDAR

TASK	DATE
Budget Public Relations	January – June 2011
Council Special Session - Adoption of Council Goals	January 25, 2011
Budget Kick- Off Organizational Meeting & Preliminary Outlook	February 8, 2011
Personnel Supplemental Requests	March 3, 2011
Base Department Budgets Submitted to Finance	March 10, 2011
Non-Personnel Supplemental Requests	March 10, 2011
Department Revenue Estimates	March 10, 2011
Preliminary Carryover Requests	March 10, 2011
CIP Committee Recommendations	March 10, 2011
Budget Office Review & Compile Department Budgets and Compile Decision Package	March 11 – March 25, 2011
Final Revenue Estimates	March 25, 2011
Executive Budget Team Meetings	March 28, 2011
Department Presentations	March 29 – April 7, 2011
Manager's Recommended Operating Budget	April 26, 2011
Council Adoption of Tentative Budget	May 24, 2011
Adopt Fee Schedule Update	June 21, 2011
Council Adoption of Final Budget	June 21, 2011

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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 based recovery rates 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.
   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.

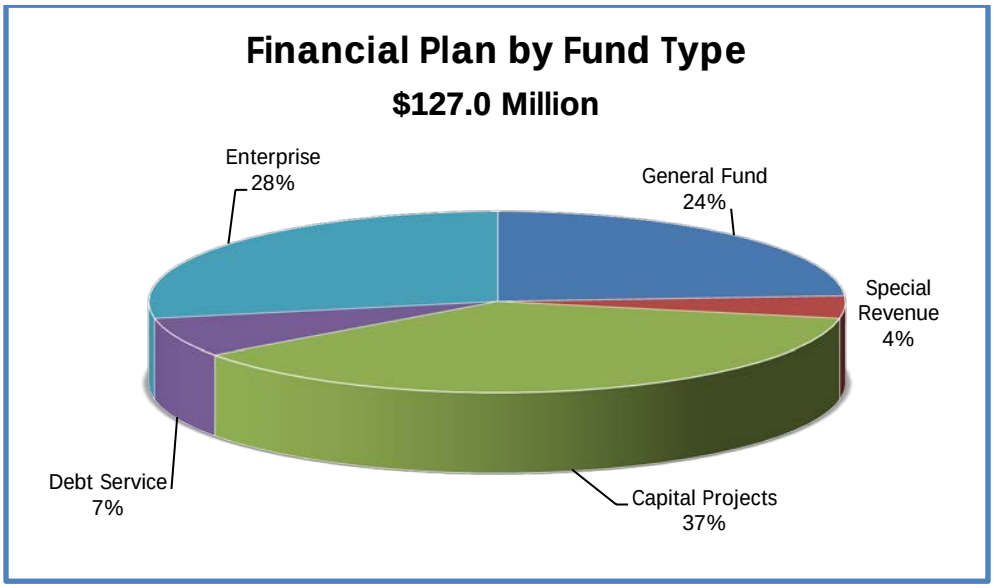
7. The impact of capital projects on the operating budget always is an important consideration when evaluating projects for inclusion in the CIP.

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

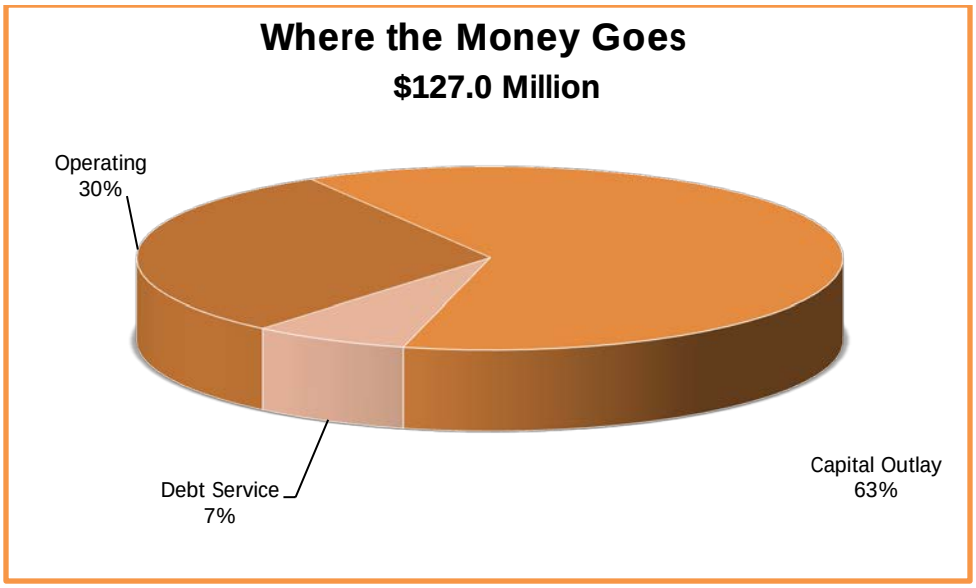
9. Major changes to the CIP should be evaluated through the CIP process and approved by the Town Council.

BUDGET SUMMARY

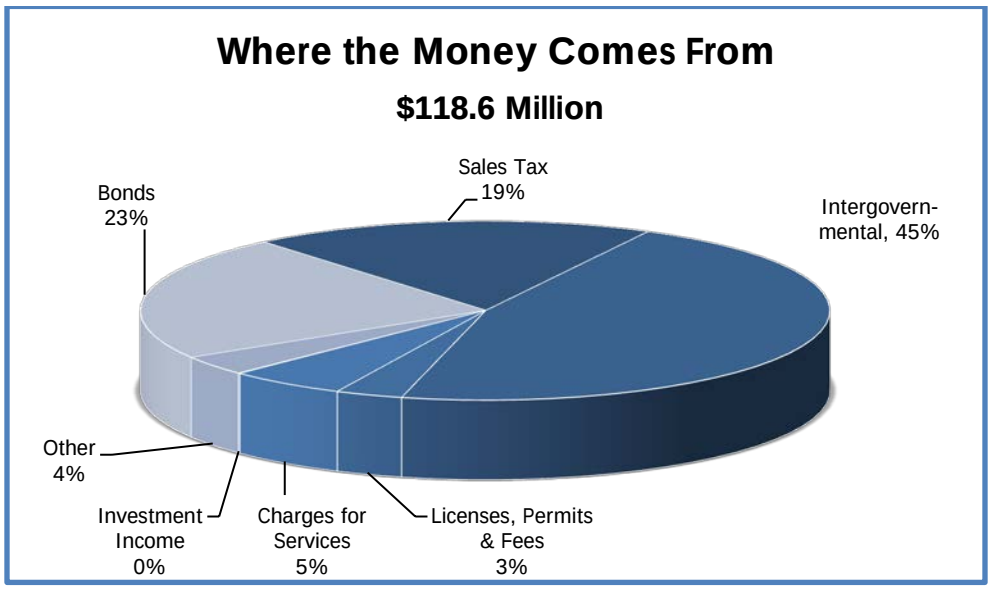
The annual budget for fiscal year 2011-2012 totals $ 127.0 million. The following chart depicts appropriations by major fund type. The general fund comprises 24% of the total budget and capital projects funds make up about 37%. Enterprise funds, including the enterprise capital projects accounts for about 28%. Debt service funds and special revenue funds comprise only 7% and 4%, respectively.



Due primarily to the rapid growth in the Town of Marana in earlier years, over $79.3 million or 63% of the fiscal year 2011-2012 budget is capital outlay which includes major transportation, park, water and airport capital improvement projects. The second largest category is the operating budget at $38.6 million or 30% of the total budget. When compared to the previous year budget, this financial plan is reduced by $43.4 million or 25%. Most of that change is attributable to the completion of major projects.

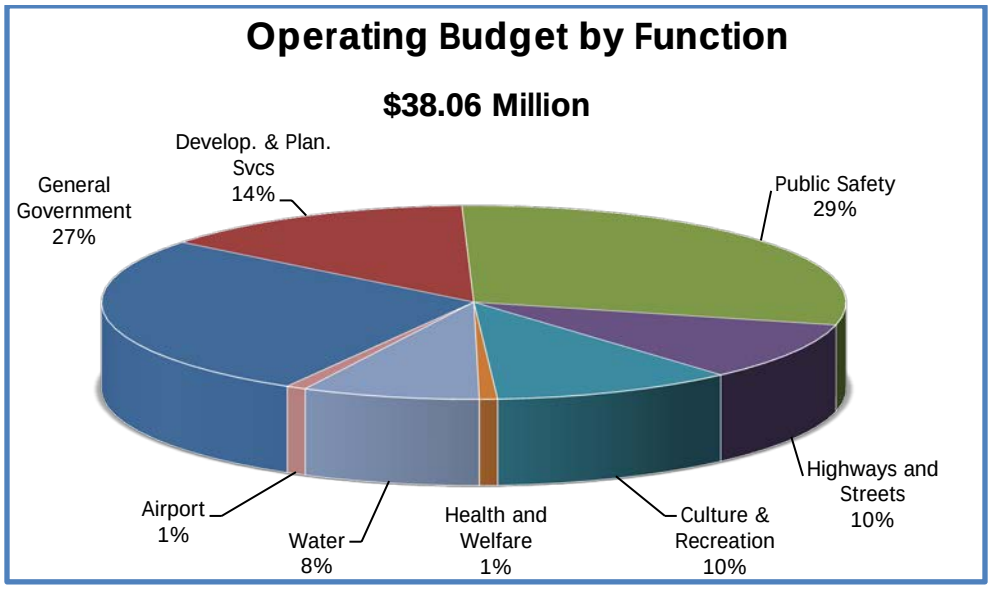


Revenues for fiscal year 2011-2012 are $118.6 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that $8.3 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local intergovernmental revenues of $54.7 million or 45%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and other governments. The capital improvement plan currently includes the sale of bonds for various water/wastewater projects. Anticipated bond proceeds amount to $26.9 million or 23% of total revenues. Local sales taxes comprise $22.4 million or 19% of budgeted revenues. Licenses, permits and fees, which comprise $3.7 million or 3% of revenues, are dependent on the residential and commercial development and are very cyclical in nature. Charges for services comprise $6.6 million or 5% of the budget and include all enterprise fund user fees. The remaining $4.3 million or 4% includes all other revenues such as interest earnings, donations, contributions, etc.

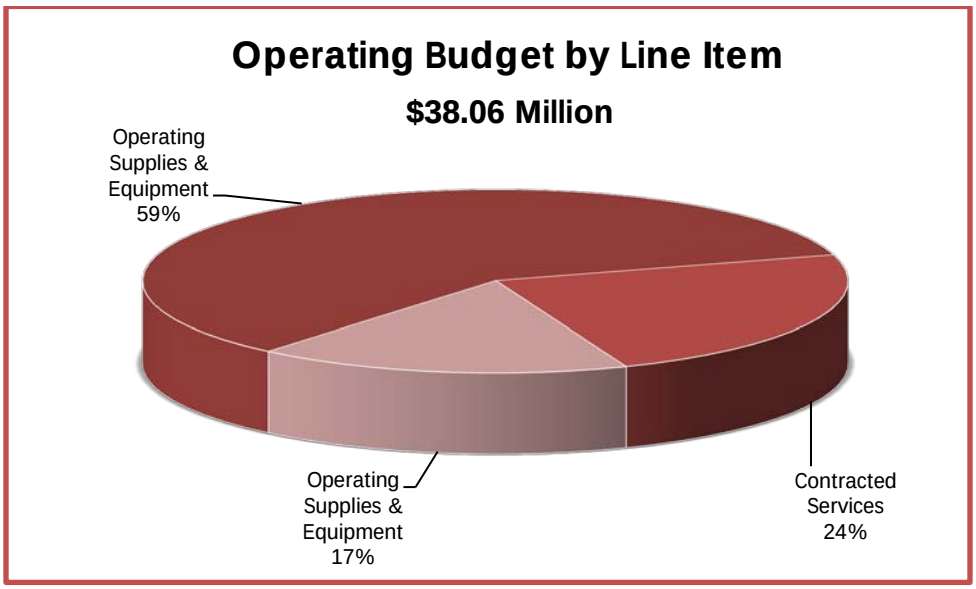


EXPENDITURE SUMMARY

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.

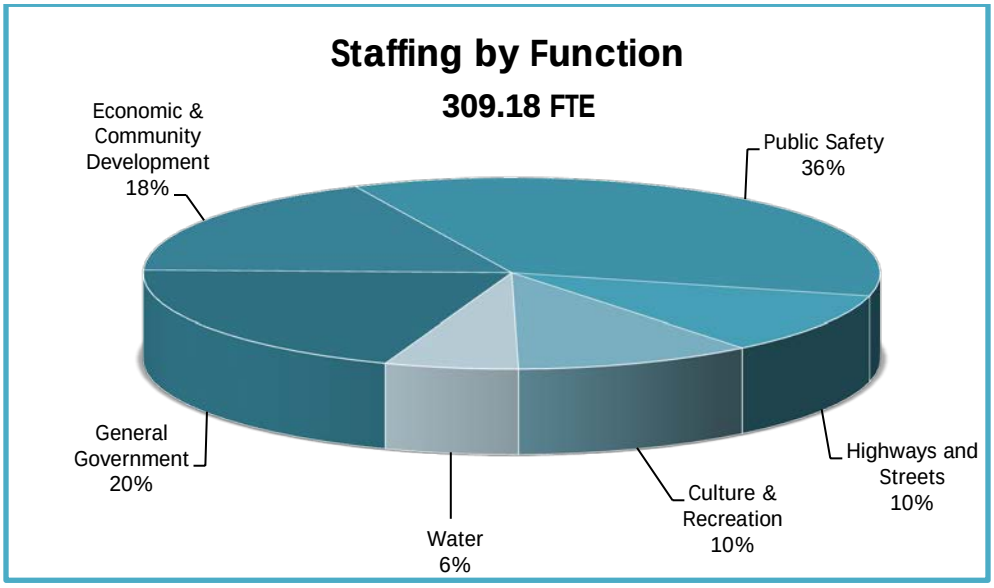


The major expenditures in the operating budget at 59% are personal services, which include all salaries and benefits for Town staff. There were no budgeted increases in salary costs for the current budget year. Contractual services comprise 24% of the operating budget. Operating supplies and equipment makes up the remaining 17% of the operating budget.



STAFFING SUMMARY

With personal services at 59% 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 7.35 full-time equivalent (FTE) positions through the budgetary process. Including position adjustments, employee separation incentives, and retirements, staffing has decreased from 301.83 positions to 309.18.

Functional Department	2009-2010 Authorized FTE	2010-2011 Authorized FTE	2011-2012 Authorized FTE
General Government	60.76	56.38	61.48
Economic & Community Development	63.73	54.95	54.35
Public Safety	117.00	109.00	111.00
Highways and Streets	32.00	30.00	32.00
Culture & Recreation	50.00	33.50	32.25
Airport	2.00	-	-
Water	17.40	18.00	18.10
Total Positions	**342.89**	**301.83**	**309.18**

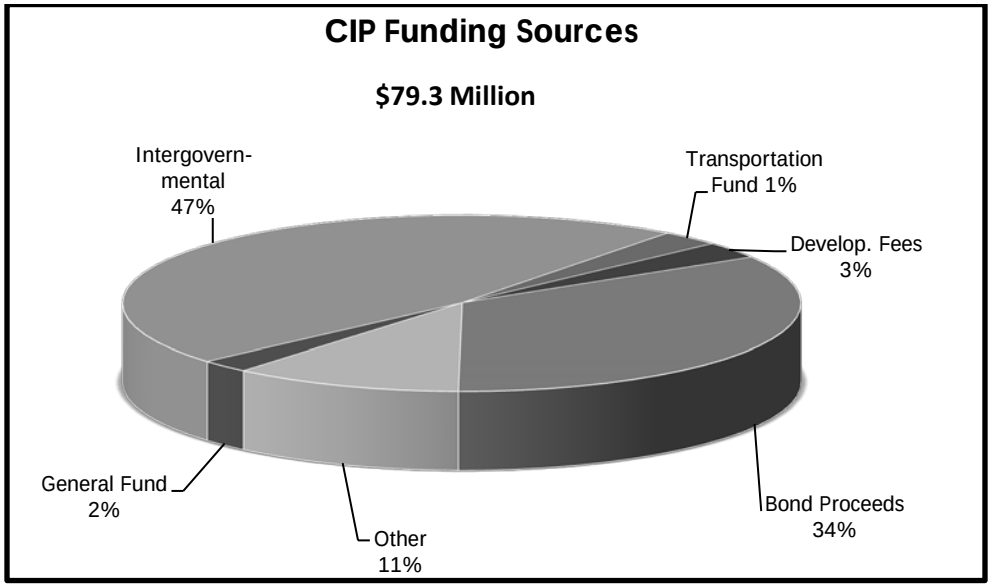
The following table lists the position titles and FTE changes this fiscal year:

Title	FTE
Management Assistant	1.00
Customer Service Specialist	0.10
Senior Human Resource Analyst	1.00
Curation Specialist	0.50
Building Inspector II	1.00
Environmental Project Coordinator	1.00
Executive Assistant	(0.60)
Police Captain	1.00
Court Clerk	1.00
Fleet Technician II	1.00
Recreation Programmer	1.00
Recreation Assistant	(0.75)
Utility Billing Specialist	0.10
Total	**7.35**

The majority of the changes in staffing for the fiscal year 2011-2012 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.

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 resident 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 34% and are vital to the delivery of several major CIP projects.



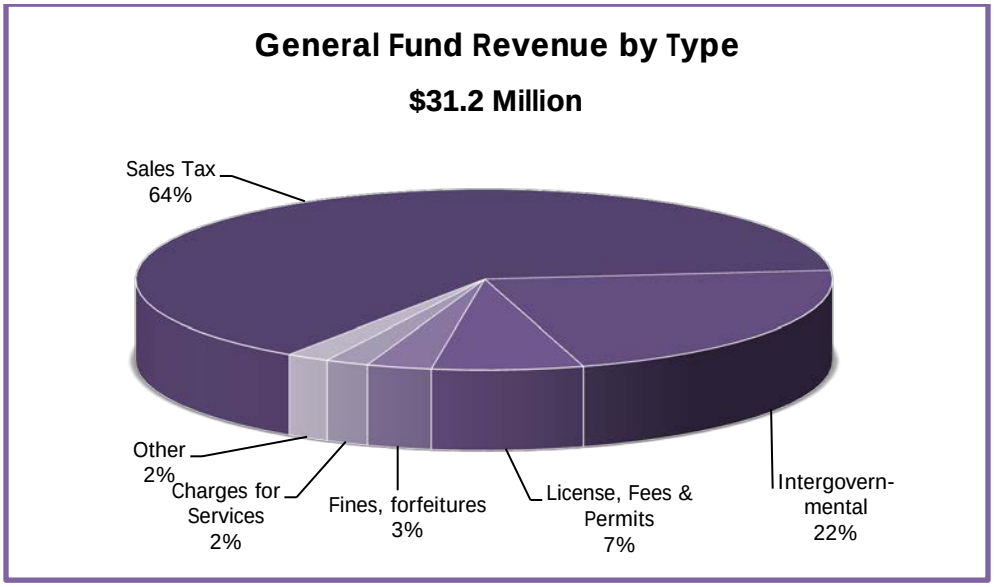
REVENUE SUMMARY

Revenue Projections are the foundation of the budget process and are developed early in the budget process to provide parameters within which base budgets and new requests are evaluated. Careful consideration must be taken when allocating resources to ensure that the right revenues support the right types of costs over the long term. The Town's maintains a structurally balanced budget by ensuring that ongoing revenue sources support ongoing operating expenditures and that one-time revenue sources temporary programs and services.

The assumptions used in developing this year's revenue projections include:

- Stabilization and modest improvement of key, ongoing revenues like certain sales tax revenues in fiscal year 2011-2012
- Inflation rate holding at 1.9%, 2% population growth and 275 new homes
- 50% 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 $31.2 million. Primary revenues for the General 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 93 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 2010-2011. 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

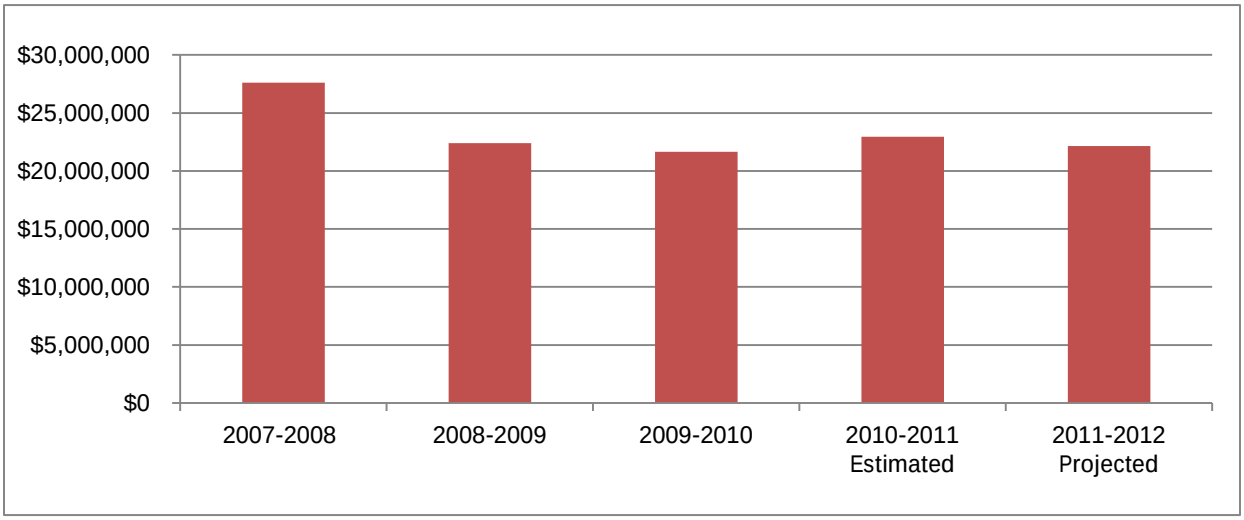
Description The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

Permitted Use Town sales tax can be used to pay any expenditure/expense legally chargeable to the General Fund. The Town allocates 50% 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, 50% of these revenues fund one-time projects. The State and local economies have stabilized significantly over the past eighteen months. The Town has seen 17 consecutive months of year over year sales tax revenue increases. This indicates that the Town has seen the bottom and is beginning to see a slow, multi-year recovery. The fiscal year 2011-2012 budgeted revenue estimate is 4% less than what was collected in 2010-2011. The amount budgeted for the current year is, however, 5% higher than what was budgeted a year earlier. This is consistent with the conservative revenue projections.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	27,600,253	(2,918,903)	-11%
2008-2009	22,404,420	(5,195,833)	-23%
2009-2010	21,662,077	(742,343)	-3%
2010-2011 Estimated	22,947,816	1,285,739	6%
2011-2012 Projected	22,142,350	(805,466)	-4%



Licenses, Fees and Permits

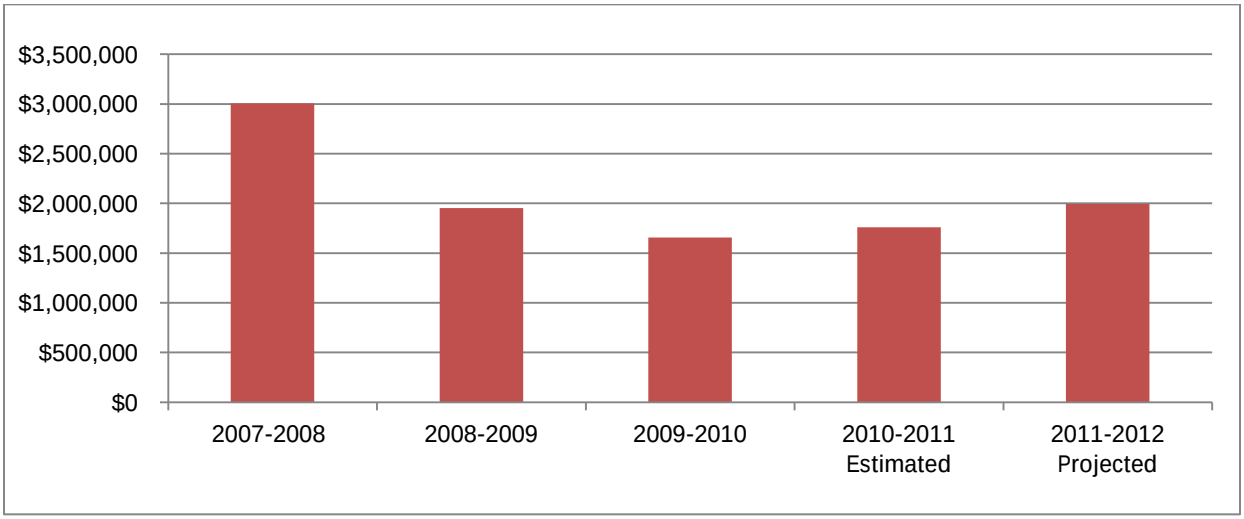
Description Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.

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. 2011.16 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 2010-2011. The current revenue projections for fiscal year 2011-2012 are based on the issuance of 275 SFR building permits, which is an increase over the 200 SFR permits budgeted for fiscal year 2010-2011. However, projected decreases in other revenue streams in this category like plan review fees largely offset the increases in SFRs.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	3,004,975	(1,978,715)	-66%
2008-2009	1,951,817	(1,053,158)	-54%
2009-2010	1,658,115	(293,702)	-18%
2010-2011 Estimated	1,760,275	102,160	6%
2011-2012 Projected	1,994,250	233,975	12%



State Shared Income Tax

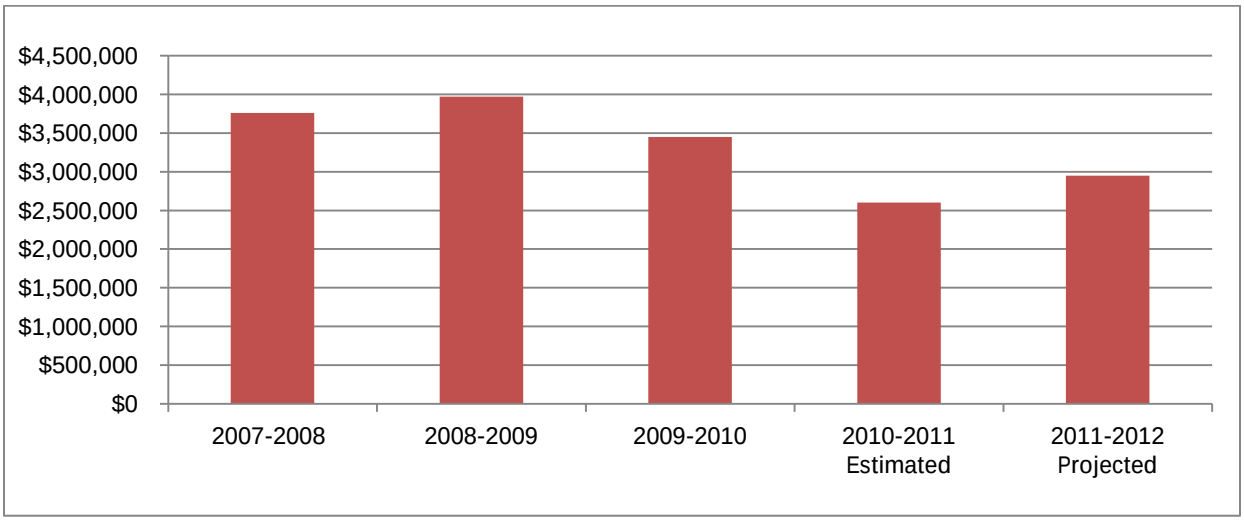
Description Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also known 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 12% budgeted for fiscal year 2011-2012 is due to increase in the 2010 census population figures.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	3,761,010	726,769	19%
2008-2009	3,971,447	210,437	5%
2009-2010	3,450,478	(520,969)	-15%
2010-2011 Estimated	2,601,218	(849,260)	-33%
2011-2012 Projected	2,950,856	349,638	12%



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.

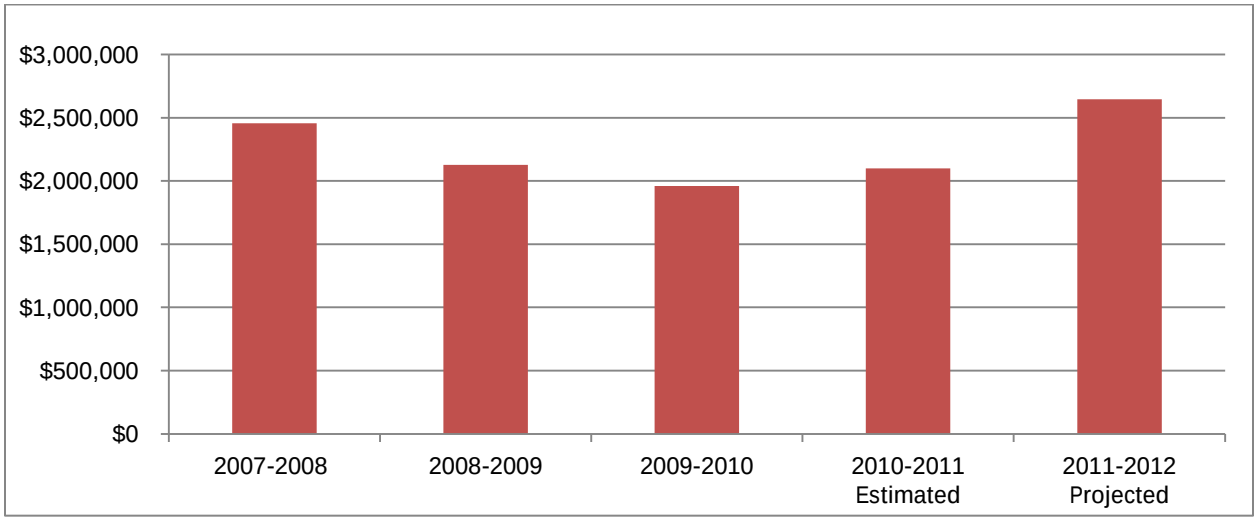
Permitted Use There are no restrictions on use. The funds may be used for any expense legally chargeable to the General Fund.

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 an 7% increase over the fiscal year 2009-2010 distribution is estimated and a 21% increase over fiscal year 2010-2011 is projected. This revenue is also subject to changes made by the State legislature. The projected increase for 20110-2012 is due to the increase in 2010 census population figures.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	2,456,133	(83,939)	-3%
2008-2009	2,126,326	(329,807)	-16%
2009-2010	1,961,225	(165,101)	-8%
2010-2011 Estimated	2,099,083	137,858	7%
2011-2012 Projected	2,645,023	545,940	21%



Vehicle License (Auto Lieu) Tax

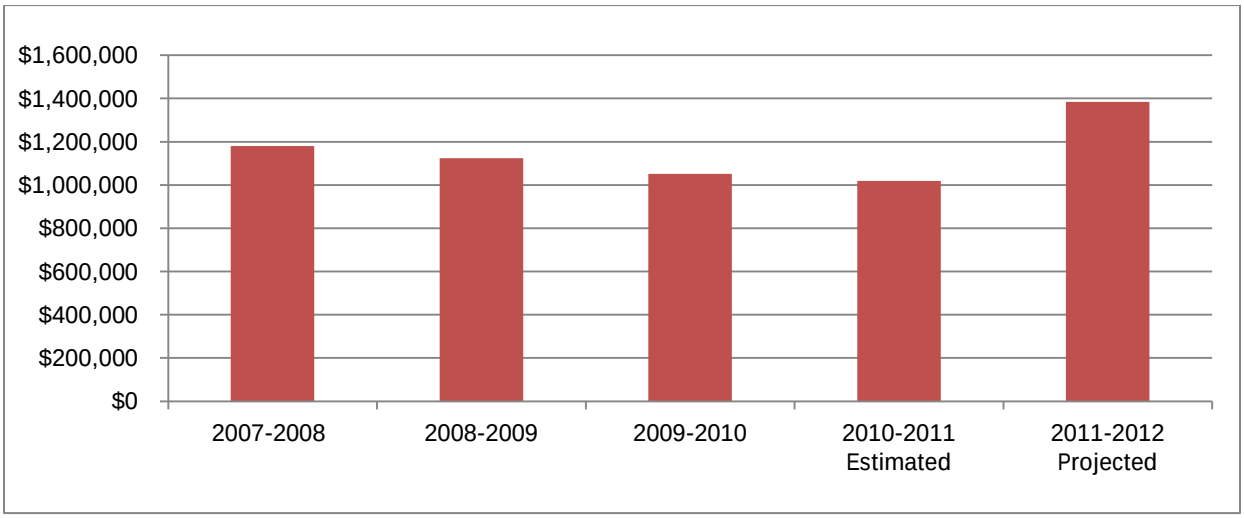
Description This tax imposed by the Arizona Constitution as an "in-lieu" tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

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 sixty-nine cents ($0.69) for a new vehicle and seventy-one ($1.71) for a vehicle older than one year.

Assumptions A loss of 3% is estimated for fiscal year 2010-2011 from the previous year. The projected increase of 26% for fiscal year 2011-2012 is primarily attributable to the population change due to the 2010 census figures.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	1,179,533	299,159	25%
2008-2009	1,123,308	(56,225)	-5%
2009-2010	1,050,901	(72,407)	-7%
2010-2011 Estimated	1,018,783	(32,118)	-3%
2011-2012 Projected	1,383,587	364,804	26%



Highway User Revenue

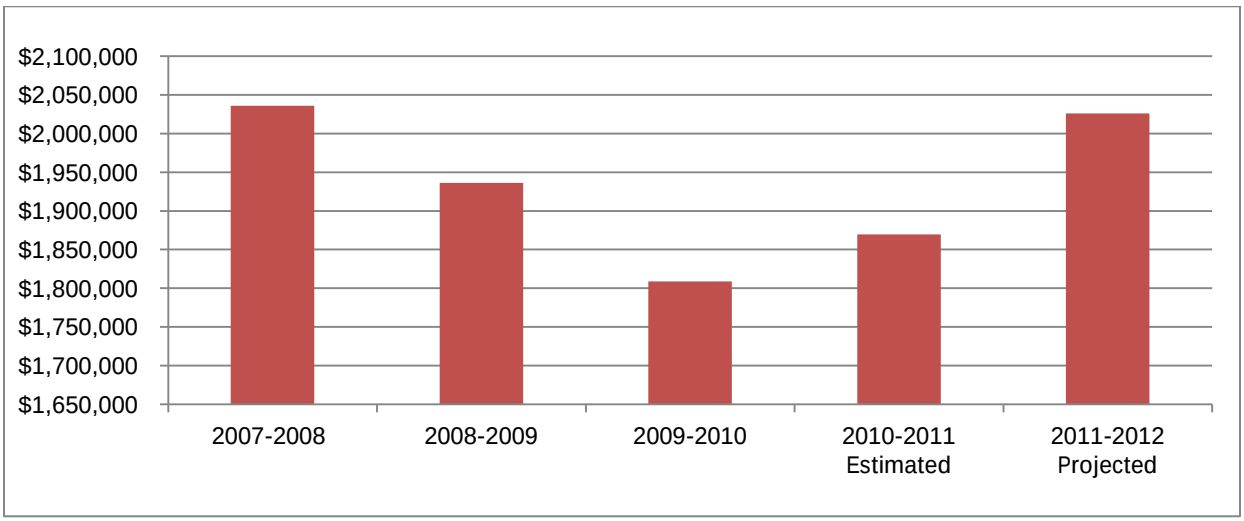
Description The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue 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 3% increase is estimated for fiscal year 2010-2011 over the previous fiscal year. The 8% estimated increase for fiscal year 2011-2012 is primarily attributable to the population change due to the 2010 census figures.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	2,035,849	159,832	8%
2008-2009	1,936,369	(99,480)	-5%
2009-2010	1,808,963	(127,406)	-7%
2010-2011 Estimated	1,869,483	60,520	3%
2011-2012 Projected	2,025,885	156,402	8%



Development Fees

Description

As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset cost to the municipality associated with providing necessary public services t 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.

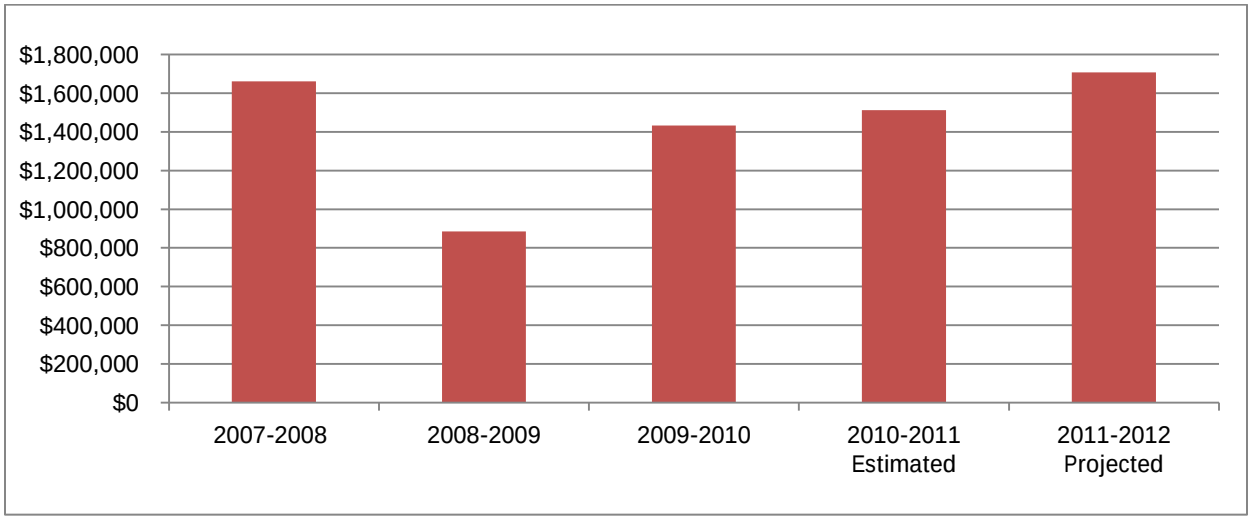
Rate Structure

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 275 homes being permitted in fiscal year 2011-2012. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	1,661,782	(1,134,507)	-68%
2008-2009	885,655	(776,127)	-88%
2009-2010	1,432,337	546,682	38%
2010-2011 Estimated	1,512,500	80,163	5%
2011-2012 Projected	1,708,390	195,890	11%



Water Sales

Description The Town provides a potable water system service to residences and businesses in need to such services 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

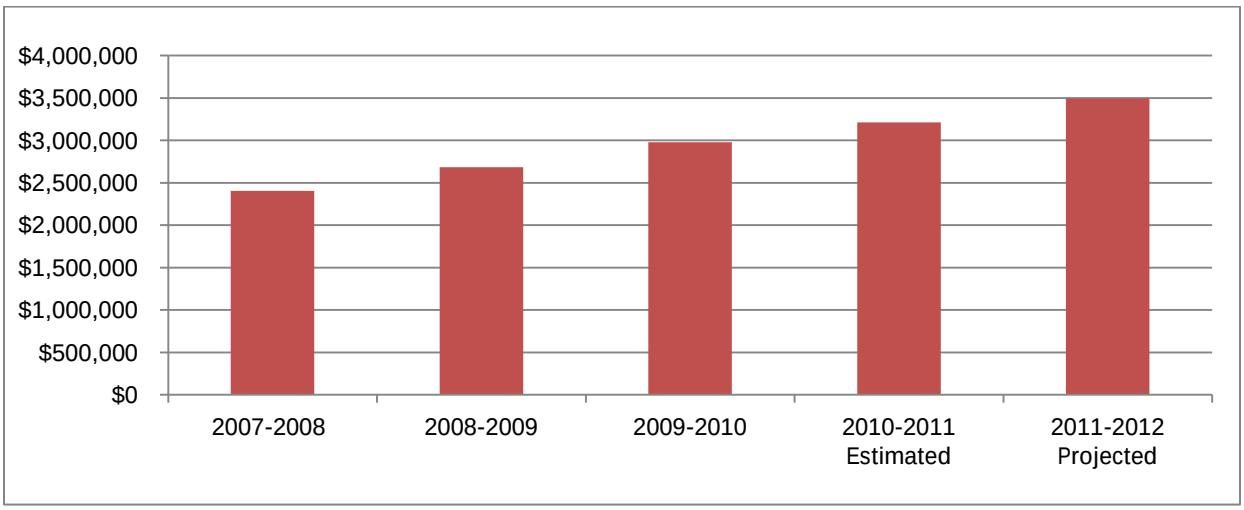
Meter Size	Rate
5/8"	$ 15.12
1"	36.72
1.5"	39.96
2"	46.44
4"	110.16

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 the anticipated increase of 170 customers and a full year of a rate increase which was from spring of 2011.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	2,405,995	(48,468)	-2%
2008-2009	2,684,614	278,619	10%
2009-2010	2,977,924	293,310	10%
2010-2011 Estimated	3,210,925	233,001	7%
2011-2012 Projected	3,494,167	283,242	8%



Airport Fees

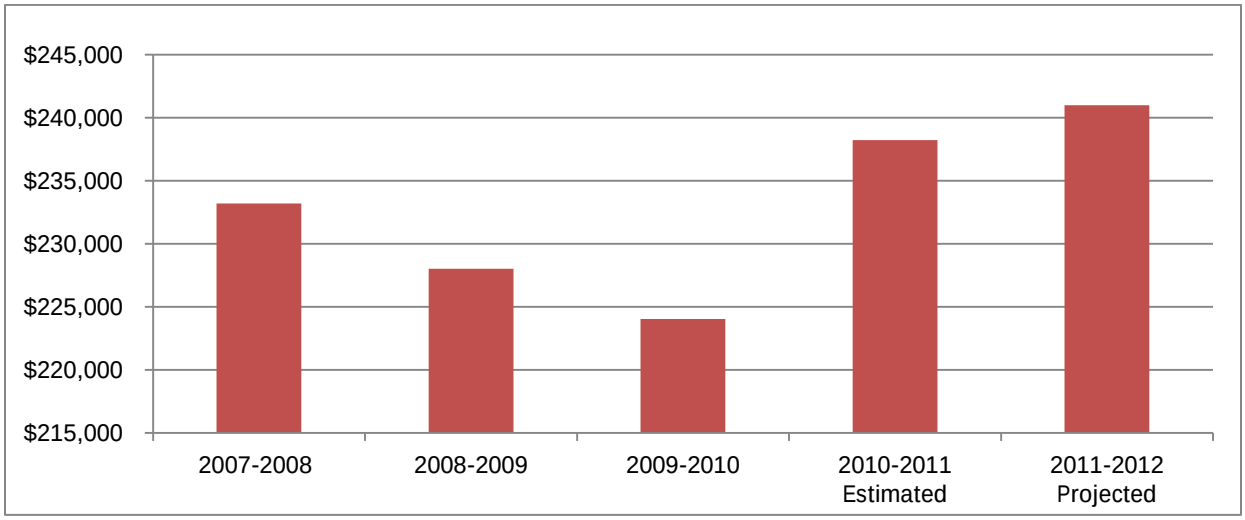
Description The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.

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 1% increase for fiscal year 2011-2012 over final estimates for fiscal year 2010-2011 actual revenues.

Fiscal year	$ Revenue	$ Change	% Change
2007-2008	233,204	48,416	21%
2008-2009	228,026	(5,178)	-2%
2009-2010	224,030	(3,996)	-2%
2010-2011 Estimated	238,223	14,193	6%
2011-2012 Projected	241,000	2,777	1%



PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2011 Estimated Fund Balance	2011-2012 Estimated Revenue	2011-2012 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2012 Estimated Fund Balance
General Fund	$16,000,000	$31,245,969	$30,033,409	$ -	$2,909,840	$14,302,720
Special Revenue	4,253,359	4,275,081	5,390,739	194,150	-	3,331,851
Capital Projects	20,230,378	45,764,026	47,525,988	-	2,718,023	15,750,393
Debt Service	543,250	2,959,396	8,731,341	5,763,019	-	534,324
Enterprise	1,434,762	34,404,742	35,284,113	-	329,306	226,085
Total All Funds	**$42,461,749**	**$118,649,214**	**$126,965,590**	**$5,957,169**	**$5,957,169**	**$34,145,373**

Town Funds and Fund Balance Information

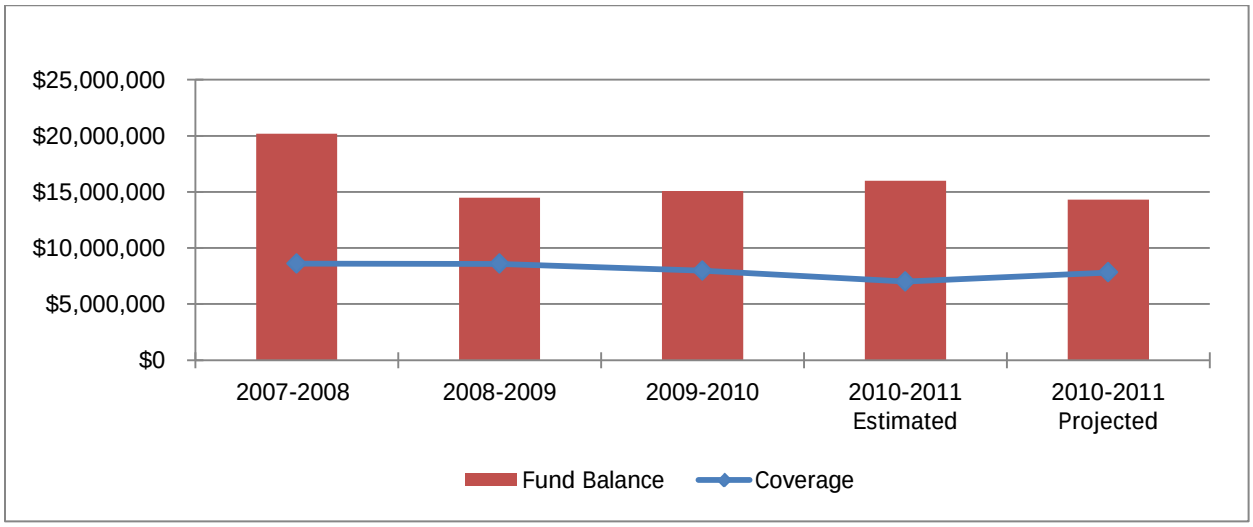
General Fund

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 93 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 and estimated to add approximately $1.6 million in fiscal year 2010-2011.

The end of fiscal year fund balance is projected to be $14.3 million. This reflects a usage of $1.7 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 46% 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 2011-2012 the Town has budgeted $1 million in funding for unanticipated grants and contributions. This is the third 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 $0.5 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 (1) that 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 2011-2012, 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 a 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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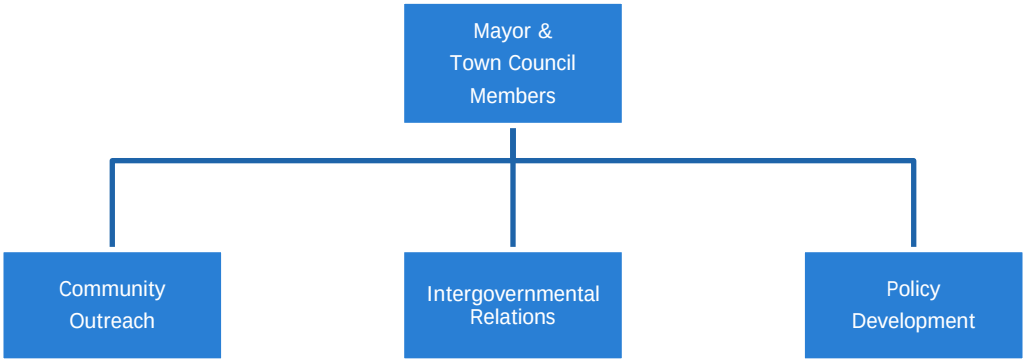
MAYOR & TOWN COUNCIL



Department Overview

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

2010 – 2011 Accomplishments

- Adopted a structurally balanced operating budget which reduced expenditures in the General Fund by 9% yet maintained essential programs and services.
- Integrated the Strategic Plan elements as part of the annual budget process
- Completed an update to the Strategic Plan
- Developed new Council Executive Report
- Introduced wastewater legislation

2011 – 2012 Goals & Objectives

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

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Use the Strategic Plan in the development of the annual budget				
Performance Measure:				
▪ Number of Strategic Plan initiatives met through budget process	2	14	5	5
Goal:				
Receive the Certificate of Excellence in Financial Reporting Awarded from the Government Finance Officers in America (GFOA)				
Performance Measure:				
▪ Number of Council Executive Reports distributed to staff and elected official	24	12	12	12

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Performance Measure:				
▪ Number of Council Daily reports distributed to staff and elected officials	120	110	110	110
Goal:				
Communicate openly and effectively with members of the Marana Community.				
Performance Measure:				
▪ Number of public "open house" meetings held	-	4	2	4
▪ Number of presentations given to civic groups or HOA's	2	19	10	10
▪ Number of information booths put up at events	2	1	1	1

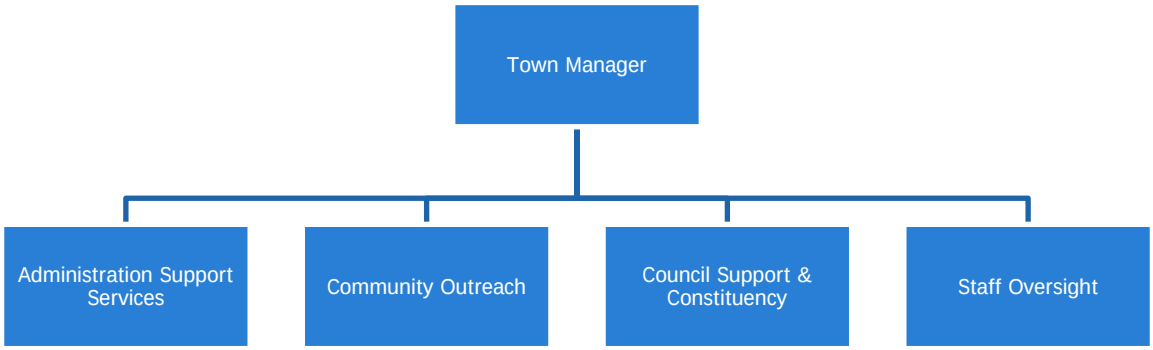
BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$155,664	$230,321	$232,100	$251,138
Contracted Services	16,234	6,600	7,550	17,935
Operating Supplies & Equipment	8,385	1,648	5,222	7,550
Capital Outlay	-	-	-	-
Total by Category	**$180,283**	**$238,568**	**$244,871**	**$276,623**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$180,283	$238,568	$244,871	$276,623
Total by Fund	**$180,283**	**$238,568**	**$244,871**	**$276,623**

TOWN MANAGER



Department Overview

Under the direction of the Town Council, the Town Manager's Office upholds the Town's core values and provides leadership and vision to town staff for the benefit of the entire Marana community. We believe in building relationships with the citizens of Marana, the business and development communities, our neighboring municipalities and various interest groups at work in the area to provide the highest quality of life and place of all. We are committed to providing timely and accurate public communication, responsive customer service and effective solutions to complex challenges. We will never compromise our integrity or the public's trust.

2010 – 2011 Accomplishments

- Produced a structurally balanced FY 2010-2011 budget that addressed an anticipated $4 million general fund shortfall.
- Facilitate expansion of Sargent Aerospace and Defense

2011 – 2012 Goals & Objectives

- Continued efforts to secure a sustainable water resources portfolio for the community.

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
Strategic Plan Focus Area: Community Building / Progress and Innovation				
Goal:				
Provide innovative ways for citizens to make inquiries and requests for service and receive responses in a timely fashion.				
Performance Measure:				
▪ Citizen Request Tracker (CRT) requests handled	526	418	480	550
Goal:				
Ensure transparency and open communication throughout all levels of the organization.				
Performance Measure:				
▪ Number of Manager's employee update sessions held	9	15	15	15
▪ Number of Manager's "Ride Alongs" with Police Officers	-	8	8	12
▪ Town/City Managers Meetings (Town of Oro Valley, Sahuarita, City of Tucson and City of South Tucson	-	-	2	3

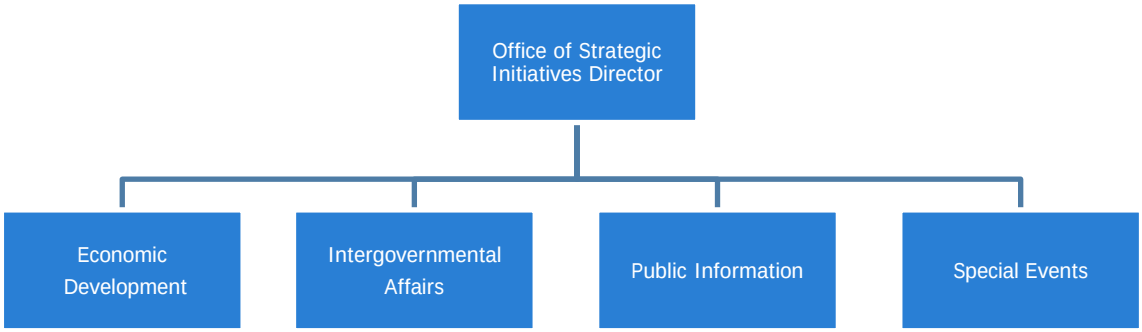
BUDGET SUMMARY				
Expenditures by Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012* Projected**
Personnel & Benefits Cost	$1,150,065	$919,397	$ 705,304	$671,394
Contracted Services	218,459	237,392	85,768	62,762
Operating Supplies & Equipment	37,936	14,140	9,378	7,750
Capital Outlay	51,505	-	-	-
Other Financing Uses	-	-	-	-
Total by Category	**$1,457,964**	**$1,170,929**	**$800,451**	**$741,906**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012* Projected**
General Fund	$1,457,964	$1,170,929	$800,451	$741,906
Total by Fund	**$1,457,964**	**$1,170,929**	**$800,451**	**$741,906**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012* Projected**
Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	-	-
Deputy Town Manager	1.00	-	1.00	1.00
Intergovernmental Affairs Administrator	1.00	1.00	-	-
Assistant to the Town Manager	1.00	1.00	-	-
Management Assistant	-	-	-	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Council Liaison	-	1.00	1.00	1.00
Administrative Secretary	0.63	-	-	-
Mail Carrier/Courier	0.75	0.75	-	-
Reproduction/Supply Clerk	1.00	1.00	-	-
Customer Service Specialist	2.63	2.03	2.03	2.13
Community Relations Officer	1.00	1.00	-	-
Economic Development Administrator	1.00	-	-	-
Community Events & Program Manager	1.00	-	-	-
Total Town Manager	**14.00**	**10.78**	**6.03**	**7.13**

Note: During FY 2012, the Office of Strategic Initiatives was formed and 3 positions and the related expenditures were moved to that department.

OFFICE OF STRATEGIC INITIATIVES



Department Overview

The Office of Strategic Initiatives (OSI) 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 direct oversight of the following program areas: communications and marketing; economic and tourism development; Town-sponsored special events; heritage and historic preservation; intergovernmental and legislative affairs; 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 community members and organizations, elected officials and staff.

2010 – 2011 Accomplishments

- This department is new for FY 2011-2012.

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
Strategic Plan Focus Area: Community Building / Progress and Innovation				
Goal:				
Ensure transparency and open communication between the Town and its residents.				
Performance Measures:				
▪ Number of Town official newsletters distributed to residents	7	10	10	12
▪ Number of media inquiries handled by Public Information Officer	195	230	262	250
▪ Number of news releases distributed to the media	29	38	35	50
▪ Number of "Mayor's Message" or "Manager's Message" articles in the media	50	50	50	24

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
Strategic Plan Focus Area: Commerce				
Goal:				
Attract high-quality, well-paying jobs and industries to Marana through outreach to interested companies.				
Performance Measures:				
▪ Businesses assisted	N/A*	N/A*	N/A*	50
▪ Copies of Community Profile distributed	2,000	1,000	1,000	2,000
Strategic Plan Focus Area: Commerce / Recreation & Heritage				
Goal:				
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.				
Performance Measures:				
▪ Special events facilitated	N/A*	N/A*	N/A*	25

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
Personnel & Benefits Cost	N/A*	N/A*	N/A*	$341,418
Contracted Services	N/A*	N/A*	N/A*	169,979
Capital Outlay	N/A*	N/A*	N/A*	57,889
Total by Category	**N/A***	**N/A***	**N/A***	**$569,286**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
General Fund	N/A*	N/A*	N/A*	$569,286
Total by Fund	**N/A***	**N/A***	**N/A***	**$569,286**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012* Projected
Director of Strategic Initiatives	N/A*	N/A*	N/A*	1.00
Community Relations Officer	N/A*	N/A*	N/A*	1.00
Special Events Coordinator	N/A*	N/A*	N/A*	1.00
Graphics Designer	N/A*	N/A*	N/A*	1.00
Curation Specialist	N/A*	N/A*	N/A*	1.00
Total Strategic Initiatives	**N/A***	**N/A***	**N/A***	**5.00**

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.

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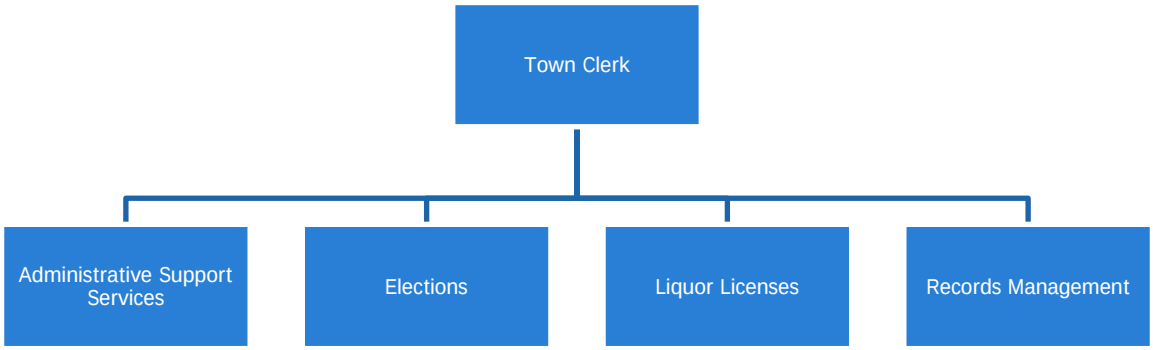
TOWN CLERK



Department Overview

The Town Clerk has the responsibility for oversight of town elections and candidate reporting and 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, prepares Council agendas and records the official minutes of all Council meetings. Community Building and Progress Innovation enhance the mission of the Clerk's department which is to assist the public with accurate and timely information.

2010 – 2011 Accomplishments

- Oversaw creation and writing of town-wide Social Media Administrative Directive
- Provided training for all town employees for e-mail archiving related to records retention and destruction
- Deputy received CMC (Certified Municipal Clerk) and Municipal Election Official Certifications
- Oversaw translation of the 2011 Election Publicity Pamphlet
- Deputy chairs the Arizona Municipal Clerks' Association Communications Committee and sits on the Audit and Education Committees; Clerk sits on the Mentoring Committee
- Successful implementation of town's safety training program?
- Clerk sits on the town's emergency management team

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Community Building / Progress and Innovation				
Goal:				
Respond to 95% of requests within 72 hours.				
Performance Measure:				
▪ Processed records requests *Completed within 72 hours*	350 90%	550 95%	500 98%	400 98%
▪ Recorded documents	300	200	180	175
▪ Regular and Special Agendas	48	32	32	32
▪ Special Events Permits	35	30	30	30

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
▪ Insurance claims processed *Transmitted to SWR within 24 hours*	53 *100%*	63 *100%*	75 *100%*	80 *100%*
▪ Liquor Licenses processed	15	20	20	20
Goal:				
Ensure quality preparation and timely distribution of Council Agenda packets.				
Performance Measure:				
▪ Council Agenda packets processed *(Less than five packets required amending since Novus was instituted)*	48	32	32	32
Goal:				
Prepare Election and Council Information requests in a timely manner.				
Performance Measure:				
▪ 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%
Goal:				
Inventory of all public / permanent storage.				
Performance Measures:				
▪ Specific plans are properly filed for permanent storage	75%	80%	85%	90%
▪ Council minutes / agendas are signed, scanned and stored	60%	80%	90%	98%
▪ All non-DSC files at MOC records building inventoried	25%	60%	65%	70%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$219,881	$207,875	$209,264	$214,189
Contracted Services	172,468	19,319	139,028	24,099
Operating Supplies & Equipment	2,928	825	1,338	2,500
Other Financing Uses	-	-	-	-
Total by Category	**$395,277**	**$228,019**	**$349,629**	**$240,788**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$395,277	$228,019	$349,629	$240,788
Total by Fund	**$395,277**	**$228,019**	**$349,629**	**$240,788**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	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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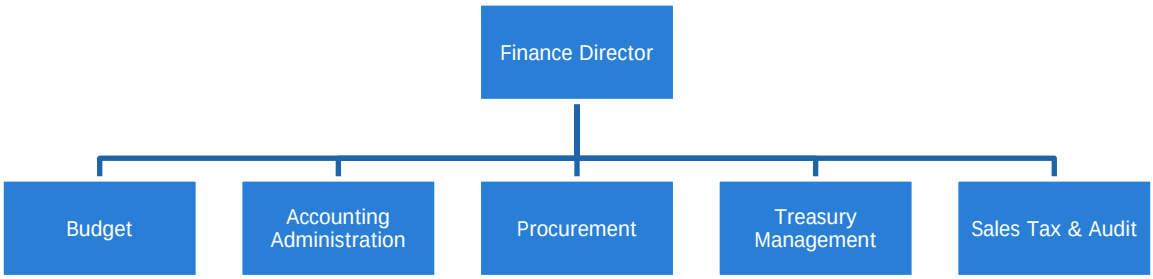
FINANCE DEPARTMENT



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.

2010 – 2011 Accomplishments

- Successfully implemented the budget module of the integrated accounting and information management system and trained all end-users
- 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

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Receive the Distinguished Budget Presentation Awarded from the Government Finance Officers in America (GFOA)				
Performance Measure:				
▪ Award Received	Yes	Yes	Yes	Yes
Goal:				
Receive the Certificate of Excellence in Financial Reporting Awarded from the Government Finance Officers in America (GFOA)				
Performance Measure:				
▪ Award Received	Yes	Yes	Yes	Yes

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
Implement the newly acquired Integrated Accounting and Information Management System and train all of the Town Employee's end-users				
Performance Measures:				
▪ Installation completed	Yes	-	-	-
▪ End users trained	Yes	-	-	-

Goal:				
Execute efficient accounts payable and payroll activities.				
▪ Invoices processed	15,894	12,672	11,171	11,000
▪ Accounts payable checks issues	8,905	7,034	5,993	6,000
▪ Payroll checks direct deposited	8,500	8,362	7,100	7,000

BUDGET SUMMARY

Expenditures by Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Personnel & Benefits Cost	$474,554	$582,082	$580,729	$625,135
Contracted Services	105,683	91,110	138,144	155,508
Operating Supplies & Equipment	8,917	6,539	6,014	6,500
Capital Outlay	340,732	31,822	-	-
Total by Category	**$929,887**	**$711,553**	**$724,887**	**$787,143**

BUDGET SUMMARY BY FUND

Expenditures By Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	$929,887	$711,553	$724,887	$787,143
Total by Fund	**$929,887**	**$711,553**	**$724,887**	**$787,143**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Finance Director	1.00	1.00	1.00	1.00
Finance Manager	-	1.00	1.00	1.00
Accounting Supervisor	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	1.38	1.35	1.35
Total Finance & Accounting	**8.38**	**8.38**	**8.35**	**8.35**

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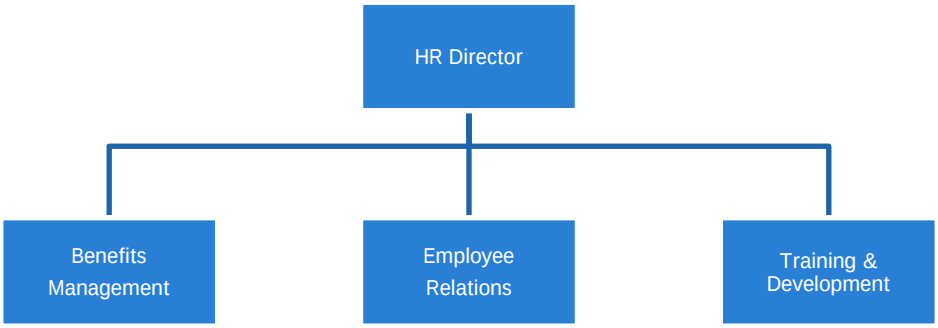
HUMAN RESOURCES



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.

2010 – 2011 Accomplishments

- Reconvened the Benefits Committee (continued education, vendor selection, 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 2010 Performance Reviews
- Assisted Manager's Office to develop organizational structure aligned with strategic plan initiatives
- Revised Personnel Policies Chapters 3 and 8 and provided training to employees
- Established new protocol and solicited members pursuant to the MPOA Memorandum of Understanding:
    - Grievance Review Committee (GRC)
    - Conference Board
    - Contract Review Committee (CRC)
- Redesigned a more user friendly and informative HR website
- Coordinated a successful Employee Appreciation Week Event for all Town Employees October 2010
- Conducted two executive recruitment processes for key management positions
- Conducted offsite Police Department leadership retreat
- Established position classification review process in alignment with budget plan process
- Completed benefits eligibility review to ensure compliance with IRS and benefit plan designs
- Completed and administrated salary reduction program for FY 2011

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Community Building / Progress and Innovation				
Goal:				
Develop and implement revised competencies that are specific to department function and linked to the Strategic Plan				
Performance Measures:				
▪ Customize performance competencies for all departments	22	-	-	-
▪ Supervisors and Managers trained	90	-	-	-
▪ Employees trained	300	-	-	-
Goal:				
Develop and present programs and processes for legal compliance, employee and management development and in support of the Strategic Plan component of encouraging progress and innovation and risk taking by employees.				
Performance Measure:				
▪ Sexual harassment training	60	352	-	325
▪ # of employees using tuition reimbursement (Succession Planning)	17	-	N/A	N/A
▪ Interns working through partnership with MUSD School District	3	-	-	-
▪ Partnership with municipalities (networking, surveys, meetings, training)	16	-	-	-
Goal:				
Ongoing review of policies and procedures.				
Performance Measure:				
▪ Personnel Policies	6 revisions	3 revisions	2 revisions	3 revisions
▪ Policy rollout presentations to employees	30	5	5	10
▪ Personnel Policy update training for supervisors / Managers	80	5	5	10
▪ Focus Group Sessions regarding Personnel Policies	20	4	4	8
Goal:				
Tyler / Munis Software Implementation				
Performance Measures:				
▪ # of hours of User Training – Personnel Action Training	10	-	-	20
▪ # of hours of User Training – Tuition Reimbursement Training / Refresher	8	-	-	-
▪ # of hours of User Training – Employee Self Service Training	-	-	-	10
▪ # of hours of User Training – Personnel Requisition / Application Tracking (Supervisors, Managers, Liaisons)	-	-	-	10
▪ # of hours of Workflow Training for all users	80	-	-	-
▪ # of hours of Administrator Training – Internal HR Staff	120	-	-	-
Goal:				
Recruitment and Retention				
Performance Measures:				
▪ New Employee Orientation and On Boarding process	40	38	36	36

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Performance Measures continued:				
▪ Benefits Orientation	10	19	30	30
▪ Develop and implement Health / Benefit survey to all Employees	1	-	-	1

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$347,846	$342,432	$ 303,331	$381,706
Contracted Services	138,464	58,631	18,529	56,807
Operating Supplies & Equipment	102,391	44,992	67,245	58,455
Capital Outlay	2,870	-	-	-
Total by Category	**$591,571**	**$446,055**	**$389,105**	**$496,968**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$591,571	$446,055	$389,105	$496,968
Total by Fund	**$591,571**	**$446,055**	**$389,105**	**$496,968**

AUTHORIZED POSTIONS

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Human Resources Director	1.00	1.00	1.00	1.00
Employee Relations Administrator	-	1.00	1.00	1.00
Sr. Human Resources Analyst	1.00	1.00	1.00	2.00
Human Resources Analyst	2.00	1.00	-	-
Human Resources Coordinator	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	-	-	-
Risk Management & Safety Coordinator	1.00	-	-	-
Total Human Resources	**7.00**	**5.00**	**4.00**	**5.00**

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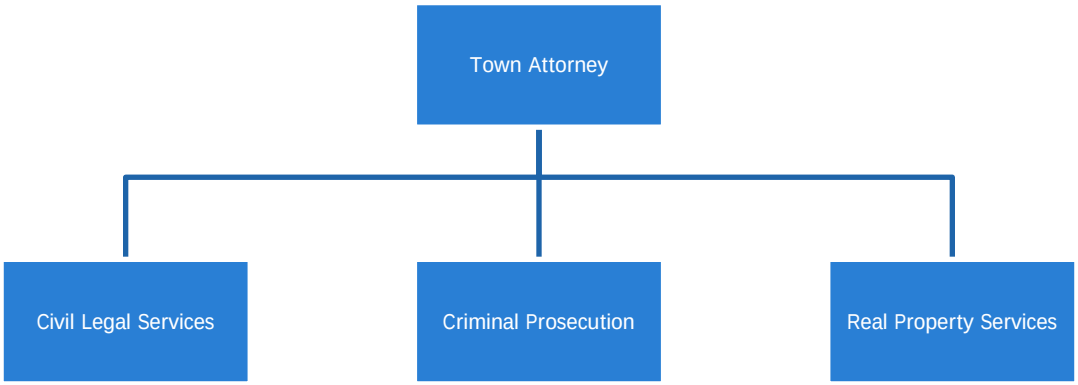
LEGAL



Department Overview

The Marana Legal Department strives to furnish quality legal services to assist the Town in achieving its vision of developing a sustainable community that provides a high quality of life through its economic progress, imagination, recreational opportunities and history. It provides legal advice on civil matters to the Mayor and Council, the Town Manager's Office and all Town departments, prosecutes misdemeanor offenses committed within the Town limits and serves as an intermediary between the police, court personnel, victims, witnesses and defendants. The Legal Department is also responsible for providing real property services, including handling, reviewing and processing license agreements right-of-way and easement abandonments, dedications right-of-way acquisitions and relocation benefits, as well as resolving title issues and reviewing subdivision and development plans.

2010 – 2011 Accomplishments

- Provided legal support for the development and protection of the Town's water resource portfolio
- Coordinated all property acquisitions and legal issues necessary to construct the Twin Peaks Interchange project, completed under budget.
- Provided legal advice and support for the down-sizing of the Town, including layoff process, policies, procedures, forms, the transition package, and separation agreements
- Continued to operate a top quality town prosecutor's office
- Researched and Drafted several different Ordinances, including fingerprinting and background checks of personnel who work with children and vulnerable adults & regulating and licensing massage establishments, just to name a few.
- Worked on administrative directives, five of which have been implemented and five of which are in process.
- Assisted Marana Police Department in reviewing and rewriting many of its operational policies.
- Assisted Human Resources in updating and revising Personnel Policies Chapter 3 and 8 (approved by Council in December).

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Review personnel policies, procedures, administrative directives and personnel provisions to the Town Code for current law and best practices in Human Resource management.				
Performance Measure:				
▪ Revision to Chapters	4	7	3	5
Goal:				
Rewrite the Marana Land Development Code and codify it into the Town Code.				
Performance Measure:				
▪ Land Development Code revisions adopted by Council.	-	1	9	6
Goal:				
Coordinate/provide support to Development Services for Town Projects; working with the private sector.				
Performance Measure:				
▪ Assist in partnership development with private sector	N/A	N/A	265	291

Strategic Plan Focus Area: Commerce / Community Building				
Goal:				
Provide timely and accurate legal advice to the Town				
Performance Measure:				
▪ Legal agreements reviewed and approved.	103	125	120	150
▪ Resolutions	204	121	128	150
▪ Ordinances	28	19	27	25
Goal:				
Prosecute misdemeanor cases in Marana Municipal Court promptly				
Performance Measure:				
▪ Number of criminal cases prosecuted and closed	2,019	1,836	1,766	1,900
> DUI cases	160	185	189	190
> Criminal Traffic cases	787	826	672	750
> Criminal cases	805	784	758	800
> Domestic Violence cases	114	178	147	180
> Petitions to Revoke	N/A	N/A	142	150
Goal:				
Review, process and close CIP mail project plans and determine real property rights needed.				
Performance Measure:				
▪ Number of existing CIP projects	25	25	22	21
▪ Number of main CIP projects closed	8	11	8	8
▪ Number of CIP sub projects processed and closed	234	258	103	116

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
Review license agreements, abandonments, dedications, and development plan reviews.				
Performance Measure:				
▪ Number of real property projects	238	262	310	341
▪ Number of development service plan reviews	162	178	160	176
▪ Number of substantive phone logs	900	1,186	647	711
▪ Number of Real Property public records requests	5	6	12	13
Goal:				
Hold regular meetings and conduct training with the Marana Police Department.				
Performance Measure:				
▪ Number of meetings with MPD	10	12	55	50
Goal:				
Proactively identify and address potential liabilities				
Performance Measure:				
▪ Number of claims filed against the Town	10	10	4	8
▪ Number of lawsuits filed against the Town	5	5	2	2
▪ Number of claims and lawsuits resolved	11	11	9	10

BUDGET SUMMARY

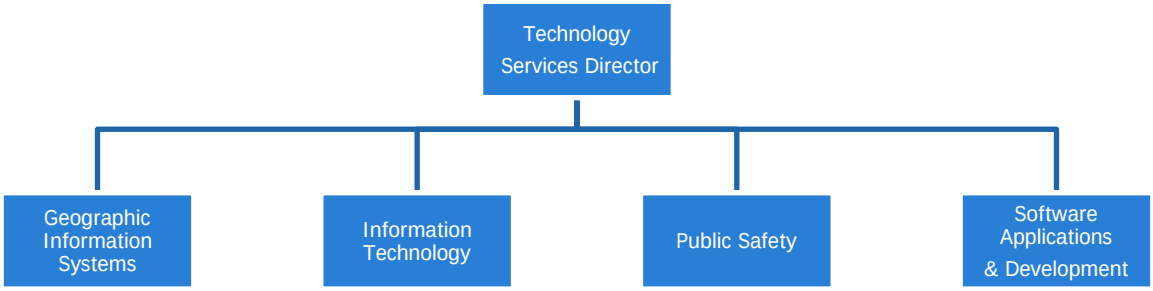
Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$724,754	$649,520	$661,626	$687,800
Contracted Services	186,604	66,635	87,349	92,479
Operating Supplies & Equipment	8,543	5,669	4,409	4,000
Capital Improvements	-	-	-	-
Total by Category	**$919,900**	**$721,824**	**$753,385**	**$784,279**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$919,900	$721,824	$753,385	$784,279
Total by Fund	**$919,900**	**$721,824**	**$753,385**	**$784,279**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 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
Administrative Manager	1.00	1.00	-	-
Real Property Acquisition Agent	2.00	1.60	2.00	2.00
Office Support Assistant	1.00	1.00	1.00	1.00
Total Legal	**9.00**	**8.60**	**8.00**	**8.00**

TECHNOLOGY SERVICES



Department Overview

The Technology Services Department is responsible for developing, implementing, and maintaining technology to facilitate the productive and efficient use of Town computers, software applications, internet and networking services, mapping products, and data and communication resources.

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2010 – 2011 Accomplishments

- Completed MOC switch upgrade
- Completed Laserfiche upgrade
- Installed and completed Jury Plus upgrade
- Upgraded cooling infrastructure in TS server room
- Implemented town-wide email archival system
- Completed new computer project replacement
- Outfitted PD substation at the MOC

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress and Innovation				
Goal:				
Develop and maintain Town's official maps, GIS applications, and GIS date library for town-wide use.				
Performance Measures:				
▪ Provide GIS map and data request services to staff and general public	1,020	1,230	1,340	1,480
▪ Provide addressing services to meet the Town's needs	249	305	370	450
▪ Implement new generation of GIS web applications	Pilot	7	20	30
Goal:				
Develop and implement a Disaster Recovery Plan that includes a system of automated failover for operational continuity, data redundancy, and disaster recovery based on acceptable down-time of official systems.				
Performance Measures:				
▪ Develop a DRP document	25%	25%	75%	100%
▪ Implementation Plan	25%	25%	75%	100%
▪ Implement and Test	10%	25%	50%	100%

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
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.				
Performance Measure:				
▪ Percentage of servers virtualized	0%	20%	22%	30%
Goal:				
Provide technical support for all data, voice, and video communications				
Performance Measures:				
▪ Total work orders completed	1,405	1,400	1,500	1,600
▪ Average time to complete work orders in days	5.8	4.5	4.0	3.0
▪ Respond to high priority helpdesk tickets in 4 hours	50	50	75	75
▪ Establish automated monitoring and repair system	50	50	80	80
Goal:				
Evaluate, specify, and recommend new technologies and operation methods.				
Performance Measures:				
▪ Establish TS part of the RFP process for software, hardware, and telecom	50%	50%	50%	75%
▪ Provide detail requirements definition, analysis, and Implementation	50%	50%	50%	75%
Goal:				
Complete new wireless wide area network (WAN) and establish capability to co-manager network with vendor.				
Performance Measures:				
▪ Complete transition to new network	-	80%	100%	-
▪ Establish internal WAN management capability	25%	25%	75%	100%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$789,785	$859,721	$738,153	$851,127
Contracted Services	478,286	513,476	532,659	818,708
Operating Supplies & Equipment	92,349	80,093	85,591	94,676
Capital Outlay	28,942	134,280	228,410	559,000
Other Financing Uses	-	-	-	-
Total by Category	**$1,389,362**	**$1,587,570**	**$1,584,812**	**$2,323,511**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	$1,389,362	$1,587,570	$1,584,812	$2,073,511
Pima County Bond Funds	-	-	-	250,000
Total by Fund	**$1,389,362**	**$1,587,570**	**$1,584,812**	**$2,323,511**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Technology Services Director	1.00	1.00	1.00	1.00
Network Technician	2.00	1.00	1.00	1.00
Technology Supervisor	1.00	3.00	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	1.00	1.00
Senior GIS Analyst	-	-	1.00	1.00
GIS Analyst	1.00	1.00	-	-
Database Analyst	2.00	1.00	1.00	1.00
Senior Software Engineer	-	-	1.00	1.00
Software Engineer	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Total Technology Services	**12.00**	**12.00**	**11.00**	**11.00**

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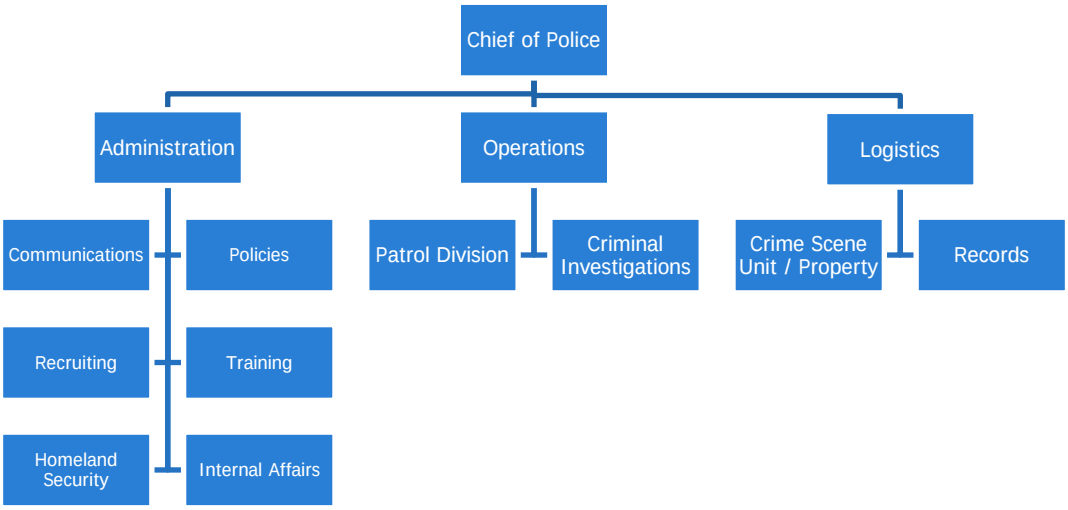
POLICE



Department Overview

The Marana Police Department is committed to serve the people within our jurisdiction. We build and maintain public trust by holding ourselves to the highest standards of performance and ethical values. To fulfill the mission, the Marana Police Department is dedicated to providing a quality work environment and the development of its members through effective training and leadership.

2010 – 2011 Accomplishments

- Hosted State-wide training in the following areas: DUI Investigation, Drug Recognition Expert, Accident Reconstruction, and General Instructor Course
- Recruited, interviewed and hired new Chief of Police
- Obtained Video Down Link Capability through grant funding
- Secured Homeland Security vehicle through grant funding
- Secured a "Polaris" vehicle through grant funding
- Assigned an officer to the Counter Narcotics Alliance to increase regional cooperation
- Added another member to the Regional SWAT team for increased tactical response
- Increased the size of the motor unit by one officer
- Conducted Marana's first "Dispose a med" event to safely dispose of RX drugs
- Instituted briefings to increase department communication and camaraderie
- Instituted monthly meetings /briefings with Oro Valley PD to increase inter-agency cooperation and community safety
- Solved Marana's first homicide in over five years thereby taking two violent youths off our streets

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Provide quality police leadership and professional service by implementing a career development plan for all MPD employees on excellence and sustainability.				
Performance Measure:				
▪ Personnel attending supervisory/management level training	10	16	20	20
▪ Number of personnel who attended one job-specific training	75	104	75	80
▪ Partnering with other law enforcement agencies to gain experience in criminal investigations	1	4	6	8
Goal:				
Efficient and effective Operations Division/Patrol				
Performance Measure:				
▪ Response time in minutes to Priority 1 and 2 calls; national target 5 minutes	5	5	5	5
▪ Number of traffic stops	9,050	24,219	14,233	15,656
▪ DUI arrests	195	202	150	165
▪ Felony arrests; part 1 crimes only	123	62	63	69
▪ Misdemeanor arrests; part 1 crimes only	198	165	195	214
▪ Crimes against persons; part 1 crimes only	232	202	230	253
▪ Crimes against property; part 1 crimes only	1,138	1,010	1,288	1,416
▪ Average number of calls per officer	451	517	424	466
▪ Number of officers per 1,000 citizens; national average 2.4	2.6 – 3.0	2.5	2.3	2.3
Goal:				
Efficient and effective Operations Division/Criminal Investigations Unit				
Performance Measure:				
▪ Calendar year clearance rate (%) – violent crimes	70	47	47.5	47
▪ Calendar year clearance rate (%) – property crimes	25	27	37.72	35
▪ Criminal scenes responded to by Crime Scene Unit	128	128	101	112

Strategic Plan Focus Area: Community Building				
Goal:				
Establish community partnerships with open and effective communications focused on addressing quality of life issues and safety concerns.				
Performance Measure:				
▪ Informational presentations to community groups	100	90	60	60
▪ Number of Neighborhood Watch groups	10	14	10	20
▪ Participants in GAIN "Getting Involved in Neighborhoods"	10	10	N/A	N/A
▪ Business security contacts	15	15	12	12
▪ Holiday Patrol	1	1	1	1

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
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.				
Performance Measure:				
▪ Number of hours worked	4,689	6,836	7,600	9,500

BUDGET SUMMARY

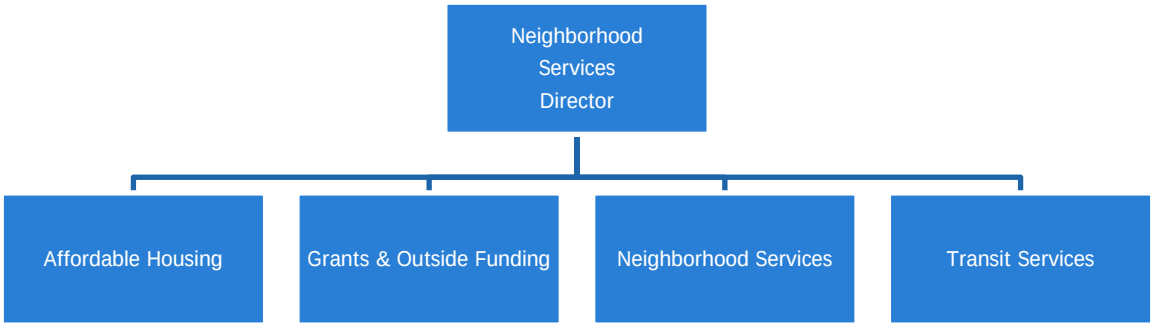
Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$8,851,431	$8,162,639	$7,692,632	$8,341,251
Contracted Services	726,789	679,304	533,634	573,101
Operating Supplies & Equipment	642,246	824,707	694,118	1,356,205
Capital Outlay	60,394	63,961	85,723	282,000
Total by Category	**$10,280,860**	**$9,730,611**	**$9,006,108**	**$10,552,557**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$9,840,282	$9,277,057	$8,573,389	$9,911,156
Grants / Contributions	434,671	452,537	432,719	641,401
Police Forfeiture Account	5,907	-	-	-
Custody	-	1,017	-	-
Total by Fund	**$10,280,860**	**$9,730,611**	**$9,006,108**	**$10,552,557**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Chief of Police	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	-	-	-
Police Captain	-	-	-	1.00
Lieutenant	6.00	3.00	3.00	3.00
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
Crime Prevention Specialist	1.00	1.00	-	-
Administrative Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Customer Service Support	0.33	-	-	-
Total Police	**113.33**	**111.00**	**104.00**	**105.00**

NEIGHBORHOOD SERVICES & COMMUNITY DEVELOPMENT



Department Overview

Improving the quality of life for our residents and neighborhoods is the primary goal of the Community Development and Neighborhood Services Department. Marana's leadership recognizes the value of offering a wide variety of housing programs balanced to preserve existing housing stock, meet the challenging needs of current and future residents, promote economic growth, and enhance the character of the community. Working within the community to foster clean safe neighborhoods, Community Development staff serves as facilitators, bringing together residents to find solutions and build consensus and engaging Town departments and resources as necessary and appropriate to address neighborhood issues and concerns. Department staff also provides outreach and support to both Town of Marana departments and the community by serving offering development, coordination, monitoring, and reporting for grant funded projects.

2010 – 2011 Accomplishments

- Marana Builds Habitat's second home in the Honea Heights Neighborhood was dedicated in November 2010; walls were raised on the third home in May 2011
- Received $2,140,000 in grant funding
- Received twenty-one new housing rehabilitation applications and completed work on the sixteen qualifying homes
- Rehabilitated and sold one home through the Affordable Housing program
- Had over 48,000 riders on the Sun Shuttle routes in Marana

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Community Building				
Goal:				
Increase grant funding throughout the Town of Marana.				
Performance Measures:				
▪ Grant applications completed	20	46	40	45
▪ Grant award ($)	$2,500,000	$2,038,446	$2,140,000	$2,500,000

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
Work with the Affordable Housing Commission to establish Sustainable Affordable Housing and Neighborhood Revitalization Programs that meet the needs of Marana residents.				
Performance Measure:				
▪ Housing Rehabilitation projects completed	15	16	24	12
▪ Housing Rehabilitation applications received	20	21	30	20
Goal:				
Partner with community and faith-based agencies to develop affordable housing units.				
Performance Measure:				
▪ New Affordable Housing Units	-	2	2	3
▪ Land Acquisition/Entitlement for Affordable Housing Projects	-	3	40	3
Goal:				
Increase Transit options for Marana residents.				
Performance Measure:				
▪ Initiate Sun Shuttle Neighborhood circulators	2	2	0	0
▪ Increase Sun Shuttle ridership by 10%	1,009	25,409	48,000	55,000

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$257,252	$217,876	$293,888	$209,471
Contracted Services	58,723	174,683	338,210	273,188
Operating Supplies & Equipment	55,120	135,882	185,336	292,153
Capital Outlay	-	125,617	-	250,000
Total by Category	**$371,091**	**$654,058**	**$817,434**	**$1,024,812**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$296,154	$195,647	$211,135	$229,812
Community Development Block Grant	50,117	95,607	93,544	285,000
HOME	-	-	-	250,000
Revolving Affordable Housing	24,824	6,844	47,887	75,000
Grants	-	203,320	287,752	68,000
LTAF Funding	-	152,639	177,117	117,000
Total by Fund	**$371,091**	**$654,058**	**$817,434**	**$1,024,812**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Neighborhood Services Director	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00
Total Neighborhood Services & Community Development	**3.00**	**3.00**	**3.00**	**3.00**

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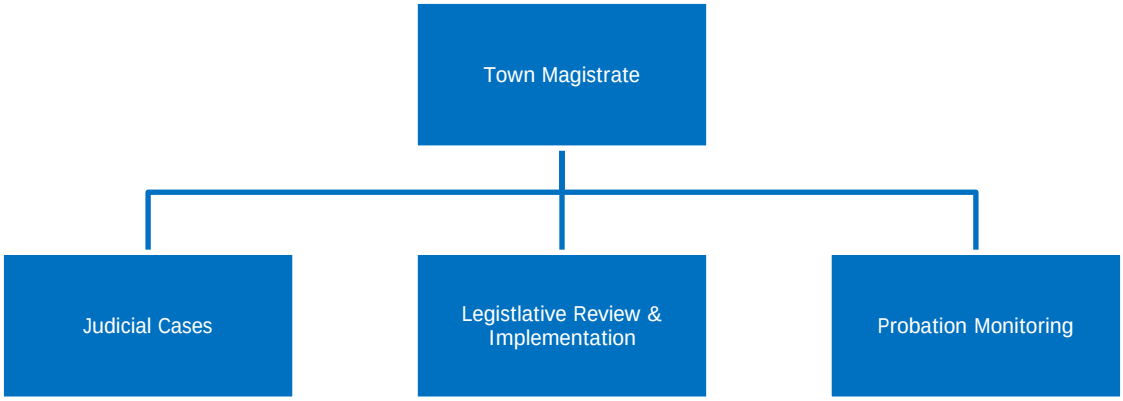
COURTS



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.

2010 – 2011 Accomplishments

- Continued refining in-house probation monitoring section, eliminating the need to contract probation services to an outside vendor
- Increased court revenue by 10 percent over the previous fiscal year
- 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

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Reduce 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.				
Performance Measures:				
▪ Case procession error rate	8%	8%	8%	7.5%
▪ Citations filed	11,000	11,000	8,500	9,200

Goal:				
Reduce the amount of complaints and negative comments about Marana's court to less than 10 per year.				
Performance Measure:				
▪ Complaints received	39	18	21	21
Goal:				
Retain and foster open communication between the Court and citizens of the Town of Marana and maintain an Open Door policy with Town officials				
Performance Measure:				
▪ Number of meetings with Town officials, Marana 101, CREW program and GAIN participation	30	30	17	20
Goal:				
Create a Probation Department and Home Detention program to enhance the Court's ability to enforce the condition of sentencing.				
Performance Measure:				
▪ Number of home arrest offenders	200	200	42	200
▪ Number of monitored probation cases	200	200	187	200

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$807,035	$818,037	$806,727	$841,498
Contracted Services	108,217	91,676	74,994	164,717
Operating Supplies & Equipment	14,333	17,728	10,740	275,614
Capital Outlay	-	-	-	5,000
Total by Category	**$ 929,584**	**$927,441**	**$892,461**	**$1,286,829**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$913,517	$881,658	$853,562	$927,800
JCEF Fund	-	-	998	40,800
FTG Court Fund	-	-	-	31,000
Local Technology Fund	16,067	45,783	37,901	287,229
Total by Fund	**$ 929,584**	**$927,441**	**$892,461**	**$1,286,829**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 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	4.00	5.00
Total Courts	**13.00**	**13.00**	**13.00**	**14.00**

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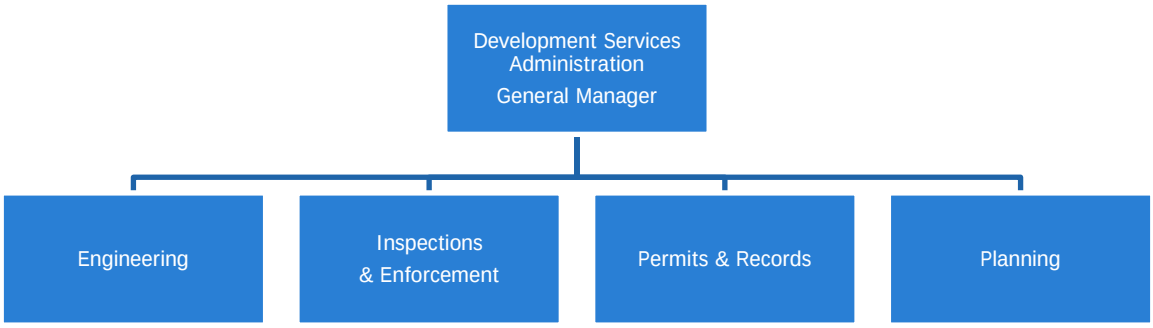
DEVELOPMENT SERVICES ADMINISTRATION



Department Overview

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

2010 – 2011 Accomplishments

- Voters ratified the 2010 General Plan by over 80 percent.
- Created the ability to fast track submittal reviews to facilitate eligible economic development projects
- Maintained a Building Code Enforcement program with a dedicated Enforcement Inspector and administrative support
- Expanded the types of building permits that are processed over-the-counter
- With grant monies hired a staff member to coordinate the development of the town's energy efficiently and conservation strategies

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Create on-line permitting system for the Town of Marana				
Performance Measure:				
▪ Percentage complete of on-line permitting system	25%	10%	20%	20%
Goal:				
Create a Development Services enterprise-wide electronic plan review and processing system.				
Performance Measure:				
▪ Submission clients	0%	0%	0%	0%

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
Improve staff training, education and certification levels.				
Performance Measures:				
▪ International Code Certifications received	10	5	7	7
▪ Arizona Building Official Association code training Sessions attended per year	46	18	15	15
Strategic Plan Focus Area: Commerce				
Goal:				
Streamline public processes to make it easier for public and developers to work with the Town.				
Performance Measure:				
▪ In-house plan reviews as a percent of total plan reviews taken	80%	100%	95%	95%
Goal:				
Ensure sufficient response to public for permitting and inspections.				
Performance Measures:				
▪ Single family dwelling plans review within five days.	80%	83%	85%	85%
▪ Model plan reviews completed within five days.	80%	85%	90%	90%
▪ Field inspections completed within one business day of request.	80%	90%	90%	90%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$929,057	$171,228	$169,133	$169,442
Contracted Services	56,173	761	2,203	15,622
Operating Supplies & Equipment	27,984	878	1,269	7,500
Capital Outlay	777	-	-	-
Other Services	19,025	-	-	-
Total by Category	**$1,033,016**	**$172,868**	**$172,605**	**$192,564**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$1,033,016	$172,868	$120,041	$192,564
Total by Fund	**$1,033,016**	**$172,868**	**$172,605**	**$192,564**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Development Services General Manager	1.00	1.00	1.00	1.00
Executive Assistant	-	1.00	1.00	1.00
Total Neighborhood Services & Community Development	**1.00**	**2.00**	**2.00**	**2.00**

Town re-organization occurred 07/01/2009.

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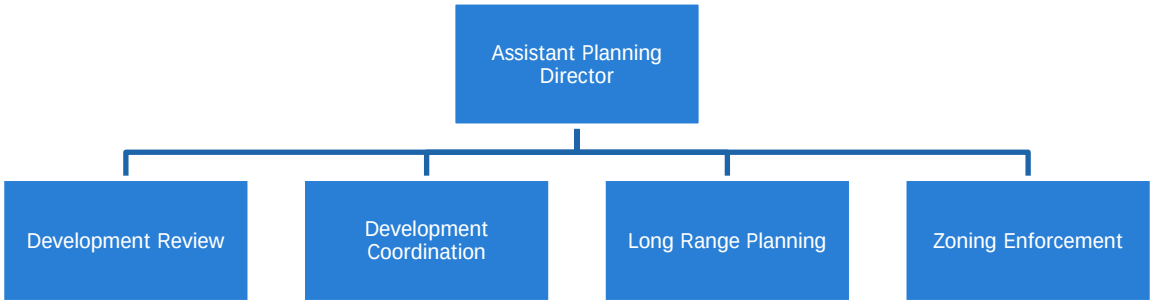
PLANNING



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 Zoning Ordinance. 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 Ordinances. The staff also assists citizens and developers to better understand the land use policies and regulations of the Town.

2010 – 2011 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 in the economy. Each will provide relief or expand opportunities to the business community which will are intended to give a boost to the Town of Marana economy
- Staff has worked close 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 have been entered into MarGIS. This will allow Planning to keep better track of 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 will go to the voters for ratification May 18, 2011
- Staff has 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 has added all projects prior to 2001 into the CRW program for better tracking of all Town projects

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
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.				
Performance Measure:				
▪ Number of Code Text Amendments processed by Staff	1	-	7	4
Goal:				
Staff will work at finding more submittal documents that can be submitted electronically.				
Performance Measure:				
▪ The amount of reduction in paper copy submittals	10%	12%	15%	20%
Strategic Plan Focus Area: Commerce				
Goal:				
Evaluate and provide cost benefit analysis of strategic annexations into Pinal County and other area's to protect the Town's interest.				
Performance Measure:				
▪ Number of proposed annexations processed by staff	1	3	2	2
Strategic Plan Focus Area: Community Building				
Goal:				
Staff will process / route all submittals within 3 days of receipt.				
Performance Measure:				
▪ Percentage of submittals sent out within 3 days	90	94	97	98

BUDGET SUMMARY				
Expenditures by Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Personnel & Benefits Cost	$918,582	$463,365	$505,135	$520,964
Contracted Services	81,903	12,950	15,311	23,262
Operating Supplies & Equipment	7,658	5,126	4,786	3,000
Capital Outlay	-	-	-	-
Other Services	-	-	-	-
Total by Category	**$1,008,143**	**$481,441**	**$525,232**	**$547,226**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	$1,008,143	$481,441	$525,232	$547,226
Total by Fund	**$1,008,143**	**$481,441**	**$525,232**	**$547,226**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Planning Director	1.00	-	-	-
Assistant Planning Director	1.00	1.00	1.00	1.00
Planner III	1.00	-	-	-
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Code Enforcement Inspector	2.00	-	-	-
Project & Fee Technician	1.00	-	-	-
Total Planning	**15.00**	**7.00**	**7.00**	**7.00**

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

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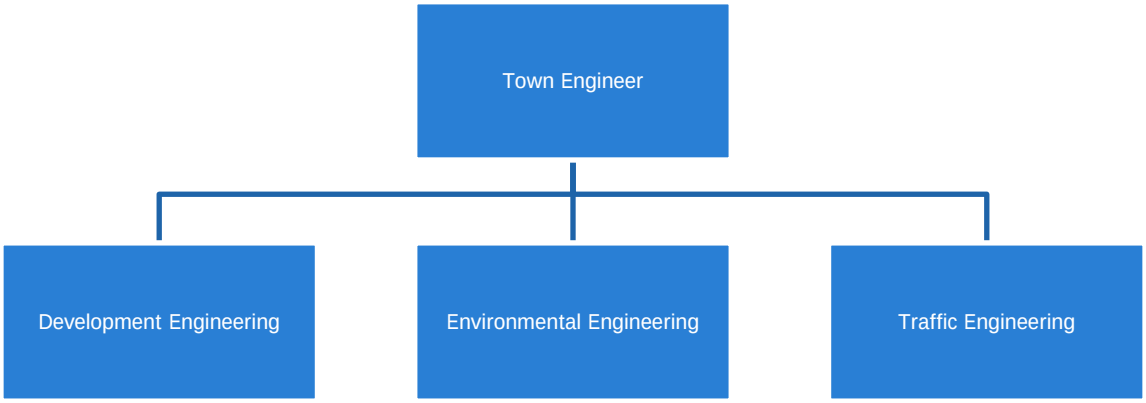
ENGINEERING



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.

2010 – 2011 Accomplishments

- Fully resolved the FEMA issue, appeal period completed, maps issued June 16, 2011
- Performed outstanding customer service review and inspection for the Sargent Controls expansion, Legacy Apartments development and the Marana Health Center
- Under an energy grant, performed an energy audit of Town facilities, created a pilot project for energy cost savings, and created a strategy for future savings
- Assisted Planning department in the creation of the 2010 General Plan
- Assisted CIP in the smooth opening of the Twin Peaks Interchange and Twin Peaks Road projects

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
In-house review of plans.				
Performance Measures:				
▪ Number of SWPPP's reviewed in-house	46	29	50	50
▪ Number of Engineering plans reviewed in-house	53	87	75	75
▪ Number of Planning documents reviewed in-house (rezones, spec plans, SLUC, minor land div)	30	-	80	80
Goal:				
In-house inspection/observation of private development.				
Performance Measures:				
▪ Number of Stormwater inspections performed.	100	58	75	75

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Performance Measures continued:				
▪ Number of Private development permits inspected.	40	16	25	25
▪ Number of Type 1 permits issued.	16	4	10	10
Goal:				
Facilitation of CIP program.				
Performance Measure:				
▪ Number of CIP projects with Environmental Facilities in permitting	19	3	4	4
Goal:				
Maintain the operations safety of Town streets.				
Performance Measures:				
▪ Number of Traffic Work Orders	120	59	120	120
▪ Number of Service Request Assignments	325	120	225	225

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$1,107,491	$1,457,074	$1,241,793	$1,350,539
Contracted Services	589,416	96,330	96,036	110,673
Operating Supplies & Equipment	8,767	6,620	11,718	22,857
Capital Outlay	-	156,472	204,552	156,029
Other Services	14,107	-	-	-
Total by Category	**$1,719,781**	**$1,716,496**	**$983,263**	**$1,640,098**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$1,719,781	$1,569,279	$1,358,025	$1,600,492
Grants	-	-	10,441	39,606
Transportation Fund	-	147,218	4,051	-
Regional Transportation Agency	-	-	181,582	-
Total by Fund	**$1,719,781**	**$1,716,496**	**$983,263**	**$1,640,098**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Town Engineer	-	1.00	1.00	1.00
Cultural Resource Manager	-	1.00	-	-
Engineering Division Manager	-	2.00	1.00	1.00
Traffic Division Manager	-	1.00	1.00	1.00
Traffic Engineer	-	1.00	1.00	1.00
Civil Engineer	-	1.00	1.00	1.00
Environmental Project Coordinator	-	2.00	2.00	3.00
Engineering Technician	-	3.00	3.00	3.00
Project Coordinator	-	1.00	1.00	1.00
Engineering Aide	-	2.00	1.00	1.00
Senior Plans Examiner	2.00	1.00	1.00	1.00
Plans Examiner	-	2.00	2.00	2.00
Plans Review Technician	3.00	2.00	1.00	1.00
Executive Assistant	-	1.00	0.60	-
Total Engineering	**5.00**	**21.00**	**16.60**	**17.00**

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

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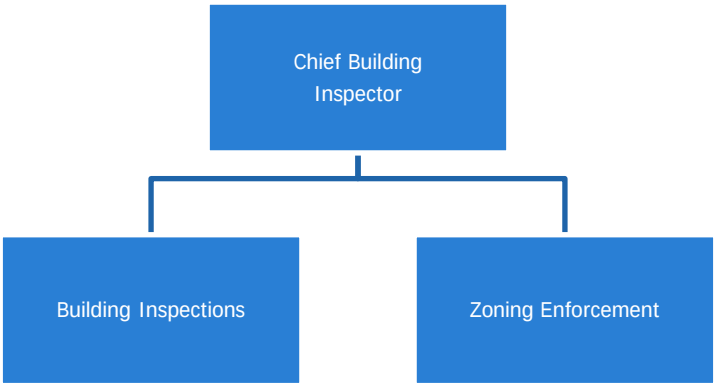
INSPECTIONS & ENFORCEMENT



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, means of egress 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 inspection verification of code compliance. The department serves both residents and visitors, and is managed by the Building Official.

2010 – 2011 Accomplishments

- Completed the inspection process for the first phase of the Marana Health Center Development.
- Completed all scheduled inspections on time.
- Provided an assigned inspector for complex and sensitive projects such as the Marana Health Center, Legacy Apartments, Fry's expansion and remodel and Northwest Medical Urgent Care.

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Community Building				
Goal:				
Perform building inspections.				
Performance Measures:				
▪ Total number of building inspections performed	14,711	15,724	16,500	17,500
Goal:				
Perform inspections for building code compliance.				
Performance Measures:				
▪ Number of Building Code Compliance inspections performed.	14	12	15	15

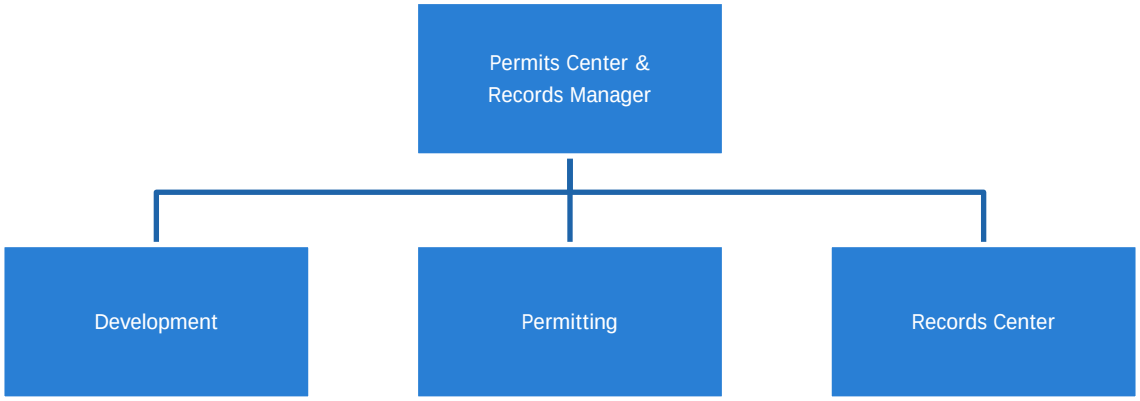
BUDGET SUMMARY				
Expenditures by Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Personnel & Benefits Cost	-	$393,717	$391,133	$424,624
Contracted Services	-	38,812	8,148	13,415
Operating Supplies & Equipment	-	14,783	16,434	36,722
Capital Outlay	-	-	-	27,000
Total by Category	-	**$447,312**	**$415,716**	**$501,761**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	-	$447,312	$415,716	$501,761
Total by Fund	**-**	**$447,312**	**$415,716**	**$501,761**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Chief Building Inspector	-	1.00	1.00	1.00
Senior Plans Examiner	2.00	-	-	-
Building Official	1.00			
Building Inspector II	2.00	2.00	1.00	2.00
Building Inspector I	4.00	1.00	1.00	1.00
Code Enforcement Officer	-	2.00	2.00	2.00
Senior Permit Clerk	1.00	-	-	-
Permit Clerk	3.00	-	-	-
Total Inspections & Enforcement	**13.00**	**6.00**	**5.00**	**6.00**

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

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 contract for each customer and ensure accurate, quality and timely processing of permit applications.

2010 – 2011 Accomplishments

- Implemented comprehensive online permitting system to include online inspection scheduling and online permit and project information
- Issued permits for large scale projects including the Marana Health Center
- Issued a total of 339 single-family residential permits
- 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

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Streamline DSC processes and procedures and improve public outreach.				
Performance Measures:				
▪ Complete in-house reproductions within 1 business day (1%)	95%	95%	85%	85%
▪ Reformat forms and increase availability of online Information	50%	20%	20%	10%
▪ Standardize all formats and checklists	50%	20%	20%	10%
Goal:				
Alternative hours and location permitting program.				
Performance Measures:				
▪ Draft comprehensive program to allow for alternative hours/location	-	-	25%	75%

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Performance Measures continued:				
▪ Develop implementation plan	-	-	10%	90%
Goal:				
Research and implement pre-permitting meetings for Commercial Development.				
Performance Measure:				
▪ Participate in pre-app meetings beginning Q4 FY10	-	100%	100%	100%
Goal:				
Outreach to other DSC departments to facilitate permit processing.				
Performance Measure:				
▪ Department requirements for all permits types.	-	-	50%	50%
▪ CRW standards, guidance and administration.	-	50%	75%	100%
▪ Develop checklists.	-	-	50%	50%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$263,893	$455,037	$423,452	$442,845
Contracted Services	12,848	27,338	56,023	65,013
Operating Supplies & Equipment	20,990	9,787	16,673	18,000
Capital Outlay	-	-	-	-
Other Financing Uses	-	-	-	-
Total by Category	**$297,732**	**$492,163**	**$496,148**	**$525,858**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$297,732	$492,163	$496,148	$525,858
Total by Fund	**$297,732**	**$492,163**	**$496,148**	**$525,858**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Permits Center & Records Manager	1.00	1.00	1.00	1.00
Senior Permit Clerk	-	1.00	1.00	1.00
Development Coordinator	-	2.00	2.00	2.00
Permit Clerk	-	3.00	3.00	3.00
Document Imaging Clerk	1.75	1.00	1.50	1.50
Customer Service Specialist	1.25	1.13	-	-
Admin Assistant to the Deputy Town Manager	1.00	-	-	-
Total Planning	**5.00**	**9.13**	**8.50**	**8.50**

Town re-organization occurred 07/01/2009

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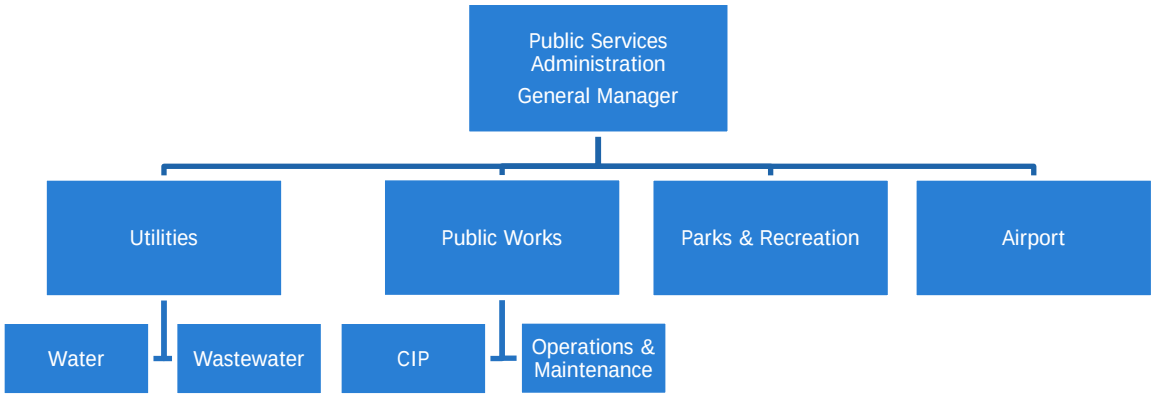
PUBLIC SERVICES ADMINISTRATION



Department Overview

Public Services Administration provides oversight over community development, engineering and capital improvement program support, continuous, reliable operations of facilities, infrastructure support and utilities for the Town of Marana.

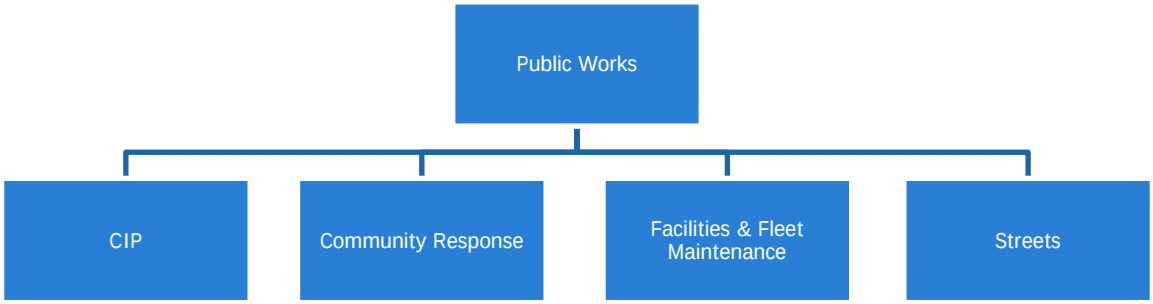
BUDGET SUMMARY				
Expenditures by Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Personnel & Benefits Cost	-	$537,175	$449,977	$419,227
Contracted Services	-	1,155	610	2,679
Operating Supplies & Equipment	-	2,463	1,337	4,736
Total by Category	**-**	**$540,792**	**$451,923**	**$426,642**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	-	$540,792	$451,923	$426,642
Total by Fund	-	**$540,792**	**$451,923**	**$426,642**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Public Services General Manager	-	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
Senior Administrative Assistant	-	1.00	1.00	1.00
Customer Service Specialist	-	0.50	0.50	-
Office Support Assistant	-	0.50	0.50	-
Total Public Services Administration	**1.00**	**5.00**	**4.00**	**4.00**

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

PUBLIC WORKS



Department Overview

Public Works is committed to creating, improving and constructing infrastructure for sustained and improved vital services required for a growing and vibrant community.

CIP, Fleet, Facilities, Community Response and the Streets divisions are a support group that serves the needs of the Town of Marana through maintenance of the Town's infrastructure and facilities. All efforts are directed towards providing the Town and its citizens with an improved quality of life through better maintenance of existing facilities and infrastructure, incorporating the Public's best interests with safety as our foremost goal.

2010 – 2011 Accomplishments

- Completed the following Capital Improvement projects:
  Crossroads District Park, Tangerine/Thornydale Road Intersection Improvements, Union Pacific Rail Road Water Line Replacement, Honea Heights Septic Conversion – Phase I, Continental Reserve Well No. 2, Replace Picture Rocks Reservoir, Rattlesnake Pass Storm Drain Improvements and various pavement preservation projects
- Completed the design for the Barnett Linear Park and Flood Control Channel and ARRA Phase II – Marana Road Pavement Preservation
- Completed construction on Twin Peaks/I-10 Traffic Interchange and Camino de Mañana Roadway Improvements, Camino de Mañana 16" Waterline, Airport Septic System and ARRA Phase I
- Won Metropolitan Pima Alliance Common Ground Awards for Twin Peaks Road TI (Public Works)
- Won the American Public Works project of the Year Award for projects over $75 million for the Twin Peaks Road and TI Projects.
- Worked with Pima Association of Governments to revise and finalize standard specifications for horizontal projects
- Continued with goal for contracts work group to provide RFP/RFQ and contract preparation services to Public Services departments and Development Services divisions.
- Completed RFP and contract documents for Pavement Preservation 2010, Cortaro/Silverbell Intersection Improvements, Picture Rocks Replacement Reservoir
- Completed RFQ and contract documents for Tangerine Road Corridor – Design Concept Report
- Lowered custodial costs by 20% over previous year
- Reduced facility security expense by 50% over previous year

- Completed street inventory for all existing streets and roadways in Marana
- Provided in-house services of PGA Accenture Match Play Golf Tournament
- Completion of the MOC Community Room for citizens and staff to use for meetings and trainings.
- Will have interior of the MOC completed using internal staff and inmates
- Completed The Twin Peaks Traffic Interchange with I-10.
- Completed the Twin Peaks Corridor project (formally named Camino De Mañana)

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Provide a process for the efficient delivery of projects in design and for post design services.				
Performance Measure:				
▪ Create and update a Project Management Manual with guidelines and procedures which will help with the efficient and accurate management of CIP Design Update projects.	80%	85%	90%	100%
Goal:				
Provide the standard operating procedures and processes for all services that the Public Works is required to provide for the creation and sustainability of the Town infrastructure within its rights-of ways.				
Performance Measures:				
▪ Create an Engineering Division SOP for procedures and practices for the design phase of a Capital Improvement Project (CIP)	70%	80%	90%	100%
▪ Create a Construction Division SOP for procedures and practices to be used for the construction phase of a CIP project	70%	80%	90%	100%
Goal:				
Provide a process for the Town to self-administer and procure projects with Federal funding for all infrastructure projects.				
Performance Measure:				
▪ Create a program and standard operations to all the Town to be self-certified. (Program not currently Offered at ADOT)	5%	10%	0%	0%
Goal:				
Identify and establish a safety program for CIP construction projects.				
Performance Measure:				
▪ Create a program and manual that will provide staff with safety measures and regulations that keep the staff and its vendors current with State, Local, and Federal safety requirements on construction projects	5%	10%	20%	50%
Goal:				
Develop one-stop RFP/RFQ and contract services work group.				
Performance Measure:				
▪ Provide solicitation and contract services to all Public Services Departments and provide solicitation and contract services to Development Services divisions	0%	10%	25%	75%

	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Goal:				
Complete a detailed inventory of all Town Facilities.				
Performance Measure:				
▪ Perform site inspections and capture detailed Inventory of all assets that requires maintenance and repair.	20%	30%	52%	65%
Goal:				
Facility Master Plan Document				
Performance Measure:				
▪ 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%	80%
Goal:				
Identify and develop Standard Operating Procedures (SOP's) for all aspects of the Facility/Fleet Operations.				
Performance Measures:				
▪ Fleet maintenance	20%	30%	20%	50%
▪ Fleet replacement	50%	50%	60%	100%
▪ Generator operations	70%	70%	70%	85%
▪ Facility key requests	65%	65%	65%	95%
▪ Building Modification department requests	20%	40%	60%	75%

Strategic Plan Focus Area: Commerce				
Goal:				
Substantially complete CIP projects for the improvement of infrastructure (from inception to design of infrastructure).				
Performance Measures:				
▪ Camino de Mañana	30%	20%	50%	0%
▪ Barnett Channel	5%	30%	10%	10%
▪ Honea Heights Septic Conversions	-	-	10%	90%
▪ Linda Vista/Twin Peaks TI	25%	25%	45%	5%
▪ Cortaro/Silverbell Intersection Improvements	-	-	85%	15%
▪ Wild Burro Trailhead	-	5%	50%	45%
▪ Sandario Bus Pullouts	-	-	30%	70%
▪ Honea Heights Redevelopment (Phase III)	-	-	20%	0%
▪ ARRA	-	-	90%	10%
▪ Ina Road Bridge and Road Improvements	30%	0%	10%	60%
▪ Tangerine Road Traffic Interchange	25%	15%	5%	5%
▪ Tangerine Road Corridor Improvements	-	-	10%	20%
▪ Hartman Waterline Interconnect	-	-	80%	20%
▪ Shared Use Path II, Cortaro to Coyote Trail	-	-	15%	85%
▪ Shared Use Path III, Beard House to Heritage Park	-	-	15%	85%

▪ Accenture Golf Parking Lot	-	-	5%	95%
▪ Pavement Rehabilitation	-	-	10%	90%
Strategic Plan Focus Area: Community Building				
Goal:				
Complete a street inventory project which will determine the amount of Town signage, lighting, traffic signals, striping, curbs, streets, and sidewalks.				
Performance Measures:				
▪ Complete inventory of all Town infrastructure.	20%	30%	52%	65%
▪ Improve tracking of signage, lighting and traffic signals.	0%	25%	95%	100%
Goal:				
Reduce downtime for routing maintenance and repair of Fleet vehicles.				
Performance Measures:				
▪ Percentage of fleet staff trained and certified as ASE techs.	80%	100%	100%	100%
▪ Percentage of improved fleet maintenance tracking.	20%	60%	60%	75%
Goal:				
Replace vehicles that are ineffective and inefficient to operate.				
Performance Measures:				
▪ Percentage of vehicles replaced	9%	6%	7%	12%
▪ Percentage of APWA benchmark for staff to fleet ratio.	41%	24%	41%	41%
Goal:				
Work with Human Resources and Technology Services to develop key access policy.				
Performance Measures:				
▪ Administrative directive for building access.	-	50%	100%	100%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010* Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$3,388,027	$2,367,448	$2,380,120	2,559,631
Contracted Services	1,339,218	720,774	922,075	1,775,685
Operating Supplies & Equipment	344,072	289,865	324,471	457,520
Capital Outlay	31,424,276	24,981,495	12,036,088	42,198,555
Other Services / Other Financing Uses		1,464,934	-	607,535
Total by Category	**$36,495,592**	**$29,824,516**	**$15,662,754**	**$47,598,926**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
General Fund	$4,984,989	$2,680,104	$2,892,450	$2,765,043
South Benefit Area Impact Fees	1,236,319	3,220,641	118,901	898,535
North Benefit Area Impact Fees	66,392	-	-	251,000
Park Impact Fees	106,391	3,872	35,005	1,872,684
Improvement District Bonds	674,937	128,048	-	-
Grants	48	-	-	-
HELP Loan	306,469	-	-	-
Transportation Fund	8,436,910	504,469	218,656	2,259,924
Local Transportation Assistance	96,942	4,635	-	-
Highway User Revenue Fund	1,269.540	1,415,007	1,433,674	2,504,703
Pima Association of Governments	14,607,474	102,488	1,567,061	-
½ Cent Sales Tax	2,886,032	1,056,176	195,707	270,000
Other Agency Funding	740,861	836,774	4,320,769	33,982,836
Pima County Bond Funds	192,685			
Regional Transportation Agency	193,278	4,622,847	3,381,015	2,524,500
2008 Series Bond	696,372	15,249,456	1,499,516	269,701
Total by Fund	**$36,495,592**	**$29,824,516**	**$15,662,754**	**$47,598,926**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010* Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
CIP staff	36.00	14.60	12.85	12.85
Operations & Maintenance staff	36.33	33.00	31.00	32.00
Total Public Works staff	**72.33**	**47.60**	**43.85**	**44.85**

Town re-organization occurred 07/01/2009

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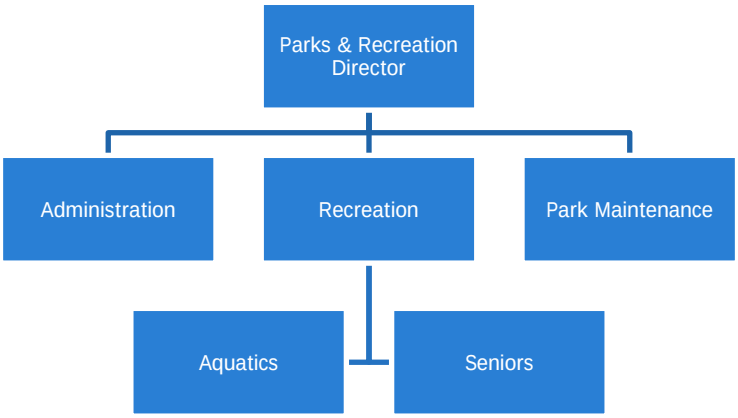
PARKS & RECREATION



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.

2010 – 2011 Accomplishments

- Parks, Recreation, Trails, Open Space Master Plan adopted by Council in October 2010.
- Completed and opened 2 mile extension of Wild Burro Trail through Tortolita Mountain Park.
- Santa Cruz Shared-Use Path certified as Juan Bautista de Anza National Historic Trail by National Park Service.
- Constructed Xeriscape Demonstration Garden and street side landscape improvements at Marana Operations Center.
- Initiated Music in the Park concert series at Crossroads at Silverbell Park.
- Relocated Continental Ranch Senior Program from leased facility to Marana Operations Center Community Room.

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Recreation				
Goal:				
Provide quality parks and leisure service opportunities for the Marana Community.				
Performance Measures:				
▪ Maintain quality park facilities	85 acres	133 acres	133 acres	133 acres
▪ Maintain quality paths and trails	44 miles	44 miles	46 miles	53 miles
Goal:				
Provide regional recreation destination for Marana/				
Performance Measures:				
▪ Complete and open Wild Burro Trail Head in Dove Mountain	-	Temporary	Permanent	Completed

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Community Building				
Goal:				
Provide community supported cultural events at new district park.				
Performance Measures:				
▪ Cultural events at Crossroads at Silverbell Park	-	14	18	18
▪ Cultural events at other locations	-	14	12	14

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$2,497,077	$2,251,343	$1,736,633	$1,850,534
Contracted Services	496,112	444,810	335,676	478,252
Operating Supplies & Equipment	807,054	697,934	649,982	496,463
Capital Outlay	3,240,339	4,144,466	253,769	448,500
Other Financing Uses	-	-	-	-
Other Services	-			
Special Programs	-			
Total by Category	**$7,003,027**	**$7,538,553**	**$2,976,060**	**$3,273,749**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
General Fund	$3,824,014	$3,508,264	$2,611,226	$2,642,656
Impact Fees – Parks	-	2,014,457	132,852	8,000
Pima County Bond Funds	283,365	350,866	222,152	622,093
Grants / Contributions	5,381	9,647	928	1,000
MMPC Bonds	2,890,268	1,655,320	8,900	-
Total by Fund	**$7,003,027**	**$7,538,553**	**$2,976,060**	**$3,273,749**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Parks – Administration:				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Curation Specialist	1.00	0.50	-	-
Special Events Coordinator	-	1.00	-	-
Executive Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Office Support Assistant	1.00	1.00	1.00	1.00
Parks – Recreation:				
Superintendent	1.00	1.00	-	-
Recreation Coordinator	4.00	4.00	3.00	3.00
Recreation Programmer	7.00	7.00	2.00	3.00
Recreation Leader	1.50	1.00	1.00	1.00
Recreation Center Attendant	0.50	0.50	-	-
Parks Assistant	11.25	10.50	2.25	1.50
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	11.00	11.00
Laborer	4.00	4.00	4.00	4.00
Parks – Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	1.50	1.50	0.75	0.75
Parks – Therapeutic Program				
Recreation Coordinator	1.00	1.00	1.00	1.00
Total Parks	**50.75**	**50.00**	**32.00**	**32.25**

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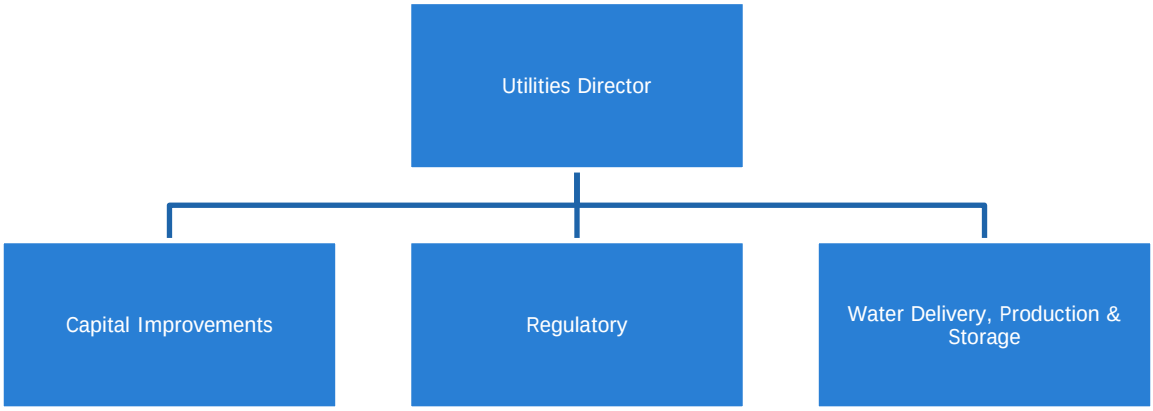
WATER



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.

2010 – 2011 Accomplishments

- Replacement of Picture Rocks reservoir.
- 500 water meters replaced as part of the annual replacement of aging meter program.
- Completion of Twin Peaks and Camino de Manana waterlines
- Working with developers for the installation of their system improvements which ensure compliance with Town, County, State and Federal standards.
- Installation of water and sewer lines for the newly remodeled parks facility at the MOC.
- Intergovernmental Agreement between Tucson AMA water providers and CAP for reliability in the Tucson AMA.
- Adoption of the 2010 Water Master Plan.
- Agreements with Metropolitan Domestic Water Improvement District for the purchase of Long Term Storage Credits.
- Intergovernmental Agreement with Arizona Municipal Power Users Association for the use of the Town's hydropower.
- The partnership with other local communities for the continuation of WaterCASA.
- The adoption of a surcharge for the purpose of buying long term storage credits for use per the IGA with Tucson Water.
- Staffs continuing efforts to evaluate opportunities to save money by brining projects in house and developing preventative maintenance projects in Cartegraph for ease of planning and resource evaluation.
- Continue expanding the capabilities of Cartegraph for long term planning and budgeting purposes.
- Complete the site work at Pioneer Well site to ensure access and control of the site.
- During the February 2011 major freeze; work with customers to ensure problems were minimized and facilities were fully operational.
- Cartegraph's automated inventory feature is reducing costs in inventory.

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Design and implement a cost-based work order system.				
Performance Measures:				
▪ Design of work order system completed	10%	80%	100%	100%
▪ Percentage of work performed using the work order System	50%	67%	70%	80%
Goal:				
Minimize the number of manual meter reads as a result of AMR Malfunction.				
Performance Measure:				
▪ The monthly average of manual reads	5%	2%	<1%	<1%
Strategic Plan Focus Area: Community Building				
Goal:				
Develop a methodology for tracking utility outages of greater than four hours.				
Performance Measure:				
▪ Number of utility outages.	2	2	-	-
Goal:				
Acquire additional renewable resources to assure adequate water supply for 100 year plan.				
Performance Measure:				
▪ Acquire additional water resources.	Yes	Yes	Yes	Yes
Goal:				
Exercise 20% of valves within the utility system annually.				
Performance Measure:				
▪ Percentage of valves exercised within the year.	-	-	16%	80%

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011 Estimate	FY 2012 Projected
Personnel & Benefits Cost	$1,109,538	$1,163,305	$1,170,756	$1,347,015
Contracted Services	589,672	618,192	531,277	848,962
Operating Supplies & Equipment	462,059	1,184,010	891,569	1,204,874
Capital Outlay	(22,250)	41,197	1,737,310	1,364,500
Debt Service	8,904	-	39,038	362,375
Other Financing Uses	3,358,456	226,400	3,998,707	1,521,808
Total by Category	**$5,506,379**	**$3,233,105**	**$8,368,655**	**$6,649,534**

BUDGET SUMMARY BY FUND				
Expenditures By Category	**FY 2009 Actual**	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Water Fund	$4,208,341	$3,191,908	$6,822,525	$5,469,872
Water Fund – Impact Fees	903,668	41,197	1,178,102	201,000
Water Renewable Resources - Wastewater	394,370	-	368,029	978,662
Total by Fund	**$5,506,379**	**$3,233,105**	**$8,368,655**	**$6,649,534**

AUTHORIZED POSTIONS				
	FY 2009 Actual	**FY 2010 Actual**	**FY 2011 Estimate**	**FY 2012 Projected**
Utilities Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	-	-	-
Utilities Operations Manager	1.00	1.00	1.00	1.00
Utilities Services Supervisor	-	-	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Water Production & Distribution Supervisor	-	-	-	1.00
Foreman	1.00	1.00	1.00	-
Management Analyst	-	-	1.00	1.00
Water Line Construction Inspector	2.00	1.00	1.00	1.00
Waterline Inspector/Plan Reviewer	-	1.00	-	-
Electrical Pump & Well Technician	1.00	1.00	1.00	1.00
Water Operator II	-	-	-	4.00
Water Operator I	4.00	6.00	6.00	2.00
Civil Engineer	-	1.00	1.00	1.00
Water Backflow Specialist	0.50	-	-	-
GIS Analyst	1.00	-	-	-
Utility Billing Specialist	-	1.40	2.00	2.10
Maintenance Worker	2.00	-	-	-
Utilities Technology Coordinator	1.00	1.00	-	-
Customer Service Specialist	0.34	1.00	1.00	1.00
Customer Service Clerk	2.00	-	-	-
Total Water Department	**18.84**	**17.40**	**18.00**	**18.10**

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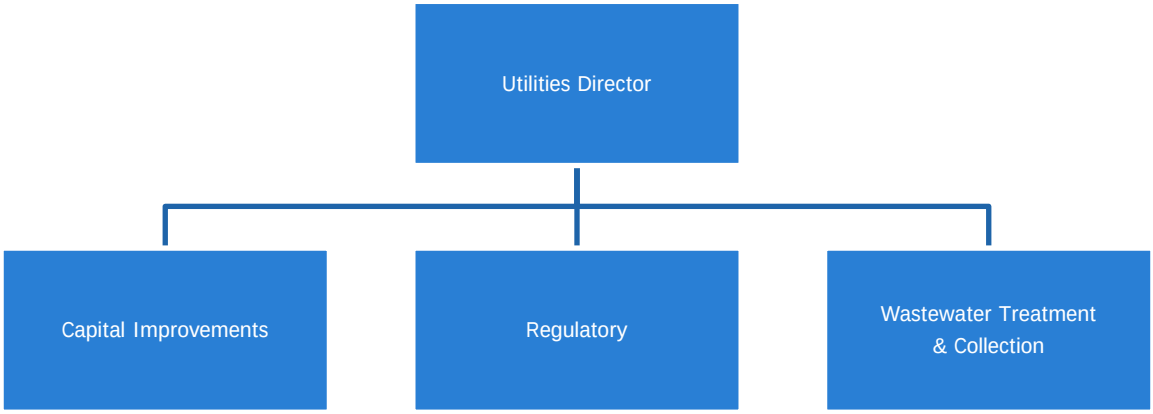
WASTEWATER



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 the best possible use to meet long term planning goals and objectives.

2010 – 2011 Accomplishments

- Advanced state legislation to secure infrastructure.

2011 – 2012 Goals & Objectives

	FY 2009* Actual	FY 2010* Actual	FY 2011* Estimate	FY 2012 Projected
Strategic Plan Focus Area: Progress & Innovation				
Goal:				
Design and implement a cost-based work order system.				
Performance Measures:				
▪ Design of work order system completed	N/A	N/A	N/A	50%
▪ Identify assets which need to be collected	N/A	N/A	N/A	50%
Strategic Plan Focus Area: Community Building				
Goal:				
Design and develop Capacity Maintenance Operation and Management program for the sanitary sewerage system.				
Performance Measures:				
▪ Review best management practices for CMOM.	N/A	N/A	N/A	100%
▪ Develop CMOM plan	N/A	N/A	N/A	25%
Goal:				
Design and develop sanitary sewerage maintenance program to minimize sanitary sewer overflows.				
Performance Measures:				
▪ Locate, identify and evaluate all manholes	N/A	N/A	N/A	50%

	FY 2009* Actual	FY 2010* Actual	FY 2011* Estimate	FY 2012 Projected
Performance Measures continued:				
▪ Camera and rank all sanitary sewage lines	N/A	N/A	N/A	25%
▪ Develop sanitary sewerage vactor cleaning frequency	N/A	N/A	N/A	5%

BUDGET SUMMARY

Expenditures by Category	FY 2009* Actual	FY 2010* Actual	FY 2011* Estimate	FY 2012 Projected
Personnel & Benefits Cost	N/A	N/A	N/A	348,101
Contracted Services	N/A	N/A	N/A	594,280
Operating Supplies & Equipment	N/A	N/A	N/A	257,588
Capital Outlay	N/A	N/A	N/A	22,130,000
Total by Category	N/A	N/A	N/A	**$23,329,969**

BUDGET SUMMARY BY FUND

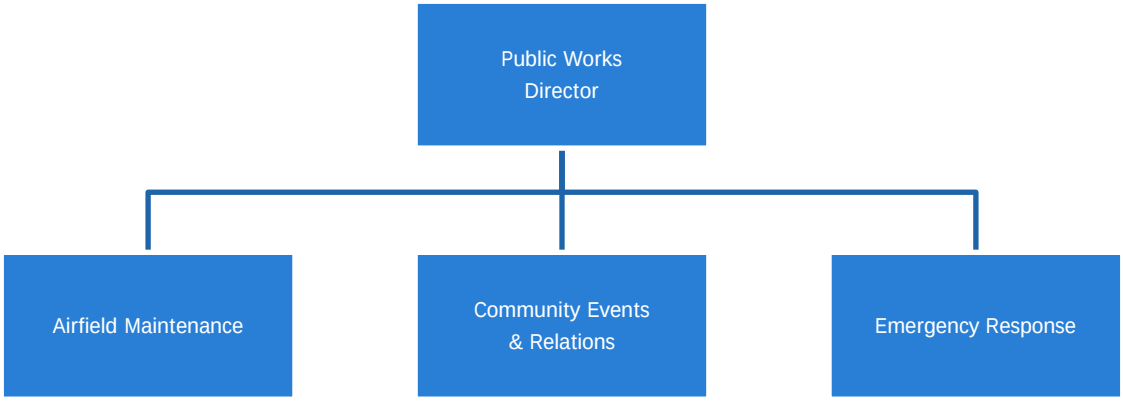
Expenditures By Category	FY 2009* Actual	FY 2010* Actual	FY 2011* Estimate	FY 2012 Projected
Wastewater Fund	N/A	N/A	N/A	$23,329,969
Total by Fund	N/A	N/A	N/A	**$23,329,969**

AUTHORIZED POSTIONS

	FY 2009* Actual	FY 2010* Actual	FY 2011* Estimate	FY 2012 Projected
Plant Operator / Maintenance worker	N/A	N/A	N/A	2.00
Treatment / Collections Supervisor	N/A	N/A	N/A	1.00
Utility Maintenance Worker II	N/A	N/A	N/A	1.00
Utility Maintenance Worker III	N/A	N/A	N/A	1.00
Total Water Department	**N/A**	**N/A**	**N/A**	**4.00**

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

AIRPORT



Department Overview

Provide the community with a valuable general aviation air transportation resource that is part of the National Air Transportation System. Enhance and preserve the aeronautical industry for the community while maintaining the highest level of safety and professional customer service. Market and lease airport land for aviation related businesses and development. Manage all Federal Aviation Grants and State Aviation Grants for the airport. Oversee and coordinate all construction activities on the airport. Perform inspections to ensure proper maintenance and compliance with airport mandates. Coordinate with contractors and other departments to complete required airport maintenance. Oversee, coordinate and review all plans and specifications for airport projects. Prepare contracts for maintenance activities and consultant services. Ensure land use and airspace capability with aviation uses throughout the Town and the County. Address public concerns with aeronautical activities and noise throughout the Town. Provide financial management of the airports operations budget. Provide presentations, press releases, and general information for community outreach and community relations.

2010 – 2011 Accomplishments

- Reduced operating expenses significantly through the restructuring of the airport
- Met all federal and state mandates for reporting and inspection
- Hosted the Marine Monument anniversary event
- Increased open tie-down revenues by 40%
- Acquired contract and resolution for Southern AZ Border Cross Car Club Events
- Hosted Collings Foundation Event April 2011

2011 – 2012 Goals & Objectives

	FY 2009 Actual	FY 2010 Actual	FY 2011* Estimate	FY 2012* Projected
Strategic Plan Focus Area: Commerce				
Goal:				
Market the Airport's and the Town's services to attract businesses.				

Performance Measures:				
▪ Number of events or trade shows attended	-	-	1	1
▪ Number of marketing ads placed per year	1	1	2	2
▪ Annual economic impact (in $ millions)	$19.6	$19.6	$19.6	$19.6
Goal:				
Perform inspections to ensure proper maintenance and compliance with FAA and State mandates.				
Performance Measure:				
▪ Percentage of quarterly inspections completed on PAPI's, REIL's, AWOS, and Pavement	100%	100%	100%	100%
Goal:				
Maintain Airport Growth				
Performance Measures:				
▪ Operations per year (Takeoffs and landings)	118,000	118,000	120,000	122,000
▪ Combined runway feet	10,800	10,800	10,800	10,800
▪ Aircraft based at airport	302	315	315	315

BUDGET SUMMARY

Expenditures by Category	FY 2009 Actual	FY 2010 Actual	FY 2011* Estimate	FY 2012* Projected
Personnel & Benefits Cost	$195,666	$107,086	$46,186	$43,431
Contracted Services	110,618	43,031	65,617	125,735
Operating Supplies & Equipment	84,831	65,373	59,189	58,505
Capital Outlay	1	12,618	52,369	5,697,747
Other Financing Uses	-	64,623	4,667,547	112,160
Total by Category	**$391,115**	**$292,731**	**$4,890,909**	**$6,037,578**

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2009 Actual	FY 2010 Actual	FY 2011* Estimate	FY 2012* Projected
Airport Fund	391,115	$292,731	$4,890,909	$6,037,578
Total by Fund	**$391,115**	**$292,731**	**$4,890,909**	**$6,037,578**

AUTHORIZED POSTIONS				
	FY 2009 Actual	FY 2010 Actual	FY 2011* Estimate	FY 2012* Projected
Airport Director	1.00	-	-	-
Airport Manager	-	1.00	-	-
Maintenance Worker	1.00	-	-	-
Executive Assistant	1.00	1.00	-	-
Total Airport Operations	**3.00**	**2.00**	**-**	**-**

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. The Marana Public Works department oversees 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 2011 – 2012 CIP Plan

Overview
The Fiscal Year 2011 – 2012 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 May 24, 2011 at the Town Council CIP study session. The CIP budget was adopted simultaneously with the Operating Budget on June 21, 2011.

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 over forty-five 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 13 positions in the Public Works 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 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 FIVE YEAR CIP PLAN

CIP#	Project Name	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	TOTAL
2010-430-024	Adonis Neighborhood Drainage Improvements		692,000				692,000
2004-044	Air Traffic Control Tower				9,000,000		9,000,000
2005-021	Airport Land Acquisition 250 Acres	817,500	5,100,000				5,917,500
2012-430-009	Airport Ramp Pavement Rehabilitation	275,000					275,000
2004-041	Airport Terminal	314,000		6,825,000			7,139,000
2012-430-005	Airport Way Development Improvements	362,639					362,639
2012-900-012	Alternative Agricultural Storage Basin	150,000	3,105,397				3,255,397
2006-014	Arizona Pavillions/Westside Retail Intersection 2006-014		607,000				607,000
2011-920-020	Avra Valley Road Realignment			1,500,000	5,500,000		7,000,000
2003-016	Barnett Linear Park & Flood Control Project 2003-16	329,684	910,000	41,100	329,684	12,729,127	14,339,595
2011-900-005	Barnett Well				1,342,900		1,342,900
2009-610-002	Beard House Renovations		75,000	20,000	1,400,000		1,495,000
2012-430-015	Bridge on Avra Valley Rd at the East Brawley Wash		67,500	588,500			656,000
2008-920-003	Bypass Apron	966,098					966,098
2011-900-007	Camino de Manana Z-Zone Floating Reservoir		800,000	24,000			824,000
2001-052	Camino De Manana/Dove Mountain Extension	593,666	210,000				803,666
2006-005	Camino De Oeste, Rain Cloud To Moore 2006-05					560,000	560,000
2009-900-004	CAP Allocation Purchase	450,000	450,000	450,000	450,000		1,800,000
2008-920-001	Construct Taxiway K	1,326,211					1,326,211
2003-054	Construction Of Tortolita Mountain Trails	407,000					407,000
2012-430-010	Continental Ranch Parcel 8 Reconstruct	934,701					934,701
2009-510-001	Continental Reserve Park Lighting					200,000	200,000
1999-076	Cortaro Farms Road Reconstruction 99-076	7,500	13,500	13,500	13,500		48,000
1999-012	Cortaro Silverbell District Park	8,000	16,206	9,465	9,465	6,842	49,978
2010-430-025	Cortaro/Silverbell Road Intersection Improvements	60,000					60,000
2009-430-015	Development Services Auxiliary Building		500,000	14,000,000			14,500,000
2011-920-017	Fire Protection Line-548 acres		300,000	3,000,000			3,300,000
2010-920-007	Fire Protection Water Line (To complete loop and Taxiway K)	1,500,000					1,500,000
2010-410-007	Fueling Station / Fleet Operations Center		700,000				700,000
2010-900-037	Hartman to Cortaro Ranch interconnect	135,000					135,000
2011-920-016	High Speed Taxiways		300,000	3,000,000			3,300,000
2002-002	Honea Heights Septic Conversions & Sidewalks 2002-02	1,754,293					1,754,293
2000-021B	Ina Road Bridge Replacement at the Santa Cruz River 2000-21B	16,574,600	6,000	6,000	6,000	6,000	16,598,600
2000-021A	Ina Road, Silverbell Rd To I-10 2000-21A	15,725,600	15,000	15,000	15,000	15,000	15,785,600

TOWN OF MARANA FIVE YEAR CIP PLAN

CIP#	Project Name	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	TOTAL
2012-170-009	Integrated Telemetry and Scada	300,000	225,000	70,000	65,000	60,000	720,000
2011-920-008	Land Acquisition for Approaches		5,100,000				5,100,000
2011-920-010	Land Acquisition for Development- 517 & 468 acres			13,700,000			13,700,000
2011-920-009	Land Acquisition for Development-244 acres			6,100,000			6,100,000
2001-044	Linda Vista/Twin Peaks Interchange @ I-10	291,000	4,000	4,000	4,000	3,000	306,000
2012-430-012	Marana Main Street	251,000	2,565,000				2,816,000
2012-430-013	Marana Park & Ride			400,000	150,000	1,340,000	1,890,000
2010-430-027	Marana Regional Airport Septic/Leach Wastewater Treatment/Disposal System and Influent Lift-Station	13,500	13,500	13,500	13,500		54,000
2009-430-017	Marana Regional Community Center		175,000	29,400,000		17,900,000	47,475,000
2003-015	Marana Traffic Interchange Improvements 2003-15		7,400,000				7,400,000
2010-910-023	Marana WRF	8,000,000					8,000,000
2012-910-003	Marana WRF Biosolids	600,000					600,000
2012-410-006	MMC Generator system		325,000				325,000
2009-310-001	MOC remodel	488,000					488,000
2002-018	Moore Rd. - Camino de Oeste to Thornydale Rd. 2002-18 (ST015)		37,164				37,164
2006-019	Moore Road - Sanders Road To I-10					4,900,000	4,900,000
2005-056	Moore Road Improvements - I-10 Frontage To Sandario (Pw) 2005-56		135,000				135,000
2011-170-003	MPD Dispatch Consoles	250,000		265,000			515,000
2010-900-004	New 8-inch Water Main from Wade & Ina Rd. to the Springs reservoir.			852,225			852,225
2011-900-009	New W+Zone Ora Mae Harn Park Reservoir					826,400	826,400
2011-900-006	New Water Plant at Oshrin Park				774,750		774,750
2008-900-001	Northwest CAP Treatment & Delivery System	65,000	65,000	65,000			195,000
2006-006	Rattlesnake Pass 2006-006	67,200	1,587,450	18,432,000	9,708,000	8,000	29,802,650
2010-910-031	Recharge at Sandario Plant	500,000	2,950,000	4,100,000			7,550,000
2011-920-005	Reconstruction for Runway 3-21	100,000	1,000,000				1,100,000
2011-920-007	Reconstruction of Aprons	231,000	1,800,000				2,031,000
2011-920-006	Reconstruction of Taxiways	75,000	1,800,000				1,875,000
2011-900-011	Reservoir and booster station at Hartman Vistas well site				516,500		516,500
2011-920-024	Runway 21 Extension			140,000	1,800,000		1,940,000
2010-910-022	Sandario WRF 0.6 MGD	2,000,000	2,400,000	4,900,000	2,600,000		11,900,000
2012-910-005	Sandario WRF expansion				386,250	9,076,875	9,463,125
2002-006	Sandra Road Construction 2002-006			20,000	150,000	2,000	172,000

TOWN OF MARANA FIVE YEAR CIP PLAN

CIP#	Project Name	2011 - 2012	2012 - 2013	2013 - 2014	2014 - 2015	2015 - 2016	TOTAL
2006-001	Santa Cruz River Shared Use Path -Phase II - 2006-001	1,483,000					1,483,000
2009-430-016	Santa Cruz Shared Use Path - Phase III	810,000	26,000				836,000
1999-050	Silverbell Rd Sanitary Sewer Interceptor Project 99-050	149,000	20,000	4,000	3,000		176,000
2010-430-028	Silverbell Rd. Ina to Grant Rd. (City of Tucson Project)		97,000				97,000
2008-410-005	Storage Facility (10,000 sq. ft.) at Moore/Sanders Yard		900,000				900,000
2012-900-013	Sunset Ranch purchase	66,000					66,000
2005-061	Tangerine Road Corridor I-10 to La Canada - 2005-061	1,755,000	6,726,000	17,158,000	15,008,000	5,008,000	45,655,000
2006-007	Tangerine Road Traffic Interchange Improvements 2006-07		1,150,000	60,000,000	20,000,000		81,150,000
2010-900-033	Tangerine Road Water Plant			4,800,000			4,800,000
2011-920-023	Taxiway C Reconstruct			50,000	800,000		850,000
2011-920-015	Taxiway H		400,000	3,200,000			3,600,000
2011-170-002	Telephone Switching Upgrade	130,000					130,000
2006-012	Thornydale /Tangerine Intersection	1,323	1,323	1,323	1,323		5,292
2006-004	Thornydale Road, Tangerine To Moore 2006-04			2,825,000	6,000		2,831,000
2012-430-006	Tiffany Loop Drainage	680,500					680,500
2010-900-003	Twin Peaks TI 24 inch water line	200,000					200,000
2010-900-036	Twin Peaks Well Water Plant				1,291,250		1,291,250
2011-920-021	Update Airport Master Plan		300,000				300,000
2011-920-022	Update to FAR Part 150 Noise Study		300,000				300,000
2010-900-034	Water line rehabilitation and replacement	1,026,000	1,026,000	1,026,000	1,026,000	1,026,000	5,130,000
2008-900-004	Water Resource and Wastewater Treatment System	10,000,000					10,000,000
2012-900-014	Well rehabilitation and electrical upgrades	225,000					225,000
	TOTAL	72,449,015	52,396,040	197,018,613	72,370,122	53,667,244	447,901,034

Airport Land Acquisition – 250 Acres

This project is to acquire state land south of Avra Valley Road that would become part of the airport. The hope is to realign Avra Valley to bend south of the planned expansion. Controlling the land around the airport is an important town goal and is necessary for the airport's expected build-out. It will be important to develop businesses and industry in the corridor.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
State Aviation Grants	$ 5,969,562	Land Acquisition	$ -	$ 817,500	$ 5,100,000	$ 5,917,500
Airport Funds	$ 147,938					
Total	**$ 5,917,500**	**Total Project Costs**	**$ -**	**$ 817,500**	**$ 5,100,000**	**$ 5,917,500**

Airport Ramp Pavement Rehabilitation

This project will provide for the chipseal and crack seal of all existing ramp and airplane parking areas.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Airport Fund	$ 275,000	Construction	$ -	$ 250,000	$ -	$ 250,000
		Planning/Design	$ -	$ 10,000	$ -	$ 10,000
		Capitalized Labor	$ -	$ 15,000	$ -	$ 15,000
Total	**$ 275,000**	**Total Project Costs**	**$ -**	**$ 275,000**	**$ -**	**$ 275,000**

Post Project Operations and Maintenance:

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

Airport Terminal

This project is to construct a 16,000 square foot airport terminal with meeting and office space that can be leased out. The terminal will be sited on the eastern end of the airport parallel to Taxiway E.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 282,600	Planning and Design	$ -	$ 314,000	$ -	$ 314,000
State Aviation Grants	$ 6,650,000	Construction	$ -	$ -	$ 6,825,000	$ 6,825,000
Airport Funds	$ 206,400		$ -	$ -	$ -	$ -
Total	**$ 7,139,000**	**Total Project Costs**	**$ -**	**$ 314,000**	**$ 6,825,000**	**$ 7,139,000**

Post Project Operations and Maintenance

Yearly Maintenance	$ 23,500
Total Yearly Future Operating Costs	$ 23,500

Airport Way Development Improvements

This project will provide needed permanent electrical service to the airport septic system to the parcels along Airport Way. It will also provide a layout survey for economic development in the area for future expansion of business development. The survey work will encompass the land area that was acquired by the Town from the State. The Airport Way sewer pipes also require permitting in order to provide development discharge into the system. This is a mandate that the Town obtain this permitting from Arizona Dept. of Environmental Quality Department prior to allowing development along this new roadway access.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
2008 MMPC Bonds	$ 269,701	Construction	$ -	$ 260,701	$ -	$ 260,701
Airport Funds	$ 92,938	Planning/Design	$ -	$ 62,000	$ -	$ 62,000
		Capitalized Labor	$ -	$ 30,938	$ -	$ 30,938
		Land Acquisition	$ -	$ 9,000	$ -	$ 9,000
Total	**$ 362,639**	**Total Project Costs**	**$ -**	**$ 362,639**	**$ -**	**$ 362,639**

Post Project Operations and Maintenance:

Maintenance per year	$ -
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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 1,259,900	Construction	$ -	$ 1,326,211	$ -	$ 1,326,211
Airport Funds	$ 66,311					
Total	**$ 1,326,211**	**Total Project Costs**	**$ -**	**$ 1,326,211**	**$ -**	**$ 1,326,211**

Post Project Operations and Maintenance

Total Yearly Future Operating Costs $ -

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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	$ 917,794	Construction	$ -	$ 966,098	$ -	$ 966,098
Airport Funds	$ 48,304					
Total	**$ 966,098**	**Total Project Costs**	**$ -**	**$ 966,098**	**$ -**	**$ 966,098**

Post Project Operations and Maintenance

Yearly Maintenance	$ -
Total Yearly Future Operating Costs	$ -

Fire Protection Water Line

This water line will complete the loop of the airport fire protection water line system and also serve Taxiway K. This will be a 5,000 lf, 16" main, with fire hydrants and services for new businesses.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
State Aviation Grants	$ 1,350,000	Construction	$ -	$ 1,500,000	$ -	$ 1,500,000
Airport Funds	$ 150,000					
Total	**$ 1,500,000**	**Total Project Costs**	**$ -**	**$ 1,500,000**	**$ -**	**$ 1,500,000**
Post Project Operations and Maintenance						
Yearly Maintenance		$ -				
Total Yearly Future Operating Costs		$ -				

Reconstruction of Runway 3-21

This project is the reconstruct the top layers of Runway 3-21, the established crosswind runway located perpendicular to runway 12-30.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Airport Funds	$ 27,500	Planning & Design	$ -	$ 100,000	$ -	$ 100,000
State Aviation Grants	$ 27,500	Construction	$ -	-	$ 1,000,000	$ 1,000,000
Federal Aviation Grants	$ 1,045,000					
Total	**$ 1,100,000**	**Total Project Costs**	**$ -**	**$ 100,000**	**$ -**	**$ 1,100,000**
Post Project Operations and Maintenance						
Yearly Maintenance		$ -				
Total Yearly Future Operating Costs		$ -				

Reconstruction of Taxiways

This project involves the design rehabilitation of Taxiways A, B & E to extend the life of the existing pavement.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Airport Funds	$ 46,875	Planning & Design	$ -	$ 75,000	$ -	$ 75,000
State Aviation Grants	$ 46,875	Construction	$ -	$ -	$ 1,800,000	$ 1,800,000
Federal Aviation Grants	$ 1,781,250					
Total	**$ 1,875,000**	**Total Project Costs**	**$ -**	**$ 100,000**	**$ -**	**$ 1,875,000**
Post Project Operations and Maintenance						
Yearly Maintenance		$ -				
Total Yearly Future Operating Costs		$ -				

Reconstruction of Aprons

This project is for the reconstruction of existing transient, open tie-down, helicopter and terminal aprons.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Airport Funds	$ 2,500	Planning & Design	$ -	$ 231,000	$ -	$ 231,000
State Aviation Grants	$ 2,500	Construction	$ -	$ -	$ 1,800,000	$ 1,800,000
Federal Aviation Grants	8,674,000					
Total	**$ 1,100,000**	**Total Project Costs**	**$ -**	**$ 231,000**	**$ 1,800,000**	**$ 2,031,000**
Post Project Operations and Maintenance						
Yearly Maintenance		$ -				
Total Yearly Future Operating Costs		$ -				

Continental Ranch Parcel 8 Reconstruct

This project includes a mill and repaving of approximately 250,000 square ft of failing roadway in Continental Ranch parcel 8. All the roads contained within the parcel are failing and the condition cannot be corrected thru chip seal. A mill and fill operation will renew the pavement life for another 20 years and reduce maintenance repair costs. Projected project costs are approximate and dependent upon the stability of oil.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Transportation Fund	$934,701	Construction	$ -	$900,000	$ -	$ 900,000
		Capitalized Labor	$ -	$34,701	$ -	$ 34,701
Total	**$934,701**	**Total Project Costs**	**$ -**	**$934,701**	**$ -**	**$ 934,701**

Post Project Operations and Maintenance:

Maintenance per year	$ -
Total Yearly Future Operating Costs	$ -

Marana Main Street

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

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
NW Benefit Area Impact Fees	$2,816,000	Construction	$ -	$ -	$2,500,000	$2,500,000
		Planning/Design	-	375,000	-	375,000
		Capitalized Labor	-	26,000	65,000	91,000
Total	**$2,816,000**	**Total Project Costs**	**$ -**	$401,000	$2,565,000	$2,966,000

Post Project Operations and Maintenance:

Personnel Cost	$750
Contractual Services	$300
Materials & Supplies	$100
Total Yearly Future Operating Costs	$1,150

Tiffany Loop Drainage

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

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	$680,500	Construction	$ -	$ 600,000	$ -	$600,000
		Cultural/Environmental	$ -	$1,500	$ -	$1,500
		Capitalized Labor	$ -	$79,000	$ -	$79,000
Total	**$680,500**	**Total Project Costs**	**$ -**	**$ 680,500**	**$ -**	**$680,500**

Post Project Operations and Maintenance:

Total Yearly Future Operating Costs	$ -

Tangerine/Thornydale Intersection Improvements

The 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Transportation Fund	$ 5,292	Planning/Design	$ 89,520	$ -	$ -	$ 89,520
	-	Construction	297,242	$ -	$ -	297,242
		Capitalized Labor	$ -	$ 1,323	$ 3,969	$5,292
Total	**$ 5,292**	**Total Project Costs**	**$ 386,762**	**$ 1,323**	**$ 5,292**	**$ 392,034**

Post Project Operations and Maintenance

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

Honea Heights Sewer Improvements/Pavement Rehab

The Honea Heights Sewer Improvements /Pavement Rehab project will provide sewer improvements in the Honea Heights subdivision and will reconstruct sidewalks and roadway improvements following construction of the sewer mainline. This project refurbishes one of the Town's oldest neighborhoods.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
General Fund	$ 2,022,683	Construction	$2,674,869	$25,000	$1,995,291	$4,695,160
		Cultural/Environmental	-	-	2,392	2,392
Total	**$2,022,683**	**Total Project Costs**	**$2,674,869**	**$25,000**	**$1,997,683**	**$4,697,552**

Post Project Operations and Maintenance	
Yearly Maintenance	$59,807
Total Yearly Future Operating Costs	**$59,807**

Rattlesnake Pass

The Rattlesnake Pass project will construct a 4-lane divided roadway from the Saguaro Springs Development to the southern intersection of Silverbell Road and Twin Peaks Road.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Transportation Fund	$ 24,502,650	Cultural/Environmental	$ -	$ 60,500	$ 1,153,750	$ 1,214,250
Pima Association of Governments	$ 5,300,000	Planning/Design	$ -	$ -	$ 500,000	$ 500,000
		Construction	$ -	$ -	$ 28,000,000	$ 28,000,000
		Capitalized Labor	$ -	$ 6,700	$ 81,700	$ 88,400
Total	$ 29,802,650	Total Project Costs	$ -	$ 67,200	$ 29,735,450	$ 29,802,650

Post Project Operations and Maintenance

Yearly Maintenance	$178,500
Total Yearly Future Operating Costs	**$178,500**

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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Park Impact Fees	$ 832,495	Planning/Design	$ 2,738,700	$ 300,000	$ -	$ 3,038,700
General Fund	$ 11,057,100	Cultural/Environmental	$ 10,280	$ 24,084	$ 481,295	$ 515,659
Future MMPC Bonds	$ 2,450,000	Capitalized Labor	$ -	$ 5,600	$ 144,300	$ 149,900
		Construction	$ 1,994	$ -	$ 11,646,000	$ 11,647,994
		Land Acquisition	$ -	$ -	$ 1,500,000	$ 1,500,000
Total	**$ 14,339,595**	**Total Project Costs**	**$ 2,750,974**	**$ 329,684**	**$ 13,771,595**	**$ 16,852,253**

Post Project Operations and Maintenance:

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

Cortaro/Silverbell Road Intersection Improvements

The Rattlesnake Pass project will construct a 4-lane divided roadway from the Saguaro Springs Development to the southern intersection of Silverbell Road and Twin Peaks Road.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	$ 60,000	Planning/Design	$ 23,455	$ -	$ -	$ 23,455
		Construction	$ 146,601	$ 45,000	$ -	$ 191,601
		Capitalized Labor	$ 24,827	$ 15,000	$ -	$ 39,827
Total	**$ 60,000**	**Total Project Costs**	**$ 194,883**	**$ 60,000**	**$ -**	**$ 254,883**

Post Project Operations and Maintenance

Yearly Maintenance	$1,800
Total Yearly Future Operating Costs	**$1,800**

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 Rd. over the Santa Cruz River.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
South Benefit Area Impact Fees	$291,000	Planning/Design	$ 6,785,707	$ -	$ -	$6,785,707
Regional Transportation Authority	$15,000	Cultural	$129,393	$51,500	$32,000	$212,893
		Land	$14,373,826	-	-	$14,373,826
		Construction	$49,145,716	$209,500	-	$49,355,216
		Capitalized Labor	-	$30,000	-	$30,000
Total	**$306,000**	**Total Project Costs**	**$70,434,642**	**$291,000**	**$32,000**	**$70,757,642**

Post Project Operations and Maintenance

Yearly Maintenance	$63,200
Total Yearly Future Operating Costs	**$63,200**

Silverbell Road Sanitary Sewer Project

The 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Transportation Fund	$147,000	Cultural/Environmental	$1,449,839	$ 143,000	$27,000	$ 1,619,839
		Construction	$19,327,932	-	-	$19,327,932
		Capitalized Labor	$ 6,000			$ 6,000
Total	**$147,000**	**Total Project Costs**	**$20,783,771**	$ 143,000	$27,000	**$20,953,771**

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**

Camino de Mañana/Dove Mountain Extension

Over the past three years, 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) Providing better connectivity between Tangerine Road and the new I-10 Traffic Interchange at Twin Peaks/Linda Vista. 2) Shifting 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) Decreasing daily traffic on I-10 and Tangerine Road. 4) Relieving 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 2012 Expenditures**	**2012 Projected**	**Future Expenditures**	**Total Budget**
PAG /12.6 Fund	-	Planning/Design	$2,189,281	$ -	$ -	$2,189,281
Regional Transportation Authority	29,000	Land Acquisition	3,260,669	-	-	3,260,669
½ cent Sales Tax	210,000	Cultural/Environmental	18,982	29,000		47,982
Pima County Impact Fees	-	Construction	13,873,142	528,000	$200,000	14,601,142
2008 MMPC Bonds	564,666	Capitalized Labor	-	$36,666	$10,000	46,666
Total	**$803,666**	**Total Project Costs**	**$19,342,074**	**$593,666**	**$210,000**	**$20,145,740**

Post Project Operations and Maintenance:

Landscape & Street Maintenance	$62,050
Total Yearly Future Operating Costs	**$62,050**

Silverbell Road, Ina to Grant Road

This project currently consists of a study on what needs to be done to improve the capacity between Grant Rd and Ina Road. This project will eventually include a 4-lane divided roadway that will have pedestrian facilities, curb and gutter, landscaping, and other features.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	$105,000	Planning/Design	$ -	$85,000	$ -	$85,000
		Cultural/Environmental	-	20,000	-	20,000
Total	**$105,000**	**Total Project Costs**	**$ -**	**$105,000**	**$ -**	**$105,000**

Post Project Operations and Maintenance

Other	$ -
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 insure that the design will accommodate as much as possible the ultimate improvements.

Sources of Funding		**Budgeted Project Costs**	**Pre 2012 Expenditures**	**2012 Projected**	**Future Expenditures**	**Total Budget**
Regional Transportation Authority	$ 36,041,000	Planning/Design	$ 609,367	$ 1,500,000	$ 2,000,000	$ 4,109,367
Future Bonds	$ 9,614,000	Construction	$ -	$ -	$ 35,000,000	$ 35,000,000
		Land Acquisition	$ 20,590	$ -	$ 4,500,00,	$ 4,520,590
		Cultural/Environmental	$ 55,649	$ 135,000	$ 2,173,000	$ 787,883
		Capitalized Labor	$ 31548	$ 120,000	$ 227,000	$ 378,548
Total	**$ 45,655,000**	**Total Project Costs**	**$ 717,154**	**$ 1,755,000**	**$ 43,900,000**	**$ 44,796,388**

Post Project Operations and Maintenance:

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

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 2012 Expenditures**	**2012 Projected**	**Future Expenditures**	**Total Budget**
Park Impact Fees	$ 1,483,000	Planning/Design	$ 33,362	$ 130,000	$ -	$ 163,362
		Construction	$ -	$ 1,200,000	$ -	$ 1,200,000
		Capitalized Labor	$ -	$ 153,000	$ -	$ 153,000
Total	**$ 1,483,000**	**Total Project Costs**	**$ -**	**$ 1,483,000**	$ -	**$ 1,516,362**

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 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 2012 Expenditures**	**2012 Projected**	**Future Expenditures**	**Total Budget**
Impact Fees - Park	$ 226,000	Construction	$ 2,565	$ 750,000	$ -	$ 752,565
Transportation Enhancement Fund	$ 60,000	Cultural/Environmental	$ -	$ 3,000	$ 15,000	$ 18,000
Agency	$ 480,000	Planning & Design	$ -	$ 22,000	-	$ 22,000
		Capitalized Labor	$ -	$ 35,000	$ 11,000	$ 46,000
Total	**$ 726,000**	**Total Project Costs**	**$ -**	**$ 810,000**	**$ 26,000**	**$ 838,565**

Post Project Operations and Maintenance:

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

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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Transportation Fund	$ 48,000	Capitalized Labor	$ -	$7,500	$40,500	$48,000
Total	$48,000	**Total Project Costs**	$ -	$7,500	$40,500	$48,000

Post Project Operations and Maintenance:

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

Ina Road, Silverbell to I-10

This project is to expand Ina Road to a four lane roadway between I-10 and SIlverbell Road. The project includes raised medians, sidewalks and drainage improvements. Future operating costs are for Town and contract personnel to maintain roadways and landscaping within the project area.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Federal Grants	$ 15,000,000	Planning and Design	$ -	$350,000	$ -	$350,000
Transportation Fund	$785,600	Land Acquisition	-	$250,000	-	250,000
		Construction	-	$15,000,000	-	15,050,000
		Cultural/Environmental	-	$100,000	60,000	100,000
		Capitalized Labor	-	$25,600		
Total	**$ 15,785,600**	**Total Project Costs**	**$ -**	**$15,725,600**	**$60,000**	**$15,785,600**

Post Project Operations and Maintenance:

Personnel Costs	$ 5,200
Contractual Services	1,500
Materials	500
Fringe Benefits	1,200
Total Yearly Future Operating Costs	**$ 8,400**

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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
General Fund	$ 16,123	Construction	$ 6,877	$1,754,293	$ -	$1,761,170
Agency Funds	$1,738,170					
Total	**$1,754,293**	**Total Project Costs**	**$ 6,877**	**$1,754,293**	**$ -**	**$1,761,170**

Post Project Operations and Maintenance:

Personnel Costs	$ 46,526
Fringe Benefits	$ 13,220
Total Yearly Future Operating Costs	**$ 59,807**

Ina Road Bridge Replacement at Santa Cruz River

This project is to replace the bridge on Ina Road over the Santa Cruz River.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Federal Grants	$ 16,200,000	Cultural/Environmental	$ 18,181	$ 247,600	$ 24,000	$ 289,781
Transportation Fund	$ 398,600	Construction	-	$ 16,200,000	-	$ 16,200,000
		Capitalized Labor	-	$ 127,000	-	$ 127,000
Total	**$ 16,598,600**	**Total Project Costs**	**$ 18,181**	**$ 16,574,600**	**$ 24,000**	**$ 16,616,781**

Post Project Operations and Maintenance:

Personnel Costs	$ 2,600
Materials	500
Other	500
Total Yearly Future Operating Costs	**$ 3,600**

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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Wastewater	$123,000	Planning and Design	$ -	$78,000	$ 45,000	$ 123,000
	$597,000	Construction	$ -	$222,000	$ 375,000	$ 597,000
Total	**$720,000**	**Total Project Costs**	**$ -**	**$300,000**	**$ 420,000**	**$ 720,000**

Post Project Operations and Maintenance

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

Marana Police Department Dispatch Consoles

This project includes the purchase of Motorola Astro LE public safety radios. Using this system will provide greater reliability, improved control, and better notification of alert conditions for dispatchers. In addition, two dispatch stations will require new furniture to support this new dispatch hardware.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Pima County Bonds	$ 515,000	Construction	$ -	$ 250,000	$265,000	$ 515,000
Total	$ 515,000	**Total Project Costs**	$ -	$ 250,000	$265,000	$ 515,000

Post Project Operations and Maintenance:

Annual Cost	$ -
Total Yearly Future Operating Costs	$

Telephone Switching Upgrade

The current version of the Marana PBX will stop being sold by the manufacturer, Nortel and support will be limited. In order to retain full support, an upgrade is required that will replace significant portions of the hardware in 3 town facilities. The current support vendor will support this product for a number of years, but if fixes require a software patch or update, that will not be available. This project would consolidate the 3 Town owned PBX's into one main system at Town hall, and place a greater reliance on the Towns network connectivity.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
General Fund	$130,000	Construction	$ -	$ 130,000	$ -	$130,000
Total	$130,000	**Total Project Costs**	$ -	$ 130,000	**$ -**	$130,000

Post Project Operations and Maintenance:

Annual Cost	$ -
Total Yearly Future Operating Costs	$

Cortaro Silverbell District Park

This project is for the construction of a 48 acre district park. The park is 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Impact Fees	$ -	Construction	$7,766,172	$ -	$ -	$ 7,766,172
	$ 49,978	Cultural/Environmental	202,639	$ 8,000	$ 41,978	252,617
	$ -	Planning/Design	402,368	$ -	$ -	402,368
Total	**$ 49,978**	**Total Project Costs**	**$8,371,179**	**$ 8,000**	**$ 41,978**	**$ 8,421,157**

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**

Construction of Tortolita Mountain Trails

Construction of trail heads at Wild Burro Wash and Tortolita Preserve, signage, wildlife fencing, and public information.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Pima County Bond Funds	$407,000	Construction	$90,697	$407,000	-	$497,697
Total	$407,000	**Total Project Costs**	**$90,697**	**$407,000**	-	**$497,697**

Post Project Operations and Maintenance	
Personnel Cost	$49,849
Materials and Supplies	3,075
Utilities	1,200
Other	3,510
Fringe Benefits	10,830
Total Yearly Future Operating Costs	**$68,464**

Alternative Agricultural Storage Basin

This project includes a 6 acre 40 ft. deep lake to hold reclaimed and storm water. Collection and distribution to existing non-potable water system is included in this project.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Renewable Resources	$ 3,133,397	Planning & Design	$ -	$ 150,000	$ -	$ 150,000
Park Impact Fees	$ 122,000	Construction	$ -		$ 3,105,397	$ 3,105,397
Total	**$ 3,255,397**	**Total Project Costs**	**$ -**	**$165,000**	**$ 3,105,397**	**$ 3,255,397**

Post Project Operations and Maintenance:

Annual Maintenance	$3,800
Total Yearly Future Operating Costs	**$3,800**

Marana WFR

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

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 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**

Northwest CAP Treatment & Delivery System

Design and construction of water line for NW providers from CAP treatment plant at Tangerine and I-10 to each NW provider location. 2009 route analysis and 2011 is design of water line.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Renewable Resources	$ 195,000	Planning/Design	$ 18,554	$ 65,000	$ 130,000	$ 213,554
Total	**$ 195,000**	**Total Project Costs**	**$ -**	**$ 65,000**	**$ 130,000**	**$ 213,554**

Post Project Operations and Maintenance:

Yearly Maintenance	$0
Total Yearly Future Operating Costs	**$0**

Water Resource and Wastewater Treatment System

This provides funding for the assessment, design, development and construction of various water and wastewater projects within the Town of Marana. This includes economic evaluations as needed.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Bond Funds	$ 10,000,000	Construction	$ -	$ 10,000,000	$ -	$ 10,000,000
Total	**$ 10,000,000**	**Total Project Costs**	**$ -**	**$ 10,000,000**	**$ -**	**$ 10,000,000**

Post Project Operations and Maintenance:

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

Excess 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Renewable Resources	$ 640,000	Land Acquisition	$1,150,000	$450,000	$1,350,000	$1,800,000
Water Fund	$ 1,160,000					
Total	**$ 1,800,000**	**Total Project Costs**	**$1,150,000**	**$450,000**	**$1,350,000**	**$1,800,000**

Post Project Operations and Maintenance

Yearly Maintenance	$0
Total Yearly Future Operating Costs	**$0**

Twin Peaks TI 24 inch water line

This provides funding for the construction of a 24 inch water line in Twin Peaks traffic interchange from Camino de Mañana to Twin Peaks at the same time the Twin Peaks TI is built.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
WIFA Bonds	$ 200,000	Construction	$ -	$ 200,000	$ -	$ 200,000
Total	**$ 200,000**	**Total Project Costs**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**

Post Project Operations and Maintenance

Yearly Maintenance	$ 20,000
Total Yearly Future Operating Costs	**$ 20,000**

Marana Regional Airport Septic/Leach Wastewater Treatment/Disposal System and Influent Lift-Station

This project includes the installation of a 40,700 gallon cast-in-place concrete septic tank, leach trenches, and an influent lift-station with pump.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Fund	$ 54,000	Construction	$ 359,517	$ -	$ -	$ 359,517
		Capitalized Labor	$ 12,675	$ 13,500	$ 40,500	$ 66,675
Total	**$ 54,000**	**Total Project Costs**	**$ -**	**$ 13,500**	**$ 40,500**	**$ 426,192**

Post Project Operations and Maintenance

Yearly Maintenance	$24,002
Total Yearly Future Operating Costs	**$24,002**

Hartman to Cortaro Ranch Interconnect

This provides funding for the construction of an 8 inch line for 1/3 of a mile along Harman Lane to connect the Hartman Vistas system to the Cortaro Ranch system.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Fund – Impact Fees	$ 135,000	Construction	$ -	$ 135,000	$ -	$ 135,000
		Cultural/Environmental	$ -	$ -	$ -	$ -
Total	**$ 135,000**	**Total Project Costs**	**$ -**	**$ 135,000**	**$ -**	**$ 135,000**

Post Project Operations and Maintenance

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

Marana WFR 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Wastewater Fund	$ 600,000	Planning & Design	$ -	$ 150,000	$ -	$ 150,000
		Construction	$ -	$ 427,500		$ 427,500
		Capitalized Labor	$ -			$ 22,500
Total	**$ 600,000**	**Total Project Costs**	**$ -**	**$ 600,000**	**$ -**	**$ 600,000**

Post Project Operations and Maintenance:

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

Recharge at Sandario Plant

This project provides funding for the design and construction of the recharge project for the WRF.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Wastewater Fund	$ 3,775,000	Planning & Design	$ -	$ 485,000	$ -	$ 485,000
Renewable Resources	$ 3,775,000	Construction	$ -	$ -	$ 7,050,000	$ 7,050,000
		Capitalized Labor	$ -	$ 15,000	$ -	$ 15,000
Total	**$ 7,550,000**	**Total Project Costs**	**$ -**	**$ 500,000**	**$ -**	**$ 7,550,000**

Post Project Operations and Maintenance:

Yearly Maintenance	$ 35,000
Total Yearly Future Operating Costs	**$ 35,000**

Sandario WRF 0.6 MGD

This project the design and construct a wastewater treatment plant at the airport.

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Wastewater Fund	$ 11,900,000	Land Acquisition	$ -	$ 1,700,000	$ -	$ 1,700,000
		Planning & Design	$ -	$ 300,000	$ 900,000	$1,200,000
		Construction	$ -	$ -	$ 9,000,000	$9,000,000
Total	**$ 11,900,000**	**Total Project Costs**	**$ -**	**$ 2,000,000**	**$ 9,900,000**	**$11,900,000**

Post Project Operations and Maintenance:

Personnel	$ 367,000
Contractual	$ 100,000
Materials & Supplies	$ 125,000
Other	$ 430,000
Total Yearly Future Operating Costs	**$ 1,022,000**

Sunset Ranch Purchase

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

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Fund	$ 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	**$ -**

Water Line Rehabilitation and Replacement

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

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 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 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
Water Fund	$ 225,000	Construction	$ -	$ 225,000	$ -	$ -
Total	**$ 225,000**	**Total Project Costs**	**$ -**	**$ 225,000**	**$ -**	**$ -**

Post Project Operations and Maintenance

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

MOC Remodel

This project entails the remodeling of a police substation located at the MOC,

Sources of Funding		Budgeted Project Costs	Pre 2012 Expenditures	2012 Projected	Future Expenditures	Total Budget
General Fund	$244,000	Construction	$ -	$244,000	$ -	$244,000
RICO Funds	$244,000	Construction	$ -	$244,000	$ -	$244,000
Total	$488,000	**Total Project Costs**	$ -	$488,000	$ -	$488,000

Post Project Operations and Maintenance:

Annual Cost	$ -
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

	2009 Actual	2010 Actual	2011 Estimated	2012 Projected
General Fund				
Sales taxes	$ 17,674,072	$ 19,437,875	$ 20,512,418	$ 20,001,725
Intergovernmental	7,401,235	6,465,491	5,721,372	6,979,466
Licenses, fees and permits	1,932,797	2,150,360	2,604,565	1,994,250
Fines and forfeiture	692,514	641,484	537,680	955,470
Charges for services	705,758	621,415	300,900	660,000
Contributions	38,474	59,202	210,479	20,511
Investment income	289,180	93,965	74,345	90,000
Miscellaneous	826,635	1,275,764	780,328	544,547
Total General Fund	**29,560,665**	**30,745,556**	**30,742,087**	**31,245,969**
Special Revenue Funds				
Highway User Revenue Fund	1,936,369	1,808,964	1,869,485	2,033,385
Local Transportation Assistance Fund	194,567	128,312	27,453	-
Community Development Block Grant	58,906	98,207	64,871	285,000
Affordable Housing	2,315	98,247	1,943	100,000
JCEF	14,159	14,964	12,747	14,000
Fill-the-Gap	5,933	7,020	7,028	2,700
Local Technology	108,114	131,778	127,138	110,000
Other SRF	476,053	825,078	795,871	1,729,996
Total Special Revenue Funds	**2,796,416**	**3,112,570**	**2,906,536**	**4,275,081**
Capital Projects Funds				
Northwest Transportation Impact Fees	28,953	119,085	51,698	48,500
Northeast Transportation Impact Fees	212,782	384,287	475,632	323,750
South Transportation Impact Fees	124,999	218,907	351,122	240,100
Park Impact Fees	302,455	792,742	945,428	483,290
Transportation	6,148,527	2,226,220	2,442,841	2,424,625
Pima Association of Governments	7,143,056	380,000	1,533,000	-
Regional Transportation Authority	-	2,672,882	5,435,816	2,524,500
Sales Tax Capital	32,060		5,050	-
Other Capital Projects	1,406,687	3,333,589	1,414,695	34,122,836
Pima County Bonds	516,017	444,616	118,209	872,093
CFD Capital	79,774	70,897	70,268	4,724,332
Total Capital Projects Funds	**15,995,310**	**10,643,225**	**12,843,759**	**45,764,026**
Debt Service Funds				
1997 MMPC Bond	-	-		
2003 MMPC Bond	1	-		
2004 MMPC Bond	-	-		
2008 MMPC Bond	1,009,105	1,146		
Tangerine Farms Improvement District	2,239,244	2,351,884	2,136,088	2,110,132
Gladden CFD DSF	583,264	550,948	640,730	849,264
Other Debt Service	-	-	-	-
Total Debt Service Funds	**3,831,614**	**2,903,978**	**2,776,818**	**2,959,396**
Enterprise Funds				
Utilities	2,744,339	3,122,026	3,228,787	5,125,226
Airport	228,026	249,407	249,423	5,949,547
Wastewater	-	-	-	23,329,969
Total Enterprise Funds	**2,972,365**	**3,371,433**	**3,478,210**	**34,404,742**
Total ALL Funds	**$ 55,156,370**	**$ 50,776,762**	**$ 52,747,410**	**$ 118,649,214**

EXPENDITURE SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
General Fund				
Personnel and Benefits	$ 22,647,849	$ 20,300,919	$ 18,575,126	$ 20,157,992
Contracted Services	5,717,445	4,451,695	4,075,534	4,831,129
Operating Supplies and Equipment	1,398,718	2,038,230	2,155,700	3,169,365
Capital Outlay	2,362,317	1,061,088	1,071,064	1,874,923
Debt Service	-	-	-	-
Total General Fund	**32,126,329**	**27,851,932**	**25,877,424**	**30,033,409**
Special Revenue Funds				
Highway User Revenue Fund	1,269,541	1,610,441	1,433,674	2,504,703
Local Transportation Assistance Fund	96,943	157,274	209,042	117,000
Community Development Block Grant	50,117	95,607	93,544	285,000
Affordable Housing	24,824	6,844	47,887	75,000
JCEF	-	-	998	40,800
Fill-the-Gap	-	-	-	31,000
Local Technology	16,067	45,783	37,901	287,229
Other SRF	440,422	837,830	748,305	2,050,007
Total Special Revenue Funds	**1,897,914**	**2,753,779**	**2,571,351**	**5,390,739**
Capital Projects Funds				
Northwest Transportation Impact Fees	66,392	-	-	251,000
Northeast Transportation Impact Fees	-	-	-	
South Transportation Impact Fees	1,236,318	1,755,707	-	291,000
Park Impact Fees	489,838	2,103,328	167,857	1,880,684
Transportation	10,731,876	1,460,115	421,810	2,259,924
Pima Association of Governments	14,798,938	102,488	1,567,061	-
Regional Transportation Authority	-	4,622,847	3,533,315	2,524,500
Sales Tax Capital	3,041,381	1,056,176	195,707	270,000
Other Capital Projects	5,955,753	16,913,885	-	34,362,537
Pima County Bonds	476,051	350,865	222,152	872,093
Gladden CFD	13,617	244	997,727	4,814,250
Total Capital Projects Funds	**36,810,164**	**28,365,655**	**7,105,629**	**47,525,988**
Debt Service Funds				
1997 MMPC Bond	202,426	385,428	375,315	369,843
2003 MMPC Bond	689,363	1,387,779	1,380,729	1,376,529
2004 MMPC Bond	320,286	636,675	746,299	765,863
2008 MMPC Bond	754,020	1,952,737	2,675,963	3,250,784
Tangerine Farms Improvement District	-	2,137,358	2,432,488	2,110,132
Gladden CFD DSF	232,650	647,415	667,202	858,190
Other Debt Service	1,047,663	938,374	-	-
Total Debt Service Funds	**3,246,408**	**8,085,766**	**8,277,996**	**8,731,341**
Enterprise Funds				
Utilities	2,147,921	2,745,226	2,613,912	6,028,726
Airport	391,114	215,490	202,556	5,925,418
Wastewater	-	-	-	23,329,969
Total Enterprise Funds	**2,539,035**	**2,960,716**	**2,816,468**	**35,284,113**
Total ALL Funds	**$ 76,619,850**	**$ 70,017,848**	**$ 46,648,868**	**$ 126,965,590**

INTERFUND TRANSFERS
FY 2011-2012

TRANSFER FROM						
Transfers To:	**General Fund**	**Transportation Fund**	**South Transportation Fund**	**Water Fund**	**Airport Fund**	**Total**
Affordable Housing	194,150					$194,150
1997 Debt	152,697			217,146		$369,843
2003 Debt	1,376,529					$1,376,529
2004 Debt	765,863					$765,863
2008 Debt	420,601	2,110,488	607,535		112,160	$3,250,784
Airport	-					-
Total	$2,909,840	$2,110,488	$607,535	$217,146	$112,160	$5,957,169

DEBT SERVICE SUMMARY SCHEDULES

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**
2012	4,024,000	4,663,259	8,687,259
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 – 2021	26,827,000	15,996,577	42,823,577
2022 – 2026	32,623,000	8,671,845	41,294,845
2027 – 2031	13,595,000	1,747,603	15,342,603
2032 - 2033	1,890,000	163,517	2,053,517
Totals	**96,427,000**	**48,084,127**	**144,511,127**

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**
2012	215,000	153,043	368,043
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 - 2021	1,385,000	335,869	1,720,869
2021 - 2023	490,000	25,856	515,856
Totals	**2,985,000**	**1,015,269**	**4,000,269**

2003 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	620,000	754,029	1,374,029
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 - 2021	4,190,000	2,695,068	6,885,068
2022 – 2026	5,335,000	1,560,625	6,895,625
2027 – 2028	3,195,000	243,625	3,438,625
Totals	**16,105,000**	**8,004,503**	**24,109,503**

2004 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	435,000	327,613	762,613
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 - 2021	2,280,000	1,014,750	3,294,750
2022 – 2026	2,615,000	354,769	2,969,769
Totals	**6,810,000**	**2,862,122**	**9,672,122**

2008 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	1,480,000	1,903,503	3,383,503
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 – 2021	10,125,000	6,773,978	16,898,978
2022 – 2026	13,020,000	3,882,438	16,902,438
2027 - 2028	7,860,000	602,416	8,462,416
Totals	**39,070,000**	**20,112,228**	**59,182,228**

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 2011 - 2012 the rate for debt service was $2.50/$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2004			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	55,000	117,063	172,063
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 – 2021	425,000	445,759	870,759
2022 – 2026	570,000	290,625	860,625
2027 – 2030	600,000	81,250	681,250
Totals	**1,905,000**	**1,370,350**	**3,275,350**

Gladden Farms – CFD General Obligation Bonds - 2006			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	80,000	165,580	245,580
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 – 2021	525,000	664,868	1,189,868
2022 – 2026	685,000	503,263	1,188,263
2027 – 2031	1,080,000	281,325	1,361,325
2032	395,000	10,863	405,863
Totals	**3,110,000**	**2,246,640**	**5,356,640**

Gladden Farms – CFD General Obligation Bonds - 2007			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	65,000	154,218	219,218
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 – 2021	455,000	639,048	1,094,048
2022 – 2026	595,000	502,179	1,097,179
2027 – 2031	760,000	321,810	1,081,810
2032 - 2033	785,000	54,364	839,364
Totals	**2,950,000**	**2,256,588**	**5,206,588**

Gladden Farms – CFD General Obligation Bonds - 2010			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	-	53,580	53,580
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 – 2021	70,000	255,814	325,814
2022 – 2026	80,000	239,757	319,757
2027 – 2031	100,000	217,177	317,177
2032 - 2033	710,000	98,291	808,291
Totals	**1,000,000**	**1,076,734**	**2,076,734**

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**
2012	1,074,000	1,034,632	2,108,632
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 – 2021	7,372,000	3,171,424	10,543,424
2022 – 2026	9,233,000	1,312,334	10,545,334
Totals	**22,492,000**	**9,139,694**	**31,631,694**

Water Infrastructure Finance Authority (WIFA) Loan

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

Water Infrastructure Finance Authority Loan			
Fiscal Year	**Principal**	**Interest**	**Total**
2012	215,888	146,393	362,282
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 – 2021	1,325,826	481,926	1,807,752
2022 – 2026	1,534,609	270,044	1,804,653
2027 - 2029	1,034,452	46,652	1,081,105
Totals	**5,040,335**	**1,463,604**	**6,503,938**

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Town Clerk				
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	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
Assistant Town Manager	1.00	1.00	-	-
Deputy Town Manager	1.00	-	1.00	1.00
Intergovernmental Affairs Administrator	1.00	1.00	-	-
Assistant to the Town Manager	1.00	1.00	-	-
Management Assistant	-	-	-	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Council Liaison	-	1.00	1.00	1.00
Administrative Secretary	0.63	-	-	-
Mail Carrier/Courier	0.75	0.75	-	-
Reproduction/Supply Clerk	1.00	1.00	-	-
Customer Service Specialist	2.63	2.03	2.03	2.13
Community Relations Officer	1.00	1.00	-	-
Economic Development Administrator	1.00	-	-	-
Community Events & Program Manager	1.00	-	-	-
Town Manager Total	**14.00**	**10.78**	**6.03**	**7.13**
Human Resources				
Human Resources Director	1.00	1.00	1.00	1.00
Employee Relations Administrator	-	1.00	1.00	1.00
Sr. Human Resources Analyst	1.00	1.00	1.00	2.00
Human Resources Analyst	2.00	1.00	-	-
Human Resources Coordinator	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	-	-	-
Risk Management & Safety Coordinator	1.00	-	-	-
Total Human Resources	**7.00**	**5.00**	**4.00**	**5.00**
Finance & Accounting				
Finance Director	1.00	1.00	1.00	1.00
Finance Manager	-	1.00	1.00	1.00
Accounting Supervisor	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	1.38	1.35	1.35
Total Finance & Accounting	**8.38**	**8.38**	**8.35**	**8.35**

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 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
Administrative Manager	1.00	1.00	-	-
Real Property Acquisition Agent	2.00	1.60	2.00	2.00
Office Support Assistant	1.00	1.00	1.00	1.00
Total Legal Department	**9.00**	**8.60**	**8.00**	**8.00**
Technology Services				
Technology Services Director	1.00	1.00	1.00	1.00
Network Technician	2.00	1.00	1.00	1.00
Technology Supervisor	1.00	3.00	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	1.00	1.00
Senior GIS Analyst	-	-	1.00	1.00
GIS Analyst	1.00	1.00	-	-
Database Analyst	2.00	1.00	1.00	1.00
Senior Software Engineer	-	-	1.00	1.00
Software Engineer	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Total Technology Services	**12.00**	**12.00**	**11.00**	**11.00**
Office of Strategic Initiatives				
Director of Strategic Initiatives	-	-	1.00	1.00
Community Relations Officer	-	-	1.00	1.00
Special Events Coordinator	-	-	1.00	1.00
Graphics Designer	-	-	1.00	1.00
Curation Specialist	-	-	0.50	1.00
Total Strategic Initiatives	**-**	**-**	**4.50**	**5.00**
Neighborhood Services & Community Development				
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**
Development Services Administration				
Development Services General Manager	1.00	1.00	1.00	1.00
Executive Assistant	-	1.00	1.00	1.00
Building Official	1.00	-	-	-
Total GM - Development Services	**2.00**	**2.00**	**2.00**	**2.00**

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Inspections and Enforcement				
Chief Building Inspector	-	1.00	1.00	1.00
Senior Plans Examiner	2.00	-	-	-
Building Inspector II	2.00	2.00	1.00	2.00
Building Inspector I	4.00	1.00	1.00	1.00
Code Enforcement Officer	-	2.00	2.00	2.00
Senior Permit Clerk	1.00	-	-	-
Permit Clerk	3.00	-	-	-
	12.00	**6.00**	**5.00**	**6.00**
Permits & Records Center				
Permits Center & Records Manager	1.00	1.00	1.00	1.00
Senior Permit Clerk	-	1.00	1.00	1.00
Development Coordinator	-	2.00	2.00	2.00
Permit Clerk	-	3.00	3.00	3.00
Document Imaging Clerk	1.75	1.00	1.50	1.50
Customer Service Specialist	1.25	1.13	-	-
Admin Asst to the Deputy Town Mgr	1.00	-	-	-
Total Records & Permit Center	**5.00**	**9.13**	**8.50**	**8.50**
Planning Department				
Planning Director	1.00	-	-	-
Assistant Planning Director	1.00	1.00	1.00	1.00
Planner III	1.00	-	-	-
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Code Enforcement Inspector	2.00	-	-	-
Project & Fee Technician	1.00	-	-	-
Development Coordinator	2.00	-	-	-
Executive Assistant	1.00	-	-	-
Total Planning Department	**15.00**	**7.00**	**7.00**	**7.00**
Engineering				
Town Engineer	-	1.00	1.00	1.00
Cultural Resource Manager	-	1.00	-	-
Engineering Division Manager	-	2.00	1.00	1.00
Traffic Division Manager	-	1.00	1.00	1.00
Traffic Engineer	-	1.00	1.00	1.00
Civil Engineer	-	1.00	1.00	1.00
Environmental Project Coordinator	-	2.00	2.00	3.00
Engineering Technician	-	3.00	3.00	3.00
Project Coordinator	-	1.00	1.00	1.00
Engineering Aide	-	2.00	1.00	1.00
Senior Plans Examiner	2.00	1.00	1.00	1.00
Plans Examiner	-	2.00	2.00	2.00
Plans Review Technician	3.00	2.00	1.00	1.00
Senior Administrative Assistant	-	-	-	-
Executive Assistant	-	1.00	0.60	-
Total Engineering	5.00	21.00	16.60	17.00

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Police				
Chief of Police	1.00	1.00	1.00	1.00
Assistant Chief of Police	1.00	-	-	-
Police Captain	-	-	-	1.00
Lieutenant	6.00	3.00	3.00	3.00
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
Crime Prevention Specialist	1.00	1.00	-	-
Administrative Manager	1.00	1.00	1.00	1.00
Administrative Secretary	1.00	1.00	1.00	1.00
Transcriptionist	-	-	-	-
Customer Service Support	0.33	-	-	-
Office Support Assistant	-	-	-	-
Executive Assistant	-	-	-	-
Total Police Department	**113.33**	**111.00**	**104.00**	**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	4.00	5.00
Total Courts	**13.00**	**13.00**	**13.00**	**14.00**
Public Services Administration				
Public Services General Manager	-	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
Senior Administrative Assistant	-	1.00	1.00	1.00
Customer Service Specialist	-	0.50	0.50	-
Office Support Assistant	-	0.50	0.50	-
Total GM - Public Services	**1.00**	**5.00**	**5.00**	**4.00**
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
Facilities Maintenance Supervisor	1.00	-	-	-

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
O & M Field Supervisor	-	-	-	-
Foreman	2.00	2.00	3.00	5.00
Maintenance Inspector	1.00	-	-	-
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	3.00	2.00	2.00	1.00
Fleet Technician II	2.00	2.00	-	1.00
Traffic Signal Tech I	-	-	-	-
Fleet Technician I	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00
Sign Technician	-	-	-	-
Small Engine Mechanic	1.00	1.00	1.00	1.00
Fleet Supervisor	-	-	-	-
Inmate Services Coordinator	2.00	2.00	2.00	2.00
Senior Maintenance Worker	4.00	4.00	4.00	3.00
Maintenance Coordinator	-	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00
Laborer	7.00	8.00	7.00	7.00
Executive Assistant	-	1.00	1.00	1.00
Executive Assistant	1.00	-	-	-
Administrative Coordinator	-	-	-	-
Customer Service Clerk	1.00	-	-	-
Customer Service Specialist	0.33	-	-	-
Total Operations & Maintenance	**36.33**	**33.00**	**31.00**	**32.00**
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	3.00	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
Project Control Specialist	1.00	1.00	1.00	1.00
Engineering Technician	4.00	0.85	0.85	0.85
Project Manager	2.00	2.00	1.00	1.00
Project Coordinator	-	-	-	1.00
Contract Analyst	1.00	-	-	-
Contracts Administrator	1.00	-	-	-
Engineering Assistant	1.00	1.00	-	-
Administrative Secretary	-	0.75	1.00	-
Senior Administrative Assistant	1.00	-	-	-
Office Support Assistant	1.00	-	-	-
Office Support Clerk	1.00	-	-	-
Town Engineer	1.00	-	-	-
Utilities Coordinator	1.00	-	-	-
Planning and Development Project Coord.	1.00	-	-	-
Traffic Division Manager	1.00	-	-	-
Traffic Engineer	1.00	-	-	-
Traffic Engineering Technician	1.00	-	-	-
Engineering Aide	2.00	-	-	-
Civil Engineer	1.00	-	-	-
Environmental Engineering Manager	1.00	-	-	-
Cultural Resource Manager	1.00	-	-	-
Environmental Project Coordinator	2.00	-	-	-
Subdivision Engineer	1.00	-	-	-
Total Capital Improvement Program	**36.00**	**14.60**	**12.85**	**12.85**

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Parks - Administration				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Curation Specialist	1.00	0.50	-	-
Special Events Coordinator	-	1.00	-	-
Executive Assistant	-	1.00	1.00	1.00
Administrative Secretary	1.00	-	-	-
Office Support Assistant	1.00	1.00	1.00	1.00
Total - Parks Administration	**4.00**	**4.50**	**3.00**	**3.00**
Parks - Recreation				
Superintendent	1.00	1.00	-	-
Recreation Coordinator	4.00	4.00	3.00	3.00
Recreation Programmer	7.00	7.00	2.00	3.00
Recreation Leader	1.50	1.00	1.00	1.00
Recreation Center Attendant	0.50	0.50	-	-
Recreation Assistant	11.25	10.50	2.25	1.50
Total Parks - Recreation	**25.25**	**24.00**	**8.25**	**8.50**
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	11.00	11.00
Laborer	4.00	4.00	4.00	4.00
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	1.50	0.75	0.75
Total - Parks Senior Programs	**2.50**	**2.50**	**1.75**	**1.75**
Parks - Therapeutic Program				
Recreation Coordinator	1.00	1.00	1.00	1.00
Recreation Aide	-	-	-	-
Total Parks Therapeutic Program	**1.00**	**1.00**	**1.00**	**1.00**
Marana Water Department				
Utilities Director	1.00	1.00	1.00	1.00
Deputy Director	1.00	-	-	-
Utilities Operations Manager	1.00	1.00	1.00	1.00
Utilities Services Supervisor	-	-	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Water Production & Distribution Supervisor	-	-	-	1.00
Foreman	1.00	1.00	1.00	-
Management Analyst	-	-	1.00	1.00
Water Line Construction Inspector	2.00	1.00	1.00	1.00
Waterline Inspector/Plan Reviewer	-	1.00	-	-
Electrical Pump & Well Technician	1.00	1.00	1.00	1.00
Water Operator II	-	-	-	4.00
Water Operator I	4.00	6.00	6.00	2.00
Civil Engineer	-	1.00	1.00	1.00

AUTHORIZED POSITION SCHEDULE

	2009 Actual	2010 Actual	2011 Estimated	2012 Adopted
Water Backflow Specialist	0.50	-	-	-
GIS Analyst	1.00	-	-	-
Utility Billing Specialist	-	1.40	2.00	2.10
Maintenance Worker	2.00	-	-	-
Utilities Technology Coordinator	1.00	1.00	-	-
Customer Service Specialist	0.34	1.00	1.00	1.00
Customer Service Clerk	2.00	-	-	-
Total Water Department	**18.84**	**17.40**	**18.00**	**18.10**
Airport Operations				
Airport Director	1.00	-	-	-
Airport Manager	-	1.00	-	-
Maintenance Worker	1.00	-	-	-
Executive Assistant	1.00	1.00	-	-
Total Airport Operations	**3.00**	**2.00**	**-**	**-**
TOTAL TOWN AUTHORIZED POSITIONS	**367.63**	**341.88**	**302.83**	**309.18**

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CLASSIFIED SALARY SCHEDULE*
FY 2011-2012

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
	Grade 10		$18,240	$22,800	$27,360	*Annual*
424	Document Imaging Clerk	Nonexempt	$1,520.00	$1,900.00	$2,280.00	*Monthly*
824	Recreation Aide	Nonexempt	$8.77	$10.96	$13.15	*Hourly*
410	Reproduction/Supply Clerk	Nonexempt				
446	Transcriptionist	Nonexempt				
	Grade 11		$20,064	$25,080	$30,096	*Annual*
412	Mail Carrier/Courier	Nonexempt	$1,672.00	$2,090.00	$2,508.00	*Monthly*
422	Office Support Assistant	Nonexempt	$9.65	$12.06	$14.47	*Hourly*
818	Recreation Center Attendant	Nonexempt				
	Grade 12		$22,072	$27,590	$33,108	*Annual*
408	Customer Service Specialist	Nonexempt	$1,839.33	$2,299.17	$2,759.00	*Monthly*
700	Laborer	Nonexempt	$10.61	$13.26	$15.92	*Hourly*
822	Recreation Assistant	Nonexempt				
820	Recreation Leader	Nonexempt				
	Grade 13		$24,280	$30,350	$36,420	*Annual*
420	Accounts Payable Clerk	Nonexempt	$2,023.33	$2,529.17	$3,035.00	*Monthly*
456	Court Clerk	Nonexempt	$11.67	$14.59	$17.51	*Hourly*
436	Customer Service Clerk	Nonexempt				
610	Engineering Assistant	Nonexempt				
414	Human Resources Technician	Nonexempt				
	Grade 14		$26,704	$33,380	$40,056	*Annual*
417	Accounting Clerk	Nonexempt	$2,225.33	$2,781.67	$3,338.00	*Monthly*
406	Administrative Secretary	Nonexempt	$12.84	$16.05	$19.26	*Hourly*
812	Court Security Guard	Nonexempt				
612	Facilities Technician	Nonexempt				
614	Fleet Technician I	Nonexempt				
	Grade 15		$29,376	$36,720	$44,064	*Annual*
404	Agenda & Records Clerk	Nonexempt	$2,448.00	$3,060.00	$3,672.00	*Monthly*
450	Court Collections Specialist	Nonexempt	$14.12	$17.65	$21.18	*Hourly*
454	Courtroom Specialist	Nonexempt				
438	Executive Assistant	Nonexempt				
702	Inmate Services Coordinator	Nonexempt				
416	Human Resources Coordinator	Nonexempt				
600	Maintenance Worker	Nonexempt				
430	Permit Clerk	Nonexempt				
418	Senior Accounting Clerk	Nonexempt				
616	Small Engine Mechanic	Nonexempt				
442	Utility Billing Specialist	Nonexempt				
528	Backflow Specialist	Nonexempt				
	Grade 16		$32,312	$40,390	$48,468	*Annual*
434	Development Coordinator	Nonexempt	$2,692.67	$3,365.83	$4,039.00	*Monthly*
336	Engineering Aide	Nonexempt	$15.53	$19.42	$23.30	*Hourly*
508	Fleet Technician II	Nonexempt				
500	Heating, Ventilating & Air Conditioning (HVAC) Technician	Nonexempt				
306	Planning Technician	Nonexempt				
304	Plans Review Technician	Nonexempt				
458	Project Coordinator	Nonexempt				
466	Recreation Programmer	Nonexempt				
526	Right of Way Inspector	Nonexempt				
428	Senior Permit Clerk	Nonexempt				
618	Signal Technician I	Nonexempt				
606	Utilities Operator I	Nonexempt				
	Grade 17		$35,544	$44,430	$53,316	*Annual*
472	Administrative Manager	Exempt	$2,962.00	$3,702.50	$4,443.00	*Monthly*
544	Acceptance Inspector	Nonexempt	$17.09	$21.36	$25.63	*Hourly*
314	Computer Technician	Nonexempt				
525	Construction Inspector	Nonexempt				

CLASSIFIED SALARY SCHEDULE*
FY 2011-2012

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
534	Electric Pump & Well Technician	Nonexempt				
312	Geographic Information Systems (GIS) Technician	Nonexempt				
426	Legal Assistant	Nonexempt				
602	Maintenance Coordinator	Nonexempt				
322	Real Property Acquisition Agent	Exempt				
402	Records & Elections Coordinator	Exempt				
460	Senior Administrative Assistant	Nonexempt				
604	Senior Maintenance Worker	Nonexempt				
704	Signs & Markings Technician	Nonexempt				
532	Utilities Line Construction Inspector	Nonexempt				
608	Utilities Operator II	Nonexempt				
	Grade 18		$39,096	$48,870	$58,644	*Annual*
518	Building Inspector I	Nonexempt	$3,258.00	$4,072.50	$4,887.00	*Monthly*
232	Contracts Analyst	Exempt	$18.80	$23.50	$28.19	*Hourly*
474	Council Liaison	Exempt				
242	Court Probation Monitor	Nonexempt				
200	Curation Specialist	Exempt				
710	Foreman	Nonexempt				
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	Nonexempt				
440	Special Events Coordinator	Exempt				
530	Utilities Line Inspector/Plan Reviewer	Nonexempt				
	Grade 19		$43,008	$53,760	$64,512	*Annual*
516	Building Inspector II	Nonexempt	$3,584.00	$4,480.00	$5,376.00	*Monthly*
540	Community Response Manager	Nonexempt	$20.68	$25.85	$31.02	*Hourly*
522	Code Enforcement Officer	Nonexempt				
400	Deputy Town Clerk	Exempt				
308	Engineering Technician	Nonexempt				
512	Facilities Maintenance Supervisor	Exempt				
252	Geographic Information Systems (GIS) Analyst	Nonexempt				
212	Management & Budget Analyst	Exempt				
520	Planner I	Nonexempt				
302	Plans Examiner	Exempt				
464	Police Telecommunications Supervisor	Nonexempt				
326	Risk Management & Safety Coordinator	Exempt				
210	Senior Accountant	Exempt				
	Grade 20		$47,312	$59,140	$70,968	*Annual*
220	Public Information Officer (PIO)	Exempt	$3,942.67	$4,928.33	$5,914.00	*Monthly*
234	Contract Administrator	Exempt	$22.75	$28.43	$34.12	*Hourly*
452	Court Supervisor	Nonexempt				
254	Database Analyst	Nonexempt				
226	Environmental Project Coordinator	Exempt				
316	Network Technician	Nonexempt				
708	Parks Supervisor	Exempt				
246	Planner II	Exempt				
470	Police Records Supervisor	Nonexempt				
236	Project Control Specialist	Exempt				
318	Public Safety Technology Specialist	Nonexempt				
216	Purchasing Coordinator	Exempt				
152	Senior Administrative Manager	Exempt				
538	Signal Technician III	Nonexempt				

CLASSIFIED SALARY SCHEDULE*
FY 2011-2012

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
482	Utilities Services Supervisor	Exempt				
268	Utilities Technology Analyst	Nonexempt				
	Grade 21		$52,040	$65,050	$78,060	*Annual*
230	Civil Engineer	Exempt	$4,336.67	$5,420.83	$6,505.00	*Monthly*
814	Crime Scene/Property & Evidence Supervisor	Exempt				
546	Facilities & Fleet Services Manager	Exempt				
172	Permit Center & Records Manager	Exempt				
164	Police Telecommunications Manager	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				
484	Utilities Production & Distribution Supervisor	Exempt				
	Grade 22		$57,248	$71,560	$85,872	*Annual*
222	Associate Town Attorney	Exempt	$4,770.67	$5,963.33	$7,156.00	*Monthly*
176	Chief Building Inspector	Exempt				
238	Construction Manager	Exempt				
250	Employee Relations Administrator	Exempt				
328	Principle Plans Examiner	Exempt				
258	Senior Geographic Information Systems (GIS) Analyst	Exempt				
240	Technology Supervisor	Exempt				
266	Traffic Engineer	Exempt				
	Grade 23		$62,968	$78,710	$94,452	*Annual*
261	Assistant Town Attorney	Exempt	$5,247.33	$6,559.17	$7,871.00	*Monthly*
228	Capital Improvement Project (CIP) Manager	Exempt				
264	Cultural Resources Manager	Exempt				
330	Database Administrator	Exempt				
202	Economic Development Administrator	Exempt				
274	Finance Manager	Exempt				
204	Intergovernmental Affairs Administrator	Exempt				
244	Planner III	Exempt				
800	Police Lieutenant	Exempt				
333	Senior Software Engineer	Exempt				
150	Utilities Operations Manager	Exempt				
	Grade 24		$69,264	$86,580	$103,896	*Annual*
270	Construction Division Manager	Exempt	$5,772.00	$7,215.00	$8,658.00	*Monthly*
170	Court Administrator	Exempt				
160	Engineering Division Manager	Exempt				
	Grade 25		$76,192	$95,240	$114,288	*Annual*
158	Assistant Public Works Director	Exempt	$6,349.33	$7,936.67	$9,524.00	*Monthly*
148	Assistant Utilities Director	Exempt				
156	Assistant Planning Director	Exempt				
801	Police Captain	Exempt				
262	Senior Assistant Town Attorney	Exempt				
174	Traffic Division Manager	Exempt				
	Grade 26		$83,816	$104,770	$125,724	*Annual*
154	Deputy Town Attorney	Exempt	$6,984.67	$8,730.83	$10,477.00	*Monthly*

**Excludes positions covered under the MPOA Memorandum of Understanding*
***Fair Labor Standards Act*

Effective July 1, 2011

MEMORANDUM OF UNDERSTANDING
Attachment A

SWORN EMPLOYEES

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
	0 - 1 yr	1.01 - 2 yrs	2.01 - 3 yrs	3.01 - 4 yrs	4.01 - 5 yrs	5.01 - 6 yrs	6.01 - 7 yrs	7.01 + yrs
Police Officer								
Monthly	$ 3,464.93	$ 3,638.18	$ 3,820.09	$ 4,011.09	$ 4,211.65	$ 4,422.23	$ 4,643.34	$ 4,875.51
Annually	$41,579.20	$43,658.16	$45,841.07	$48,133.12	$50,539.78	$53,066.77	$55,720.10	$58,506.11
Bi-Weekly	$ 1,599.20	$ 1,679.16	$ 1,763.12	$ 1,851.27	$ 1,943.84	$ 2,041.03	$ 2,143.08	$ 2,250.24
Hourly	$ 19.99	$ 20.99	$ 22.04	$ 23.14	$ 24.30	$ 25.51	$ 26.79	$ 28.13

	STEP 1	STEP 2	STEP 3	STEP 4
	0 - 1 yr	1.01 - 2 yrs	2.01 - 3 yrs	3.01 + yrs
Sergeant				
Monthly	$ 5,120.27	$ 5,376.28	$ 5,645.09	$ 5,927.35
Annually	$61,443.20	$64,515.36	$67,741.13	$71,128.18
Bi-weekly	$ 2,363.20	$ 2,481.36	$ 2,605.43	$ 2,735.70
Hourly	$ 29.54	$ 31.02	$ 32.57	$ 34.20

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
	0 - 1 yr	1.01 - 2 yrs	2.01 - 3 yrs	3.01 - 4 yrs	4.01 - 5 yrs	5.01 - 6 yrs	6.01 - 7 yrs	7.01 + yrs
Detective (Special Assignment)								
Monthly	$ 3,811.60	$ 4,002.18	$ 4,202.29	$ 4,412.40	$ 4,633.02	$ 4,864.68	$ 5,104.16	$ 5,363.30
Annually	$45,739.20	$48,026.16	$50,427.47	$52,948.84	$55,596.28	$58,376.10	$61,249.90	$64,359.65
Bi-Weekly	$ 1,759.20	$ 1,847.16	$ 1,939.52	$ 2,036.49	$ 2,138.32	$ 2,245.23	$ 2,355.77	$ 2,475.37
Hourly	$ 21.99	$ 23.09	$ 24.24	$ 25.46	$ 26.73	$ 28.07	$ 29.47	$ 30.94

NON-SWORN EMPLOYEES

	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8
	0 - 1 yr	1.01 - 2 yrs	2.01 - 3 yrs	3.01 - 4 yrs	4.01 - 5 yrs	5.01 - 6 yrs	6.01 - 7 yrs	7.01 + yrs
Dispatcher								
Monthly	$ 2,625.62	$2,827.59	$3,029.56	$3,231.53	$3,433.50	$3,635.48	$3,837.45	$4,039.42
Annually	$31,507.48	$33,931.10	$36,354.75	$38,778.40	$41,202.05	$43,625.70	$46,049.35	$48,473.00
Bi-Weekly	$ 1,211.83	$1,305.04	$1,398.26	$1,491.48	$1,584.69	$1,677.91	$1,771.13	$1,864.35
Hourly	$ 15.15	$16.31	$17.48	$18.64	$19.81	$20.97	$22.14	$23.30

Note: Dispatch salaries set from top step at 5% increments from the top step (95%, 90%, 85%, 80% etc.)

MEMORANDUM OF UNDERSTANDING
Attachment B

JOB TITLE	MIN.	ANNUAL MID.	MAX.
Police Records Clerk	$26,523	$33,153	$39,784
Crime Scene Specialist	$32,315	$40,394	$48,473
Crime Prevention Specialist	$37,476	$46,845	$56,213
Crime Analyst	$37,476	$46,845	$56,213

TEMPORARY SALARY SCHEDULE

FY 2011-2012

Job Class Code	Job Title	FLSA* Status	Minimum	Maximum	
480	Intern	Nonexempt	$7.50	-	*Hourly*
271	Management Intern	Nonexempt	$12.00	-	*Hourly*
830	Inclusion Aide	Nonexempt	$10.00	$15.00	*Hourly*
826	Lifeguard	Nonexempt	$10.00	-	*Hourly*
828	Lifeguard/WSI	Nonexempt	$10.50	-	*Hourly*
831	Sports Official	Nonexempt	$10.00	-	*Hourly*
832	Pool Manager	Nonexempt	$12.60	-	*Hourly*
816	Regional Emergency Response Planner	Nonexempt	$21.63	$28.85	*Hourly*
272	Executive Fellow	Exempt	$32,304.40	-	*Annually*
143	Airport Manager	Exempt	$55,000.00	$82,500	*Annually*
478	Assistant to the Chief of Police	Exempt	$75,000.00	$90,000.00	*Annually*

**Fair Labor Standards Act*

Effective July 1, 2011

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. 2011-69

RELATING TO BUDGET; ADOPTING THE TOWN'S FISCAL YEAR 2011-2012 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 24th, 2011, 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 21st, 2011, 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 21st, 2011, 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 that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Marana for the fiscal year 2011-2012.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, ARIZONA, this 21st day of June 2011.

TOWN OF MARANA CORPORATE SEAL ARIZ. 1977

Mayor Ed Honea

ATTEST:

Jocelyn C. Bronson, Town Clerk

APPROVED AS TO FORM:

Frank Cassidy, Town Attorney

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	GENERAL FUND 1000	COMMUNITY DEVELOPMENT BLOCK 2000	REVOLVING AFFORDABLE HOUSING 2005	IMPROVEMENT DISTRICT BONDS 2010	GRANTS AND CONTRIBUTIONS 2015
Revenues					
Sales taxes	$ 20,001,725	$ -	$ -	$ -	$ -
Property taxes	-	-	-	-	-
Other agency	6,979,466	-	-	-	1,228,308
Licenses, fees and permits	1,994,250	-	-	-	-
Charges for services	955,470	-	-	-	-
Fines and forfeiture	660,000	-	-	-	50,000
Grants and contributions	20,511	285,000	100,000	-	172,620
Investment income	90,000	-	-	-	1,615
Miscellaneous	544,547	-	-	110,000	-
Total Revenues	31,245,969	285,000	100,000	110,000	1,452,543
Expenditures					
Personnel and benefits	20,157,992	-	-	-	168,515
Contracted services	4,831,129	-	75,000	110,000	68,000
Operating supplies & equipment	3,169,365	285,000	-	-	1,279,886
Capital outlay	1,874,923	-	-	-	283,606
Debt service	-	-	-	-	-
Total Expenditures	30,033,409	285,000	75,000	110,000	1,800,007
Excess (deficiency) of revenues over expenditures	1,212,560	-	25,000	-	(347,464)
Other financing sources (uses)					
Transfers in	-	-	194,150	-	-
Transfers out	(2,909,840)	-	-	-	-
Bond proceeds	-	-	-	-	-
Total other financing sources (uses)	(2,909,840)	-	194,150	-	-
Changes in Fund Balances	(1,697,280)	-	219,150	-	(347,464)
Projected Beginning Fund Balance	16,000,000	-	90,500	-	780,000
Ending Fund Balance	$ 14,302,720	$ -	$ 309,650	$ -	$ 432,536

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	HOME FUND 2016	JCEF FUND 2030	FILL-THE-GAP FUND 2035	LOCAL TECHNOLOGY FUND 2045	LOCAL TRANSPORTATION ASSIST 2055
Revenues					
Sales taxes	$ -	$ -	$ -	$ -	$ -
Property taxes	-	-	-	-	-
Other agency	250,000	-	-	-	27,453
Licenses, fees and permits	-	-	-	-	-
Charges for services	-	-	-	-	-
Fines and forfeiture	-	14,000	2,700	110,000	-
Grants and contributions	-	-	-	-	-
Investment income	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Revenues	250,000	14,000	2,700	110,000	27,453
Expenditures					
Personnel and benefits	-	-	-	34,615	-
Contracted services	-	35,800	-	20,000	117,000
Operating supplies & equipment	-	-	31,000	232,614	-
Capital outlay	250,000	5,000	-	-	-
Debt service	-	-	-	-	-
Total Expenditures	250,000	40,800	31,000	287,229	117,000
Excess (deficiency) of revenues over expenditures	-	(26,800)	(28,300)	(177,229)	(89,547)
Other financing sources (uses)					
Transfers in	-	-	-	-	-
Transfers out	-	-	-	-	-
Bond proceeds	-	-	-	-	-
Total other financing sources (uses)	-	-	-	-	-
Changes in Fund Balances	-	(26,800)	(28,300)	(177,229)	(89,547)
Projected Beginning Fund Balance	-	26,800	28,300	177,229	169,850
Ending Fund Balance	$ -	$ -	$ -	$ -	$ 80,303

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	HIGHWAY USER REVENUE 2060	MMPC 2008 BONDS 2065	SOUTH BENEFIT AREA IMPACT FEES 3000	DESERT EDUCATION CENTER FUND 3005
Revenues				
Sales taxes	$ -	$ -	$ -	$ -
Property taxes	-	-	-	-
Other agency	2,025,885	-	-	-
Licenses, fees and permits	-	-	240,100	30,000
Charges for services	-	-	-	-
Fines and forfeiture	-	-	-	-
Grants and contributions	-	-	-	-
Investment income	7,500	-	-	-
Miscellaneous	-	-	-	-
Total Revenues	2,033,385	-	240,100	30,000
Expenditures				
Personnel and benefits	577,718	-	-	-
Contracted services	1,580,075	-	-	-
Operating supplies & equipment	173,000	-	-	-
Capital outlay	173,910	269,701	291,000	-
Debt service	-	-	-	-
Total Expenditures	2,504,703	269,701	291,000	-
Excess (deficiency) of revenues over expenditures	(471,318)	(269,701)	(50,900)	30,000
Other financing sources (uses)				
Transfers in	-	-	-	-
Transfers out	-	-	(607,535)	-
Bond proceeds	-	-	-	-
Total other financing sources (uses)	-	-	(607,535)	-
Changes in Fund Balances	(471,318)	(269,701)	(658,435)	30,000
Projected Beginning Fund Balance	2,980,680	7,527,510	2,173,525	318,000
Ending Fund Balance	$ 2,509,362	$ 7,257,809	$ 1,515,090	$ 348,000

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	NORTH BENEFIT AREA IMPACT FEES 3010	PARK IMPACT FEES FUND 3015	TRANSPORTATION FUND 3030	1/2 CENT SALES TAX 3040	OTHER AGENCY 3045
Revenues					
Sales taxes	$ -	$ -	$ 2,424,625	$ -	$ -
Property taxes	-	-	-	-	-
Other agency	-	-	-	-	-
Licenses, fees and permits	48,500	483,290	-	-	-
Charges for services	-	-	-	-	-
Fines and forfeiture	-	-	-	-	-
Grants and contributions	-	-	-	-	33,982,836
Investment income	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Revenues	48,500	483,290	2,424,625	-	33,982,836
Expenditures					
Personnel and benefits	-	-	-	-	-
Contracted services	-	-	-	-	-
Operating supplies & equipment	-	-	-	-	-
Capital outlay	251,000	1,880,684	2,259,924	270,000	33,982,836
Debt service	-	-	-	-	-
Total Expenditures	251,000	1,880,684	2,259,924	270,000	33,982,836
Excess (deficiency) of revenues over expenditures	(202,500)	(1,397,394)	164,701	(270,000)	-
Other financing sources (uses)					
Transfers in	-	-	-	-	-
Transfers out	-	-	(2,110,488)	-	-
Bond proceeds	-	-	-	-	-
Total other financing sources (uses)	-	-	(2,110,488)	-	-
Changes in Fund Balances	(202,500)	(1,397,394)	(1,945,787)	(270,000)	-
Projected Beginning Fund Balance	1,390,152	3,459,920	3,493,432	758,459	-
Ending Fund Balance	$ 1,187,652	$ 2,062,526	$ 1,547,645	$ 488,459	$ -

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	PIMA COUNTY BONDS 3050	REGIONAL TRANSPORTATION 3060	NORTHEAST BENEFIT AREA 3065	CFD CAPITAL 3900	1997 MMPC SERIES BONDS 4002
Revenues					
Sales taxes	$ -	$ -	$ -	$ -	$ -
Property taxes	-	-	-	74,332	-
Other agency	872,093	2,524,500	-	-	-
Licenses, fees and permits	-	-	323,750	-	-
Charges for services	-	-	-	-	-
Fines and forfeiture	-	-	-	-	-
Grants and contributions	-	-	-	150,000	-
Investment income	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Revenues	872,093	2,524,500	323,750	224,332	-
Expenditures					
Personnel and benefits	215,093	-	-	-	-
Contracted services	-	-	-	864,250	-
Operating supplies & equipment	-	-	-	-	-
Capital outlay	657,000	2,524,500	-	3,950,000	-
Debt service	-	-	-	-	369,843
Total Expenditures	872,093	2,524,500	-	4,814,250	369,843
Excess (deficiency) of revenues over expenditures	-	-	323,750	(4,589,918)	(369,843)
Other financing sources (uses)					
Transfers in	-	-	-	-	369,843
Transfers out	-	-	-	-	-
Bond proceeds	-	-	-	4,500,000	-
Total other financing sources (uses)	-	-	-	4,500,000	369,843
Changes in Fund Balances	-	-	323,750	(89,918)	-
Projected Beginning Fund Balance	-	-	995,520	113,860	-
Ending Fund Balance	$ -	$ -	$ 1,319,270	$ 23,942	$ -

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	2003 MMPC SERIES BONDS 4003	2004 MMPC SERIES BONDS 4004	2008 MMPC SERIES BONDS 4005	TANGERINE FARMS ID DEBT SVC 4006	GLADDEN FARMS CFD DEBT SVC 4900
Revenues					
Sales taxes	$ -	$ -	$ -	$ -	$ -
Property taxes	-	-	-	-	439,631
Other agency	-	-	-	-	-
Licenses, fees and permits	-	-	-	-	-
Charges for services	-	-	-	-	-
Fines and forfeiture	-	-	-	-	-
Grants and contributions	-	-	-	-	409,633
Investment income	-	-	-	-	-
Miscellaneous	-	-	-	2,110,132	-
Total Revenues	-	-	-	2,110,132	849,264
Expenditures					
Personnel and benefits	-	-	-	-	-
Contracted services	-	-	-	1,500	-
Operating supplies & equipment	-	-	-	-	-
Capital outlay	-	-	-	-	-
Debt service	1,376,529	765,863	3,250,784	2,108,632	858,190
Total Expenditures	1,376,529	765,863	3,250,784	2,110,132	858,190
Excess (deficiency) of revenues over expenditures	(1,376,529)	(765,863)	(3,250,784)	-	(8,926)
Other financing sources (uses)					
Transfers in	1,376,529	765,863	3,250,784	-	-
Transfers out	-	-	-	-	-
Bond proceeds	-	-	-	-	-
Total other financing sources (uses)	1,376,529	765,863	3,250,784	-	-
Changes in Fund Balances	-	-	-	-	(8,926)
Projected Beginning Fund Balance	-	-	-	-	543,250
Ending Fund Balance	$ -	$ -	$ -	$ -	$ 534,324

EXHIBIT A

TOWN OF MARANA
PROPOSED FINAL BUDGET
FISCAL YEAR 2011-2012

	WATER UTILITY 5000	AIRPORT 5020	WASTEWATER 5030	TOTAL ALL FUNDS
Revenues				
Sales taxes	$ -	$ -	$ -	$22,426,350
Property taxes	-	-	-	513,963
Other agency	-	-	-	13,907,705
Licenses, fees and permits	612,750	-	-	3,732,640
Charges for services	3,494,167	241,000	1,854,969	6,545,606
Fines and forfeiture	-	-	-	836,700
Grants and contributions	-	5,697,747	-	40,818,347
Investment income	10,000	-	-	109,115
Miscellaneous	8,309	10,800	75,000	2,858,788
Total Revenues	4,125,226	5,949,547	1,929,969	91,749,214
Expenditures				
Personnel and benefits	1,347,015	43,431	348,101	22,892,480
Contracted services	848,962	125,735	415,000	9,092,451
Operating supplies & equipment	1,004,874	58,505	365,368	6,599,612
Capital outlay	2,465,500	5,697,747	22,201,500	79,288,831
Debt service	362,375	-	-	9,092,216
Total Expenditures	6,028,726	5,925,418	23,329,969	126,965,590
Excess (deficiency) of revenues over expenditures	(1,903,500)	24,129	(21,400,000)	(35,216,376)
Other financing sources (uses)				
Transfers in	-	-	-	5,957,169
Transfers out	(217,146)	(112,160)	-	(5,957,169)
Bond proceeds	1,000,000	-	21,400,000	26,900,000
Total other financing sources (uses)	782,854	(112,160)	21,400,000	26,900,000
Changes in Fund Balances	(1,120,646)	(88,031)	-	(8,316,376)
Projected Beginning Fund Balance	1,434,762	-	-	42,461,749
Ending Fund Balance	$ 314,116	$ (88,031)	$ -	$ 34,145,373

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2012

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2011	ACTUAL EXPENDITURES/ EXPENSES ** 2011	FUND BALANCE/ NET ASSETS*** July 1, 2011**	PROPERTY TAX REVENUES 2012	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2012	OTHER FINANCING 2012		INTERFUND TRANSFERS 2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2012	BUDGETED EXPENDITURES/ EXPENSES 2012
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	$ 28,013,621	$ 25,508,763	$ 16,000,000	Primary: $	$ 31,245,969	$	$	$	$ 2,909,840	$ 44,336,129	$ 30,033,409
2. Special Revenue Funds	4,501,094	3,002,925	4,253,359	Secondary:	4,275,081			194,150		8,722,590	5,390,739
3. Debt Service Funds Available	7,953,425	7,943,425	543,250		2,959,396			5,763,019		9,265,665	8,731,341
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	7,953,425	7,943,425	543,250		2,959,396			5,763,019		9,265,665	8,731,341
6. Capital Projects Funds	90,078,187	9,087,740	20,230,378		41,264,026	4,500,000			2,718,023	63,276,381	47,525,988
7. Permanent Funds											
8. Enterprise Funds Available	39,864,756	8,434,365	1,434,762		12,004,742	22,400,000			329,306	35,510,198	35,284,113
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	39,864,756	8,434,365	1,434,762		12,004,742	22,400,000			329,306	35,510,198	35,284,113
11. Internal Service Funds											
12. TOTAL ALL FUNDS	$ 170,411,083	$ 53,977,218	$ 42,461,749	$	$ 91,749,214	$ 26,900,000	$	$ 5,957,169	$ 5,957,169	$ 161,110,963	$ 126,965,590

EXPENDITURE LIMITATION COMPARISON	2011	2012
1. Budgeted expenditures/expenses	$ 170,411,083	$ 126,965,590
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	170,411,083	126,965,590
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 170,411,083	$ 126,965,590
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 2012

	2011	2012
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$	$
2. Amount received from primary property taxation in the **current year** in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	$	
3. Property tax levy amounts		
A. Primary property taxes	$	$
B. Secondary property taxes	603,960	513,963
C. Total property tax levy amounts	$ 603,960	$ 513,963
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	$ 591,881	
(2) Prior years' levies		
(3) Total secondary property taxes	$ 591,881	
C. Total property taxes collected	$ 591,881	
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 second 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 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
GENERAL FUND			
Local taxes			
Sales Taxes	$ 18,983,515	$ 19,036,080	$ 20,001,725
Licenses and permits			
Building and development fees	1,372,200	1,484,685	1,408,750
Business and license fees	125,000	127,540	130,000
Franchise fees	300,000	512,950	325,000
Other licenses and fees			130,500
Intergovernmental			
State shared sales tax	2,004,971	2,001,865	2,645,023
Urban revenue sharing	2,600,828	2,600,828	2,950,856
Auto lieu	1,065,067	1,010,650	1,383,587
Charges for services			
Charges for services	290,500	861,665	955,470
Fines and forfeits			
Court fines and fees	735,000	651,000	660,000
Interest on investments			
Investment income	75,000	64,470	90,000
Miscellaneous			
Lease income	582,750		
Other miscellaneous income	568,789	335,275	565,058
Total General Fund	$ 28,703,620	$ 28,687,008	$ 31,245,969

* 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 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Highway user revenue	$ 1,810,902	$ 1,765,475	$ 2,025,885
Investment income	7,500	5,215	7,500
	$ 1,818,402	$ 1,770,690	$ 2,033,385
Local Transportation Asssitance Fund			
Local transportation assistance	$	$ 27,453	$ 27,453
	$	$ 27,453	$ 27,453
Local Transportation Asssitance Fund			
Local transportation assistance	$	$ 27,453	$ 27,453
Other Special Revenue Funds			
Affordable Housing Revolving Fund	$ 100,000	$ 2,758	$ 100,000
HOME Fund	250,000		250,000
Local JCEF Fund	14,250	14,881	14,000
Fill the GAP Fund	2,500	3,278	2,700
Local Technology Enhancement Fund	$ 110,000	$ 110,160	$ 110,000
Community Development Block Grants Fund	541,000	237,650	285,000
Other Grants Fund	1,106,465	711,650	1,452,543
	$ 2,124,215	$ 1,059,460	$ 2,214,243
Total Special Revenue Funds	$ 3,942,617	$ 2,857,603	$ 4,275,081
DEBT SERVICE FUNDS			
Tangerine Farms Road Improvement District	$ 2,136,088	$ 2,136,088	$ 2,110,132
Community Facilities District Debt Service Fund	640,730	640,730	849,264
	$ 2,776,818	$ 2,776,818	$ 2,959,396
Total Debt Service Funds	$ 2,776,818	$ 2,776,818	$ 2,959,396
CAPITAL PROJECTS FUNDS			
Transportation Fund	$ 2,002,591	$ 2,253,450	$ 2,424,625
Impact Fee Funds	934,000	837,480	801,890
Other Capital Projects	74,640,746	5,051,980	37,703,179
	$ 77,577,337	$ 8,142,910	$ 40,929,694
Tangerine Farms Road Improvement District	$ 110,000	$ 98,250	$ 110,000
Community Facilities District Capital Projects	236,832	137,450	224,332
	$ 346,832	$ 235,700	$ 334,332
Total Capital Projects Funds	$ 77,924,169	$ 8,378,610	$ 41,264,026

* 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 2012

SOURCE OF REVENUES	ESTIMATED REVENUES 2011	ACTUAL REVENUES* 2011	ESTIMATED REVENUES 2012
ENTERPRISE FUNDS			
Water Fund			
Charges for services	$ 3,355,970	$ 3,245,850	$ 3,494,167
Water impact fees	603,000	439,750	612,750
Interest	10,000	4,350	10,000
Miscellaneous	8,396	5,725	8,309
	$ 3,977,366	$ 3,695,675	$ 4,125,226
Airport Fund			
User fees	$ 240,000	$ 244,250	$ 241,000
Grants	357,350	36,450	5,697,747
Miscellaneous			10,800
	$ 597,350	$ 280,700	$ 5,949,547
Wastewater Fund			
Charges for services	$	$	$ 1,854,969
Miscellaneous			75,000
	$	$	$ 1,929,969
Total Enterprise Funds	$ 4,574,716	$ 3,976,375	$ 12,004,742

* 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	$ 117,921,940	$ 46,676,414	$ 91,749,214

* 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 2012

FUND	OTHER FINANCING 2012 SOURCES	OTHER FINANCING 2012 <USES>	INTERFUND TRANSFERS 2012 IN	INTERFUND TRANSFERS 2012 <OUT>
GENERAL FUND				
Series 1997 Debt	$	$	$	$ 152,697
Series 2003 Debt				1,376,529
Series 2004 Debt				765,863
Series 2008 Debt				420,601
Revolving Affordable Housing Fund				194,150
Total General Fund	$	$	$	$ 2,909,840
SPECIAL REVENUE FUNDS				
Revolving Affordable Housing Fund	$	$	$ 194,150	$
Total Special Revenue Funds	$	$	$ 194,150	$
DEBT SERVICE FUNDS				
Series 1997 Debt	$	$	$ 369,843	$
Series 2003 Debt			1,376,529	
Series 2004 Debt			765,863	
Series 2008 Debt			3,250,784	
Total Debt Service Funds	$	$	$ 5,763,019	$
CAPITAL PROJECTS FUNDS				
Transportation Fund	$	$	$	$ 2,110,488
South Transportation Impact Fee				607,535
CFD Capital Projects	4,500,000			
Total Capital Projects Funds	$ 4,500,000	$	$	$ 2,718,023
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Water Utility	$ 1,000,000	$	$	$ 217,146
Airport				112,160
Wastewater	21,400,000			
Total Enterprise Funds	$ 22,400,000	$	$	$ 329,306
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 26,900,000	$	$ 5,957,169	$ 5,957,169

TOWN OF MARANA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2012

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES* 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
GENERAL FUND				
Non-departmental	$ 3,509,320	$	$ 2,662,872	$ 2,723,895
Mayor and Council	259,773		238,268	276,623
Town Manager	971,894		749,023	741,906
Town Clerk	376,693		298,133	240,788
Human Resources	404,178		377,006	496,968
Finance and Accounting	709,988		699,233	787,143
Legal	752,282		728,989	784,279
Technology Serivces	1,499,730		1,468,423	1,764,511
Strategic Initiatives				569,286
Development Services Admin	180,389		167,839	192,564
Permits and Records	472,374		480,812	525,858
Building Safety	473,071		402,378	474,761
Planning	486,155		512,371	547,226
Engineering	1,377,672		1,341,450	1,484,069
Police	8,920,634		8,278,260	9,873,156
Courts	921,869		844,464	947,800
Public Services Admin	411,704		438,095	426,642
Public Works	2,139,225		1,937,438	2,462,043
Parks and Recreation	2,702,957		2,453,849	2,609,156
Community Development	202,313		206,492	229,812
Capital Outlay	1,241,400		1,223,368	1,874,923
Total General Fund	$ 28,013,621	$	$ 25,508,763	$ 30,033,409
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	$ 1,931,116	$	$ 1,794,950	$ 2,504,703
LTAF	175,000		155,960	117,000
Revolving Affordable Housing	75,000		49,475	75,000
HOME Fund	250,000			250,000
Local JCEF Fund	40,800		990	40,800
Fill the GAP Fund	31,000			31,000
Local Technology Fund	286,855		52,250	287,229
CDBG	541,000		237,650	285,000
Other Grants Fund	1,170,323		711,650	1,800,007
Total Special Revenue Funds	$ 4,501,094	$	$ 3,002,925	$ 5,390,739
DEBT SERVICE FUNDS				
Series 1997 Debt	$ 376,115	$	$ 376,115	$ 369,843
Series 2003 Debt	1,380,729		1,380,729	1,376,529
Series 2004 Debt	747,050		747,050	765,863
Series 2008 Debt	2,672,713		2,672,713	3,250,784
Tangerine Farms ID Debt	2,136,088		2,126,088	2,110,132
Community Facilities Debt	640,730		640,730	858,190
Total Debt Service Funds	$ 7,953,425	$	$ 7,943,425	$ 8,731,341
CAPITAL PROJECTS FUNDS				
Transportation Fund	$ 3,197,538	$	$ 2,245,095	$ 2,259,924
1/2 Cent Sales Tax	718,000		286,125	270,000
Impact Fee Funds	1,590,739		576,950	2,422,684
Tangerine Farms ID	110,000		37,590	110,000
Other Capital Projects	82,168,256		5,051,980	37,649,130
CFD Capital Projects	2,293,654		890,000	4,814,250
Total Capital Projects Funds	$ 90,078,187	$	$ 9,087,740	$ 47,525,988
ENTERPRISE FUNDS				
Water Operating	$ 3,153,933	$	$ 3,027,840	$ 3,578,992
Water Capital	36,142,000		5,075,325	2,449,734
Airport Operating	211,473		294,750	227,671
Airport Capital	357,350		36,450	5,697,747
Wastewater Operating				1,929,969
Wastewater Capital				21,400,000
Total Enterprise Funds	$ 39,864,756	$	$ 8,434,365	$ 35,284,113
INTERNAL SERVICE FUNDS				
	$	$	$	$
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 170,411,083	$	$ 53,977,218	$ 126,965,590

* 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 2012

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2011	ACTUAL EXPENDITURES/ EXPENSES * 2011	BUDGETED EXPENDITURES/ EXPENSES 2012
Police:				
General Fund	$ 8,920,634	$	$ 8,563,810	$ 9,873,156
Other Grants	320,323		313,740	397,401
Department Total	$ 9,240,957	$	$ 8,877,550	$ 10,270,557
Court:				
General Fund	$ 921,869	$	$ 903,432	$ 947,800
Local JCEF	40,800		990	35,800
Fill the Gap	31,000			31,000
Local Tech Enhancement	286,855		52,250	287,229
Department Total	$ 1,280,524	$	$ 956,672	$ 1,301,829
Public Works:				
General Fund	$ 2,139,225	$	$ 1,937,438	$ 2,462,043
Other Capital Projects	287,825		223,590	
Highway User Revenue Fund	1,894,206		1,794,950	2,330,793
Department Total	$ 4,321,256	$	$ 3,955,978	$ 4,792,836
Community Development:				
General Fund	$ 202,313	$	$ 206,492	$ 229,812
CDBG	541,000		237,650	285,000
Revolving Affordable Housing	75,000		49,475	75,000
HOME	250,000			250,000
LTAF	175,000		155,960	117,000
Other Capital Projects	1,300,000			1,754,000
Department Total	$ 2,543,313	$	$ 649,577	$ 2,710,812

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

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