



ANNUAL BUDGET

& FINANCIAL PLAN FISCAL YEAR 2015-2016





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TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2015 – June 30, 2016

TOWN OF MARANA LEADERSHIP

TOWN COUNCIL

Ed Honea, Mayor

Jon Post, Vice Mayor

Roxanne Ziegler, Council Member

Herb Kai, Council Member

Patti Comerford, Council Member

Carol McGorray, Council Member

Dave Bowen, Council Member

MANAGEMENT STAFF

Gilbert Davidson, Town Manager

Jamsheed Mehta, Deputy Town Manager

SENIOR STAFF

Keith Brann, Town Engineer

Erik Montague, Finance Director

Ryan Mahoney, Planning Director

Ryan Benavides, Public Works Director

Jocelyn Bronson, Town Clerk

John Kmiec, Utilities Director

Frank Cassidy, Town Attorney

Terry Rozema, Chief of Police

Charles Davies, Town Magistrate

Joe Teta, Court Administrator

Tom Ellis, Parks and Recreation Director

Carl Drescher, Technology Services Director

Vacant, Human Resources Director

Lisa Shafer, Community Development &
Neighborhood Services Director

Steve Miller, Airport Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2014. 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, 2014

A handwritten signature in cursive script, reading "Jeffrey R. Enos".

Executive Director

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BUDGET MESSAGE



To the Honorable Mayor & Council:

I am pleased to submit fiscal year 2015-2016 annual budget for the Town of Marana. It is an exciting time in Marana. Our Town is headed in a positive direction, our finances are in order and many beneficial projects are coming into focus. While we begin a new growth era, we remain committed to sound financial management and forward-thinking fiscal policies. The budget I have the pleasure of presenting to you is a reflection of these commitments, and of the positive investments we plan to make in our community.

Founded in the principles of the Strategic Plan III, the spending plan detailed in this budget document reveals an investment architecture based on the five cornerstones of our Town: Commerce, Community, Innovation, Heritage, and Recreation. In addition to continuing the investments from previous years, the coming fiscal year will see strategic allocations of one-time and continuing funds for items that particularly enhance our community profile in one or more of the strategic plan focus areas.

Throughout the budget, sustainability will emerge as a theme. Significant expenditures are not made for unproven projects and programs. Instead, small initial investments test the footing of each new idea, and with every year that foundation is re-tested, ideas re-formed, and strategies renewed. Our budget and the financial philosophy it represents create a framework of sustainability, through which every decision is made.



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

The Town's proactive stance on economic development has been a central tenet of our strategy for many years. We will continue to invest in this category with the fiscal year 2016 budget. Last year, the Town made significant investments in the creation of a Destination Marketing Organization (DMO), with the vision of formalizing a tourism program that would help strengthen our economy. This effort will

continue with the allocation of funds for a new marketing program and tourism website dedicated to showcasing Marana's exceptional recreational and hospitality assets.

You will also find key investments being made in a sewer conveyance to Downtown Marana. Opening this sector to further commercial investment has been an economic development priority, and the Town's efforts in strategic planning are beginning to pay off.



COMMUNITY

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

Making life better for the people who live in Marana is our core focus. In fiscal year 2016, the Town will make key investments in continuing improvement and one-time projects. Our dependable, high-quality road system will continue to be responsibly maintained through the Town's Pavement Preservation Program. Now in its third fully-funded year, the program not only extends the life of our roads and keeps the entire system in better condition, it saves taxpayers millions of dollars in the long run.

Next year, we will also begin the process of constructing a facility for the Marana Police Department. Located on the Marana Municipal Complex campus, this new base of operations will bring the department a 21st century facility, helping deliver unparalleled service to our growing population.



PROGRESS INNOVATION

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

Our organization thrives on innovation as we strive to deliver the highest quality services by making use of best practices and by fostering innovative thinking. We do this through investment in technological enhancements and professional education opportunities for employees. We believe that providing the proper tools and environment for innovation are what help create an innovative culture.

The Premium Outlets at Marana Center project is a prime example. Town staff saw the need for a higher level of service to meet the construction timeline of the project by dedicating a plans examiner to be on-site for the duration of the project. Because of this effort, communication was immeasurably more fluid, leading to faster turnaround times on reviews and approvals. This has allowed the project to stay on schedule. Staff recognized this as a significant economic asset to Marana, and improved our processes to move the project forward.



HERITAGE

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

Staying connected to our historic roots and inherited culture is what binds us all to the work we do in Marana. Heritage impacts our daily lives and the way we look at the community around us. This year we will continue honoring our heritage with the first Cotton Festival on October 10. Held at Heritage River Park, this event will feature Marana's agricultural and Western roots as the main event. People from across the region will get a chance to share in the heritage we all take pride in every day, building community all the while.



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

Marana is becoming one of the best areas in the region for recreational activities, and the investments we plan to make will continue that trend. Continuing to improve our already nationally recognized network of trails, we will be adding two full-time trail workers to further extend our system and improve existing assets.

This next year will see the addition of an asset to our portfolio: the Tangerine Corridor Community Park. This park will help further our mission of providing exceptional recreation amenities to our community in convenient locations. And to top it all off, we will soon see the completion of the splash pad at the Heritage River Park. This exciting new feature will offer unlimited fun for families, friends and visitors.

In Summary

This budget, and the plan it describes, is a commitment to investing in every corner of our community. It is our belief that, in doing so, we will be creating a sustainable model for growth so generations of families can live, work and enjoy their lives in Marana.

Respectfully,



Gilbert Davidson,
Town Manager



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MAYOR & TOWN COUNCIL

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



Ed Honea, Mayor

Term: May 2011-2015

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

Mayor Honea is a member and past chair (2008) of the Pima Association of Governments and a member and past chair (2009) of the Regional Transportation Authority. He serves on the executive board of the Arizona League of Cities and Towns and is a member of Arizona Town Hall, Central Arizona Association of Governments, the Marana Optimist Club and Marana Chamber of Commerce. He formerly served on the Marana Health Center and Marana Food Bank boards. Mayor Honea is a graduate of Marana High School and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War.

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

John Post, Vice Mayor

Term: May 2013-2017

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

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





Herb Kai, Council Member

Term: May 2013-2017

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

Carol McGorray, Council Member

Term: May 2013-2017

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

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



Roxanne Ziegler, Council Member

Term: May 2011-2015

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

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

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

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

Patti Comerford, Council Member

Term: May 2013-2017

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

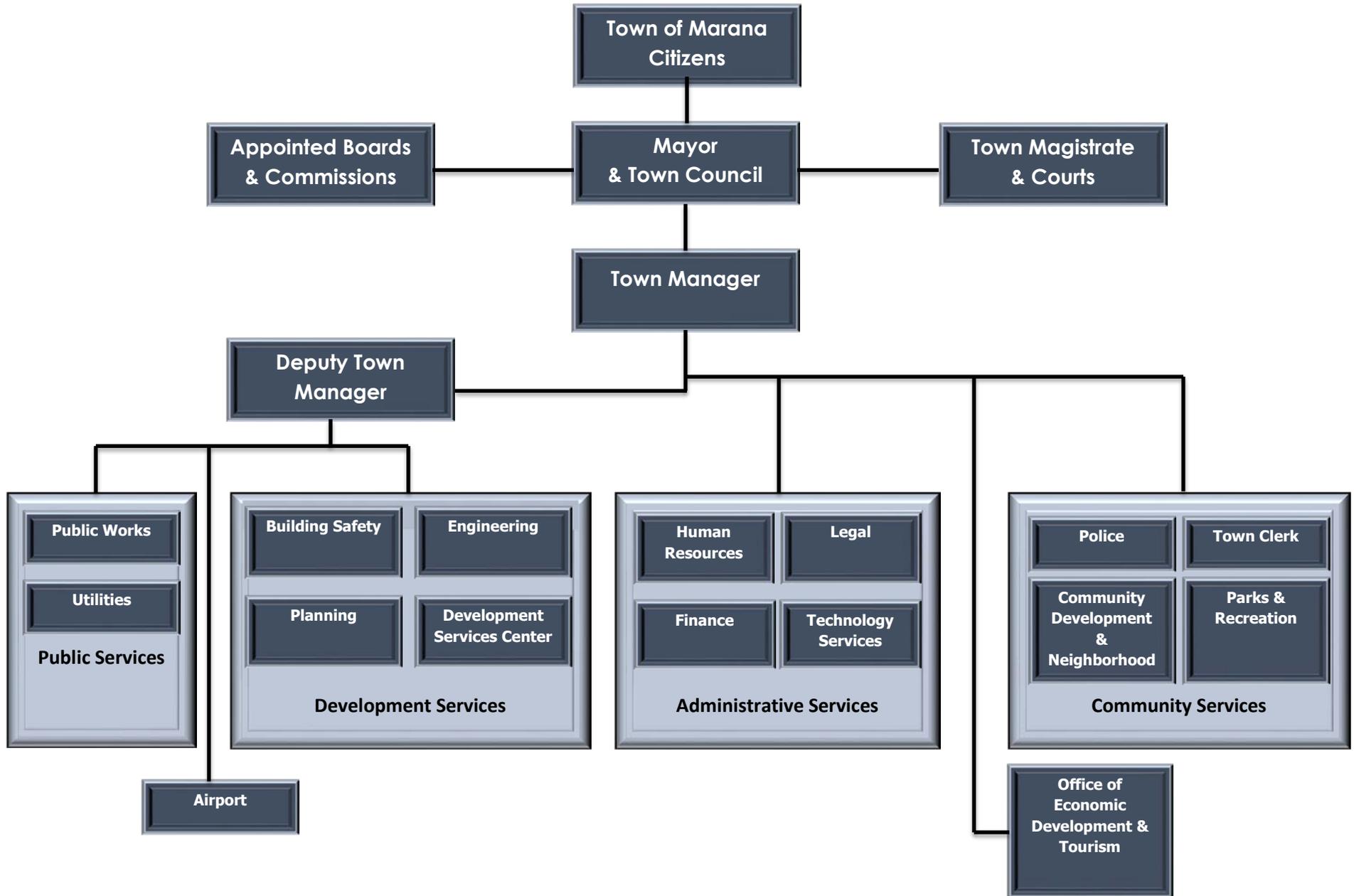
Since 1994, she and her family have lived in Continental Ranch, where she served on the HOA's Activities and Finance committees. She also has been a member of the Marana Optimist Club and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served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

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

**Dave Bowen, Council Member**

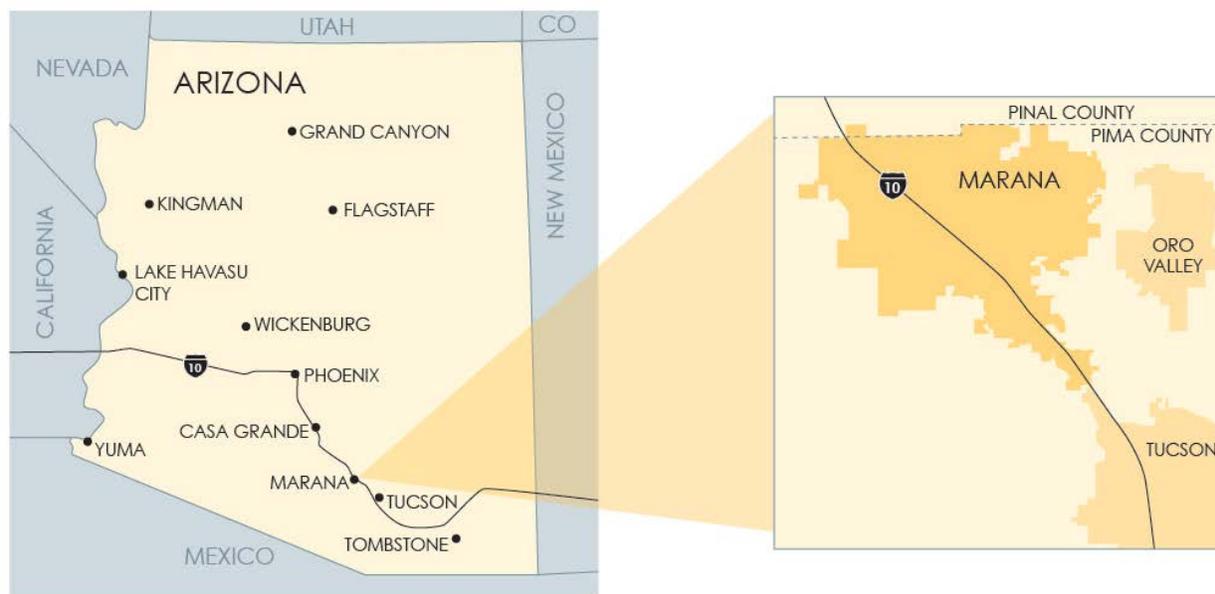
Term: May 2011-2015

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



COMMUNITY PROFILE

WHERE IS MARANA?



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

HISTORY OF MARANA

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

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

GOVERNMENT & ORGANIZATION

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

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades and other municipal purposes. The Town Council appoints the Town Manager who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 338 (full-time equivalent) employees. An organizational chart is included on Page 12 of this book that depicts the current organizational structure of the Town.

QUALITY OF LIFE

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

People

Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life. The State of Arizona has been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investment that will find quality places to live and raise a family in Marana. The population today is approximately 40,324 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

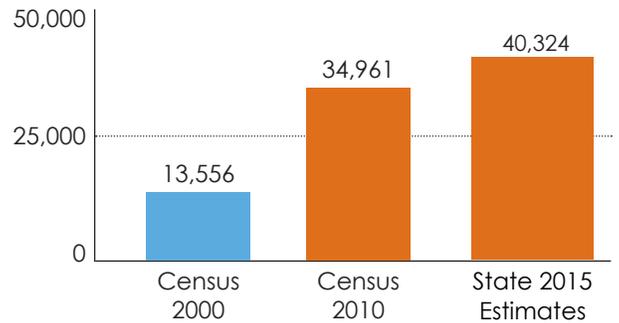
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent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

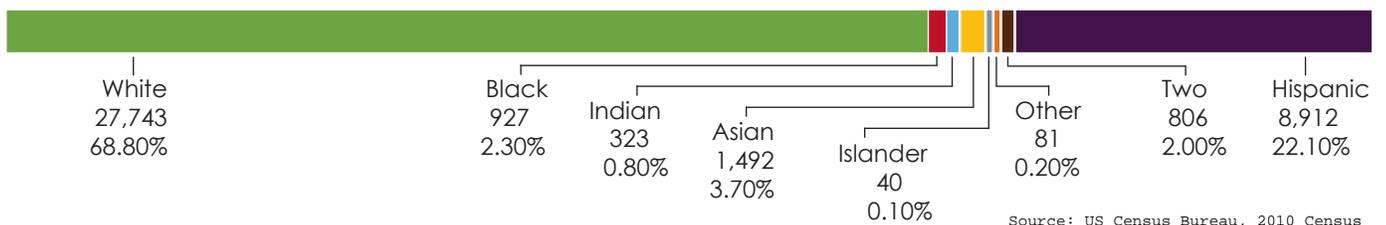
Date of Incorporation	March 20, 1977
Form of Government	Council/Manager
2010 population*	
Median Home Value	\$242,100
Median Household Income	\$70,705
FY2015-2016 Budget	\$144,999,608
Number of Employees	338.73
Area in Square Miles	121
Miles of Streets	300

POPULATION



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

RACIAL DEMOGRAPHICS



Source: US Census Bureau, 2010 Census

QUALITY OF LIFE

PARK STATISTICS

Baseball/Softball Fields	15
Basketball Courts	6
Community Swimming Pools	1
Park Acreage	145.5
Parks	9
Playgrounds	15
Ramadas	24
Senior Center	1
Skate Parks	1
Soccer Fields	10
Tennis Courts	7
Trails in Miles	45

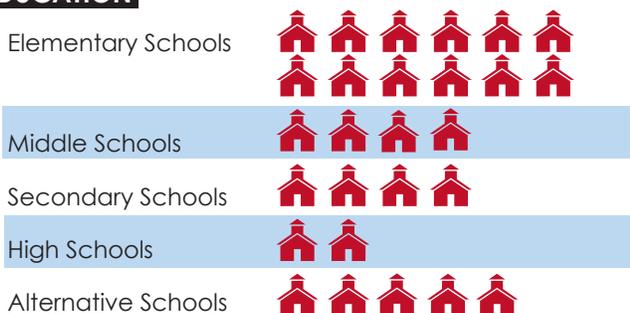
Source: Town of Marana Parks & Recreation Department

TOP 20 EMPLOYERS

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

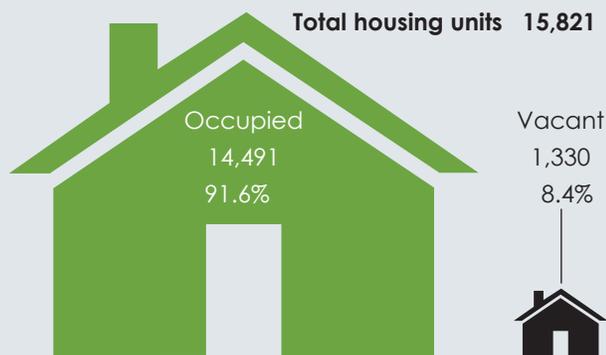
Source: Marana Chamber of Commerce, Arizona Star "Star 200" and Marana.com

EDUCATION



DEMOGRAPHICS continued...

HOUSING UNITS



HOUSEHOLDS

Total households	15,821	
Family households (families)	11,961	75.60%
With own children under 18 years	5,189	32.80%
Married-couple family	9,856	62.30%
With own children under 18 years	4,082	25.80%
Male householder, no wife present, family	712	4.50%
With own children under 18 years	411	2.60%
Female householder, no husband present, family	1,408	8.90%
With own children under 18 years	696	4.40%
Nonfamily households	3,860	24.40%
Householder living alone	2,959	18.70%
65 years and over	854	5.40%
Households with one or more people under 18 years	5,870	37.10%
Households with one or more people 65 years and over	4,050	25.60%

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

SCHOOL ENROLLMENT

Population 3 years and over enrolled in school	12,470	
Nursery school, preschool	686	5.50%
Kindergarten	636	5.10%
Elementary school (grades 1-8)	5,749	46.10%
High school (grades 9-12)	3,105	24.90%
College or graduate school	2,294	18.40%

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

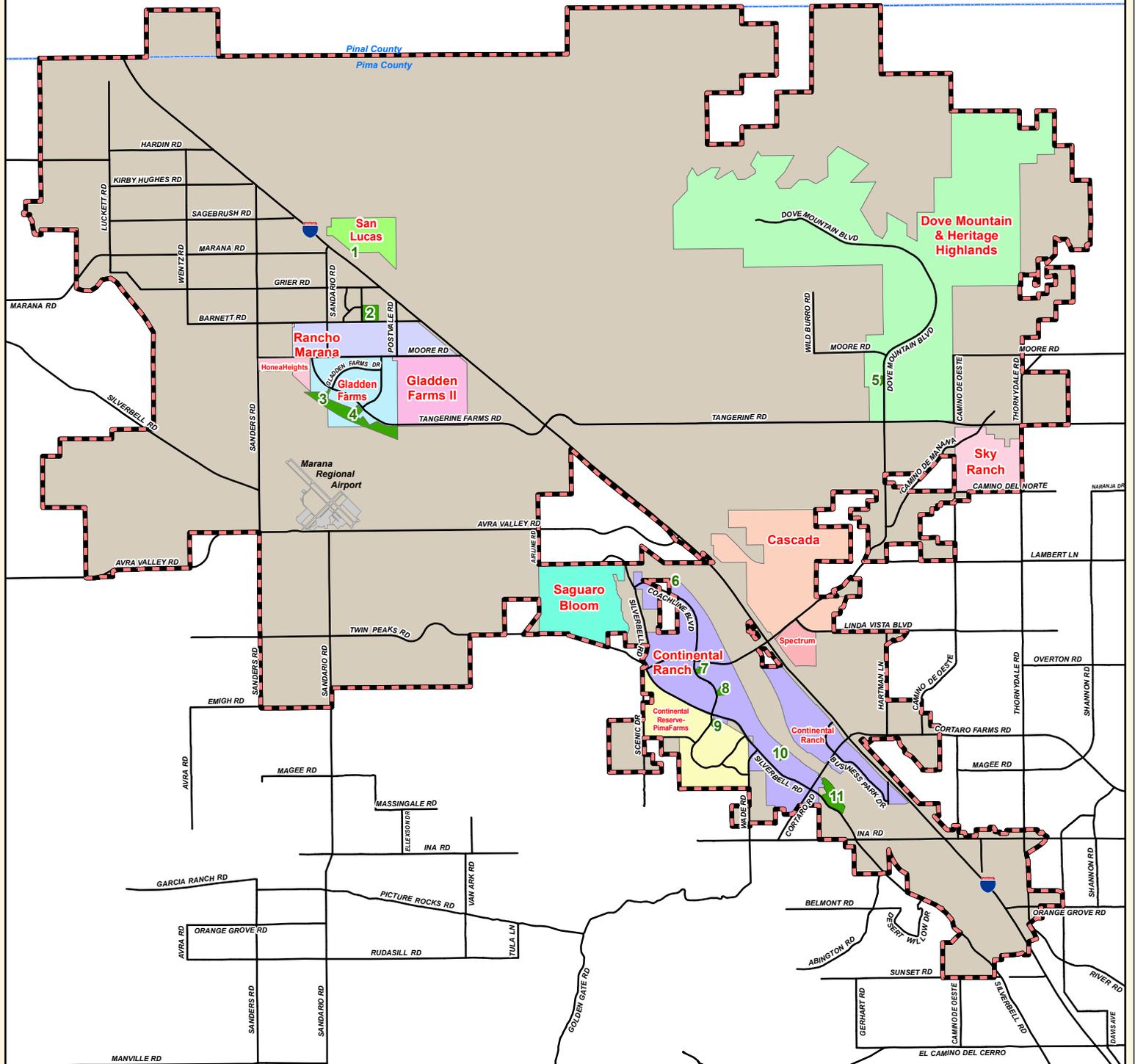
PLACE OF BIRTH

Total Population	40,324	
Native	36,695	91.00%
Born in US	36,332	90.10%
State of residence	12,581	31.20%
Different State	23,751	58.90%
Born in Puerto Rico, U.S. Island areas, or abroad to American parent(s)	363	0.90%
Foreign born	3,629	9.00%

ANCESTRY

Total population	40,324	
American	2,097	5.20%
Arab	40	0.10%
Czech	282	0.70%
Danish	363	0.90%
Dutch	1,048	2.60%
English	5,041	12.50%
French (except Basque)	968	2.40%
French Canadian	363	0.90%
German	7,702	19.10%
Greek	121	0.30%
Hungarian	363	0.90%
Irish	5,242	13.00%
Italian	2,339	5.80%
Lithuanian	121	0.30%
Norwegian	927	2.30%
Polish	1,573	3.90%
Portuguese	403	1.00%
Russian	565	1.40%
Scotch	766	1.90%
Scottish	1,048	2.60%
Slovak	40	0.10%
Subsaharan African	121	0.30%
Swedish	806	2.00%
Swiss	242	0.60%
Ukrainian	81	0.20%
Other	7,662	18.8%

Source: US Census Bureau, 2010 Census



Marana Parks and Major Neighborhoods

 Marana Town Limits



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

VISION FOR THE FUTURE

Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources should be directed to achieve Marana's vision.

VISION: Committed to providing exceptional public service, a climate for economic sustainability and a welcoming environment that makes Marana Your Town for life.

OVERRIDING PRINCIPLES:

- Financial Sustainability
- Quality Public Service
- Strategic Partnerships
- Local Resource Investment

FIVE FOCUS AREAS AND STRATEGIC GOALS:



COMMERCE



COMMUNITY



INNOVATION



HERITAGE



RECREATION

COMMERCE

Attract and maintain career-oriented commerce

COMMUNITY

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

PROGRESS AND INNOVATION

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

HERITAGE

Strengthen community character by linking the past, present and future

RECREATION

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



Budget Summary



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



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THE BUDGET POLICIES & PROCESS

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

This document is the comprehensive decision making tool resulting from the annual budget process and provides detail for the fiscal year 2015-2016 budget, beginning July 1, 2015 and ending June 30, 2016. 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 2013 and 2014 amounts, current year 2015 estimates, and the adopted 2016 budget.

Budget Philosophy

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

Budget Development

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

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

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

Strategic Planning & Budgeting

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



Council adopted the Strategic Plan in February 2009, updated it in December 2009 and in March 2012 adopted the Strategic Plan II, in January 2015 Council approved the restructured Strategic Plan III. This document is utilized by the elected leaders and staff to ensure that resources are continually directed by the Town’s vital priorities. The Strategic Plan identified five strategic goals, listed below:



Commerce

Attract and maintain career-oriented commerce.

Community

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

Progress & Innovation

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

Heritage

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

Recreation

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

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

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

Budget Kick-Off

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

Department Budget Development

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

Budget Office

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

Executive Budget Team

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

Budget Adoption

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

Budget Basis

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

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

BUDGET CALENDAR

TASK	DATE
Budget Kick Off - Organizational Meeting & Preliminary Outlook	1/22/2015
Munis Training to Liaisons	1/27/15- 1/30/15
Council Special Session - Adoption of Council Goals	2/10/2015
Personnel Requests due to Finance from HR	2/26/2015
CIP Committee Recommendations	2/26/2015
Base Department Budgets Due to Finance (Including Non-Personnel Requests)	2/26/2015
Department Revenue Estimates Due to Finance (In Munis as Part of Base Budget Submission)	2/26/2015
Preliminary Carryover Requests (Separate Schedule)	2/26/2015
Budget Office Review & Compile Department Budgets and Compile Decision Package	3/02/2015- 3/09/2015
Final Revenue Estimates	3/10/2015
Executive Budget Team Initial Meeting	3/10/2015
Department Presentations	3/19/2015- 3/24/2015
Executive Budget Team Meetings Post Department Presentations	3/25/2015
Manager's Recommended Operating Budget	4/14/2015
Council Adoption of Tentative Budget	5/19/2015
Council Adoption of Final Budget	6/16/2015



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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 established from recovery rates that are based on the purpose of the fee or charge.
3. Enterprise fund revenues in total will provide for each enterprise to be financially self-sustaining.
4. National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.

Reserve Policies

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

Debt Management

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

Budget Control

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

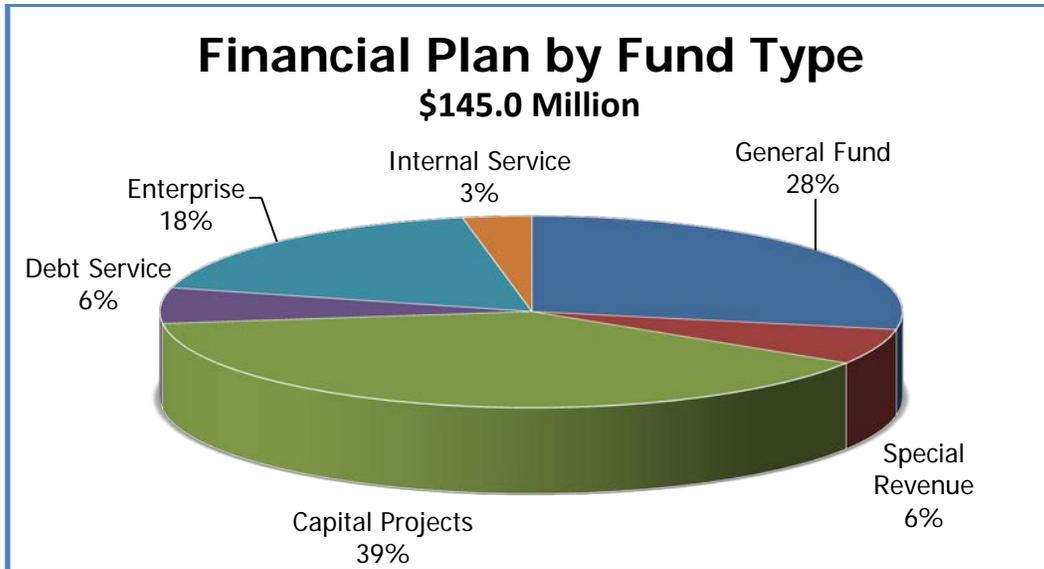
4. Fluctuating federal grants should not be used to finance ongoing programs.
5. Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.
6. Mid-year budget adjustments will be kept to a minimum to minimize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

Capital Planning

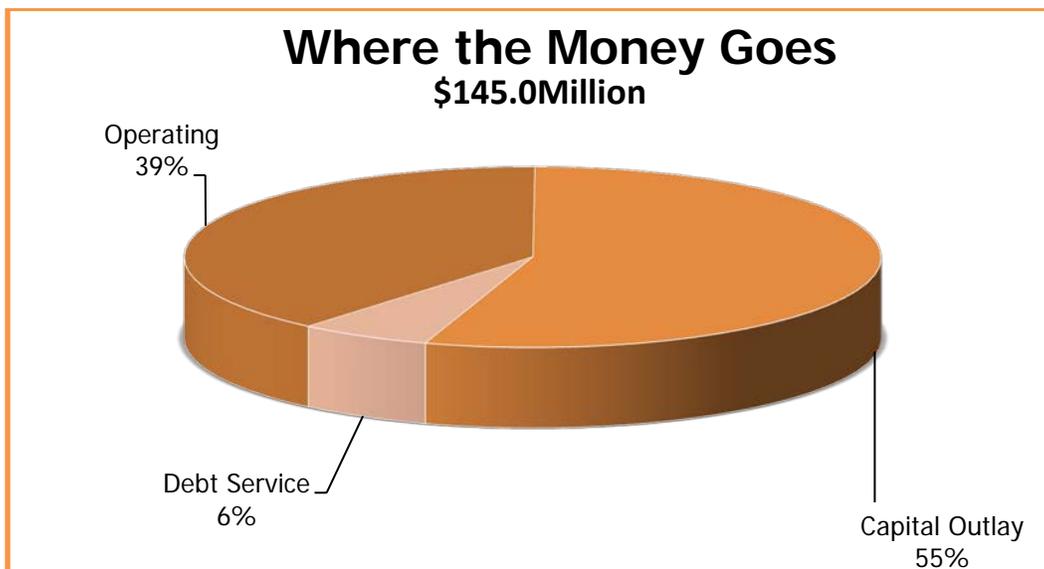
1. A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning.
2. Capital improvements included in the CIP are those projects that:
 - a. Cost \$100,000 or more, and
 - b. Have a projected minimum useful life of five years.
3. The CIP shall be reviewed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

BUDGET SUMMARY

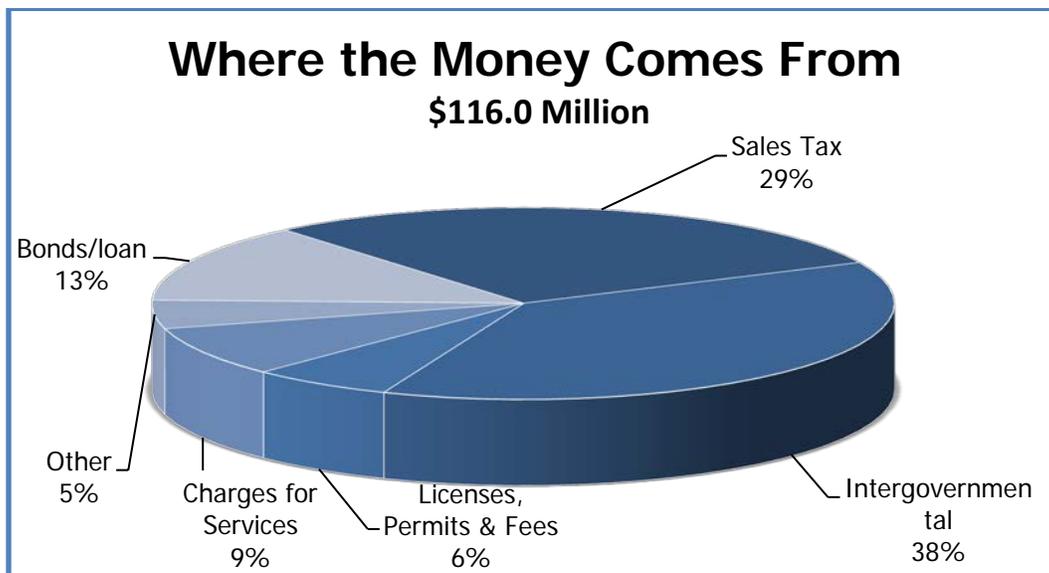
The annual budget for fiscal year 2015-2016 totals \$145.0 million. The following chart depicts appropriations by major fund type. The General Fund comprises 28% of the total budget and capital projects funds make up about 39%. Enterprise funds, including the enterprise capital projects, accounts for about 18%. Debt service funds and special revenue funds comprise only 6% and 6%, respectively.



Due primarily to the rapid growth in the Town of Marana in earlier years, the largest category is capital outlay at \$79.6 million or 55% of the fiscal year 2015-2016 financial plan. Capital outlay includes major transportation, park, water and airport capital improvement projects. The second largest category is the operating budget at \$56.5 million or 39%. When compared to the previous year budget, this financial plan increased by \$28.0 million or 24%. Most of that change is attributable to increases in major capital projects.

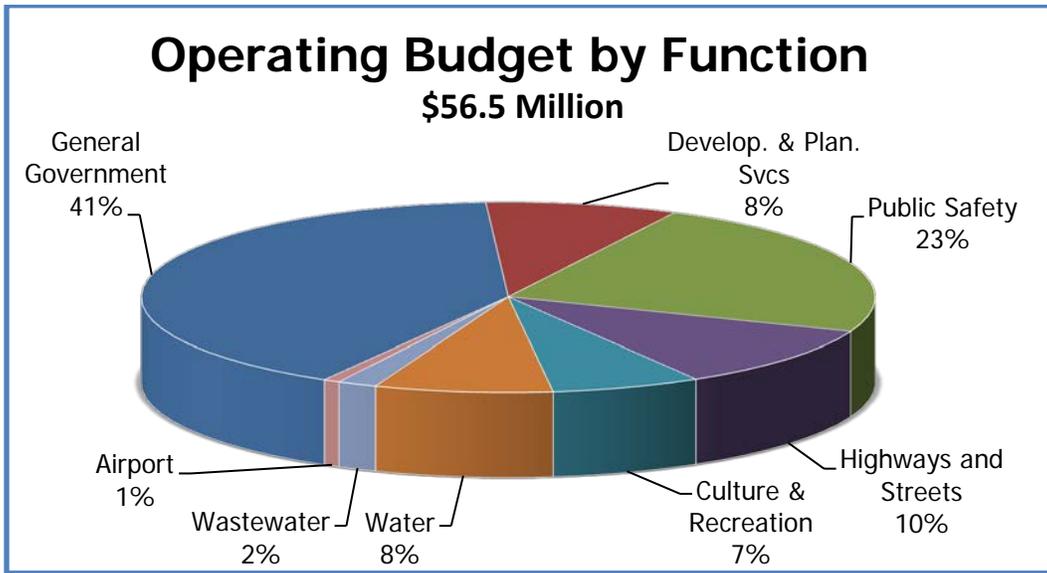


Revenues and other financing sources for fiscal year 2015-2016 are \$116.0 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$59.5 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local intergovernmental revenues of \$44.2 million or 38%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and other governments. Local sales taxes comprise \$33.8 million or 29% of budgeted revenues. The capital improvement plan currently includes the sale of bonds for various water/wastewater projects. Anticipated bond proceeds amount to \$15.5 million or 13% of total revenues. Charges for services comprise \$9.8 million or 9% of the budget and include all enterprise fund user fees. Licenses, permits and fees, which comprise \$7.2 million or 6% of revenues, are dependent on the residential and commercial development and are very cyclical in nature. The remaining \$5.6 million or 5% includes all other revenues such as interest earnings, donations, contributions, etc.

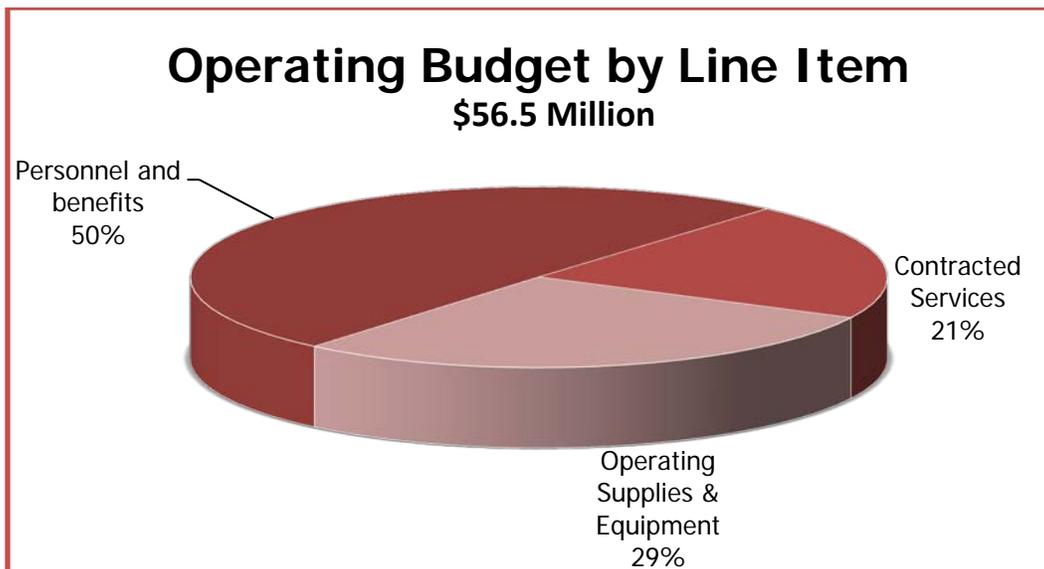


EXPENDITURE SUMMARY

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.

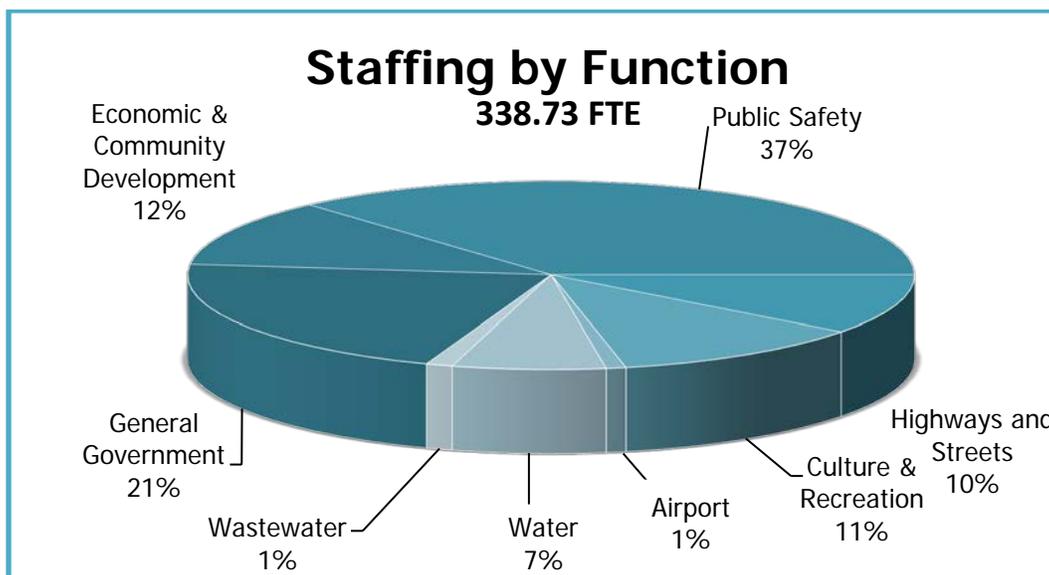


The major expenditures in the operating budget at 50% are personnel and benefits, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 29% and 21%, respectively.



STAFFING SUMMARY

With personal services at 50% 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 10.4 full-time equivalent (FTE) positions through the budgetary process. Including position adjustments and additions, staffing has increased from 328.33 positions to 338.73.

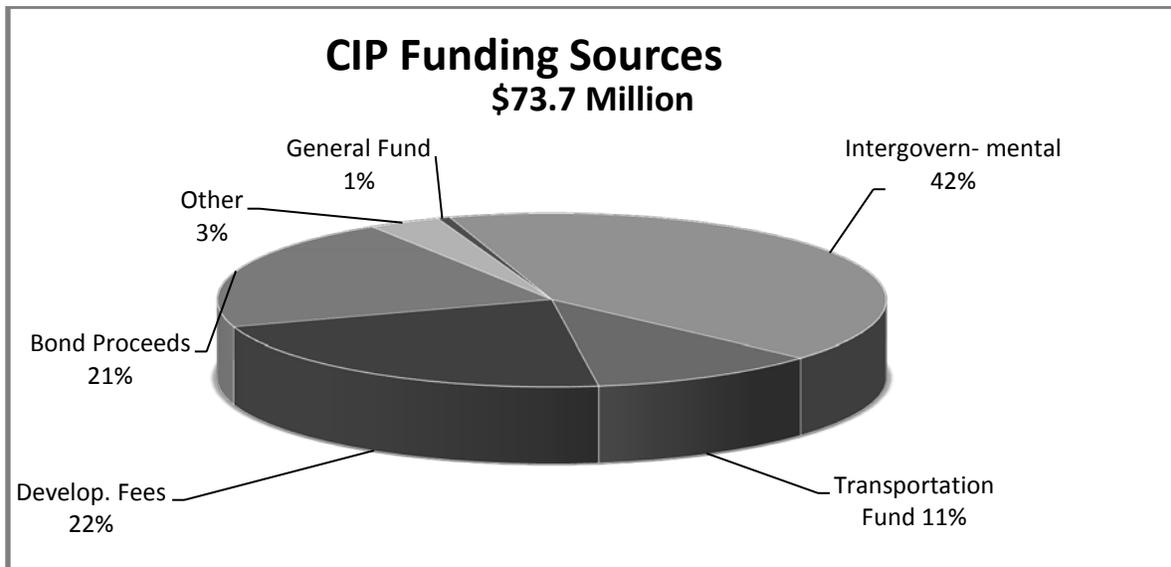
Functional Department	2011-2012 Authorized FTE	2012-2013 Authorized FTE	2013-2014 Authorized FTE	2014-2015 Authorized FTE	2015-2016 Authorized FTE
General Government	61.48	62.48	62.48	67.48	71.88
Economic & Community Development	54.35	47.50	48.50	40.35	39.35
Public Safety	111.00	113.00	115.00	122.00	124.00
Highways and Streets	32.00	35.00	36.00	35.00	35.00
Culture & Recreation	32.25	33.25	33.25	36.50	38.50
Airport	-	1.00	1.00	1.00	3.00
Water	18.10	18.10	19.10	22.00	23.00
Wastewater	-	3.00	4.00	4.00	4.00
Total FTE	309.18	313.33	319.33	328.33	338.73

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

Position	FTE	Department	Funding Source
Customer Service Clerk	1.00	Development Services	General Fund
Senior Network Administrator (mid-year start)	1.00	Technology Services	General Fund
Accounting Clerk (licensing)	0.40	Finance	General Fund
Police Officer	2.00	Police	General Fund
Facilities Technician	1.00	Public Works	General Fund
Senior Maintenance Worker (Trails)	1.00	Parks and Recreation	General Fund
Laborer (Trails)	1.00	Parks and Recreation	General Fund
Irrigation Control Specialist	1.00	Parks and Recreation	General Fund
Airport Maintenance Worker	1.00	Airport	Airport
Utilities Operator II	1.00	Water Utility	Enterprise Fund
Total FTE Changes	10.40		

CAPITAL IMPROVEMENT PLAN COSTS SUMMARY

The CIP presented incorporates a diverse financing plan. The plan not only utilizes development fees to ensure that new development is paying for cost associated with growth, but also includes funds from the General Fund that allow existing residents to contribute to the many projects that are planned. This is an important balance to maintain, when projects such as the Tangerine Road improvements from I-10 to La Canada 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 42% and are vital to the delivery of several major CIP projects.



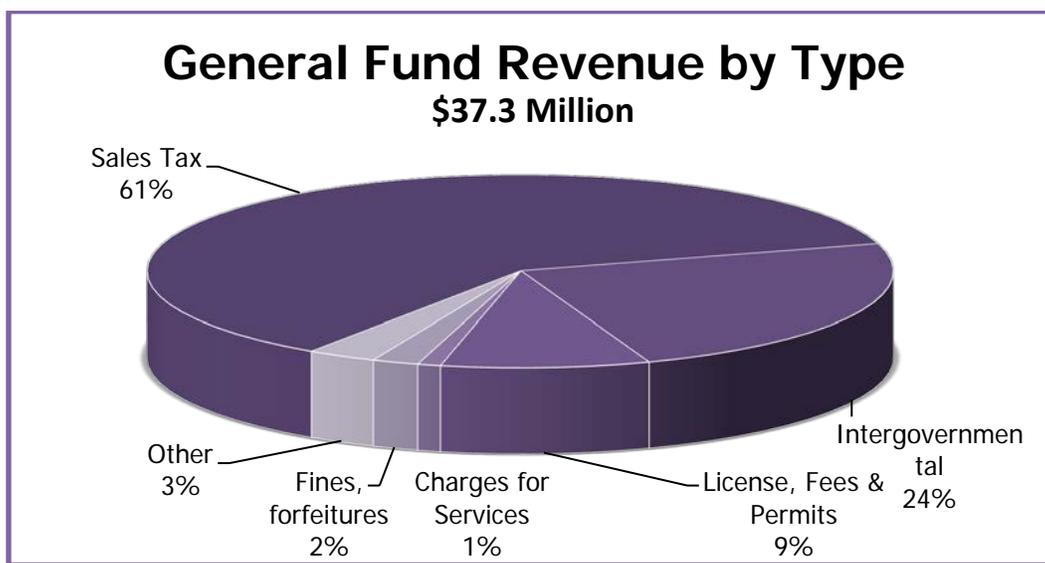
REVENUE SUMMARY

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

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

- Stabilization and modest improvement of key, ongoing revenues like certain sales tax revenues in fiscal year 2015-2016,
- Inflation rate holding at 1.3%, 2% population growth and 550 new homes, and
- 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 \$37.3 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, development related revenues (permits and fees) and state shared revenues. Collectively, these revenues comprise over 95 percent of the General Fund's operating revenues. These revenues are extremely sensitive to fluctuations in the regional and national economies, as demonstrated by their significant decline in fiscal year 2007-2008 through the middle of fiscal year 2009-2010. However, since the depths of the "Great Recession", revenues have been modestly improving. The revenue forecast for this fiscal year anticipates continued growth in the current year of 5% and modest increases in future fiscal years.



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

Transaction Privilege (Sales) Tax

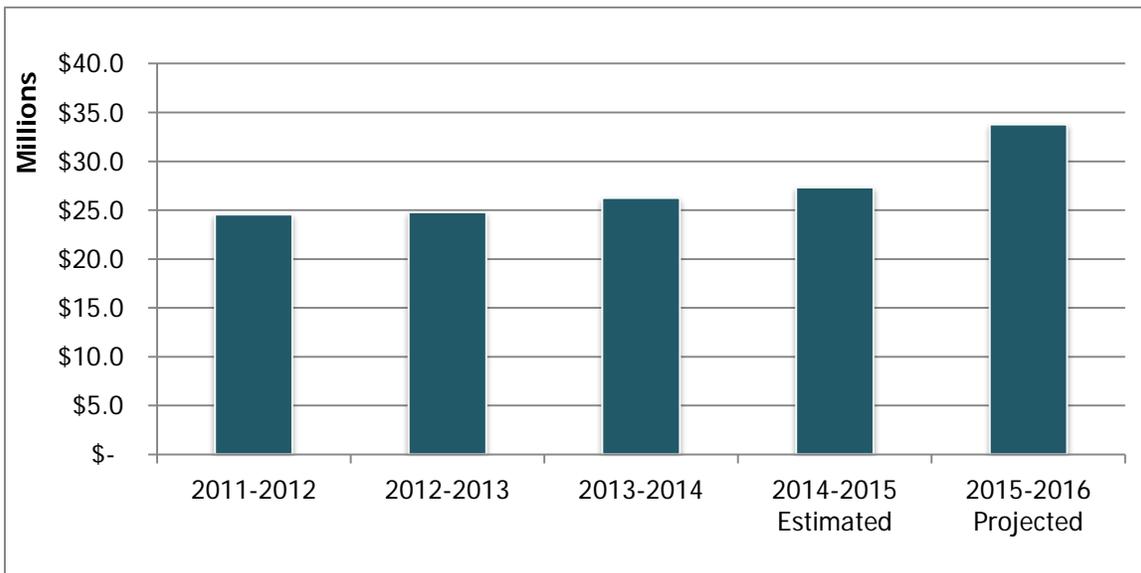
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

- Permitted Use** Town sales tax can be used to pay any expenditure/expense legally chargeable to the General Fund. The Town allocates 75% of its construction sales tax for major capital improvement projects.

- Rate Structure** The tax rates on the business activities range from 2.5% (retail) to 6% (transient lodging).

- Assumptions** Sales taxes are the Town's largest revenue source and represent 65% of General Fund revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 12% of total sales taxes and, as such, 75% of these revenues fund one-time projects. The State and local economies have stabilized and have modestly improved over the past four fiscal years. The fiscal year 2014-2015 revenue estimate is 4% more than what was collected in 2013-2014. The increase is largely due to a increases in contracting taxes collected. The amount budgeted for the current year 2015-2016 does anticipate a continued increase of 4% over what was estimated to be collected a year earlier plus increased revenues from a temporary, one-half percent tax increase dedicated to a public safety facility. This revenue growth is consistent with continued growth in sales tax base while maintaining conservative revenue projections.

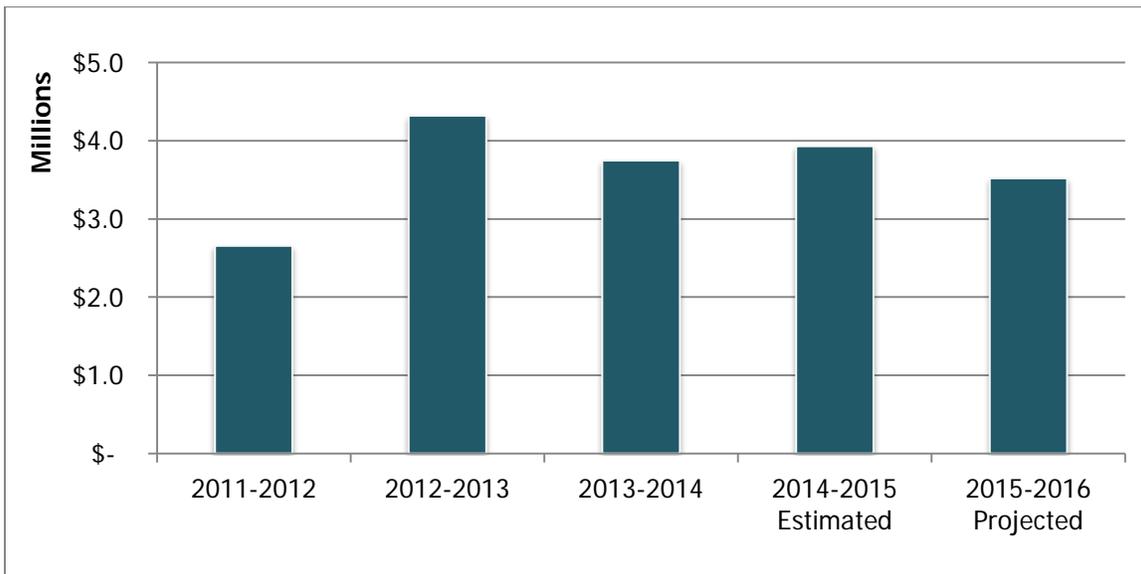
Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	24,538,961	1,591,143	6%
2012-2013	24,768,104	229,143	1%
2013-2014	26,225,881	1,457,777	6%
2014-2015 Estimated	27,327,708	1,101,827	4%
2015-2016 Projected	33,766,825	6,439,117	19%



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. 2014.16 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 current revenue projections for fiscal year 2015-2016 are based on the issuance of 550 SFR building permits, which is a decrease of 9 over the 660 SFR permits issued during fiscal year 2014-2015. Issued SFR permits have stabilized to approximately 46 per month or 550 per fiscal year. We anticipate this level to continue for the next few fiscal years.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	2,658,989	156,495	6%
2012-2013	4,323,155	1,664,166	38%
2013-2014	3,746,686	(576,469)	-15%
2014-2015 Estimated	3,932,108	185,422	5%
2015-2016 Projected	3,521,000	(411,108)	-12%



State Shared Income Tax

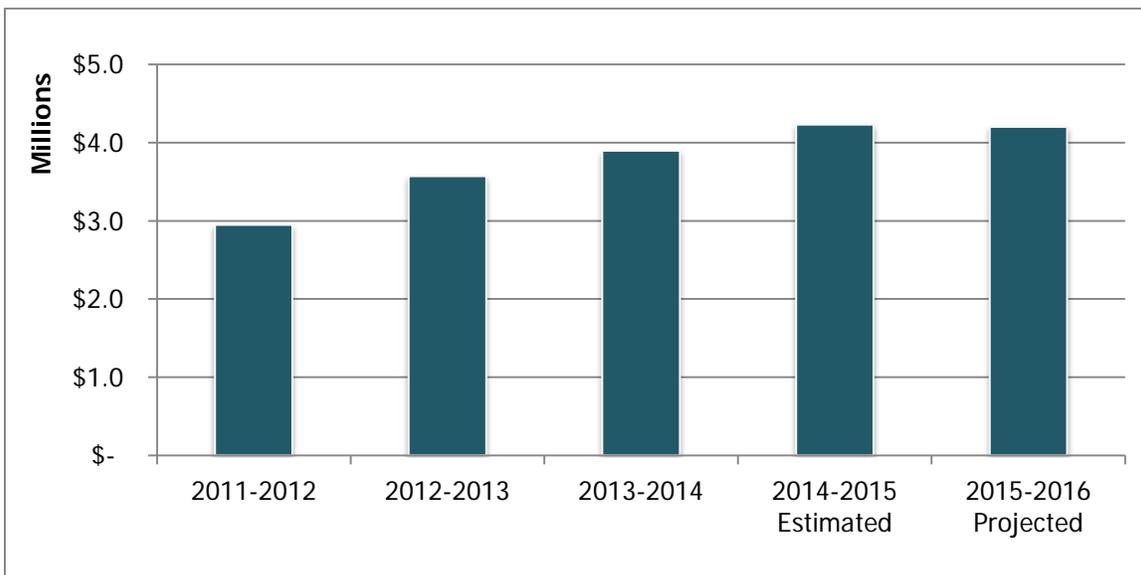
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also 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 slight decrease of 1% budgeted for fiscal year 2015-2016 which reflects actual reduced collections in the calculation year used for this distribution.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	2,950,734	349,516	12%
2012-2013	3,571,191	620,457	17%
2013-2014	3,896,847	325,656	8%
2014-2015 Estimated	4,232,245	335,398	8%
2015-2016 Projected	4,203,900	(28,345)	-1%

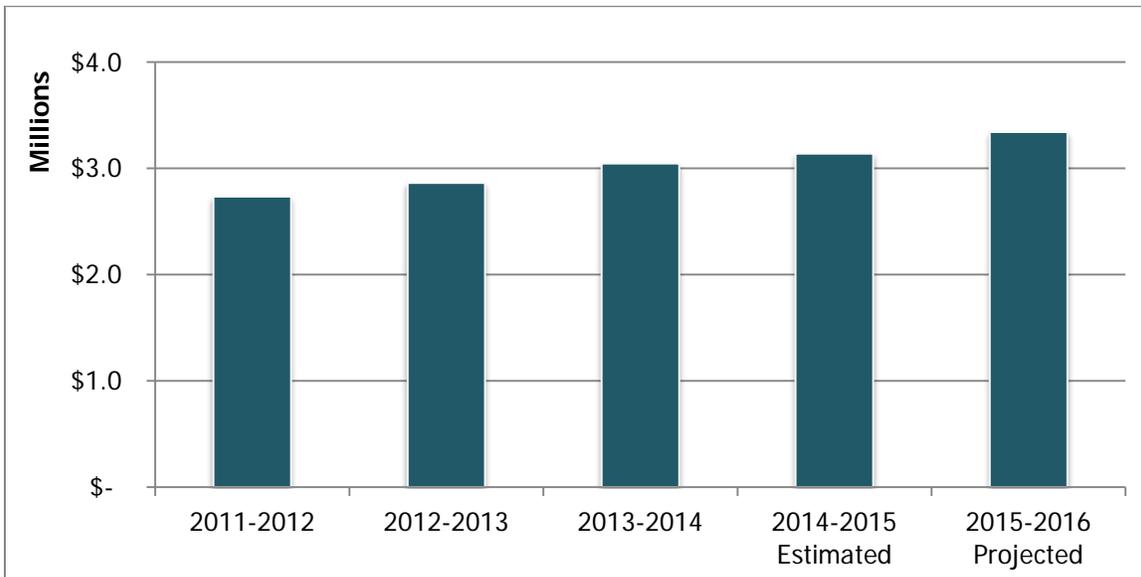


State Shared Sales Tax

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

Based on figures provided by the Arizona Department of Revenue, a 6% increase for 2015-2016 over the fiscal year 2014-2015 estimated collections is budgeted. Actual collections for 2014-2015 are estimated to be 3% higher than the previous year and are due to the continued improvement in the State economy. This revenue is also subject to changes made by the State legislature.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	2,731,863	632,780	23%
2012-2013	2,861,622	129,759	5%
2013-2014	3,043,102	181,480	6%
2014-2015 Estimated	3,136,283	93,181	3%
2015-2016 Projected	3,339,932	203,649	6%



Vehicle License (Auto Lieu) Tax

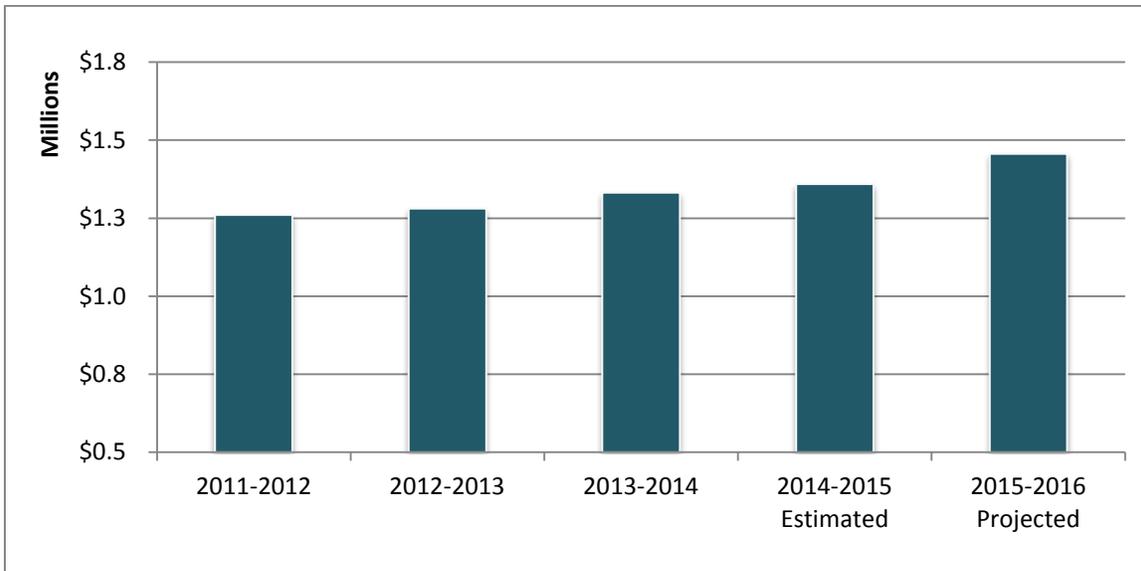
- Description** This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

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

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

- Assumptions** An increase of 2% is estimated for fiscal year 2014-2015 from the previous year which is primarily attributable to a modestly improving economy. The budget projection for fiscal year 2015-2016 anticipates a 7% continued improvement in revenues.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	1,260,882	242,099	19%
2012-2013	1,280,711	19,829	2%
2013-2014	1,332,591	51,880	4%
2014-2015 Estimated	1,359,318	26,727	2%
2015-2016 Projected	1,456,110	96,792	7%



Highway User Revenue

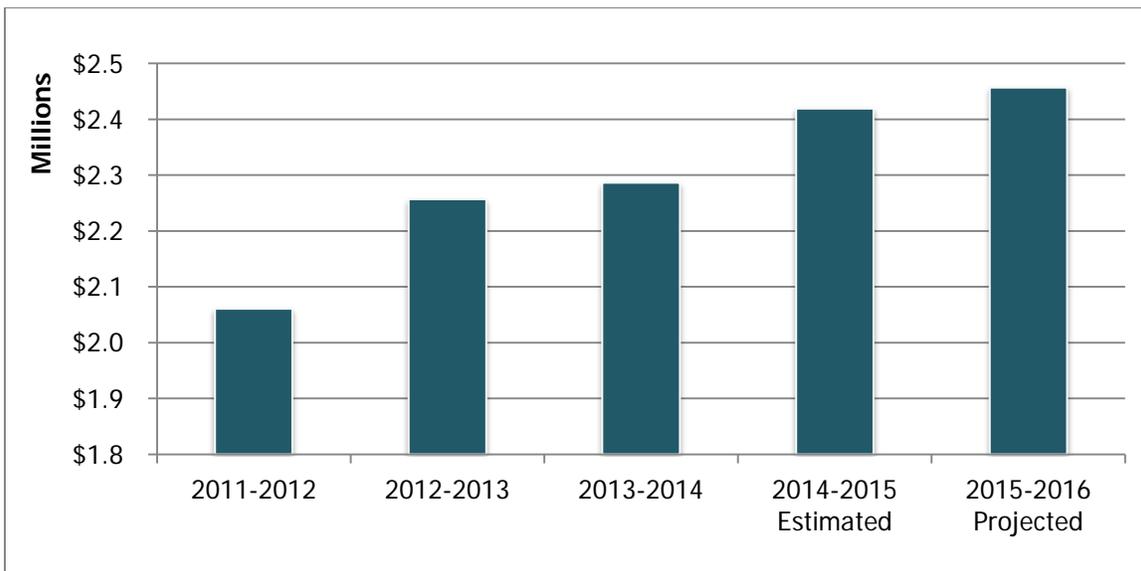
- Description** The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue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

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

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

- Assumptions** This revenue source is subject to fluctuations in fuel prices and consumer behavior. The 1% estimated increase for fiscal year 2014-2015 reflects a relatively flat fuel consumption. The budgeted increase of 2% for fiscal year 2015-2016 is largely attributable to the partial return of HURF revenues which were previously diverted from cities and towns in earlier years as part of the State's budget balancing measures.

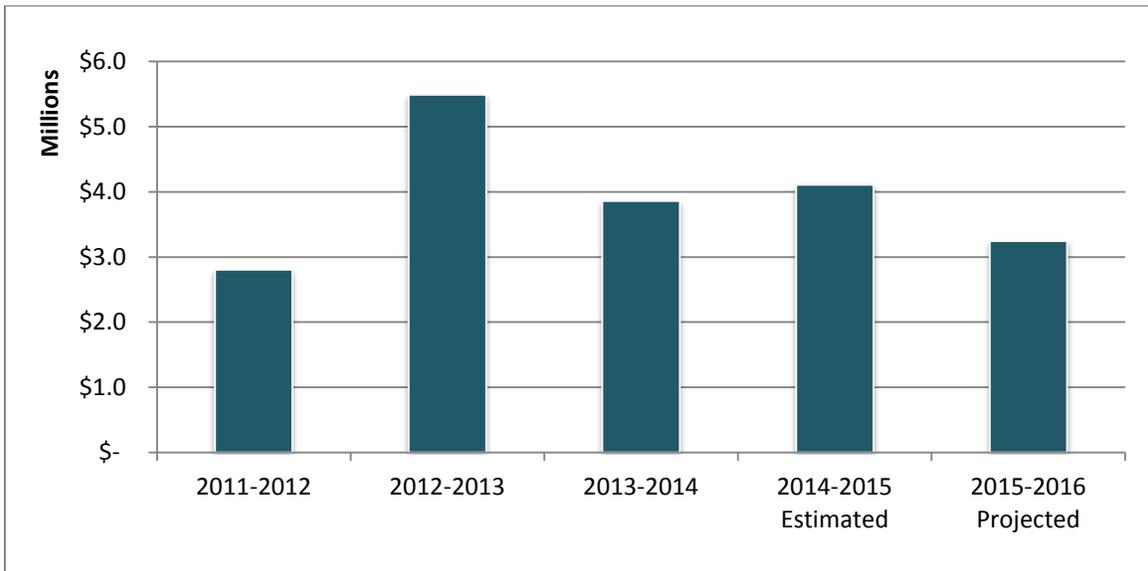
Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	2,061,141	191,658	9%
2012-2013	2,256,920	195,779	9%
2013-2014	2,286,488	29,568	1%
2014-2015 Estimated	2,419,535	133,047	5%
2015-2016 Projected	2,457,224	37,689	2%



Development Fees

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, engineering and architectural services, financing, other capital costs and associated appurtenances, and related equipment. The intent is to ensure that growth “pays for itself,” and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit.
- Permitted Use** This revenue is utilized to fund the Town’s capital improvement related to growth such as constructing new roads, building new parks and expanding water systems.
- Rate Structure** The Town charges development fees for transportation, parks, and water system and water renewable resources projects. Fees are assessed on each residential dwelling within the defined benefit area. Water system and water resource fees are charged to residential dwellings and commercial development based on the meter service size and number of connections.
- Assumptions** Projections are based on an additional 550 homes being permitted in fiscal year 2015-2016. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	2,806,920	353,401	13%
2012-2013	5,493,343	2,686,423	49%
2013-2014	3,864,739	(1,628,604)	-42%
2014-2015 Estimated	4,113,617	248,878	6%
2015-2016 Projected	3,249,487	(864,130)	-27%



Water Sales

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

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

Rate Structure

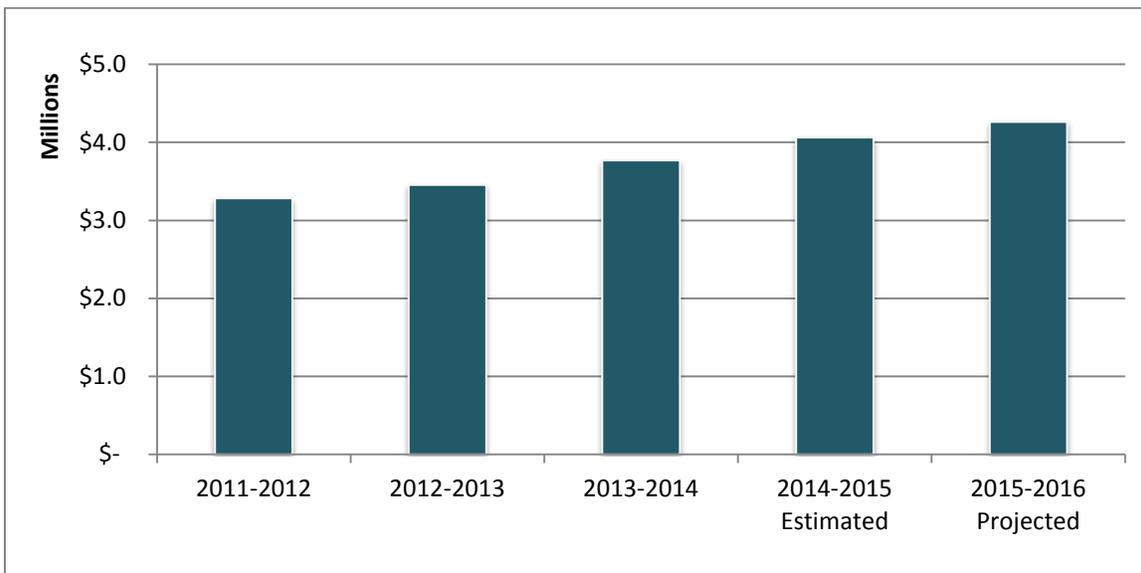
Monthly Service Fee	
Meter Size	Rate
5/8"	\$ 17.31
1"	42.04
1.5"	45.75
2"	53.17
4"	126.12

Consumption Single Family Rate	
Gallons	Rate
1 - 10,000	\$ 2.82
10,001 - 20,000	3.93
20,001 - 30,000	5.11
30,001 - 40,000	6.30
> 40,000	9.04

Consumption Other than Single Family Rate	
Type	Rate
Multi Family	\$ 3.47
Commercial	\$ 3.47
Industrial	\$ 3.47
Government	\$ 3.47
Standpipe/hydrant	\$ 3.47

Assumptions The revenues projected are based on an anticipated increase of 250 customers.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	3,281,913	(32,990)	-1%
2012-2013	3,455,329	173,416	5%
2013-2014	3,767,459	312,130	8%
2014-2015 Estimated	4,061,316	293,857	7%
2015-2016 Projected	4,260,750	199,434	5%



Wastewater Fees

Description The Town charges a fee to each sewage system user having a sewer connection or otherwise discharging sewage, industrial waste or other liquids into the Town’s sewage system.

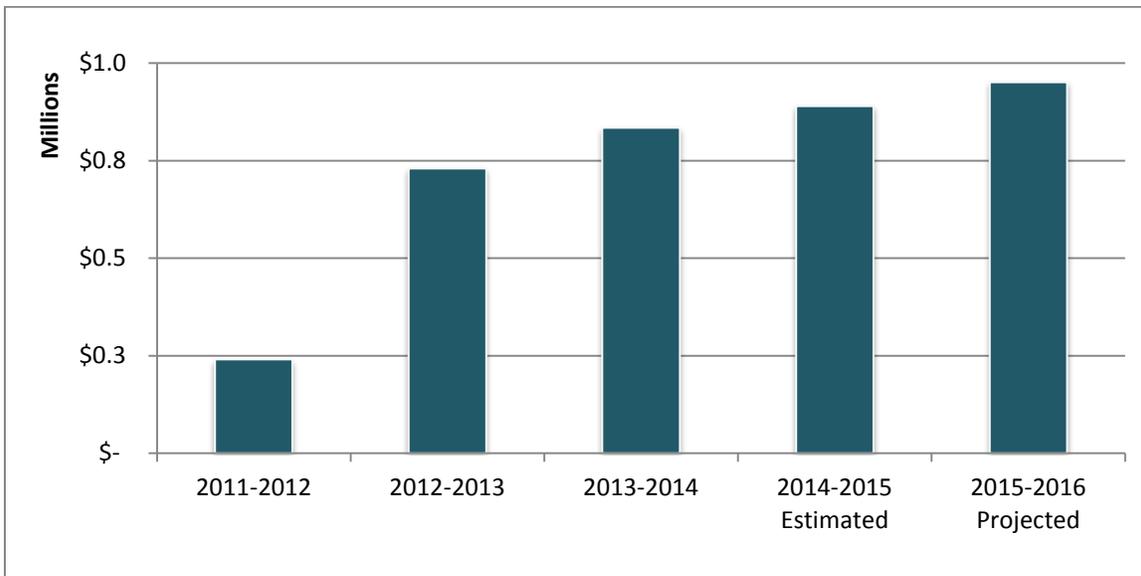
Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the sewage collection and treatment system.

Rate Structure

Monthly Service Fee		Volume Rate	
Meter Size	Rate	Rate	
Per meter	\$ 12.63	Per 1,000 gallons	\$ 4.71

Assumptions The Town took operational control over the Marana Water Reclamation Facility (MWRF) in January 2012. The MWRF was under the operational control of Pima County prior to that date and all revenues, rights and responsibilities were with Pima County. Therefore, fiscal year 2011-2012 represents the first year of operation of the MWRF for town and reflects one half year of revenue for that year. The revenues projected for fiscal year 2015-2016 are based on an anticipated increase of 250 customers.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	240,590	240,590	100%
2012-2013	730,192	489,602	67%
2013-2014	834,319	104,127	12%
2014-2015 Estimated	889,740	55,421	6%
2015-2016 Projected	950,989	61,249	6%



Airport Fees

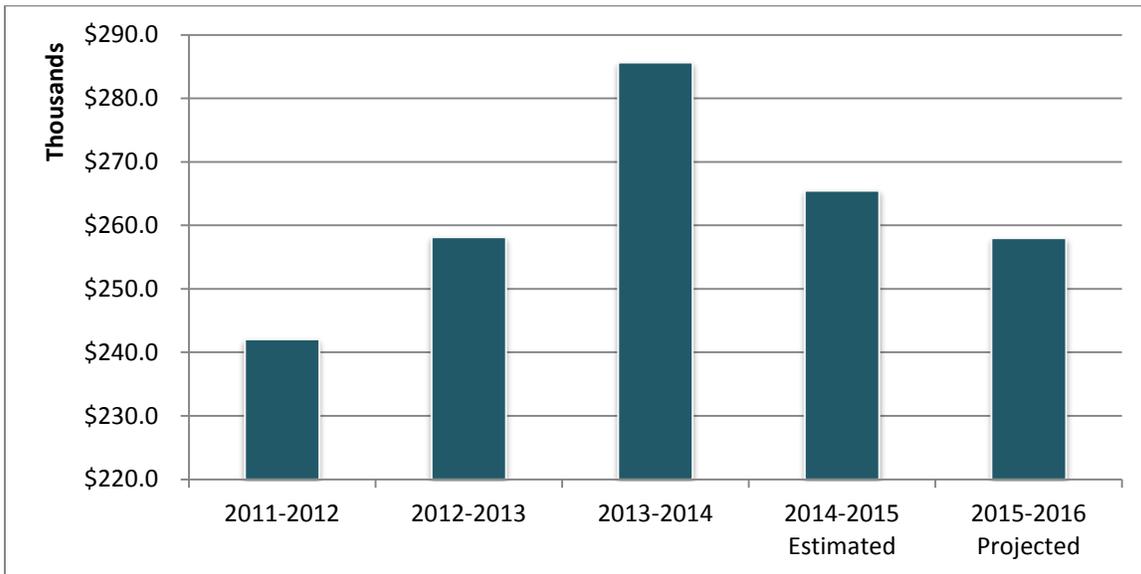
Description The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.

Permitted Use These revenues are not restricted and may be used for any purpose.

Rate Structure Pima Aviation, Inc. owns and operates the hangars, covered tie-down areas and storage facilities at the Marana Regional Airport. However, as part of the ownership arrangement, the Town receives revenues from a series of land, hangar, development and open tie-down leases and fuel usage fees from Pima Aviation, Inc. The Town owns the open tie-down areas. The rates and fees vary by type and are available on the Town’s website.

Assumptions The Marana Regional Airport is classified as a general aviation reliever airport for Tucson International. Several key capital projects will be vital to the continued growth of the Airport. The airport will be a key element of the Economic and Strategic plans. Staff conservatively projected a slight increase in the revenue number for fiscal year 2015-2016.

Fiscal year	\$ Revenue	\$ Change	% Change
2011-2012	242,064	(7,359)	-3%
2012-2013	258,179	16,115	6%
2013-2014	285,662	27,483	10%
2014-2015 Estimated	265,489	(20,173)	-8%
2015-2016 Projected	258,000	(7,489)	-3%



PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

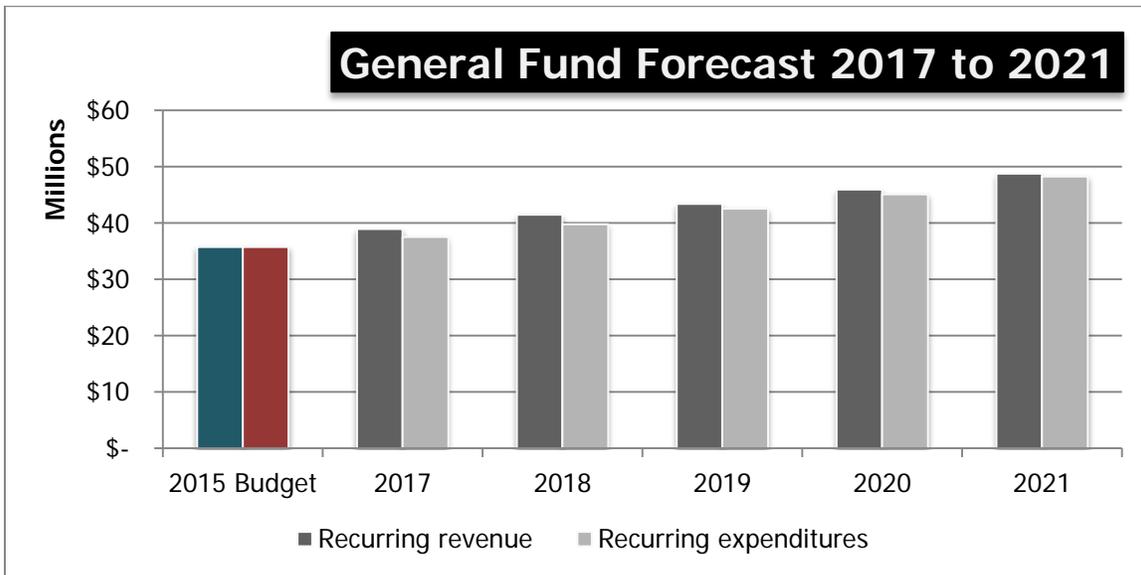
Fund Group	June 30, 2015 Estimated Fund Balance	2015-2016 Estimated Revenue	2015-2016 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2016 Estimated Fund Balance
General Fund	\$25,478,205	\$37,335,567	\$40,790,534	\$ -	\$6,591,688	\$15,431,550
Special Revenue	5,070,527	5,048,572	8,174,229	100,000	-	2,044,870
Capital Projects	21,364,909	47,291,523	57,199,733	-	2,344,331	9,112,368
Debt Service	1,034,457	2,864,015	8,376,309	4,899,359	-	421,522
Enterprise	5,680,499	19,555,363	26,551,787	4,425,523	488,863	2,620,735
Internal Service	861,892	3,907,016	3,907,016	-	-	861,892
Total All Funds	\$59,490,489	\$116,002,056	\$144,999,608	\$9,424,882	\$9,424,882	\$30,492,937

Town Funds and Fund Balance Information

General Fund

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

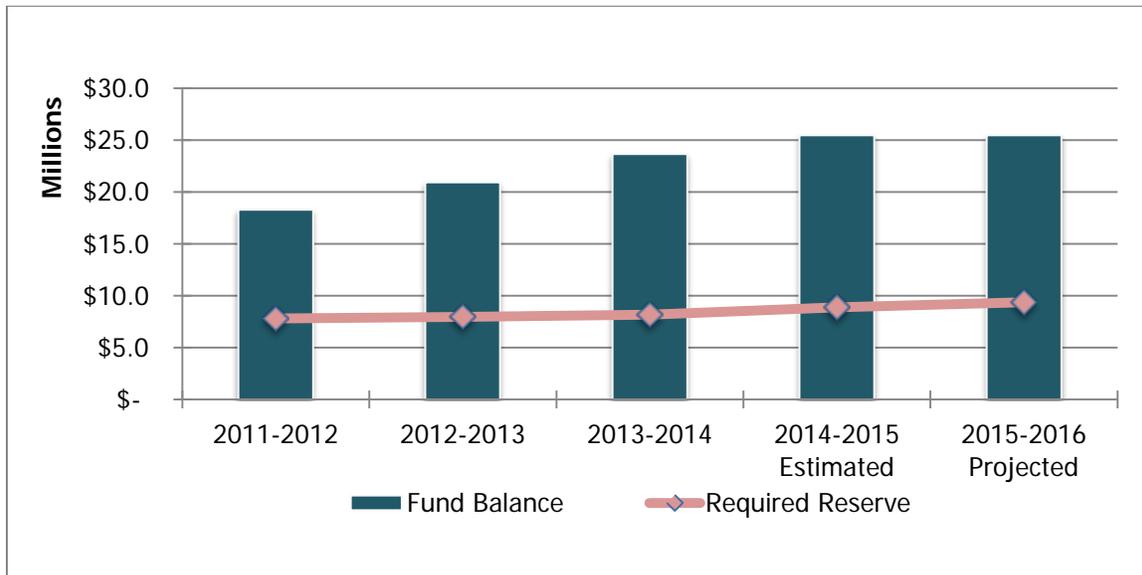
As described earlier, approximately 95 percent of the General Fund’s operating revenues are extremely sensitive to fluctuations in the regional and national economies. This was very apparent during the multi-year national, state and local economic recession. The Town proactively managed its budget through the depths of the great recession and beyond. As a result of that effort, the Town has maintained healthy reserve balances and, in fact, has increased General Fund balances modestly since fiscal year 2009-10. The town estimates that approximately \$1.8 million will be added for fiscal year 2014-2015.



The end of fiscal year 2015-2016 fund balance is projected to be \$15.4 million. This projected number includes contingent expenditure budget authorization of \$5.0 million. By policy, uses of contingency

require Council approval which is consistent with the Town's financial policies and utilization of those resources. Estimated ending fund balance is approximately 50% 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 2015-2016 the Town has budgeted \$1.0 million in funding for unanticipated grants and contributions. This is the fourth year of such funding, and it will provide the Town the revenue and expenditure authority required to take advantage of grants and similar opportunities that may occur during the year. Additionally, this funding mechanism removes the impact of grant activity on the operating budgets in the General Fund.

Capital Projects Funds

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

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

Debt Service Funds

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

The ending fund balance is projected to be \$0.8 million, which is primarily associated with deposits held related to the Gladden Farms Community Facilities District (a discretely presented component unit).

Enterprise Funds

The enterprise funds are used to account for operations that (1) are financed and operated in a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (2) where the Council has decided that periodic determination of revenues earned,

expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

For fiscal year 2015-2016, Enterprise Funds include a Wastewater Utility Fund to account for the activities of this new enterprise. The projected ending balances in the enterprise funds are primarily attributable to the Downtown Sewer Conveyance System project which anticipates spending approximately \$4.0 million in fiscal year 2015-2016. The funding for that project is anticipated to be in the form of an inter-fund borrowing between the Wastewater Fund and the General Fund. In addition to the Wastewater Fund, the Town has Water Utility and Airport Enterprise funds.



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Department Budgets



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



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MAYOR & TOWN COUNCIL



Department Overview

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

2014 – 2015 Accomplishments

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

2015 – 2016 Goals & Objectives

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

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Progress & Innovation	Use the Strategic Plan in the development of the annual budget	Number of Strategic Plan initiatives met through budget process	18	10	10	10
Progress & Innovation	Document and disseminate information to Council members and the community	Number of Council Executive Reports distributed to staff and elected officials	12	12	12	12
		Number of Council Daily reports distributed to staff and elected officials	45	50	50	50
Progress & Innovation	Communicate openly and effectively with members of the Marana Community	Number of public "open house" meetings held	2	1	2	2
		Number of presentations given to civic groups or Homeowners' Associations	25	10	10	10
		Number of information booths put up at events	3	2	2	2

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost*	\$253,689	\$256,413	\$237,895	\$260,157
Contracted Services	\$9,266	\$5,896	\$5,193	\$20,611
Operating Supplies & Equipment	\$6,304	\$4,634	\$3,953	\$13,570
Total by Category	\$269,259	\$266,943	\$247,041	\$294,338

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$269,259	\$266,943	\$247,041	\$294,338
Total by Fund	\$269,259	\$266,943	\$247,041	\$294,338

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

TOWN MANAGER



Department Overview

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

2014 – 2015 Accomplishments

- Produced a structurally balanced FY 2014 - 2015 budget
- Developed the Strategic Plan III
- Created and implemented the Special Events Team for the expansion of our Signature Events

2015 – 2016 Goals & Objectives

- Continue efforts to secure a sustainable water resources portfolio for the community
- Maintain a structurally balanced budget
- Support and maintain strategic partnerships
- Create a "Solutions Team" to facilitate rapid response for business inquiries, help solve process problems and minimize the point of contact for permitting or other procedures
- Market the Town's high quality K-12 education as a compelling factor for families relocating as part of business/industry recruitment efforts
- Evaluate and continuously improve citizen participation and community outreach

- Develop an on-line educational tool to highlight departments and Town of Marana services
- Lobbying for legislative priorities

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2013* Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budget</i>
Community/Progress & Innovation	Provide innovative ways for citizens to make inquiries and requests for service, and receive responses in a timely fashion	Number of Manager's employee update sessions held	4	4	4	4
Community/Progress & Innovation	Ensure transparency and open communication throughout all levels of the organization	Number of public "open house" meetings held	15	15	15	15
		Number of Manager's "Ride Alongs" with Police Officers	14	14	14	14
		Town/City Managers Meetings (Town of Oro Valley, Sahuarita, City of Tucson and City of South Tucson)	3	4	10	12

BUDGET SUMMARY				
<i>Expenditures by Category</i>	<i>FY 2013* Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budget</i>
Personnel & Benefits Cost	\$829,783	\$823,460	\$1,000,402	\$1,165,694
Contracted Services	\$112,610	\$110,895	\$183,296	\$185,846
Operating Supplies & Equipment	\$15,579	\$47,434	\$131,953	\$193,290
Total by Category	\$957,972	\$981,789	\$1,315,651	\$1,544,830

BUDGET SUMMARY BY FUND				
<i>Expenditures By Category</i>	<i>FY 2013* Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budget</i>
General Fund	\$932,991	\$959,032	\$1,273,133	\$1,503,103
Bed Tax Fund	\$24,981	\$22,757	\$42,517	\$41,727
Total by Fund	\$957,972	\$981,789	\$1,315,651	\$1,544,830

AUTHORIZED POSITIONS				
	FY 2013* Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Assistant to the Town Manager	-	-	1.00	1.00
Management Assistant	1.00	2.00	2.00	2.00
Senior Executive Assistant	-	1.00	1.00	1.00
Emergency Management and Safety Coordinator	-	1.00	1.00	1.00
Public Information Officer (PIO)	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	1.00	1.00	1.00
Customer Service Specialist	2.13	1.13	1.13	1.13
Special Events Coordinator	-	-	-	1.00
Council Liaison	1.00	-	-	-
Total Town Manager	9.63	10.13	11.13	12.13

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



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TOWN CLERK



Department Overview

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

2014-2015 Accomplishments

Records Administration

- Essential Records completed
- Laserfiche digital imaging is moving forward
- Employed Versatile software to manage permanent records
- Refine Public Records Request Administrative Directive – in draft with Legal department
- Implemented Laserfiche cleanup with all departments
- File room inventory of transitory and permanent public records

Council and Department Organization

- Updated AgendaQuick software for electronic agenda preparation
- Continue to provide agenda training to all staff
- Member of the town's safety team
- Conducted public outreach for Community Connections, Marana Citizens' Forum
- Two staff working toward Election Official certification
- Two staff working toward Municipal Clerk Certification
- Town Clerk facilitated Marana Citizen's Forum beginning Fall 2014

2015-2016 Goals & Objectives

In addition to those items listed below, all goals and objectives noted above as 'ongoing' will continue to be a focus objective during this period.

- Publish Request For Proposals (RFP) for agenda software in conjunction with Technology Services
- Begin public outreach for 2016 elections
- Redesign Clerk's web page

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Community/ Progress & Innovation	COUNCIL MEETINGS, AGENDAS AND AFTER-COUNCIL ACTION	Regular and Special Agendas	45	NA	NA	NA
		Liquor Licenses processed	22	NA	NA	NA
		Recorded documents	85	NA	NA	NA
		Posted quorum notices as required by statute – 24 hours before meeting	100%	100%	100%	100%
		Agendas and backup materials posted 24 hours before meeting	100%	100%	100%	100%
		Draft minutes/Administrative Summary posted within 72 hours after meeting	100%	100%	100%	100%
		Council documents scanned into Laserfiche within 72 hours after meeting	100%	100%	100%	100%
Community/ Progress & Innovation	ELECTIONS AND CANDIDATE FILINGS No scheduled elections until Fall 2016	Prepare publicity pamphlets and process any arguments received	100%	NA	NA	NA
		Notify residents of polling locations and update Elections web page	100%	100%	NA	100%
		Ballot replacement center	100%	NA	NA	NA
		Receive and publish Candidate filings within 24 hours of receipt	100%	NA	NA	100%
		Receive annual Financial Disclosure Statements	100%	100%	100%	100%

STRATEGIC PLAN MEASURES AND INDICATORS (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Community/ Progress & Innovation	PUBLIC RECORDS, RECORDS MANAGEMENT & ADMINISTRATION	Public records requests acknowledged within 24 hours of receipt	100%	100%	100%	100%
		Processed records requests completed within 72 hours	95%	95%	95%	95%
		Permanent records properly stored in acid-free boxes	100%	100%	100%	100%
		All non-DSC files at MOC records building inventoried	85%	85%	85%	85%
		Clerk's file room inventory of all permanent and non-permanent records	50%	60%	65%	75%
		Electronic inventory of all town records in Versatile	25%	30%	40%	50%
		Records destroyed in timely manner	90%	90%	95%	100%
		Provide adequate storage space for town's records	50%	50%	50%	100%
Community/ Progress & Innovation	COMMUNITY RELATIONS (Citizen Forum, Board of Adjustment, Planning & Zoning)	Advertise and recruit additional participation	50%	100%	100%	100%
			NA	New	100%	100%
	Marana 2.0 Citizen Forum		NA	NA	NA	New
	INSURANCE CLAIMS	Tracking numbers issued within 24 hours of notification of incident	NA	100%	100%	100%
		Insurance claims in process within five days of incident notification/claim reviewed	50 100%	60 100%	NA	100%
		Attempted contact with adverse insurance company within 72 hours of receipt of insurance information	NA	100%	100%	100%
		Routed new claims to Finance and Legal within 24 hours of receipt of completed incident report	NA	95%	100%	100%
		Successful restitution/recovery against adverse party	NA	90%	95%	95%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$218,155	\$233,026	\$230,544	\$252,611
Contracted Services	\$135,613	\$21,939	\$15,139	\$23,404
Operating Supplies & Equipment	\$1,983	\$1,802	\$1,619	\$4,550
Total by Category	\$355,751	\$256,767	\$247,301	\$280,565

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$355,751	\$256,767	\$247,301	\$280,565
Total by Fund	\$355,751	\$256,767	\$247,301	\$280,565

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Town Clerk	1.00	1.00	1.00	1.00
Records Administrator	-	1.00	1.00	1.00
Assistant to the Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	-	-	-
	3.00	3.00	3.00	3.00

HUMAN RESOURCES



Department Overview

The Human Resources Department's mission is to support and advance the Town of Marana by hiring, developing and keeping the best talent. In collaboration with all Town employees, we work to promote Marana's culture and an organization of excellence.

2014 – 2015 Accomplishments

- Continued the communication and inculcation of our Cultural Values throughout the Town and town processes (including talent selection, performance evaluation, and employee recognition through the Values In Action blog).
- Designed, implemented and monitored Cultural Values pay awards for employees.
- Designed, and rolled out an Employee Appreciation and Recognition week celebrating the accomplishments of the organization, employee achievements and service tenure.
- Invested in employee leadership development (2 Leadership Day retreats, AGTS Supervisor's Academy, Eller College Foundations in Public Sector Leadership and Southwest Leadership Program).
- Completed bi-annual Respectful Workplace Behavior training for all employees.
- Developed and presented a Career Development workshop for Town leaders.
- Implemented self-funding for employee medical/health insurance.
- Continued working with the Benefits Committee (education, plan design, and employee feedback on benefits) and incorporated the Wellness Committee, to increase input from all departments, providing added conduits for sharing information, and designing health provider plans throughout the year.
- Automated Hartford billing file feed process.
- Trained and achieved Town wide HIPAA and Affordable Care Act compliance.
- Conducted contract renewal negotiations on benefits plans.
- Coordinated the annual Employee Benefits and Wellness Fair and conducted Employee Benefits Open Enrollment themed Challenge Yourself.
- Implemented a fully automated user friendly applicant process and tracking system.
- Developed Personnel Action training manual for electronic form use and trained department liaisons.
- Implemented automated Family Medical Leave Act tracking software.
- Implemented a web Onboarding page and department specific onboarding program.
- Developed and implemented a dedicated wellness program to support employee health through four focus areas: Physical Wellness, Mental Wellness, Nutrition and Disease Prevention & Management.

- Established blood source testing program through US Healthworks.

2015 – 2016 Goals & Objectives

- Launch recruitment and hiring process training for all leadership team members.
- Implement an employee/leadership development program (on-going career development and introducing work rotation and mentorship programs).
- Assess town wide training needs and develop a strategic training plan.
- Incorporate feedback from leadership focus groups to enhance and support a more effective and user friendly performance management process.

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress and Innovation	Create an organization of excellence	Create a performance evaluation tool that can identify and reward employee innovation and employee performance that supports our strategic initiatives	N/A	300	N/A	N/A
		Create an employee development/succession program with a skills inventory of our employee base and identify opportunities for cross-departmental collaboration, and identify assignments for employees to support our strategic initiatives and projects	N/A	N/A	320	340
		Continue Employee Forum to include all employees in collaborating on town-wide issues and strategic initiatives	N/A	N/A	N/A	N/A
		Recognize employees and members of the community through recognition and rewards programs	N/A	N/A	N/A	340
		Identify methods and opportunities for showcasing Marana achievements	N/A	N/A	N/A	On-going
		Participate in award and recognition events for Town programs, projects and services as opportunities arise	N/A	N/A	N/A	340

STRATEGIC PLAN MEASURES AND INDICATORS (continued)						
	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress and Innovation		Encourage Town staff to seek certifications and credentialing to expand professional expertise	N/A	N/A	N/A	On-going
		Link employee training to an identified need or goal	N/A	N/A	N/A	340
		Identify and implement a succession/growth development plan for Town employees	N/A	N/A	N/A	340
		Embed values into performance management instruments and recruitment practices	N/A	N/A	360	410
		Create a performance-based pay system based on objective criteria linked to strategic plan goals and cultural values	N/A	N/A	340	340
		Support individual employee recognition by professional organizations	N/A	N/A	N/A	50

STRATEGIC PLAN MEASURES AND INDICATORS (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Commerce / Community	Create an organization of excellence	Increase employee knowledge of operations in other departments by implementing and scheduling Employee Connections program	60	75	55	40
		Survey town staff to identify training needs that can be addressed by internal staff, and are linked to an identified need strategic goal	N/A	300	N/A	N/A
		Implement a town-wide safety committee by first identifying a chair and members and utilizing SW Risk/AMRPP	10	10	N/A	N/A

STRATEGIC PLAN MEASURES AND INDICATORS (continued)						
	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Commerce / Community	Create an organization of excellence	Identify process to create a classification and compensation philosophy to recruit and retain quality professional staff	0.5	0.5	N/A	N/A
		Complete an RFP to identify and contract professional consultant services to conduct a phased classification, and compensation study with the classification project completed in FY13 and compensation completed in FY14	1.0	N/A	N/A	N/A
		Departments working on specific projects should consider if individual students, student teams or entire classes could be used to help assist with the project or initiative	N/A	N/A	N/A	N/A
		Ensure Marana residents and business owners experience excellent customer service interactions	N/A	N/A	N/A	N/A

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$477,206	\$496,511	\$529,580	\$565,497
Contracted Services	\$78,142	\$81,474	\$64,666	\$102,810
Operating Supplies & Equipment	\$66,036	\$49,181	\$64,716	\$132,144
Capital Outlay	-	\$19,070	-	-
Total by Category	\$621,384	\$646,236	\$658,961	\$800,451

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$621,384	\$646,236	\$658,961	800,451
Total by Fund	\$621,384	\$646,236	\$658,961	\$800,451

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Assistant Human Resources Director	-	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00
Human Resources Analyst	-	-	1.00	1.00
Executive Assistant	-	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	-	-
Employee Relations Administrator	1.00	-	-	-
Administrative Assistant	0.50	-	-	-
Total Human Resources	5.50	6.00	6.00	6.00



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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.

2014 – 2015 Accomplishments

- Received the Distinguished Budget Presentation Award from the Government Finance Officers of America (GFOA)
- Received the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Successfully implemented PSN (Payment Service Network) for Utilities department to accept online bill payments
- Established a new fuel card system town wide for the purchase of fuel for town vehicles
- Migrated town wide capital assets out of Fund Balance into a new Munis module that allows for integrative record keeping

2015 – 2016 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the Government Finance Officers of America (GFOA)
- Receive the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Continue to add and support departments for services related to online bill pay
- Work to develop and advance an ACH vendor payment process
- Assist in a transparency project to make available financial information on our Town's department webpage

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Receive the Distinguished Budget Presentation Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes (8 th consecutive)	Yes	Yes
Progress & Innovation	Receive the Certificate of Excellence in Financial Reporting Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes (7 th consecutive)	Yes	Yes
Progress & Innovation	Execute efficient accounts payable and payroll activities	Invoices processed	11,450	10,520	11,000	11,500
		Accounts payable checks processed	6,105	5,752	6,000	6,250
		Payroll checks direct deposited	7,230	7,510	7,750	8,000

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$597,016	\$757,607	\$775,839	\$890,234
Contracted Services	\$122,107	\$131,613	\$130,603	\$196,130
Operating Supplies & Equipment	\$7,945	\$7,442	\$8,573	\$6,000
Total by Category	\$727,068	\$896,662	\$915,015	\$1,092,364

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$727,068	\$896,662	\$915,015	1,092,364
Total by Fund	\$727,068	\$896,662	\$915,015	\$1,092,364

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Finance Director	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00
Contracts Administrator	-	1.00	1.00	1.00
Senior Accountant	1.00	1.00	2.00	2.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.75
Administrative Assistant	0.50	0.50	0.50	0.50
Total Finance	8.85	9.85	10.85	11.25



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LEGAL



Department Overview

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

2014 – 2015 Accomplishments

- **Commerce:** Prepared and implemented incentive development agreements for key Marana real estate development projects, including the John Deere dealership (now open), the Marana Center/Tucson Premium Outlets project (under construction), and the San Joaquin Land Investments annexation (pending adoption of ADOT resolution)
- **Community:** Provided top-quality municipal criminal and code enforcement, efficiently and fairly handling nearly 2000 misdemeanor prosecutions and over 40 civil Town Code enforcement matters; and prepared and provided legal support and advice for the adoption of 12 Town Code ordinances.
- **Innovation:** Provided legal advice during the creation and implementation of the Marana Police Department's Fit for Duty voluntary officer wellness and physical fitness testing program.
- **Heritage:** Prepared agreements and provided legal advice in support of the Town's ongoing planning and development of the Heritage Park.
- **Recreation:** Prepared agreements and provided legal advice regarding the acquisition of land for purposes of construction of the Tangerine Corridor Community Park.

2015 – 2016 Goals & Objectives

- **Commerce: Land Development Code update.** Update the Land Development Code to enhance simplicity, understanding, and ease of use.
- **Community: Ethics training.** Provide annual training for the Council Code of Ethics/Conduct.
- **Innovation: Two-way communication.** Develop legal training program for department heads, managers, and employees in areas of relevance and interest, such as employee discipline, procurement and public records.
- **Heritage: Marana Cotton Festival.** Provide legal advice for expanding and promoting the Marana Cotton Festival (formerly Fall Harvest Festival) as a showcase of the Marana quality of life and its farming and ranching roots, including development of a policy regarding sponsorships and donations to signature events.

- **Recreation: Loop system.** Provide legal advice regarding expansion of Marana's Loop system, including preparing agreements with partners and neighboring jurisdictions to develop an extensive multi-use trail system in the Tortolita Mountains.

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY2013 Actual	FY2014 Actual	FY2015 Projected	FY 2016 Budget
Progress & Innovation	Provide high quality legal advice on personnel matters and in the review of personnel policies, procedures, administrative directives and Town Code personnel provisions	Percentage of successful outcomes in personnel matters	100%	92%	96%	96%
Commerce/Community	Provide timely and accurate legal advice to the Town	Ordinances reviewed and approved	21	35	24	30
		Resolutions reviewed and approved	112	114	132	135
Commerce/Community	Prosecute misdemeanor cases efficiently and fairly	Number of criminal cases prosecuted and closed	1,745	1,665	1,410	1,400
		• DUI	211	162	150	145
		• Criminal traffic	634	513	485	470
		• Criminal	785	695	670	655
		• Domestic violence	112	111	110	109
Commerce/Community	Enforce civil traffic and Town Code violations	Civil traffic	9	6	25	20
		Town Code	41	36	20	25
Commerce/Community	Provide legal advice and instruction to the Marana Police Department to minimize Town liability for state and federal claims	Number of successful claims and lawsuits arising from law enforcement action	0	0	0	0

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$618,286	\$617,045	\$617,038	\$676,982
Contracted Services	\$90,920	\$82,367	\$59,352	\$119,375
Operating Supplies & Equipment	\$4,480	\$4,087	\$3,350	\$4,000
Total by Category	\$713,686	\$703,499	\$679,740	\$800,357

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$713,686	\$703,499	\$679,740	\$800,357
Total by Fund	\$713,686	\$703,499	\$679,740	\$800,357

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Town Attorney	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00
Assistant Town Attorney	-	-	-	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Legal Document Clerk		1.00	1.00	1.00
Administrative Assistant	1.50	0.50	0.50	0.50
Associate Town Attorney	1.00	1.00	1.00	-
Total Legal	8.00	6.50	6.50	6.50



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OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM



Department Overview

To provide clear direction and coordination of economic development and tourism activities in Marana by the building of public/private sector partnerships to attract and retain a diverse business and employment base, support new local businesses, develop amenities and attractions to create a world class destination and provide a high quality workforce. To ensure that all departmental activities enhance and support the vision of the strategic plan by providing responsiveness to internal and external customers by the creation of those partnerships.

2014 – 2015 Accomplishments

- Created the Office of Economic Development and Tourism
- Hired a consultant and completed a leads campaign for the Ritz Carlton
- Hired a consultant and successfully completed a DMO analysis for the Town to determine organization structure, asset inventory, stakeholder input, and marketing plan for the newly created department
- Hired a Tourism and Marketing Manager to implement the tourism vision of the Town
- Collaborated with TREO to attract Duralar Technologies to the Town
- Collaborated with Cottonwood Properties to attract Ventana Medical to the Town
- Collaborated with International Towers to locate their business in Marana
- Collaborated with Coronado Plumbing to locate their business in Marana
- Revised the Marana Job Creation Incentive Program, which allowed for a 300% increase in utilization
- Created the Downtown Marana Reinvestment Fund, which was utilized for consulting services to produce an asset inventory analysis, drainage analysis, monument signage purchase, Marana Main street marketing
- Partnered with MUSD to create a SciTech Festival at the Founder's Day Event

2015 – 2016 Goals & Objectives

- Develop a Business Retention & Expansion Program
- Expand, and add to, the current incentive programs
- Develop an Economic Development Strategic Plan and update the Economic Roadmap
- Create a tourism website
- Implement the Tourism Marketing Plan

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Create & engage multi-disciplinary work teams to ensure that in-house & external projects incorporate best practices, effective communications, and serve multiple service delivery goals.	Creation of various taskforce's to analyze and implement best practices	0	0	0	95%
Tourism	Implement pieces of Tourism Marketing Plan.	Create tourism website	0	0	0	100%
		Develop marketing campaign and implement for the Premium Outlet Mall				100%
Commerce	Develop an Economic Development Strategic Plan	Complete RFP, advertise, hire a consultant, and produce E.D. Strategic Plan	0	0	0	100
Commerce	Allocate & maximize Town resources to recruit, maintain, and expand businesses and industry.	Review and identify financing tools	0	0	0	50%
		Collaborate with regional economic development agency to increase "win rate" of business attraction	0	0	0	50%
		Develop and implement a business retention & expansion program	0	0	0	50%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	-	-	\$145,153	\$211,520
Contracted Services	-	-	\$129,083	\$243,765
Operating Supplies & Equipment	-	-	\$1,639	\$4,200
Total by Category	-	-	\$275,875	459,485

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	-	-	\$140,432	\$192,356
Bed Tax Fund	-	-	\$57,301	\$267,129
Downtown Reinvestment Fund	-	-	\$78,142	
Total by Fund	-	-	\$275,875	\$459,485

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Director of Economic Development and Tourism	n/a	n/a	1.00	1.00
Tourism and Marketing Manager	n/a	n/a	1.00	1.00
Total Economic Development and Tourism	-	-	2.00	2.00



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TECHNOLOGY SERVICES



Department Overview

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

2014-2015 Accomplishments

- Upgraded the dispatch equipment in the 911 communications center
- Rebuilt the Town Web site
- Upgraded bandwidth and built communications redundancy to the MOC
- Created a new aerial layer for the Town GIS maps

2015-2016 Goals & Objectives

- Upgrading Town Mobile App and Website
- Update the Town Technology Strategic Plan
- Develop and publish web and mobile applications that provide a transparent view of publically accessible data

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Develop and maintain Town's official maps, GIS applications, and GIS data library for town-wide use	Ensure geo database data is updated at least weekly	100%	100%	100%	100%
Progress & Innovation	Implement virtualization technology that provides significant decrease in hardware costs, greater flexibility and responsiveness to user needs, and reduction of energy and server room resources	Percentage of servers virtualized	40%	60%	80%	95%
Progress & Innovation	Provide technical support for all data, voice, and video communications	Average time to complete non-critical work orders (in days)	2.0	2.0	2.0	2.0
		Respond to high priority issues within 2 hours	100%	100%	100%	100%
Progress & Innovation	Ensure availability of Town network and server resources	Network availability –uptime of the Town network 24 x 7	99%	99%	99%	99%
		Server availability – uptime of all servers 24 x 7	99%	99%	99%	99%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$965,869	\$1,107,077	\$1,115,750	\$1,267,604
Contracted Services	\$705,848	\$656,550	\$654,411	\$878,980
Operating Supplies & Equipment	\$94,909	\$216,839	\$199,723	\$370,567
Capital Outlay	\$288,601	\$20,421	-	-
Total by Category	\$2,055,227	\$2,000,887	\$1,969,884	\$2,517,151

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$2,055,227	\$2,000,887	\$1,969,884	\$2,517,151
Total by Fund	\$2,055,227	\$2,000,887	\$1,969,884	\$2,517,151

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Technology Services Director	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00
Network Administrator	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Website Administrator	-	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	1.00	1.00
Senior Technology Support Specialist	2.00	2.00	2.00	2.00
Technology Support Specialist	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	1.00	1.00	1.00
Senior Network Administrator	-	-	-	1.00
Total Technology Services	12.00	13.00	13.00	14.00



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DEVELOPMENT SERVICES ADMINISTRATION



Department Overview

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

2014 – 2015 Accomplishments

- Reorganized DSC under the new Deputy Town Manager.
- Prioritized and expedited projects which created jobs, revenue, and community benefits.
- Rolled-out and implemented the new upgrades for CRW permit tracking software (Trakit9) and converted reports/documents in order to fully utilize its advantages.
- Promoted optimal communications within divisions of DSC.
- Began the expansion of the Town's records storage/archive space by working collaboratively with the Facilities Division.

2015 – 2016 Goals & Objectives

- Hire and promote staff to best match qualifications and personalities required for their position.
- Highlight current development activity in the town on a monitor located in the DSC reception area.
- Enhance the DSC portion of the Town's website by making it more user-friendly and interactive.
- Create an online permitting system for the town.
- Optimize the applications available through CRW software.
- Transfer record archives from Marana Operations Center to the new storage facility located on Sanders Road.

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2013 Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budget</i>
Progress & Innovation	Assist in the creation of an on-line permitting system for the Town of Marana	Percentage complete of on-line permitting system	40%	0%	0%	50%
Progress & Innovation Commerce	Improve staff training, education and certification levels.	International Code Certifications received	7	7	7	7
		Arizona Building Official Association code training Sessions attended per year	15	15	15	15
Commerce	Streamline public processes to make it easier for public and developers to work with the Town	In-house plan reviews as a percent of total plan reviews taken	95%	95%	95%	95%
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	95%	97%	97%	97%
		Model plan reviews completed within five days	95%	97%	97%	97%
		Field inspections completed within one business day of request	95%	95%	95%	97%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$217,288	\$257,307	\$200,230	\$221,909
Contracted Services	\$48,111	\$150,887	\$41,261	\$190,769
Operating Supplies & Equipment	\$7,113	\$7,834	\$5,530	\$6,000
Total by Category	\$272,512	\$416,028	\$247,021	\$418,678

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$242,052	\$291,825	\$206,743	\$233,359
Bed Tax Fund	\$30,460	\$100,661	11,903	-
Downtown Reinvestment Fund	-	\$23,542	28,375	\$185,319
Total by Fund	\$272,512	\$453,028	\$247,021	\$418,678

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Development Services Center Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	-	-	-	1.00
Economic Development Manager	1.00	1.00	-	-
Development Services General Manager	-	1.00	-	-
Total Neighborhood Services & Community Development	3.00	4.00	2.00	3.00



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PERMITS & RECORDS



Department Overview

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

2014 – 2015 Accomplishments

- Advanced CRW to expand employee and customer interaction
- Continued to cross-training between development coordinators and records personnel
- Offered training courses for CRW and Versatile to ensure that teams are capable of following one another's tasks for projects to maximize communication and quality of service
- Worked with Clerk's office to better determine retention/destruction through customized retention schedules

2015 – 2016 Goals & Objectives

- Continued to cross-training between development coordinators and records personnel
- Continued offering training courses for CRW and Versatile to ensure that teams are capable of following one another's tasks for projects to maximize communication and quality of service
- Worked with Clerk's office to better determine retention/destruction through customized retention schedules

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Streamline DSC processes and procedures and improve public outreach	Complete in-house reproductions within 1 business day	95%	100%	100%	100%
		Reformat forms and increase availability of online information	50%	100%	100%	100%
		Standardize all formats and checklists	30%	75%	75%	80%
		Initiate and foster team dynamic through cross-training	50%	50%	50%	75%
Progress & Innovation	Alternative hours and location permitting program	Draft comprehensive program to allow for alternative hours/location	80%	0%	0%	0%
		Develop implementation plan	95%	0%	0%	0%
Progress & Innovation	Continue with pre-permitting meetings for Commercial Development	Continue involvement with pre-permitting meetings	100%	100%	100%	100%
Progress & Innovation	Outreach to other DSC departments to facilitate permit processing	Department requirements for all permits types	60%	80%	80%	90%
		CRW standards, guidance and administration	100%	100%	100%	100%
		Develop checklists	100%	50%	50%	75%
		Cross-train all permit clerks for continuity of service	50%	75%	75%	75%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$481,652	\$395,480	\$49,747	\$87,120
Contracted Services	\$109,083	\$121,874	\$75,249	\$71,995
Operating Supplies & Equipment	\$12,455	\$23,023	\$10,626	\$19,000
Total by Category	\$603,190	\$540,377	\$135,622	\$175,115

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$603,190	\$540,377	\$135,622	\$175,115
Total by Fund	\$603,190	\$540,377	\$135,622	\$175,115

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Records Clerk	-	-	-	1.00
Document Imaging Clerk	1.50	1.50	1.50	.50
Real Property Acquisition Agent	1.00	-	-	-
Senior Permit Clerk	1.00	1.00	-	-
Development Coordinator	2.00	1.85	-	-
Permit Clerk	3.00	3.00	-	-
Project Coordinator	1.00	1.00	-	-
Total Permits & Records	9.50	8.35	1.50	1.50



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BUILDING SAFETY



Department Overview

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

Code enforcement is an essential function of the building safety department's commitment to provide a safe and attractive built environment for our citizens and visitors to our community. This is accomplished through adoption of the most up-to-date technical building code set, and administration of that code set through field inspection.

The building safety department in an effort to provide the highest level of service to our community collectively works with fire service agency within the town to administer provisions of fire code. Our goal as the building safety department is maintain the vision of the town, by incorporating the strategic plan into our policies and procedures whenever possible.

The building safety department has a staff of 13 full time employees. Staff is committed in supporting the daily operations of the town's Development Services and Business Development Center. The department staff consists of 4 plan review staff members, 4 inspectors, 4 permitting clerks and the department director.

2014 – 2015 Accomplishments

- Complete plan review for the Tucson Premium Outlet Center within 30 works days.
- Updated our permit cards to be user friendly
 - Easier to use by applicant
 - Scheduling inspection and logging inspections results is more efficient
- Implemented the use of tablets for inspection staff to use in the field

- Completed all scheduled inspections on the date requested
- Permitting clerks now have a dedicated email addresses used for expediting over the counter permits
- Revamped our SFR permit issuance procedures
 - Reduced steps needed to complete

2015-2016 Goals & Objectives

- Continue to foster the development of Building Safety as an efficient department
 - Permit Processing
 - Plan Review resources
 - Plan Review and Inspection projects
 - Delivery of the highest level of customer service
 - Streamline our permit processing, plan review and inspection services
- Building Code Enforcement
 - Work with Code Enforcement in developing a better working program
 - Develop a process that educates about violations
- Complete Plan Review and Inspections within target service dates
 - Develop plan review checklist to reduce review times
 - SFR Model Plan Processing
 - E-codes for plan review staff's desktop PC
- Field Inspections
 - Develop internal training resource
 - Checklist for quick response inspection items
- Business Development Services
 - Create structure for our BDC
 - Transform our C of O permit procedures to be effective and efficient
- Permit Clerks
 - Develop internal training sessions
 - Assist permitting clerks in creating an open communication work environment
- CRW
 - Develop CRW to be an efficient and effective tool for the town
 - Provide training for best practices for CRW
 - Arrange fixed data in CRW to increase efficiencies within departments
 - Set financial window with proper Munis codes and feeing information from adopted fee schedule
 - Complete a pathway for communication pathway between CRW and Munis that will allow us to receipt directly from CRW.
- Review the 2015 Icodes for possible adoption by the town
- Seek educational opportunities for staff that helps develop their skill sets

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Community	Perform building inspections	Total number of building inspections performed	17,000	17,500	18,000	19,000
Community	Perform inspections for building code compliance	Number of Building Code Compliance inspections performed	15	20	23	30

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$567,207	\$675,229	\$900,529	\$967,548
Contracted Services	\$14,067	\$12,180	\$11,343	\$61,235
Operating Supplies & Equipment	\$31,663	\$48,702	\$23,324	\$53,484
Capital Outlay	-	\$21,583	-	-
Total by Category	\$612,937	\$757,694	\$935,196	\$1,082,267

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$612,937	\$757,694	\$935,196	\$1,082,267
Total by Fund	\$612,937	\$757,694	\$935,196	\$1,082,267

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Building Safety Director	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	2.00	2.00	2.00
Plans Examiner	2.00	1.00	1.00	1.00
Plan Review Technician	1.00	1.00	1.00	1.00
Building Inspector II	1.00	2.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00
Senior Permit Clerk	-	-	1.00	1.00
Permit Clerk	-	-	3.00	3.00
Total Building Safety	8.00	9.00	13.00	13.00

PLANNING



Department Overview

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

2015 – 2016 Accomplishments

- Staff participated on an interdisciplinary team to create the Strategic Plan III which includes several updated directives for the Planning Department. These include a comprehensive update of the Land Development Code, Strategies to enhance customer service, ensuring that new development projects connect to our town trails and recreation amenities and providing training opportunities for our staff to stay current with innovative planning practices.
- Staff collaborated with our Development Services team on several commercial and residential projects that are or will soon be integrated into the fabric of our community. These include Marana Center (Simon Premium Outlets), Stotz Equipment (John Deere), Dunkin' Donuts, Taco Bell, Village Inn, McDonald's, Baggin's, U-Haul, Home Plate Sports Pub, Surf Thru Car Wash, Tractor Supply, Ventana Medical and Marana Technology Campus.
- Planning staff served an integral role ensuring the timely approvals and permitting for the Simon Premium Outlet Mall. A hand-picked team was assembled to fast-track this project so the Simon group could meet their internal deadlines. There were several challenging hurdles that included amendments to planning documents and engineering and building design that were successfully resolved. This was accomplished through monthly round table discussions during the design process meant to address challenges and clarify policy so that once plans were submitted, staff review and approvals were granted in an abbreviated time.
- Planning staff is leading the sign code taskforce in updating *Title 16: Signs*, of the Marana Land Development Code. The project entails a complete in-depth review and analysis of the Town's existing sign regulations by an interdisciplinary team of Town professionals who are involved in the daily application and/or enforcement of sign regulations in our community. The intended result of the work performed by the taskforce is the creation of a code that helps maintain a clean and welcoming community, ensures that Marana is business friendly, and ensures that the community comes first.

2016 – 2017 Goals & Objectives

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2013 Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budget</i>
Strategic Plan II						
Progress & Innovation	Staff will review the current Land Development Code and propose changes to the Code where necessary. Staff will take each text amendment through the Town's amendment process	Number of Code Text Amendments processed by Staff	5	5	4	N/A
Strategic Plan III						
Commerce	Update the Land Development Code to enhance simplicity, understanding and ease of use	Complete LDC update within two years from adoption of Strategic Plan III	N/A	N/A	N/A	Develop a scope, retain consultant and start work on the update within a year
Strategic Plan II						
Commerce	Evaluate and provide cost benefit analysis of strategic annexations into Pinal County and other area's to protect the Town's interest	Number of proposed annexations processed by staff	2	2	2	N/A
Strategic Plan III						
Commerce	Explore opportunities for annexation to enhance economic activity centers, including land within the Town's General Plan planning area	Ongoing	N/A	N/A	N/A	-
Strategic Plan II						
Community	Staff will process / route all submittals within 3 days of receipt	Percentage of submittals sent out within 3 days	98%	98%	98%	N/A
Strategic Plan III						
Commerce	Create a "solutions team" to facilitate rapid response for business inquiries, help solve process problems and minimize the points of contact for permitting or other procedures	Achieve 90% or greater approval rating through customer service surveys	N/A	N/A	N/A	-

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$571,419	\$585,132	\$704,953	\$846,141
Contracted Services	\$11,348	\$15,722	\$18,484	\$205,514
Operating Supplies & Equipment	\$2,100	\$1,663	\$2,522	\$5,050
Total by Category	\$584,867	\$602,517	\$725,959	\$1,056,705

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$584,867	\$602,517	\$725,959	\$1,056,705
Total by Fund	\$584,867	\$602,517	\$725,959	\$1,056,705

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Planning Director	1.00	1.00	1.00	1.00
Environmental Project Manager	-	1.00	1.00	1.00
Senior Planner	-	-	-	1.00
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	3.00
Development Coordinator	-	-	1.85	1.85
Total Planning	7.00	8.00	9.85	9.85



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POLICE



Department Overview

The Mission of the Marana Police Department is to provide unparalleled service and unwavering protection to every person in the Town of Marana. We are committed to becoming the most highly regarded police department in the State of Arizona.

2014-2015 Accomplishments

- Obtained approval from Council to move forward with the construction of a fully functional Police Facility
- Received grant-funding for two School Resource Officers (SRO).
- Hired 11 officers
- Increased staffing by four officers, one Crime Scene Tech and one Fleet Tech
- Awarded grant funding to allow for the assignment of an officer to the Arizona Auto Theft Task Force
- Reduced Part 1 crimes of: Homicide, Sexual Assault, Robbery, Burglary, Arson, Aggravated Assault and Auto Theft by 33%
- Retained the Services of the Department's first Police Psychologist to help maintain officers Mental Health
- Initiated Department's first Fitness Program
- Initiated the Peer Support Program

FY2016 Goals and Objectives

- Successfully identify and award a design/construction contract to begin construction of the TOM's new police facility
- Complete a Police Department Annual Report
- Maintain or reduce current crime rates based on Part I crimes/thousand residents
- Improve or maintain police response times at current levels

STRATEGIC PLAN MEASURES AND INDICATORS						
Council Strategic Plan Goal	Expected Outcome	Performance Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Progress & Innovation	Professional development and continuous learning.	Personnel attending supervisory/management level training	30	28	20	31
		Number of personnel who attended one job-specific training	105	105	80	113
		Participate in Regional Task Force and other specialized units, (DEA, CNA, INV, DART, ATTF, SS)	5	6	6	6
Community & Innovation Progress and Innovation	Safe Community and Efficient and effective Operations Division/Patrol	Maintain response times at or above national standards, priority 1 and 2 calls.	5.35	5.55	5.59	6.05
		Number of motor vehicle accidents.	767	764	127	800
		Number of DUI related accidents.	32	33	5	35
		Number of residential burglaries.	90	58	15	80
		Number of commercial burglaries.	45	19	7	40
		Part I crimes	1099	1102	186	1120
		Part II crimes	1658	1828	308	1850
		Maintain staffing levels to industry standard 2.4 officers per 1,000 citizens.	2.3	2.1	2.1	2.0

STRATEGIC PLAN MEASURES AND INDICATORS						
Council Strategic Plan Goal	Expected Outcome	Performance Indicator	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Community	Establish community partnerships with open and effective communications, focused on addressing quality of life issues and safety concerns	Informational presentations to community groups	60	70	70	70
		Engage community through social media – increase followership and comments.	N/A	N/A	1446	2000
		Number of Neighborhood Watch groups	15	20	17	17
		Business security contacts	100	150	150	150
		Holiday Patrol	1	1	1	1
	Continuously evaluate and improve the Volunteers in Police Service Program (VIPS) including recruitment, training, outreach, reporting and communication within the Police Department and Town of Marana	Number of hours worked	9,500	9,500	9,500	9,500

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$8,608,432	\$9,328,558	\$9,817,144	\$10,275,386
Contracted Services	\$544,740	\$449,995	\$522,778	\$623,000
Operating Supplies & Equipment	\$1,617,541	\$1,436,051	\$662,035	\$1,245,040
Capital Outlay	\$810,538	\$599,336	\$133,495	\$6,036,621
Total by Category	\$11,581,251	\$11,813,940	\$11,135,451	\$18,180,047

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$527,449	\$878,030	\$565,193	\$11,683,980
Grants / Contribution	\$11,053,802	\$10,935,910	\$11,739,103	\$372,346
RICO Fund	-	-	-	\$1,086,621
Impound Fee	-	-	-	\$65,350
Emergency Telecommunication	-	-	-	\$71,750
1/2 Cent Sales Tax	-	-	-	\$4,500,000
Other Agency	-	-	-	\$400,000
Total by Fund	\$11,581,251	\$11,813,940	\$11,135,451	\$18,180,047

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Projected
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief of Police	-	1.00	1.00	1.00
Police Captain	1.00	-	1.00	1.00
Police Lieutenant	3.00	3.00	2.00	2.00
Police Sergeant	11.00	11.00	11.00	11.00
Detective	5.00	-	-	-
Police Officer	57.00	63.00	65.00	67.00
Police Telecommunications Manager	1.00	-	-	-
Police Telecommunications Supervisor	1.00	2.00	2.00	2.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	5.00	5.00	6.00
Transcriptionist	-	1.00	1.00	-
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	3.00	3.00
Crime Analyst	1.00	1.00	1.00	1.00
Administrative Manager	1.00	-	-	-
Executive Assistant	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Vehicle Technician	-	.75	.75	-
Total Police	105.00	106.75	109.75	111.00
*Does not include 5 Grant funded positions 2 SRO's, C.N.A., DEA, and ATTF				

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.

2014-2015 Accomplishments

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

2015 – 2016 Goals & Objectives

- Continue to refine and expand accomplishments of prior years
- Focus on methods to improve collections and reduce failure to appear rates by exploring the most recent technology available, for example "robo calling." and an IVR system. The court is waiting for the Town to expand its website to allow for online payments, as the majority of Courts in the state currently provide

- Explore and enhance various techniques and methods to insure the maintenance of exceptional customer service

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Provide fair and equal justice, and provide exceptional customer service by reducing the error rate of processing cases to 5% or under, to ensure that the rights of our citizens are not unduly affected by simple mistakes	Case processing error rate	5%	5%	5%	5%
		Citations filed	9,600	9400	9600	10,000
Progress & Innovation	Provide exceptional customer service to litigants. Reduce the amount of complaints and negative comments about Marana's court to less than 10 per year	Complaints received	5	11	7	5
Progress & Innovation	Maintain open communication and provide a better understanding of the judicial system by retaining and fostering open communication between the Court and citizens of the Town of Marana and maintaining an Open Door policy with Town officials	Number of meetings with Town officials which include dept. head meetings, community connections 101	26	26	26	26
Progress & Innovation	Provide fair and equal justice to litigants and reduce exorbitant jail costs imposed by Pima County. Continue and enhance a Probation Department and Home Detention program to enhance the Court's ability to enforce the condition of sentencing	Number of home arrest offenders	61	61	50	58
		Number of monitored probation cases	215	215	195	212

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$853,990	\$875,459	\$890,601	\$942,928
Contracted Services	\$113,004	\$106,626	\$110,362	\$272,550
Operating Supplies & Equipment	\$15,457	\$13,607	\$10,909	\$398,000
Capital Outlay	-	-	-	\$10,000
Total by Category	\$982,451	\$995,692	\$1,011,872	\$1,623,478

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$942,229	\$966,680	\$967,084	\$1,031,570
JCEF Fund	\$1,717	-	-	\$82,000
FTG Court Fund	-	-	-	\$34,500
Local Technology Fund	\$38,506	\$29,012	\$44,788	\$475,408
Total by Fund	\$982,452	\$995,692	\$1,011,872	\$1,623,478

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Town Magistrate	1.00	1.00	1.00	1.00
Court Services Operations Specialist	-	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 II	1.00	1.00	1.00	1.00
Courtroom Specialist I	-	1.00	1.00	1.00
Court Clerk	5.00	4.00	4.00	4.00
Executive Assistant	1.00	-	-	-
Total Courts	14.00	14.00	14.00	14.00



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PUBLIC WORKS



Department Overview

The Public Works Department is committed to providing the highest level of service while maintaining a safe and reliable infrastructure for all members of the community. We strive to always seek innovative ways to improve, maintain, and enhance public facilities, in a cost-effective manner. The department supports the Town's strategic plan, and considers itself a developing partner in the growth and prosperity of the community.

2014 – 2015 Accomplishments

Facilities:

- Remodeled HR to add two additional offices and receptionist area/lobby
- Identified and fixed ADA entry issues at the MMC (2nd floor, PD and Courts)
- Moved the old records building from the MOC to the Sander Yard for the Water operations staff to use, added an automatic gate and placed the new records buildings into service
- Added a new VAV into the HVAC system at the MMC to correct deficiencies on the second floor Conference Center area

Fleet:

- Eighth year in a row the shop has achieved ASE Blue Seal Shop certification. The Town shop is one of only ten in the state that is Blue Seal Certified
- Purchased and outfitted 41 vehicles and support equipment
- Fully implemented Cartegraph maintenance software program
- Disposed of 36 surplus vehicles

Street Maintenance

- Maintained I-10 East and West bound Town of Marana limits (mowing of weeds, Trimming Trees, Clean off and on ramps, pick up trash, spraying interchanges)
- Completed Silverbell Road beautification (eastside), added new river rock, spread DG
- Established a weekly meeting with representatives from the town departments to discuss work schedules or coordination of department assistance if needed
- Crews continue to remove and replace concrete sidewalk, ADA Ramps, trip hazards, and repair asphalt sink holes and potholes throughout the Town of Marana
 - 157,500 Lbs. of crack sealant applied
 - 100 Tons of Hot Mix Asphalt
 - 300 yards of concrete
- Completed Pavement Preservation
- Established a yearly grading schedule in order to provide the highest level of maintenance on all Town of Marana rural roads
- Established a weekly safety training meeting within our crews on the importance of avoiding any hazards and any safety issues that arise.

Traffic Operations:

- Retimed the traffic signal timing along Ina Rd and Thornydale Rd corridors for more efficient movement of traffic.
- Worked with CIP on regulating flow of traffic along the Costco Loop Corridor during the repaving project on Costco Loop.
- Documented manufacture dates of all traffic signal LED's indications within the town for warranty and replacement schedule.
- Established and implemented the schedule for striping for the roadways Town wide.
- Installed the 4-way stop on Moonfire Dr. and Ironwood Reserve Way.
- Upgraded signs at various locations Town wide to comply with National standards and requirements

Code Enforcement:

- Implemented Business Canvassing Program
- Successfully Implemented False Alarm Program
- Increased community outreach through regular attendance at community meetings
- Creation of neighborhood canvassing program and schedule

2015 – 2016 Goals & Objectives**Facilities:**

- Continue to review Solar and other energy efficient options for existing and future facilities
- Update Facilities Master Plan to add standard Town colors and asset list with replacement program
- Work on solutions for the deficiencies at the MMC in regards to heating
- Research other certifications and training in facilities to better serve the department and Town
- Add a Facilities Technician position to better serve the growing needs of the Town
- Add an Asset Management Analyst to Public Works to add the much needed support to inspections and asset collection throughout the entire division

Fleet:

- Work with Facilities to clean up storage warehouse, dispose of unused code and communication equipment
- Continued support and identifying resources of educational training and professional development for employees
- Network with Department and Tech Services to develop website for Fleet to allow usage of service request and maintenance FAQ's
- Update software and diagnostic equipment for newer vehicles

Street Maintenance:

- Cortaro Road landscape beautification- spread DG in medians and shoulders.
- Paint Tangerine and Orange Grove ADOT Bridges
- Establish a Town wide ADA Ramp upgrade program Town
- Continue to certify all street maintenance staff in becoming certified flaggers
- Continue to implement cost saving and time saving elements within the department
- Landscape Twin Peaks ADOT interchange

Traffic Operations:

- Continue to maintain level of service on all signs, pavement markings, and signal systems
- Continue to replace/retrofit intersection luminaires with LED lighting for town-wide energy and maintenance cost savings
- Continue to replace older technologies in the traffic control signals with the new signal technologies that will improve efficiency and maintenance costs.
- Replace and upgrade Town signs to the Diamond grade retro-reflective technologies as required by State and Federal Law
- Continue to upgrade traffic signals for the visually impaired where appropriate.
- Continue to improve the traffic operations and progression for all collector and arterial roadways for a high efficiency roadway system.

Code Enforcement:

- Update the Code Enforcement Website
- Transition to new tablets for field use and transition from app-order to CRW
- Increase standards and property conditions in Northern Marana
- Increase unit size to three full-time permanent positions

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Community	Complete a detailed inventory of all Town Facilities	Perform site inspections and capture detailed inventory of all assets that require maintenance and repair	60%	85%	90%	95%
Community	Facility Master Plan Document	Select personnel from departments who will plan and develop the Town's first Facility Master Plan. Elements of this plan will encompass current and future Facility requirements	15%	100%	100% Continuously Updating	100%
Community	Identify and develop Standard Operating Procedures (SOP's) for all aspects of the Facility/Fleet Operations	Fleet maintenance	65%	70%	80%	85%
		Fleet replacement	90%	95%	100%	100%
		Generator operations	90%	95%	100%	100%
		Facility key requests	60%	60%	90%	95%
		Building Modification department requests	75%	85%	90%	90%
Community	Complete a street inventory project which will determine the amount of Town signage, lighting, traffic signals, striping, curbs, streets, and sidewalks	Complete inventory of all Town infrastructure	65%	90%	95%	95%
		Improve tracking of signage, lighting and traffic signals	100%	100%	100% Continuously Updating	100%

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Community	Reduce downtime for routing maintenance and repair of Fleet vehicles	Percentage of fleet staff trained and certified as ASE techs	90%	90%	100%	100%
		Percentage of improved fleet maintenance tracking	75%	50% with Cartegraph	95%	95%
Community	Replace vehicles that are ineffective and inefficient to operate	Percentage of vehicles replaced	12%	10%	10%	20%
		Percentage of APWA benchmark for staff to fleet ratio	41%	41%	41%	41%
Community	Work with Human Resources and Technology Services to develop key access policy	Administrative directive for building access	100%	60%	90%	90%
Community	Launch the Pavement Preservation Program	All town roads inventoried and inspected	100%	50%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$2,068,386	\$2,286,185	\$2,351,079	\$2,582,426
Contracted Services	\$2,121,245	\$3,518,239	\$2,040,504	\$2,900,684
Operating Supplies & Equipment	\$431,439	\$478,148	\$343,081	\$484,170
Capital Outlay	\$260,052	\$660,700	\$255,190	\$446,500
Total by Category	\$4,881,122	\$6,943,272	\$4,989,854	\$6,413,780

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$2,235,916	\$2,804,295	\$2,459,775	\$3,256,563
Highway User Revenue Fund	\$2,645,206	\$4,138,977	\$2,530,079	\$3,157,217
Total by Fund	\$4,881,122	\$6,943,272	\$4,989,854	\$6,413,780

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Public Works Administration				
Public Works Director	1.00	1.00	1.00	1.00
Traffic Operation Engineering Manager			1.00	1.00
Community Response Manager	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Assistant Public Works Director	-	1.00	-	
Public Services General Manager	1.00	-	-	
Contracts Analyst	1.00	-	-	
Senior Administrative Assistant	1.00	-	-	
Code Enforcement Division				
Code Enforcement Officer	2.00	2.00	2.00	2.00
Fleet Division				
Superintendent	-	1.00	1.00	1.00
Foreman	1.00	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00
Fleet Technician II	1.00	2.00	2.00	2.00
Fleet Technician I	1.00	-	-	-
Airport Operations Coordinator	1.00	1.00		-

AUTHORIZED POSITIONS (Continued)				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Streets Division				
Superintendent	1.00	1.00	1.00	1.00
Traffic Signal Technician III	1.00	1.00	1.00	1.00
Traffic Signal Technician II	1.00	1.00	1.00	1.00
Foreman	2.00	2.00	2.00	2.00
Equipment Operator	3.00	3.00	3.00	3.00
Maintenance Worker	3.00	3.00	3.00	3.00
Signs & Markings Technician	1.00	1.00	1.00	1.00
Inmate Services Coordinator	4.00	4.00	4.00	4.00
Laborer	5.00	5.00	5.00	5.00
Facilities Division				
Superintendent	1.00	1.00	1.00	1.00
Foreman	1.00	1.00	1.00	1.00
Senior Facilities Technician	1.00	1.00	1.00	1.00
Facilities Technician	1.00	1.00	1.00	2.00
Total Public Works Administration	35.00	36.00	37.00	38.00



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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, recommends mitigation measures to reduce impacts from development and addresses the infrastructure needs throughout the town through planning and design of major roadways and infrastructure safety enhancements.

2014 – 2015 Accomplishments

- Completed internal update to the subdivision street standards and began stakeholder outreach, including coordination with other regional governments' updates
- Completed full rollout of new impact fee program (roads and parks) with updated webpage and assisting materials to aid homebuilders in determining their fees
- Completed audit of Town stormwater program with ADEQ
- Performed outreach to various K-12 schools on engineering and water quality
- Worked with ADOT as stakeholder on traffic study of the Marana interchange with I-10
- Assisted Tucson Conquistadors with traffic control design for PGA senior tour even in NW Pima County (general parking utilized Marana properties and roads)
- Traffic control plans and the design of parking facilities were prepared and implemented for special events in the Town, to include Founders Day, 4th of July Spectacular, Marana Main Street Festival, and the Accenture Matchplay Golf Tournament.
- Streamlined Real Property intake for wet utility easements with the Marana Utilities Department
- Established a simple Quit Claim process for public rights of way acquired under County Highway petitions, to assist private developers and the public
- Provided Town staff and management training webinars on insurance, contracts, private use of the public right of way and water rights

2015 – 2016 Goals & Objectives

- Provide the technical support for a minor general plan amendment for the road network of the Town
- Continue to assist the Planning Department with the Land Development Code (LDC) rewrite
- Complete stakeholder outreach and finish update to the Subdivision Street Standards

- Continue with the FEMA Community Rating System program (CRS), with outreach and education which results in Marana residents receiving a higher discount on flood insurance

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	In-house review of plans	Number of SWPPP's reviewed in-house	20	40	31	40
		Form A Public Infrastructure Permits reviewed/Issued		23	40	50
		Number of Sewer/Water Permits reviewed/Issued		3	14	20
		Number of Floodplain Use Permits issued		19	10	10
		Number of Type 2 permits taken in/reviewed for larger developments		28	27	35
		Number of Engineering plans reviewed in-house	198	280	300	325
		Number of Planning documents reviewed in-house (rezones, spec plans, SLUC, minor land div)	31	80	100	120
Progress & Innovation	In-house inspection/observation of private development	Number of Stormwater inspections performed	47	54	30	35
		Number of Private development permits inspected	15	16	20	30
		Number of Type 1 permits taken in / reviewed	18	46	50	50
Progress & Innovation	Facilitation of CIP program	Number of CIP projects with Environmental Facilities in permitting	4	5	4	5
Progress & Innovation	Maintain the operations safety of Town streets	Number of Traffic Work Orders	100	60	25	50
		Number of Service Request Assignments	200	200	230	250

STRATEGIC PLAN MEASURES AND INDICATORS (REAL Property Section)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Progress & Innovation	Capital Projects	Number-Existing CIP Projects	22	25	29	57
		Number-Closed CIP Projects	7	10	12	12
		Number-CIP subprojects processed/closed	80	119	165	175
Progress & Innovation	In-house Plan Review	Number-CIP Plan Reviews	18	14	16	18
		Number- CIP Survey Reviews	UK	15	15	15
		Number-Planning/DSC plans reviewed in-house (rezones, FP, DP, spec plans, Utility, Improvement, MLD)	298	55*	60*	55
Progress & Innovation	Private Development Property Rights Projects	Number-Licenses/Revolving Licenses	71	43*	15*	25
		Number abandonments, dedications, easements, releases	26	7*	8*	18
Progress & Innovation	Public Records Requests/CRT/Substantive Phone Calls	Number- Public Records Requests & CRT	19	11*	15*	10
		Number-Substantive Phone Calls	739	119*	140*	150

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$1,932,256	\$1,892,288	\$1,757,067	\$2,000,111
Contracted Services	\$63,590	\$59,911	\$74,285	\$187,585
Operating Supplies & Equipment	\$58,634	\$55,971	\$23,774	\$85,649
Capital Outlay	\$187,338	\$861,783	\$109,617	\$689,961
Total by Category	\$2,241,818	\$2,869,953	\$1,964,743	\$2,963,306

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$2,093,318	\$2,178,265	\$1,934,236	\$2,351,845
Grants And Contributions	-	-		-
Highway User Revenue	\$148,500	\$691,688	\$30,506	\$611,461
Total by Fund	\$2,241,818	\$2,869,953	\$1,964,743	\$2,963,306

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Town Engineer	1.00	1.00	1.00	1.00
Assistant Director of Engineering	-	1.00	1.00	1.00
CIP Engineering Division Manager	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Environmental Project Manager	2.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	3.00
Engineering Aide	1.00	1.00	1.00	1.00
CIP Engineering Division Manager	-	1.00	1.00	1.00
Construction Manager	-	2.00	2.00	2.00
Project Coordinator	-	1.00	2.00	2.00
Construction Inspector	-	2.00	2.00	2.00
Right of Way Inspector	-	1.00	1.00	1.00
Project Control Specialist	-	1.00	1.00	1.00
Project Manager	-	1.00	1.00	1.00
Real Property Acquisition Agent	-	1.00	1.00	1.00
Executive Assistant	-	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	-	-
Total Engineering	11.00	22.00	22.00	22.00

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.

2014 – 2015 Accomplishments

- Constructed 1.7 additional miles of backcountry trails in the Tortolita Trail System.
- Received National Recreational Trail Status for Town of Marana Wild Burro Trail.
- Opened Marana Heritage Farm Community Garden with 39 leased garden plots.
- Replaced 2 ball field fences and renovated 2 fields Ora Mae Harn Park.
- Partnered with Oro Valley Parks and Recreation on 4th M.O.V.E. Across 2 Ranges event
- Seal coated and crack sealed 7 miles of shared use path
- Acquired 18 acres for future park near the Sky Ranch development
- Increased park facility reservations and program registrations 22%
- Programed Marana Mom's Day 5K running event
- Provided 247 events associated with park facilities including 28 partnerships

2015 – 2016 Goals and Objectives

- Open Gladden Farms Community Park Splash Pad
- Construct Heritage Farm Comfort Station
- Construct Santa Cruz Shared Use Path from El Rio to Avra Valley Road

- Construct CAP Trail from Tangerine to Pinal County
- Design and construct community park at Tangerine and Camino de Oeste

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Recreation	Provide quality parks and leisure service opportunities for the Marana Community	Maintain quality park facilities	135 acres	143 acres	143 acres	161 acres
		Maintain quality paths and trails	49 miles	51 miles	53 miles	61.4 miles
Recreation	Provide regional recreation destination for Marana	Construct Heritage Park Splash Pad	N/A	Planning	Constructing	Complete
Community	Provide community supported events park Facilities	Community events provided at Park Facilities	320	307	315	247

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$1,781,988	\$1,897,011	\$2,001,372	\$2,385,460
Contracted Services	\$396,598	\$355,838	\$332,837	\$541,875
Operating Supplies & Equipment	\$680,603	\$681,823	\$657,991	\$787,649
Capital Outlay	\$31,670	\$13,521	\$381,410	\$497,500
Total by Category	\$2,890,859	\$2,948,193	\$3,373,610	\$4,212,484

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2013 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	2,890,859	2,948,193	3,373,610	4,211,484
Grants & Contributions	-	-	-	1,000
Total by Fund	\$2,890,859	\$2,948,193	\$3,373,610	\$4,212,484

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Parks – Administration:				
Parks and Recreation Director	1.00	1.00	1.00	1.00
Assistant Parks and Recreation Director	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Parks and Recreation Services Clerk	2.75	2.75	2.75	2.75
Assets Coordinator	-	1.00	1.00	1.00
Special Events Coordinator	-	-	1.00	-
Parks – Recreation:				
Recreation Coordinator	5.00	4.00	4.00	4.00
Recreation Programmer	2.00	2.00	2.00	2.00
Recreation Assistant	0.75	0.75	0.75	0.75
Parks – Maintenance:				
Superintendent	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	2.00	2.00	2.00
Senior Maintenance Worker	9.00	9.00	10.00	11.00
Laborer	6.00	6.00	7.00	8.00
Irrigation Control Specialist	-	-	-	1.00
Foreman	1.00	-	-	-
Parks – Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	1.00	1.00
Total Parks	33.25	33.25	36.50	38.50



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COMMUNITY DEVELOPMENT & NEIGHBORHOOD SERVICES



Department Overview

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

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

2014 – 2015 Accomplishments

- Received five (5) new housing rehabilitation applications
- Received over \$2.9 million in grant funding for critical projects
- Completed rehabilitation projects on twelve (12) qualifying homes
- Had over 76,000 riders on the four Sun Shuttle routes in Marana
- Worked in coordination with the Marana Regional Landfill to introduce quarterly “Dumpster Days” by providing free access to strategically placed dumpsters in low to moderate income neighborhoods.
- Marana became the third city/town in Arizona to be designated a Purple Heart City

2015 – 2016 Goals & Objectives

- Increase community outreach by forming partnerships with other community service organizations

- Enhance the Community Development and Neighborhood Services webpage to provide valuable community resources available to the public
- Increase awareness of history and heritage with events and community outreach
- Evaluate ridership needs in areas of new commercial development and propose changes to current routes
- Research possible grant funding sources for public art projects identified in the Strategic Plan
- Expand our Colonia Clean-up Program to include frequent yard clean-up opportunities by partnering with Code Enforcement
- Research opportunities to develop Neighbors Helping Neighbors Program for Marana
- Research opportunities to develop a mediation program for Marana residents
- Participate in yearly Summits with all agencies within in the region to expand on the Town's ability to better serve and educate the residents on services in our area
- Apply for grants to purchase a dump trailer and tools for a neighborhood cleanup program

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Community	Increase community engagement	Receive completed community surveys	250	-	-	-
		Participate in Business/Community Conversations	24	24	12	12
		Provide Mobile Town Hall for special/neighborhood events	7	1	2	-
Community	Preserve and produce affordable housing alternatives for Marana residents.	Housing Rehabilitation projects completed	15	14	12	8
		New Affordable Housing Units	1	1	1	1
		Land Acquisition/Entitlement for Affordable Housing Projects	-	-	-	-
Heritage	Strengthen community character by linking the past, present, and future	Catalogue and preserve heritage objects	25	71	5	15
		Encourage tours and programs focused on heritage	10	10	12	12
Community	Strengthen preservation efforts in Colonia neighborhoods	Facilitate neighborhood meetings	35	2	10	12
		Organize neighborhood cleanup days	5	3	2	2
		Complete neighborhood plans	2	-	-	-

STRATEGIC PLAN MEASURES AND INDICATORS

<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Community	Provide transit alternatives for Marana residents	Increase Sun Shuttle ridership	75,000	72,000	76,000	80,000

BUDGET SUMMARY

Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$304,976	\$326,439	\$261,651	\$257,203
Contracted Services	\$129,258	\$118,358	\$234,919	\$363,775
Operating Supplies & Equipment	\$94,388	\$148,803	\$96,116	\$260,750
Capital Outlay	\$5,868	\$27,015	-	
Total by Category	\$534,490	\$620,615	\$592,686	\$881,728

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
General Fund	\$308,446	\$344,435	\$504,823	\$596,728
Community Development Block Grant	\$88,204	\$163,149	\$13,860	\$215,000
Revolving Affordable Housing	\$31,932	\$12,422	\$74,003	\$70,000
Grants & Contributions	-	-	-	-
Bed Tax Fund	\$12,518	\$10,386	-	-
Local Transportation	\$88,738	\$90,223	-	-
Regional Transportation Fund	\$4,652	-	-	-
Total by Fund	\$534,490	\$620,615	\$592,686	\$881,728

AUTHORIZED POSITIONS

	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
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
Special Events Coordinator	1.00	1.00	-	-
Total Community Development & Neighborhood Services	4.00	4.00	3.00	3.00



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WATER



Department Overview

“The Town of Marana Utilities Department is committed to providing our customers with safe, reliable, efficient water and water reclamation services through utilization of effective industry practices, innovative technology, and the strategic use of water resources.”

We have an obligation to make sure that our residential customers, business customers and other public entities such as our schools, medical facilities and parks have reliable access to the water they need. Marana is committed to this mission and is taking proactive steps to achieve it.

2014 – 2015 Accomplishments

- Installed 500 water meters as part of the annual replacement of aging meter program.
- Completed Capital Improvement project for the upgrades to the Palo Verde water system plant. Included new reservoir and booster station.
- Began construction of the East Tangerine Water System
- Began non-potable system transfer process with CMID in north Marana. In December 2014, CMID acquired accounts along Tangerine Farms and the communities of Rancho Marana and Gladden Farms. This liberated water resources for Marana to be used for drinking water purposes.
- Developed and adopted new water infrastructure and water resources impact fee programs to support new growth development.
- Completed design report and started construction of an effluent recharge facility
- Reclassified a Utilities Business Services Coordinator position.
- Completed effluent IGA with City of Tucson.
- Received new water customers from Sunset Ranch agreement with Tucson Water.

- Electrical system upgrades to two water system well sites to meet current safety guidelines and provide efficiencies.
- Continued partnerships with other local community water suppliers
- Completed SCADA System Master plan.
- Implement online bill pay program and designed new water bill statement

2015 – 2016 Goals & Objectives

- Begin the design and construction process for several water infrastructure projects to help support new growth including the San Lucas and Continental Reserve interconnects.
- Complete construction of East Tangerine Water system.
- Create a Deputy Director position to support the Water and Water Reclamation staff.
- Create and obtain an Executive Assistant position.
- Begin an implementation program to replace the current SCADA system with updated infrastructure based on recommendations from the SCADA Master plan.
- Begin construction of an effluent recharge facility near the Marana Water Reclamation Facility.
- Create a Marana Water specific brand to be used for public outreach events and communications.
- Replace 500 water meters as part of the annual replacement of the aging meter program

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2013 Actual</i>	<i>FY 2014 Actual</i>	<i>FY 2015 Projected</i>	<i>FY 2016 Budgeted</i>
<i>Community /Progress & Innovation</i>	<i>Water Asset Management</i>	Inventory all water assets for use in maintenance management program	100%	100%	100%	100%
<i>Community/ Commerce</i>	<i>Resource Management</i>	Acquire additional water resources	100%	100%	100%	100%

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
<i>Community</i>	<i>Engineering Services</i>	New development review, hydraulic modeling, system expansion and replacement activities	100%	100%	100%	100%
<i>Community</i>	<i>Field Labor Management</i>	Repair and maintenance of potable and non-potable distribution system	100%	100%	100%	100%
<i>Community/Commerce</i>	<i>Administrative Services</i>	General management of water utility.	100%	100%	100%	100%
<i>Community</i>	<i>Water Conservation</i>	Extend water resource portfolio	100%	100%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Personnel & Benefits Cost	\$1,252,541	\$1,264,372	\$1,422,448	\$1,767,386
Contracted Services	\$587,607	\$610,193	\$595,883	\$1,277,237
Operating Supplies & Equipment	\$833,187	\$877,959	\$960,120	\$1,380,161
Capital Outlay	\$15,000	\$7,510	\$1,099,244	\$9,806,139
Debt Service	\$126,573	-	\$318,040	\$317,948
Other Financing Uses	\$956,862	-	-	-
Total by Category	\$3,771,770	\$2,760,034	\$4,395,735	\$14,548,871

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Water Fund	\$3,755,030	\$2,752,533	\$3,557,366	\$6,291,495
Water Fund – Impact Fees	-	-	\$256,969	\$4,897,490
Water Renewable Resources	\$16,740	\$7,501	\$561,400	\$3,359,886
Total by Fund	\$3,771,770	\$2,760,034	\$4,395,735	\$14,548,871

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Utilities Director	1.00	1.00	1.00	1.0
Assistant Director of Utilities	1.00	1.00	1.00	1.0
Utilities Business Services Coordinator	1.00	1.00	1.00	1.0
Water Superintendent	1.00	1.00	1.00	1.0
Water Distribution Supervisor	1.00	1.00	1.00	1.0
Water Production Supervisor	-	-	1.00	1.0
Utilities Resource Coordinator	1.00	1.00	1.00	1.0
Water Quality Inspector	1.00	1.00	1.00	1.0
Construction Inspector	-	-	1.00	1.0
Electric Pump & Well Technician	1.00	1.00	1.00	1.0
Water Mechanic	-	-	1.00	1.0
Water Utilities Operator II	5.00	5.00	5.00	6.0
Water Utilities Operator I	1.00	1.00	1.00	1.0
Civil Engineer	-	1.00	1.00	1.0
Utility Billing Specialist	2.10	3.00	3.00	3.0
Utilities Technology Coordinator	1.00	1.00	1.00	1.0
Utilities Customer Service Clerk	1.00	-	-	-
Total Water Department	18.10	19.00	22.00	23.00

WASTEWATER



Department Overview

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

2014 – 2015 Accomplishments

- Passed Arizona Department of Environmental Quality Inspection (physical & regulatory) of Water Reclamation Facility (WRF). No deficiencies.
- Evaluated, updated, and optimized the Preventative Maintenance Schedule and Program for the WRF.
- Vector Control Program accomplished for all of Sanitary Sewer System (863 manholes).
- Industrial Wastewater Ordinance passed, and IWDP Program established.
- Established CCTV, Cleaning, & GPSing Services Contract for the Sanitary Sewer System. One quarter of system completed.
- Acquired Maintenance Mechanic for the WRF.
- Drafted Capacity Management, Operations, and Maintenance (CMOM) Program for the Sanitary Sewer System.
- Changed out UV bulbs for one (1) bank at WRF.
- SCADA Master Plan for WRF and Lift Station(s) completed.

2015 – 2016 Goals & Objectives

- Continue to train existing Town staff for the operation and maintenance of the wastewater reclamation facility.
- Continue to work with local, state, and federal regulatory agencies to maintain

compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system.

- Acquire Saguaro Bloom Lift Station and construct Force Main. Construct Recharge Basins to realize water credits. Construct next phase of WRF (increase capacity to 1.5 MGD).
- Implement asset management program utilizing a Computerized Maintenance Management System (CMMS).
- Change out one (1) bank of UV bulbs.
- Reduce the amount of surface inflow to the sanitary sewer conveyance system.
- Clean, CCTV, and GPS the last quarter of the sanitary sewer conveyance system.
- Continue implementation of the Industrial Waste Discharge Permit Program.
- Development and implement a weekly safety meeting program.
- SCADA Master Plan Implementation for the WRF and Lift Station(s).

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Progress & Innovation	Design and implement a cost-based work order system	Design of work order system completed	100%	100%	100%	100%
		Identify assets which need to be collected	100%	100%	100%	100%
Community	Design and develop Capacity Maintenance Operation and Management program for the sanitary sewerage system	Review best management practices for CMOM	100%	100%	100%	100%
		Develop CMOM plan	50%	100%	100%	100%
Community	Design and develop sanitary sewerage maintenance program to minimize sanitary sewer overflows	Locate, identify and evaluate all manholes	50%	100%	100%	100%
		Camera and rank all sanitary sewage lines	50%	100%	100%	100%
		Develop sanitary conveyance system cleaning program	50%	100%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Personnel & Benefits Cost	\$273,715	\$299,513	\$343,923	\$352,927
Contracted Services	\$319,538	\$415,876	\$346,529	\$464,247
Operating Supplies & Equipment	\$82,051	\$88,441	\$112,712	\$164,615
Capital Outlay	\$1,924,057	-	\$357,154	\$7,822,638
Debt Service	-	-	-	-
Total by Category	\$2,599,361	\$803,830	\$1,160,318	\$8,804,427

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Wastewater Fund	\$2,599,361	\$803,830	\$1,160,318	\$8,773,627
Wastewater – Impact Fees	-	-	-	\$30,800
Total by Fund	\$2,599,361	\$803,830	\$1,160,318	\$8,804,427

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budgeted
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00
Water Reclamation Supervisor	-	1.00	1.00	1.00
Water Reclamation Operator II	1.00	1.00	1.00	1.00
Water Reclamation Operator I	-	1.00	1.00	1.00
Principal Wastewater Plant Operator	1.00	-	-	-
Total Wastewater Department	3.00	4.00	4.00	4.00

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



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AIRPORT



Department Overview

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

- Maintain and enhanced airport safety and security.
- Continue to align the airport with Town Strategic Plan.
- Seek new business development opportunities for the airport.
- Manage all Federal Aviation Grants and State Aviation Grants.
- Manage 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.
- Manage, 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.

2014 – 2015 Accomplishments

- Secured airport engineering (Dowl) and planning (Armstrong Consultants) consultants through FAA and ADOT approved General Services Agreement.
- Revised Marana Title 15 (Airport Rules and Regulations).
- Crack sealing of all airport pavements.
- Begin Rwy 12/30, Rwy 3/21, and Twy B pavement overlay projects.
- Identify land parcels for new corporate and maintenance hangar development.
- Replace all Runway End Identifier Lights (REILs).
- Regained FAA discretionary funding eligibility through \$500,000 grant transfer from Grand Canyon Airport.

- Secured Airport Master Plan update, Business Plan, Airport GIS Survey, and rates and charges analysis grant (\$465,000) from ADOT.
- Secured runway/taxiway and lighting grant from ADOT (\$555,000)
- Started FAA/ADOT funded Wildlife Study.
- Completed Phase II of Airport Surveillance System.

2015 – 2016 Goals & Objectives

- Increase public awareness of the airport's value to the town through airport events.
- Market land parcels available for additional business development.
- Build new corporate and maintenance hangars.
- Complete runways and taxiways signage project.
- Design Terminal, Helicopter, Parking Ramp rehabilitation.
- Redesign airport website.
- Complete Rwy 12/30, Rwy 3/21, and Twy B pavement overlay projects.
- Complete Master Plan update project.
- Complete airport business plan.
- Conduct airport open house event (November 2015)
- Complete rates and charges analysis.
- Secure FAA grant for ramp rehabilitation project (\$6.8 million)

STRATEGIC PLAN MEASURES AND INDICATORS						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Commerce	Increase parking fees for corporate aircraft	Parking revenue	\$18,000	\$20,000	\$25,000	\$30,000
Commerce	Attract additional events on the large ramp	Number of event days	20	25	30	30
Commerce	Develop new airport hangars.	Increase economic impact of airport.	2%	2%	10%	20%

BUDGET SUMMARY				
Expenditures by Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Personnel & Benefits Cost	\$132,310	\$148,762	\$153,292	\$240,458
Contracted Services	\$66,805	\$60,880	\$249,256	\$94,988
Operating Supplies & Equipment	\$55,279	\$64,678	\$48,449	\$71,900
Capital Outlay	-	-	\$80,966	\$2,791,143
Other Financing Uses	\$924,527	-	-	-
Total by Category	\$1,178,921	\$274,320	\$531,963	\$3,198,489

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Airport Fund	\$1,178,921	\$274,320	\$531,963	\$3,198,489
Total by Fund	\$1,178,921	\$274,320	\$531,963	\$3,198,489

AUTHORIZED POSITIONS				
	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected	FY 2016 Budget
Airport Director	-	-	-	1.00
Airport Operations Coordinator	-	.75	.75	1.00
Airport Maintenance Worker	-	-	-	1.00
Airport Manager	-	1.00	1.00	
Total Airport Operations	-	1.75	1.75	3.00

**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.*



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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 2015 – 2016 CIP Plan

Overview

The Fiscal Year 2015-2016 Capital Improvement Plan (CIP) projects the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a 5 year useful life, and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of on-going Town, County, State, and Federal planning programs and policies as well as the Town's General and Strategic Plans.

The first year of the CIP, along with any applicable carry-forward of funds from the prior fiscal year, comprise the total capital budget for each project beginning July 1 of each fiscal year. The remaining four years of the CIP serve as a financial plan for capital investments. The five-year financial plan is reviewed and updated each year, and the Mayor and Council adopt the capital budget and the five-year financial plan after recommendations have been received from staff. The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were forwarded to the Mayor and Council by the Town Manager on March 24, 2015 at the Town Council CIP study session. The CIP budget was adopted simultaneously with the Operating Budget on June 16, 2015.

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 (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Pima Association of Governments (PAG) funding
- Highway Expansion & Extension Loan Program (HELP) funds
- Regional Transportation Authority (RTA) funds and ½ cent Sales Tax funds (since the creation of the Regional Transportation Authority, May 2006, the ½ cent Sales Tax Fund is no longer accruing resources, that ½ cent is being collected and allocated by RTA)
- Pima County Flood Control District (PCFC) funds
- Water Utility revenues
- General Fund dollars and various grants

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

Administration and Operating Impacts

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

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

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

Town of Marana Proposed 5 Year Capital Improvement Program						
PROJECT NAME	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	Totals
AERIE DRIVE PAVEMENT RECONSTRUCTION		35,000	800,000			835,000
AIRPORT MASTER PLAN UPDATE	300,000					300,000
AIRPORT SAFETY LIGHTING & SIGNAGE	1,030,000					1,030,000
AIRPORT TERMINAL		150,000	325,000	7,000,000		7,475,000
AVRA VALLEY RD PAVEMENT RECONSTRUCT				2,794,400		2,794,400
BLUE CROSSING WAY ROADWAY REPAIR	117,041					117,041
C.R. DISTRICT PARK 99-012	22,000					22,000
CAMINO DE MANANA (2001-5	48,000					48,000
CAMINO MARTIN / JEREMY PLACE RESTOR	767,258					767,258
CAP CANAL TRAILHEAD IMPROVEMENTS	80,000					80,000
CAP SUBCONTRACT - NIA REALLOCATION		133,000	133,000	133,000	133,000	532,000
CMO DE OESTE, THORYNDALE, WIDENING		95,000	40,000	1,400,000		1,535,000
COACHLINE RD, RECONSTRUCTION		120,000	1,955,000			2,075,000
CONSTRUCTED RECHARGE FOR EFFLUENT	2,590,660					2,590,660
CONTENTAL RANCH 12A-B, RECONSTRUCT	1,310,000					1,310,000
CONTINENTAL RANCH PARCEL 28 RECONST	116,107					116,107
CONTINENTAL RESERVE 24-INCH TIE-IN	255,750	1,446,000				1,701,750
CRACKER BARREL ROAD RESTORATION	859,441					859,441
FIRE PROTECTION WATER LINE					1,515,000	1,515,000
GLADDEN FARMS RD - RECONSTRUCTION				50,000	1,000,000	1,050,000
GUIDANCE SIGNAGE, REHABILITATE	589,143					589,143
HERITAGE PARK, FARM IMPROVEMENTS	281,669					281,669
HERITAGE PARK, PLAZA AND OTH IMPRV	7,900,000	3,204,735	7,545,539	7,754,202		26,404,476
HERITAGE PARK, RANCH	1,500,000					1,500,000
HERITAGE PARK, SPLASH PAD	1,695,935					1,695,935
INA RD BRIDGE	4,041,259					4,041,259
INA RD PAVEMENT RECONSTRUCTION		107,000	2,283,430			2,390,430
INA RD RIGHT TURNBAYS ONTO THORNYDA	816,546					816,546
INA RD SIDEWALK-MEREDITH TO THORNYD	80,000					80,000
INA RD, RT TURNBAY TO OLDFATHER RD		448,000				448,000
INTEGRATED TELEMETRY & SCADA		1,219,750				1,219,750
LAND ACQUISITION FOR APPROACHES				150,000	5,100,000	5,250,000
LUCKETT RD EXTENSION	625,553					625,553
MARANA MAIN ST ROUNDABOUT RECONSTR	209,000					209,000
MARANA PARK WELL		607,500				607,500
MARANA PUBLIC SAFETY FACILITY	5,900,000	9,900,000	7,000,000			22,800,000

Town of Marana Proposed 5 Year Capital Improvement Program						
PROJECT NAME	2015 - 2016	2016 - 2017	2017 - 2018	2018 - 2019	2019 - 2020	Totals
MARANA ROAD REALIGNMENT	1,667,000					1,667,000
MARANA WATER RECLAIM 1MGD EXPANSION	1,000,000	11,000,000				12,000,000
MARANA WRF EXPANSION	500,000					500,000
MOORE ROAD IMPROVEMENTS (2014)	306,911					306,911
ORA MAE HARN PARK BALL FIELD IMPRV	212,000	388,000	166,000			766,000
ORA MAE HARN PARK PARKING RECONSTR	235,000					235,000
ORA MAE HARN PARK POOL RENOVATION			280,000	3,010,000		3,290,000
PAVEMENT PRESERVATION	232,000					232,000
PICTURE ROCKS INTERCONNECT	902,010					902,010
REHAB TRANSNT, TD, HELI, TERMNL APR	834,000	6,380,000				7,214,000
REHABILITATE TAXIWAY C		100,000	850,000			950,000
RUNWAY 12-30, TAXIWAY A, EXTEND E			225,000	100,000	800,000	1,125,000
SANDARIO ROAD SIDEWALK/PATH	72,320					72,320
SANTA CRUZ SHARED III (2009-16)	1,303,335					1,303,335
SANTA CRUZ SUP EL RIO TO AVRA VAL	1,210,406					1,210,406
SCADA AND INTEGRATED TELEMETRY	1,000,450	997,500	740,675	521,400	533,250	3,793,275
SILVERBELL RD SIDEWALK, TP TO COACH			20,000	290,000		310,000
SILVERBELL ROAD (1999-50)	3,115					3,115
TANGERINE COORIDOR COMMUNITY PARK	3,208,670					3,208,670
TANGERINE RD COORIDOR, I10 TO TOWN	17,822,070	29,511,980	3,965,000			51,299,050
TANGERINE W, X-ZONE BOOSTER & PRV	1,067,925					1,067,925
TANGERINE X-ZONE 16" WATER MAIN	444,226					444,226
TANGERINE X-ZONE RESRVR/BOOST UPGRD	1,437,065					1,437,065
TANGERINE/DOWNTWN SEWER CONVEY SYS	6,322,638					6,322,638
TAXIWAY C, MEDIUM TAXIWAY LIGHTS			200,000			200,000
THORNYDALE N TO SAG RANCH RESTOR	384,632					384,632
THORNYDALE RD, SAG RANCH RESTOR	4,485					4,485
TWIN PEAKS INTERCHANGE (01-4	12,902					12,902
TWIN PEAKS RD SHARED USE PATH ACCES	330,000					330,000
TWIN PEAKS RESERV, BOOSTER STATION	525,000					525,000
TWIN PEAKS WELL	513,471					513,471
UPDATE TO FAR PART 150 NOISE STUDY					300,000	300,000
W+ZONE I-10 16", SANLUCAS INTRCNCT	969,580					969,580
TOTALS:	73,656,573	65,843,465	26,528,644	23,203,002	9,381,250	9,381,250

Airport Master Plan Update

Airport Master plan update, Business Plan development, and Rates and Charges Study. Project No: {AP022}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	\$ 285,000	Planning & Design	\$ -	\$ 300,000	\$ -	\$ 300,000
State Aviation Grants	\$ 7,500					
Airport Fund	\$ 7,500					
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000

Post Project Operations and Maintenance

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

Airport Safety Lighting & Signage

This project includes the design and replacement of 50 taxiway and runway incandescent guidance signs with LED signage and the replacement of 25 in ground taxiway edge lights to increase safety. Project No: {AP021}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Federal Aviation Grants	\$ 978,500	Construction	\$ -	\$1,030,000	\$ -	\$ 1,030,000
State Aviation Grants	\$ 25,750	Planning & Design	\$ 78,097			
Airport Operating	\$ 25,750					
Total	\$ 1,030,000	Total Project Costs	\$ -	\$1,030,000	\$ -	\$ 1,030,000

Post Project Operations and Maintenance

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

Blue Crossing Way Roadway Repair

To repair and preserve a section of Blue Crossing Way roadway that is failing. This roadway is creating a safety hazard for pedestrians and the driving public. Project No: {ST039}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected Carry Over	Future Expenditures	Total Budget
Transportation Fund	\$ 255,000	Construction	\$ 120,959	\$ 117,041	\$ -	\$ 250,000
		Land Acquisition	\$ -	\$ -	\$ -	\$ 5,000
Total	\$ 255,000	Total Project Costs	\$ -	\$ 255,000	\$ -	\$ 255,000

Post Project Operations and Maintenance:

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

Cortaro Silverbell District Park

This project is for the construction of a 48 acre district park. The park site is next to the Wheeler Abbett Library. Future operating costs include 4 laborers and maintenance workers for landscape maintenance, utilities for water and lights, and personnel time for rental of facilities. Project No: {PK002}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
2008 Series Bonds	\$ 4,500,000	Construction	\$ 8,045,205	\$ -	\$ -	\$ 8,045,205
Park Impact Fees	\$ 3,273,190	Cultural/Environmental	\$ 440,930	\$ 22,000	\$ -	\$ 462,930
Pima County Bond Funds	\$ 500,000	Planning/Design	\$ 6,500	\$ -	\$ -	\$ 6,500
General Fund	\$ 255,000	Capitalized Labor	\$ 13,555	\$ -	\$ -	\$ 13,555
Total	\$ 8,528,190	Total Project Costs	\$ 8,506,190	\$ 22,000	\$ -	\$ 8,528,190

Post Project Operations and Maintenance:

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

Camino de Mañana/Dove Mountain Extension

The Town of Marana has been busy developing a design concept, completing the final design and conducting an environmental study to ensure native plant and animal species preservation along Camino de Mañana, between the new Interstate 10 (I-10) Traffic Interchange at Linda Vista Boulevard/Twin Peaks Road and Tangerine Road. The proposed northern connection is at the intersection of Dove Mountain Boulevard and Tangerine Road. The need for the roadway will be crucial to relieve traffic congestion in the Dove Mountain area, the Town of Marana, and the northwest area of metropolitan Tucson. Once the I-10 Traffic Interchange at Twin Peaks/Linda Vista is constructed, the Camino de Mañana arterial corridor will be necessary to maintain local and regional traffic flows for the rapidly growing area. The benefits of the new alignment include: 1) Provide better connectivity between Tangerine Road and the new I-10 Traffic Interchange at Twin Peaks/Linda Vista. 2) Shift vehicular traffic from a busy, at-grade railroad crossing on Tangerine Road to a new, safer location with a grade separation from the railroad tracks at the new interchange. 3) Decrease daily traffic on I-10 and Tangerine Road. 4) Relieve other local north-south roadways such as Oracle Road and Thornydale Road by providing a viable alternate route for northwest area commuters. Project No: {ST004}

Sources of Funding	Budgeted Project Costs		Pre 2016	2016	Future	Total
			Expenditures	Projected	Expenditures	Budget
PAG /12.6 Fund	\$ 551,070	Planning/Design	\$ 1,862,934	\$ -	\$ -	\$ 1,862,934
Regional Transportation Authority	\$ 5,987,726	Land Acquisition	\$ 5,839,524	\$ -	\$ -	\$ 5,839,524
½ cent Sales Tax	\$ 2,649,755	Cultural/Environmental	\$ 231,179	\$ -	\$ -	\$ 231,179
Pima County Impact Fees	\$ 564,666	Construction	\$ 24,726,752	\$ 48,000	\$ -	\$ 24,771,752
2008 MMPC Bonds	\$ 18,800,000	Capitalized Labor	\$ 866,782	\$ -	\$ -	\$ 866,782
General Fund	\$ 1,304,489					
HURF	\$ 62,000					
Transportation Fund	\$ 152,465					
Pima Association of Governments	\$ 1,500,000					
Other Agency	\$ 2,000,000					
Total	\$ 33,572,171	Total Project Costs	\$ 33,527,171	\$ 48,000	\$ -	\$33,572,171

Post Project Operations and Maintenance:

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

Camino Martin / Jeremy Place – Pavement Restoration

This provides pavement restoration drainage repair of Camino Martin / Jeremy Place utilizing stress absorbing membrane with overlay and drainage repair. Project No: {ST033}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
HURF	\$ 19,111	Planning & Design	\$ 11,639	\$ 4,020	\$ 7,472	\$ 19,111
Transportation Fund	\$ 785,889	Construction	\$ -	\$ 700,000	\$ 18,631	\$ 718,631
		Environmental	\$ -	\$ 5,000	\$ -	\$ 5,000
		Planning & Design	\$ -	\$ 8,238	\$ -	\$ 12,258
		Land Acquisition	\$ -	\$ 50,000	\$ -	\$ 50,000
Total	\$ 805,000	Total Project Costs	\$ 11,639	\$ 767,258	\$ 26,103	\$ 805,000

Post Project Operations and Maintenance

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

CAP Canal Trail Improvements

Develop a natural-surface segment of the CAP Trail from Tangerine Road east of I-10 north to the Pinal County line, with a trailhead on CAP/BOR property north of Tangerine. Project No: {PK011}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 65,000	Construction	\$ -	\$ 65,000	\$ -	\$ 65,000
	\$ 15,000	Land Acquisition	\$ -	\$ 15,000	\$ -	\$ 15,000
	\$ -	Cultural/Environmental	\$ -	\$ -	\$ -	\$ -
Total	\$ 80,000	Total Project Costs	\$ -	\$ 80,000	\$ -	\$ 80,000

Post Project Operations and Maintenance

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

Constructed Recharge for Effluent

Master plan facility with infiltration basins to recharge build-out production of 3.5 mgd of tertiary effluent from the Marana WRF. Design and construct facility to meet recharge needs up to 1.5 mgd. Budget figures below include construction up to Phase IB. Project No: {WT025}

Sources of Funding	Budgeted Project Costs		Pre 2016	2016	Future	Total
			Expenditures	Projected	Expenditures	Budget
Renewable Resources	\$ 2,590,660	Construction	\$ 352,607	\$ 2,236,167	\$ -	\$ 2,235,660
	\$ -	Planning & Design	\$ 173,806	\$ 354,493	\$ -	\$ 355,000
Total	\$ 2,590,660	Total Project Costs	\$ 526,413	\$ 2,590,660	\$ -	\$ 2,590,660

Post Project Operations and Maintenance

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

Continental Ranch 12A-B, Reconstruct

This project is for the pulverization of the existing asphalt for use as a base course then repaving with 3" PAG 2 asphalt. Project No: {ST054}

Sources of Funding	Budgeted Project Costs		Pre 2016	2016	Future	Total
			Expenditures	Projected	Expenditures	Budget
Transportation Fund	\$ 1,310,000	Planning & Design	\$ -	\$ 40,000	\$ -	\$ 40,000
		Construction	\$ -	\$ 1,270,000	\$ -	\$ 1,270,000
		Land Acquisition	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,310,000	Total Project Costs	\$ -	\$ 1,310,000	\$ -	\$ 1,310,000

Post Project Operations and Maintenance

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

Continental Ranch Parcel 28 Pavement Reconstruction

This project is for the pulverization of the existing asphalt for use as a base course then repaving with 2 ½" PAG 2 asphalt. Project No: {ST042}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Transportation Fund	\$ 646,820	Planning & Design	\$ 1,054	\$ -	\$ -	\$ 25,000
		Construction	\$ 603,816	\$ 40,000	\$ -	\$ 606,820
		Land Acquisition	\$ -	\$ -	\$ -	\$ 15,000
Total	\$ 646,820	Total Project Costs	\$ 604,870	\$ 40,000	\$ -	\$ 646,820

Post Project Operations and Maintenance

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

Continental Reserve 24-Inch Tie-In

Construct 24-inch interconnect between Hartman Vistas/Twin Peaks water service area and Continental Reserve water service area to create redundancy. The project will also facilitate the maintenance of the Continental Reserve Reservoir (future project). The project will include the installation of approximately 6,200 linear feet of 24" pipe. Project No: {WT035}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Water Impact Fee	\$ 1,701,750	Planning/Design	\$ -	\$ 170,750	\$ -	\$ 170,750
		Land Acquisition	\$ -	\$ 75,000	\$ -	\$ 75,000
		Capitalized Labor	\$ -	\$ 10,000	\$ -	\$ 10,000
		Construction	\$ -	\$ -	\$ -	\$ 1,446,000
Total	\$ 1,701,750	Total Project Costs	\$ -	\$ 255,750	\$ -	\$ 1,701,750

Post Project Operations and Maintenance:

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

Cracker Barrel Road Pavement Restoration

The project is for the pavement restoration using the mill & filing technique with stress absorbing membrane chip to Cracker Barrel Road. Project No: {ST035}

Sources of Funding		Budgeted Project Costs				Total Budget
		Pre 2016 Expenditures	2016 Projected	Future Expenditures		
HURF	\$ 582,441	Planning/Design	\$ 33,982	\$ 36,852	\$ -	\$ 36,852
		Construction	\$ -	\$ 545,589	\$ -	\$ 545,589
Transportation Fund	\$ 277,000	Construction	\$ -	\$ 257,000	\$ -	\$ 257,000
		Land Acquisition	\$ -	\$ 20,000	\$ -	\$ 20,000
Total	\$ 859,441	Total Project Costs	\$ 33,982	\$ 859,441	\$ -	\$ 859,441

Post Project Operations and Maintenance:

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

Heritage Park, Farm Improvements

The project entails the completion of parking areas associated with the demonstration garden and community gardens; the addition of a restroom facility with associated access improvements; security lighting; and landscape improvements. Project No: {PK016}

Sources of Funding		Budgeted Project Costs				Total Budget
		Pre 2016 Expenditures	2016 Projected	Future Expenditures		
Park Impact Fees	\$ 382,326	Planning & Design	\$ 12,185	\$ -	\$ -	\$ 30,000
		Construction	\$ 91,972	\$ 281,669	\$ -	\$ 352,326
Total	\$ 382,326	Total Project Costs	\$ 104,157	\$ 281,669	\$ -	\$ 382,326

Post Project Operations and Maintenance:

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

Heritage Park, Plaza and Other Improvements

Design and construct portions of the Marana Heritage River Park along Santa Cruz River by Gladden Farms development. Initial environmental compliance document, design concept report, and preparation of drainage, grading, and utilities plan for Heritage Ranch. Project No: {PK018}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
General Fund	\$ 20,691,735	Planning & Design	\$ 8,690	\$ 632,000	\$ 4,441,836	\$ 5,448,619
Other Agency Funds	\$ 7,900,000	Construction	\$ -	\$ 7,268,000	\$ 16,196,209	\$ 23,098,116
		Cultural/Environmental	\$ -	\$ -	\$ 30,000	\$ 30,000
		Land Acquisition	\$ -	\$ -	\$ 15,000	\$ -
Total	\$ 28,591,735	Total Project Costs	\$ 8,690	\$ 7,900,000	\$ 20,683,045	\$ 28,591,735

Post Project Operations and Maintenance:

Equipment	\$ -
Utilities	\$ -
Total Yearly Future Operating Cost	\$ -

Heritage Park, Ranch

Construct an open arena 150'x300' w/lights, directional sound, & seating; 1 covered arena 150'x300' w/lights, directional sound, seating; Stables; Rig parking, stabilized earth surface 240 spaces; Spectator parking 200 spaces, paved; maintenance facility w/storage; administration building; restrooms; vendor/activity area; landscaping. Project No: {PK017}

Sources of Funding	Budgeted Project Costs		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Other Agency Funds	\$ 1,500,000	Construction	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
Total	\$ 1,500,000	Total Project Costs	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000

Post Project Operations and Maintenance:

Equipment	\$ -
Utilities	\$ -
Total Yearly Future Operating Cost	\$ -

Heritage Park, Splash Pad

This project will create a splash pad at Heritage Park. The improvements will include a 3500 sq. ft. splash pad w/associated mechanical systems, partially shaded; Shade Ramada for spectators; Access & additional parking (24 spaces paved); Shared use path extension to Heritage Farm; Landscaping; and Security lighting. Project No: {PK015}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 1,772,132	Planning & Design	\$ 81,207	\$ 3,701	\$ -	\$ 85,000
		Construction	\$ 281,225	\$ 1,411,009	\$ -	\$ 1,687,132
Total	\$ 1,772,132	Total Project Costs	\$ 362,432	\$ 1,414,710	\$ -	\$ 1,772,132

Post Project Operations and Maintenance:

Equipment	\$ -
Utilities	\$ -
Total Yearly Future Operating Cost	\$ -

Ina Road and Bridge from Silverbell Road to I-10

This project is for the widening of Ina Road between Star Commerce Drive and Silverbell Road to a four lane section with raised median, sidewalks and drainage improvements along with a bridge. Project No: {ST025}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 600,000	Construction	\$ -	\$ 600,000	\$ -	\$ 600,000
Transportation Fund	\$ 4,581,214	Construction	\$ -	\$ 2,550,000	\$ -	\$ 2,550,000
		Cultural / Environmental	\$ 55,556	\$ 277,248	\$ -	\$ 678,247
		Land Acquisition	\$ -	\$ 449,091	\$ -	\$ 749,091
		Planning & Design	\$ 110,824	\$ 164,920	\$ -	\$ 603,876
Total	\$ 5,181,214	Total Project Costs	\$ 166,380	\$ 4,041,259	\$ -	\$ 5,181,214

Post Project Operations and Maintenance:

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

Ina Road Right-Turn Bays onto Thornydale Road

This project is for four right-turn bays onto Thornydale Road. This will increase intersection safety and capacity. Project No: {ST043}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 478,723	Construction	\$ -	\$ 456,000	\$ -	\$ 372,000
Transportation Fund	\$ 350,000	Cultural / Environmental	\$ -	\$ 6,294	\$ -	\$ 10,000
		Planning & Design	\$ 95,730	\$ 4,252	\$ -	\$ 96,723
		Construction	\$ -	\$ 350,000	\$ -	\$ 350,000
Total	\$ 828,723	Total Project Costs	\$ 95,730	\$ 816,546	\$ -	\$ 828,723

Post Project Operations and Maintenance:

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

Ina Road Sidewalk – Meredith to Thornydale

New sidewalk is to be installed along the south side of Ina Road between Thornydale Road and Meredith Boulevard as well as upgrades of existing handicap ramps at all quadrants of the Ina/Meredith Intersection. Project No: {ST046}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 80,000	Construction	\$ -	\$ 80,000	\$ -	\$ 80,000
Total	\$ 80,000	Total Project Costs	\$ -	\$ 80,000	\$ -	\$ 80,000

Post Project Operations and Maintenance:

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

Lockett Road Cemetery Access

Construct a new two-lane roadway along the Lockett Road alignment from Hardin Road to the proposed Veterans Cemetery. Project No: {ST050}

Sources of Funding		Budgeted Project Costs	Budgeted Project Costs			Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Regional Transportation Authority	\$ 1,000,000	Planning & Design	\$ 99,326	\$ -	\$ -	\$ 50,000
		Cultural / Environmental	\$ 350	\$ -	\$ -	\$ -
		Construction	\$ 374,874	\$ 625,553	\$ -	\$ 900,000
		Land Acquisition	\$ 800	\$ -	\$ -	\$ -
Total	\$ 1,000,000	Total Project Costs	\$ 475,350	\$ 625,553	\$ -	\$ 1,000,000

Post Project Operations and Maintenance:

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

Marana Main Street Roundabout Reconstruct

Remove and replace failed roundabout concrete pavement with asphalt, survey Marana Main east gutter line and restore curb, gutter and pavement to original grade. Project No: {ST048}

Sources of Funding		Budgeted Project Costs	Budgeted Project Costs			Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
HURF	\$ 209,000	Planning & Design	\$ -	\$ 24,000	\$ -	\$ 24,000
		Construction	\$ -	\$ 180,000	\$ -	\$ 180,000
		Land Acquisition	\$ -	\$ 5,000	\$ -	\$ 5,000
Total	\$ 209,000	Total Project Costs	\$ -	\$ 209,000	\$ -	\$ 209,000

Post Project Operations and Maintenance:

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

Marana Public Safety Facility

This project includes the planning & design, land acquisition and construction of a Marana Police Public Safety Facility which will house a Police substation, and other emergency communication facility opportunities. Project No: {PDFAC}

Sources of Funding			Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
RICO	\$ 1,020,000	Planning & Design	\$ -	\$ 1,000,000	\$ -	\$ -
½ Cent Sales Tax	\$ 18,000,000	Planning & Design	\$ -	\$ 1,100,000	\$ -	\$ -
General Fund	\$ 2,000,000	Construction	\$ -	\$ 3,400,000	\$ -	\$ -
Agency	\$ 1,800,000	Planning & Design	\$ -	\$ 400,000	\$ -	\$ -
Total	\$ 22,820,000	Total Project Costs	\$ -	\$ 5,900,000	\$ -	\$ -

Post Project Operations and Maintenance:

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

Marana Main Street

The Town is contemplating a general plan amendment to change the major routes/circulation element. Should that be approved by council, the Marana Road realignment project would begin as a first phase of establishing this new roadway network. The project involves re-routing Marana Road as a 2-lane roadway from its current intersection with Sandario Road just north of the Circle K to just south of the Marana Market grocery store. Project No: {ST044}

Sources of Funding			Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Transportation Fund	\$ 205,536	Construction	\$ -	\$ 180,000	\$ -	\$ 180,000
		Land Acquisition	\$ -	\$ 5,536	\$ -	\$ 5,536
		Planning & Design	\$ -	\$ 20,000	\$ -	\$ 20,000
Northwest Benefit Area Impact Fees	\$ 1,511,464	Construction	\$ -	\$ 1,150,000	\$ -	\$ 1,150,000
		Cultural / Environmental	\$ -	\$ 12,000	\$ -	\$ 12,000
		Land Acquisition	\$ -	\$ 69,464	\$ -	\$ 169,464
		Planning & Design	\$ -	\$ 230,000	\$ -	\$ 180,000
Total	\$ 1,717,000	Total Project Costs	\$ -	\$ 1,667,000	\$ -	\$ 1,717,000

Post Project Operations and Maintenance:

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

Marana WRF 1.5MGD Expansion

This project includes the design and construction of an additional 1 MGD of treatment capacity at the existing Marana Wastewater Facility to meet the demands of a growing community. Project No: {WR009 & WR011}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Wastewater Impact Fees	\$ 11,500,000	Planning & Design	\$ -	\$ 1,500,000	\$ -	\$ 1,500,000
		Construction	\$ -	\$ -	\$ -	\$ 10,000,000
Total	\$ 11,500,000	Total Project Costs	\$ -	\$ 1,000,000	\$ -	\$ 11,500,000

Post Project Operations and Maintenance:

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

Ora Mae Harn Park Ball Field Improvements

This project is to improve the Ora Mae Harn Park ball fields by replacing backstops, dugouts, fencing, irrigation and the restroom. Project No: {PK012}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
General Fund	\$ 859,800	Planning & Design	\$ -	\$ 12,000	\$ -	\$ 79,800
		Construction	\$ 118,135	\$ 200,000	\$ -	\$ 780,000
Total	\$ 859,800	Total Project Costs	\$ 118,135	\$ 212,000	\$ -	\$ 859,800

Post Project Operations and Maintenance:

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

Ora Mae Harn Park Parking Reconstruction

Ora Mae Harn Park Parking Lot reconstruction with drainage improvements and access road repairs. Project No: {PK020}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
General Fund	\$ 235,000	Planning & Design	\$ -	\$ 25,000	\$ -	\$ 25,000
		Construction	\$ -	\$ 200,000	\$ -	\$ 200,000
		Land	\$ -	\$ 10,000	\$ -	\$ 10,000
Total	\$ 235,000	Total Project Costs	\$ -	\$ 235,000	\$ -	\$ 235,000
Post Project Operations and Maintenance:						
Annual Cost		\$ -				
Total Yearly Future Operating Costs		\$ -				

Picture Rocks Interconnect

Construct approximately 6,600LF of 12" water main in the Picture Rocks Service Area. Project No: {WT036}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Water Impact Fees	\$ 902,010	Planning & Design	\$ -	\$ 81,890	\$ -	\$ 81,890
		Construction	\$ -	\$ 735,120	\$ -	\$ 735,120
		Land	\$ -	\$ 75,000	\$ -	\$ 75,000
		Cultural / Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
Total	\$ 902,010	Total Project Costs	\$ -	\$ 902,010	\$ -	\$ 902,010
Post Project Operations and Maintenance:						
Annual Cost		\$ -				
Total Yearly Future Operating Costs		\$ -				

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

This project is for the design and reconstruction of transient, open tie down, helicopter and terminal aprons at the airport. Project No: {AP025}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
State Aviation Grants	\$ 245,626	Planning & Design	\$ -	\$ 709,000	\$ -	\$ 489,000
Federal Aviation Grants	\$ 2,636,187	Cultural/Environmental	\$ 10,000	\$ 75,000	\$ -	\$ 75,000
Airport Fund	\$ 4,037,187	Land	\$ -	\$ 50,000	\$ -	\$ 50,000
		Construction	\$ -	\$ -	\$ -	\$ 6,305,000
Total	\$ 6,919,000	Total Project Costs	\$ -	\$ 834,000	\$ -	\$ 6,919,000

Post Project Operations and Maintenance:

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

Sandario Road Sidewalk/Path

This project provides for sidewalk and drainage improvements on Sandario Road from Moore to Grier Road. Project No: {CP011}

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Regional Transportation Authority	\$ 200,000	Planning & Design	\$ 16,225	\$ 7,870	\$ -	\$ 35,000
Transportation Fund	\$ 150,000	Construction	\$ -	\$ 64,450	\$ -	\$ 153,553
		Cultural/Environmental	\$ 3,553	\$ -	\$ -	\$ 27,000
		Land Acquisition	\$ -	\$ -	\$ -	\$ 134,447
Total	\$ 350,000	Total Project Costs	\$ 19,778	\$ 72,320	\$ -	\$ 350,000

Post Project Operations and Maintenance:

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

Santa Cruz Shared Use Path – Phase III

The proposed project is a 2.7 mile long stretch of trail running along the northeastern bank protection of the Santa Cruz River. The northern boundary will link to previously completed segments of shared-use path and will trigger the construction, per a signed development agreement, of a 0.7 mile extension along the Central Arizona Project Canal (CAP) Trail funded by the developer. Completion of these sections will connect existing neighborhoods, new residential developments, and schools to proposed commercial development providing residents of Northern Marana an alternate transportation route for work, play, and shopping. The project includes a fourteen (14) foot wide shared-use path featuring 5 rest nodes with benches featuring tile mosaic seats created by Marana High School students, desert landscaping, irrigation, signage, and connections to existing trail segments. The path will be accessible from entry points within both the Gladden Farms and Heritage Parks to the north and the CAP trail from the south. The path is intended to accommodate non-motorized users including pedestrians, joggers, in-line skaters, bicyclists, and individuals in wheelchairs and other assistive equipment. Project No: {PK006}

Sources of Funding	Budgeted Project Costs		Pre 2016	2016	Future	Total
			Expenditures	Projected	Expenditures	Budget
Impact Fees - Park	\$ 629,728	Construction	\$ 26,058	\$ 1,071,335	\$ -	\$ 1,341,335
Transportation Fund	\$ 597,128	Cultural/Environmental	\$ -	\$ 22,000	\$ -	\$ 25,000
Agency	\$ 545,867	Planning & Design	\$ 90,055	\$ 210,000	\$ -	\$ 216,913
		Land Acquisition	\$ 16,232	\$ -	\$ -	\$ 189,475
Total	\$ 1,772,723	Total Project Costs	\$ 132,345	\$ 1,303,335	\$ -	\$ 1,772,723

Post Project Operations and Maintenance:

Landscape & Path Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

Santa Cruz Shared Use Path – El Rio to Avra Valley

This project is for a 1.45 mile long stretch of shared use path from El Rio Park to Avra Valley Road. Project No: {PK013}

Sources of Funding	Budgeted Project Costs					
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget	
Impact Fees - Park	\$ 586,850	Construction	\$ -	\$ 496,369	\$ -	\$ 458,863
		Cultural/Environmental	\$ 14,268	\$ 7,820	\$ -	\$ 11,365
		Planning & Design	\$ 49,331	\$ 37,669	\$ -	\$ 96,137
		Land Acquisition	\$ -	\$ 19,285	\$ -	\$ 20,485
Regional Transportation Authority	\$ 720,400	Planning & Design	\$ 61,614	\$ -	\$ -	\$ 62,000
		Land Acquisition	\$ 3,950	\$ 46,400	\$ -	\$ 46,400
		Cultural/Environmental	\$ -	\$ -	\$ -	\$ -
		Construction	\$ -	\$ 602,863	\$ -	\$ 612,000
Total	\$ 1,307,250	Total Project Costs	\$ 129,163	\$ 1,210,406	\$ -	\$ 1,307,250

Post Project Operations and Maintenance:

Landscape & Path Maintenance	\$ -
Total Yearly Future Operating Costs	\$ -

SCADA and Integrated Telemetry

This project provides for the implementation of Scada technology (related to Water), networking, database and reporting systems, visualization systems, and security measures for robust and fault tolerant control systems for Town utilities and systems. Project No: {WT026}

Sources of Funding	Budgeted Project Costs					
			Future 2016 Expenditures	Total 2016 Projected	Expenditures	Budget
Water Capital Fund	\$ 7,936,775	Construction	\$ -	\$1,000,450	\$ -	\$ 7,936,775
		Computer Hardware	\$ 84,290	\$ -	\$ -	\$ -
		Computer Software	\$ 70,083	\$ -	\$ -	\$ -
		Planning & Design	\$ 136,475	\$ -	\$ -	\$ 134,000
Total	\$ 7,936,775	Total Project Costs	\$ 290,848	\$ 1,000,450	\$ -	\$ 7,936,775

Post Project Operations and Maintenance

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

Tangerine Corridor Community Park

Design and construct +/-18 acre community park w/multi-use field, court, shaded play area, ramadas, perimeter path, parking, restroom, security lighting, and associated amenities. Project No: {PK014}

Sources of Funding		Budgeted Project Costs				
			Future 2016 Expenditures	Total 2016 Projected	Expenditures	Budget
Desert Education Fund	\$ 374,963	Construction	\$ -	\$ 374,963	\$ -	\$ 374,963
Park Impact Fee	\$ 2,837,000	Cultural/Environmental	\$ -	\$ 40,000	\$ -	\$ 40,000
		Planning & Design	\$ 9,639	\$ 342,475	\$ -	\$ 257,000
		Construction	\$ -	\$ 2,340,000	\$ -	\$ 2,340,000
		Land Acquisition	\$ 84,664	\$ 111,232	\$ -	\$ 200,000
Total	\$ 3,211,963	Total Project Costs	\$ 94,303	\$ 3,208,670	\$ -	\$ 3,211,963

Post Project Operations and Maintenance

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

Tangerine Road Corridor I-10 to La Canada

The Tangerine Road Project, as defined in the Regional Transportation Plan, calls for the widening of the roadway from Interstate-10 to La Cañada Drive as a four-lane, divided desert parkway. The result of this RFQ will produce a contract that will provide a comprehensive engineering study which subsequently shall produce a Design Concept Report (DCR) that addresses all elements associated with the widening of Tangerine Road, including but not limited to, horizontal and vertical alignment, identification of right(s)-of-way acquisition areas, identification and resolution of drainage conveyance issues, geotechnical analysis, and landscaping and irrigation, development of an access control plan, and traffic analyses to determine capacity needs at major intersections. In addition, environmental and cultural issues, concerns and appropriate mitigation measures will be identified. Finally, overall project estimates of probable costs will be developed in conjunction with a corridor-wide implementation plan. The analysis may need to include the ultimate requirements of Tangerine Road beyond the RTA's recommendation of a four-lane project to ensure that the design will accommodate as much as possible the ultimate improvements. Project No: {ST021}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Regional Transportation Authority	\$ 74,616,223	Planning & Design	\$ 4,412,149	\$ 2,469,536	\$ 3,600,000	\$ 4,139,937
NorthEast Benefit Area	\$ 3,852,075	Cultural / Environmental	\$ 140,043	\$ 175,011	\$ -	\$ 130,100
Transportation Fund	\$ 6,147,925	Land Acquisition	\$ 171,176	\$ 9,469,178	\$ -	\$ 9,000,000
		Construction	\$ -	\$ 5,728,020	\$ 65,618,166	\$ 70,846,186
		Capitalized Labor	\$ 109,373	\$ -	\$ -	\$ 500,000
Total	\$ 84,616,223	Total Project Costs	\$ 4,832,741	\$ 17,822,070	\$ 69,218,166	\$ 84,616,223

Post Project Operations and Maintenance:

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

Tangerine W, X-zone Booster and PRV

Design and construct a W+ to X Zone Booster Station and an X to W+ Zone PRV station approximately one mile west of I-10 on Tangerine Farms Road. The booster station will allow water service to expand east of I-10 upon installation of the pipeline and support future gravity storage reservoirs. Project No: {WT037}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Water Impact Fee	\$ 1,067,925	Planning & Design	\$ -	\$ 100,325	\$ -	\$ 100,325
		Construction	\$ -	\$ 882,600	\$ -	\$ 882,600
		Land Acquisition	\$ -	\$ 75,000	\$ -	\$ 75,000
		Cultural / Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
Total	\$ 1,067,925	Total Project Costs	\$ -	\$ 1,067,925	\$ -	\$ 1,067,925

Post Project Operations and Maintenance:

Utilities	\$10,000
Materials & Supplies	8,000

Tangerine X-Zone 16" Water Main

The project includes the installation of approximately 2,650LF of 16" water main from the proposed Tangerine Business Park to the property boundary of the proposed Marana Technology Campus. Per the agreement with the developer, construction of the main will not begin until a building permit is issued for the Marana Technology Campus. Project No: {WT032}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Renewable Resources	\$ 444,226	Planning & Design	\$ 25,178	\$ 24,500	\$ -	\$ 24,500
		Construction	\$ -	\$ 329,425	\$ -	\$ 329,425
		Land Acquisition	\$ 4,959	\$ 80,301	\$ -	\$ 80,301
		Cultural / Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
Total	\$ 444,226	Total Project Costs	\$ 30,137	\$ 444,226	\$ -	\$ 444,226

Post Project Operations and Maintenance:

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

Tangerine X-Zone Reservoir, Booster Station Upgrade

The Town has entered into agreements with the developers of the Tangerine business Park and the Marana Technology Campus to construct a well, reservoir and booster station. The Town wishes to oversize the reservoir and booster station to accommodate future development. The scope includes the design and construction of a ~200 gpm well, 500,000 gallon reservoir and 2,000 gpm booster station and all other appurtenances. Project No: {WT030}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Water Capital Fund	\$ 762,638	Planning & Design	\$ 67,755	\$ 34,099	\$ -	\$ 34,099
Water Impact Fee	\$ 674,427	Construction	\$ 178,552	\$ 1,402,966	\$ -	\$ 1,402,966
		Capitalized Labor	\$ -	\$ -	\$ -	\$ -
Total	\$ 1,437,065	Total Project Costs	\$ 246,307	\$ 1,437,065	\$ -	\$ 1,437,065

Post Project Operations and Maintenance:

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

Tangerine/Downtown Sewer Conveyance System

Create conveyance system from Saguaro Bloom lift station north to Rillito Vista Wastewater Facility. Tie in Rillito Vista flows into force main. Continue north to Tangerine/I-10 corridor; develop gravity system across fields for a tie-in to existing Sewer system at Clark Farms Blvd. Project No: {WR010}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Wastewater Fund	\$ 6,500,000	Planning & Design	\$ 313,311	\$ 660,712	\$ -	\$ 820,000
		Construction	\$ -	\$ 5,193,000	\$ -	\$ 5,193,000
		Capitalized Labor	\$ -	\$ -	\$ -	\$ -
		Land Acquisition	\$ 2,000	\$ 448,000	\$ -	\$ 450,000
		Cultural / Environmental	\$ 17,444	\$ 20,926	\$ -	\$ 37,000
Total	\$ 6,500,000	Total Project Costs	\$ 332,755	\$ 6,322,638	\$ -	\$ 6,500,000

Post Project Operations and Maintenance:

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

Thornydale Road, North of Tangerine to Saguaro Ranch

This project includes safety mitigation of the existing road (guardrail, etc.) and overlaying the 3-lane roadway due to deteriorating road conditions on Thornydale Road, from Tangerine to Saguaro Ranch. Project No: {ST038 & ST053}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2015 Expenditures	2016 Projected	Future Expenditures	
Transportation Fund	\$ 482,000	Planning & Design	\$ 7,299	\$ 60,117	\$ -	\$ 65,000
		Cultural / Environmental	\$ -	\$ 53,000	\$ -	\$ 5,000
		Construction	\$ -	\$ 201,000	\$ -	\$ 337,000
		Land Acquisition	\$ -	\$ 75,000	\$ -	\$ 75,000
Total	\$ 482,000	Total Project Costs	\$ 7,299	\$ 389,117	\$ -	\$ 482,000

Post Project Operations and Maintenance:

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

Twin Peaks Road Shared Use Path Access

This project is to accomplish the design & construction of a shared-use path that provides connections between the multi-use lanes on Twin Peaks Road and the Santa Cruz River shared-use path west of the Santa Cruz River Bridge on Twin Peaks Road, which is a segment of the regional Loop path system. Project No: {PK019}

Sources of Funding		Budgeted Project Costs				Total Budget
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	
Park Impact Fees	\$ 330,000	Construction	\$ -	\$ 180,000	\$ -	\$ 180,000
		Planning & Design	\$ 9,612	\$ 77,000	\$ -	\$ 77,000
		Cultural/Environmental	\$ -	\$ 15,000	\$ -	\$ 15,000
		Land Acquisition	\$ -	\$ 58,000	\$ -	\$ 58,000
Total	\$ 330,000	Total Project Costs	\$ -	\$ 330,000	\$ -	\$ 330,000

Post Project Operations and Maintenance:

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

Twin Peaks Reservoir and Booster Station

The project includes oversizing the developer constructed 840,000 gallon reservoir to 1,000,000 gallons. The project also includes the design and construction of a 2,000 gpm booster station to serve the B-zone service area. The Town has the complete financial responsibility for the booster station. Under the Marana Spectrum Development Agreement, the developer is obligated to construct the reservoir in order to continue development and the Marana Center. Project No: {WT038}

Sources of Funding	Budgeted Project Costs					
		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget	
Water Impact Fees	\$ 525,000	Land Acquisition	\$ -	\$ 10,000	\$ -	\$ 10,000
		Construction	\$ -	\$ 510,000	\$ -	\$ 510,000
		Cultural/Environmental	\$ -	\$ 5,000	\$ -	\$ 5,000
Total	\$ 525,000	Total Project Costs	\$ -	\$ 525,000	\$ -	\$ 525,000

Post Project Operations and Maintenance

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

Twin Peaks Well

The project includes the installation and equipping of a new well near the southwest corner of I-10 and Twin Peaks. The well will be connected to an existing 12" stub on the well site and provide additional supply to the Hartman Vistas water service area. Project No: {WT010}

Sources of Funding	Budgeted Project Costs					
		Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget	
Water Impact Fees	\$ 513,471	Planning & Design	\$ 24,798	\$ -	\$ -	\$ 25,000
		Construction	\$ 7,879	\$ 480,794	\$ -	\$ 488,471
		Cultural/Environmental	\$ -	\$ -	\$ -	\$ -
Total	\$ 513,471	Total Project Costs	\$ 32,677	\$ 480,794	\$ -	\$ 513,471

Post Project Operations and Maintenance

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

W+ Zone I-10 16" (San Lucas Interconnect)

The project includes the installation of approximately 650 linear feet of new 16-inch water main connecting existing W+ Zone service areas on the east and west side on Interstate 10. The installation will be crossing Union Pacific Railroad (UPRR) and Arizona Department of Transportation (ADOT) right-of-ways. Project No: {WT031}

Sources of Funding	Budgeted Project Costs					
			Pre 2016 Expenditures	2016 Projected	Future Expenditures	Total Budget
Water Fund	\$ 969,580	Planning & Design	\$ 12,179	\$ 604,727	\$ -	\$ 616,906
		Construction	\$ 4,500	\$ 348,174	\$ -	\$ 352,674
Total	\$ 969,580	Total Project Costs	\$ 16,679	\$ 952,901	\$ -	\$ 969,580

Post Project Operations and Maintenance

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



Supplemental Schedules



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



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REVENUE SCHEDULE

Revenue Schedule	2013 Actual	2014 Actual	2015 Estimates	2016 Adopted
General Fund				
Sales taxes	\$ 20,451,798	\$ 20,333,285	\$ 21,034,795	\$ 22,674,325
Intergovernmental	7,717,086	8,273,207	8,147,354	9,099,342
Licenses, fees and permits	4,251,686	3,944,319	4,234,413	3,521,000
Fines and forfeiture	674,082	635,869	638,542	630,000
Charges for services	434,880	482,234	759,638	455,750
Leases	105,358	98,873	90,719	128,750
Investment income	155,464	87,928	52,750	175,000
Miscellaneous	704,787	909,713	1,143,125	651,400
Total General Fund	34,495,141	34,765,428	36,101,336	37,335,567
Special Revenue Funds				
Highway User Revenue Fund	2,260,106	2,293,095	2,464,723	2,460,429
Local Transportation Assistance Fund	-	-	-	-
Community Development Block Grant	142,946	238,687	13,395	215,000
Affordable Housing	1,920	2,057	23,665	100,000
Judicial Collection Enhancement	13,307	13,122	13,808	15,000
Fill-the-Gap	6,144	7,180	4,714	4,000
Local Technology	125,486	122,045	131,562	140,000
Bed Tax	983,992	880,490	731,063	925,450
Other SRF	741,526	1,196,270	731,869	1,188,693
Total Special Revenue Funds	4,275,427	4,752,946	4,114,799	5,048,572
Capital Projects Funds				
Northwest Transportation Impact Fees	90,073	132,535	10,147	25,000
Northeast Transportation Impact Fees	924,969	859,611	475,354	338,585
South Transportation Impact Fees	1,252,314	692,912	964,662	728,543
Park Impact Fees	2,076,953	950,071	788,811	751,048
Transportation	3,435,886	4,913,630	4,367,719	5,242,050
Pima Association of Governments	1,350,139	674,598	1,655,932	18,690,634
1/2 Cent Sales Tax	-	-	-	4,800,000
Sales Tax Capital	4,859	6,424	6,935	-
Downtown Reinvestment	-	144,074	130,813	125,000
Other Capital Projects	599,793	781,516	366,201	10,745,028
Pima County Bonds	-	134,469	-	-
Community Facilities Districts Capital	100,498	52,246	41,341	345,635
Total Capital Projects Funds	9,835,484	9,342,086	8,807,915	41,791,523
Debt Service Funds				
2008 MMPC Bond	5,200,056	35	41	-
Tangerine Farms Improvement District	2,337,438	2,175,964	1,870,912	2,034,816
Community Facility Districts DSF	711,486	717,580	716,050	275,005
Other Debt Service	-	-	-	-
Total Debt Service Funds	8,248,980	2,893,579	2,587,003	2,309,821

REVENUE SCHEDULE

Revenue Schedule	2013 Actual	2014 Actual	2015 Estimates	2016 Adopted
Enterprise Funds				
Airport	258,179	285,662	154,084	2,937,313
Water Utility	3,455,329	3,767,460	3,859,250	5,049,571
Wastewater Utility	730,192	834,319	890,432	1,568,479
Total Enterprise Funds	4,443,700	4,887,441	4,903,766	9,555,363
Internal Service Funds				
Health Benefits	-	-	3,545,079	3,648,964
Dental Benefits	-	-	261,969	258,052
Total Internal Service Funds	-	-	3,807,048	3,907,016
Total ALL Funds	\$ 61,298,732	\$ 56,641,480	\$ 60,321,867	\$ 99,947,862

EXPENDITURE SCHEDULE

Expenditure Schedule	2013 Actual	2014 Actual	2015 Estimates	2016 Adopted
General Fund				
Personnel and Benefits	\$ 20,871,200	\$ 21,879,819	\$ 21,523,387	\$ 24,946,884
Contracted Services	3,747,117	3,588,355	3,564,860	6,133,903
Operating Supplies and Equipment	2,272,145	2,333,786	2,496,583	8,501,847
Capital Outlay	2,244,790	1,529,484	1,046,249	1,207,900
Debt Service	-	-	-	-
Total General Fund	29,135,252	29,331,444	28,631,079	40,790,534
Special Revenue Funds				
Highway User Revenue Fund	2,021,028	3,347,228	2,449,255	3,768,678
Local Transportation Fund	88,737	90,224	70,785	-
Community Development Block Grant	88,203	233,148	13,257	215,000
Affordable Housing	31,932	12,422	128	70,000
JCEF	1,717	-	-	82,000
Fill-the-Gap	-	-	-	34,500
Local Technology	38,505	29,014	42,841	475,408
Bed Tax	714,704	761,142	781,401	931,576
Other SRF	577,216	934,776	661,704	2,597,067
Total Special Revenue Funds	3,562,042	5,407,954	4,019,371	8,174,229
Capital Projects Funds				
Northwest Transportation Impact Fees	-	40,523	-	1,461,464
Northeast Transportation Impact Fees	-	40,523	-	728,020
South Transportation Impact Fees	37,336	47,989	1,375	-
Park Impact Fees	136,669	776,136	269,535	5,191,842
Transportation	653,060	607,666	2,855,571	8,271,013
Pima Association of Governments	1,072,992	622,372	1,993,414	18,690,634
1/2 Cent Sales Tax	-	-	-	4,500,000
Sales Tax Capital	-	10,525	715,643	-
Downtown Reinvestment	-	23,542	101,885	185,319
Other Capital Projects	772,289	9,844	11,390	12,268,510
Pima County Bonds	142,025	126,160	-	-
Community Facilities Distircts	90	-	188	5,902,931
Total Capital Projects Funds	2,814,461	2,305,280	5,949,001	57,199,733
Debt Service Funds				
1997 MMPC Bond	363,705	347,740	346,400	-
2003 MMPC Bond	1,381,429	1,036,780	-	-
2004 MMPC Bond	665,913	6,142,025	329,412	-
2008 MMPC Bond	5,200,056	8,964,066	2,644,988	2,639,275
2013 MMPC Bond	-	788,102	1,849,875	2,236,875
2014 MMPC Bond	-	94,102	95,664	514,071
Tangerine Farms Improvement District	2,338,535	2,351,530	2,091,498	2,034,816
Gladden CFD DSF	707,553	714,752	713,903	701,272
Saguaro Springs CFD Debt	-	-	-	250,000
Total Debt Service Funds	10,657,191	20,439,097	8,071,740	8,376,309

EXPENDITURE SCHEDULE

Expenditure Schedule	2013 Actual	2014 Actual	2015 Estimates	2016 Adopted
Enterprise Funds				
Airport	1,178,922	1,197,075	505,121	3,198,489
Utilities	3,715,888	2,908,335	3,066,711	14,548,871
Wastewater	2,599,360	2,756,249	768,244	8,804,427
Total Enterprise Funds	7,494,170	6,861,659	4,340,076	26,551,787
Internal Service Funds				
Health Benefits	-	-	2,778,190	3,648,964
Dental Benefits	-	-	199,694	258,052
Total Internal Service Funds	-	-	2,977,884	3,907,016
Total ALL Funds	\$ 53,663,116	\$ 64,345,434	\$ 53,989,151	\$ 144,999,608

INTERFUND TRANSFERS FY 2015-2016

TRANSFER SUMMARY							
	Transfers From:						
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	North East Transportation Impact Fee	Other Capital	Water Fund	Total
Other Grants	100,000	-	-		-	-	100,000
2008 Debt	549,428	862,780	623,120	603,947	-	-	2,639,275
2013 Debt	1,257,150					488,863	1,746,013
2014 Debt	514,071	-	-		-	-	514,071
Airport	171,039	-	-		-	-	171,039
Waste Water	4,000,000						4,000,000
Total	6,591,688	862,780	623,120	603,947	355,779	488,863	9,170,398

DEBT SERVICE SUMMARY

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

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

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2016	4,089,000	4,218,332	8,307,332
2017	5,054,000	4,031,217	9,085,217
2018	5,281,000	3,810,214	9,091,214
2019	5,802,000	3,573,323	9,375,323
2020	6,052,000	3,335,132	9,387,132
2021-2025	33,632,000	12,518,907	46,150,907
2026-2030	24,397,000	4,777,536	29,174,536
2031-2034	8,880,000	937,398	9,817,398
Totals	93,187,000	37,202,059	130,389,059

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.

2008 Series – Municipal Property Corporation (MPC) Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2016	1,370,000	1,266,275	2,636,275
2017	1,430,000	1,204,788	2,634,788
2018	1,505,000	1,134,163	2,639,163
2019	1,570,000	1,058,163	2,628,163
2020	1,655,000	978,663	2,633,663
2021-2025	9,640,000	3,523,831	13,163,831
2026-2029	8,385,000	859,250	9,244,250
Totals	25,555,000	10,025,131	35,580,131

Excise Tax Revenue Obligations

The Town has revenue obligations for acquiring wastewater systems, initial improvements to wastewater systems and to refund prior issuances. These bonds are payable solely from the excise taxes collected by the Town.

2013 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2016	700,000	1,521,225	2,221,225
2017	1,550,000	1,479,725	3,029,725
2018	1,615,000	1,416,425	3,031,425
2019	1,680,000	1,350,525	3,030,525
2020	1,745,000	1,295,113	3,040,113
2021-2025	9,725,000	5,385,000	15,110,000
2026-2030	11,025,000	2,777,850	13,802,850
2031-2034	6,425,000	653,100	7,078,100
Totals	34,465,000	15,878,963	50,343,963

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2016	353,000	161,071	514,071
2017	380,000	151,725	531,725
2018	390,000	141,908	531,908
2019	664,000	128,469	792,469
2020	679,000	111,346	790,346
2021-2025	3,384,000	291,593	3,675,593
2026	643,000	8,198	651,198
Totals	6,493,000	994,309	7,487,309

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 2015-16 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2004			
Fiscal Year	Principal	Interest	Total
2016	70,000	103,288	173,288
2017	75,000	99,028	174,028
2018	80,000	94,475	174,475
2019	85,000	89,628	174,628
2020	90,000	84,263	174,263
2021-2025	535,000	325,847	860,847
2026-2030	730,000	124,394	854,394
Totals	1,665,000	920,922	2,585,922

Gladden Farms – CFD General Obligation Bonds - 2006			
Fiscal Year	Principal	Interest	Total
2016	90,000	148,480	238,480
2017	95,000	143,763	238,763
2018	100,000	138,690	238,690
2019	105,000	133,258	238,258
2020	110,000	127,560	237,560
2021-2025	650,000	539,610	1,189,610
2026-2030	855,000	334,538	1,189,538
2031-2032	770,000	42,900	812,900
Totals	2,775,000	1,608,798	4,383,798

Gladden Farms – CFD General Obligation Bonds - 2007			
Fiscal Year	Principal	Interest	Total
2016	80,000	140,915	220,915
2017	85,000	136,851	221,851
2018	85,000	132,623	217,623
2019	90,000	128,135	218,135
2020	95,000	123,279	218,279
2021-2025	565,000	532,939	1,097,939
2026-2030	720,000	361,795	1,081,795
2031-2032	955,000	101,779	1,056,779
Totals	2,675,000	1,658,315	4,333,315

Gladden Farms – CFD General Obligation Bonds - 2010			
Fiscal Year	Principal	Interest	Total
2016	10,000	52,590	62,590
2017	10,000	52,230	62,230
2018	15,000	51,780	66,780
2019	15,000	51,210	66,210
2020	15,000	50,610	65,610
2021-2025	75,000	246,274	321,274
2026-2030	100,000	222,318	322,318
2031-2034	730,000	139,619	869,619
Totals	970,000	866,630	1,836,630

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
2016	1,287,000	792,143	2,079,143
2017	1,293,000	734,114	2,027,114
2018	1,352,000	674,636	2,026,636
2019	1,414,000	612,444	2,026,444
2020	1,479,000	547,400	2,026,400
2021-2025	8,482,000	1,651,676	10,133,676
2026	1,939,000	89,194	2,028,194
Totals	17,246,000	5,101,607	22,347,607

Water Utility Revenue Obligations

The Town has issued utility revenue obligations to refund portions of prior issuances related to the acquisition of water systems. These bonds are payable solely from the water utility rate revenues collected by the Town.

2014 Series – Water Utility Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2016	129,000	32,346	161,346
2017	136,000	28,994	164,994
2018	139,000	25,515	164,515
2019	179,000	21,492	200,492
2020	184,000	16,900	200,900
2021-2023	576,000	22,138	598,138
Totals	1,343,000	147,385	1,490,385

Water Infrastructure Finance Authority (WIFA) Loan

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

Water Infrastructure Finance Authority Loan			
Fiscal Year	Principal	Interest	Total
2016	207,015	54,870	261,885
2017	213,159	51,786	264,945
2018	219,485	48,610	268,096
2019	226,000	45,340	271,340
2020	232,707	41,973	274,681
2021-2025	1,271,331	155,760	1,427,091
2026-2030	1,471,533	55,268	1,526,802
Totals	3,841,231	453,607	4,294,838

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Town Manager						
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00	1.00
Management Assistant	1.00	1.00	2.00	2.00	2.00	2.00
Senior Executive Assistant	-	-	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	1.00	1.00	1.00	1.00
Customer Service Clerk	-	-	1.13	1.13	1.13	1.13
Assistant Town Manager	-	-	-	1.00	-	-
Senior Administrative Manager	1.00	1.00	-	-	-	-
Customer Service Specialist	2.13	2.13	-	-	-	-
Council Liaison	1.00	1.00	-	-	-	-
Communication and Marketing Division (20)						
Public Information Officer (PIO)	1.00	1.00	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Division (30)						
Assistant to the Town Manager	-	-	-	-	1.00	1.00
Special Events Coordinator	-	-	-	-	1.00	1.00
Special Events Division (40)						
Emergency Management and Safety Coordinator	-	1.00	1.00	1.00	1.00	1.00
Total Town Manager Office	9.63	10.63	10.13	11.13	12.13	12.13
Town Clerk						
Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Records Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Assistant to the Town Clerk	-	-	1.00	1.00	1.00	1.00
Deputy Town Clerk	-	-	-	-	-	-
Agenda & Records Clerk	1.00	1.00	-	-	-	-
Total Town Clerk	3.00	3.00	3.00	3.00	3.00	3.00
Human Resources						
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	-	-	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources Analyst	-	-	-	-	1.00	1.00
Executive Assistant	-	-	1.00	1.00	1.00	1.00
Human Resources Technician	1.00	1.00	1.00	1.00	-	-
Human Resources Coordinator	-	-	-	-	-	-
Employee Relations Administrator	1.00	1.00	-	-	-	-
Administrative Assistant	0.50	0.50	-	-	-	-
Total Human Resources	5.50	5.50	6.00	6.00	6.00	6.00
Finance						
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00	1.00
Contracts Administrator	-	1.00	1.00	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	2.00	2.00	2.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.35	1.35	1.75
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50
Total Finance	8.85	9.85	9.85	10.85	10.85	11.25

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Legal Department						
Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	-	-	-	-	-	1.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Legal Document Clerk			1.00	1.00	1.00	1.00
Administrative Assistant	1.50	1.50	0.50	0.50	0.50	0.50
Associate Town Attorney	1.00	1.00	1.00	1.00	1.00	
Real Property Acquisition Agent	-	-	-	-	-	-
Office Support Assistant	-	-	-	-	-	-
Total Legal Department	6.50	6.50	6.50	6.50	6.50	6.50
Technology Services						
Technology Services Director	1.00	1.00	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00	2.00	2.00
Senior Network Administrator	-	-	-	-	-	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Website Administrator	-	1.00	1.00	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Senior Technology Support Specialist	2.00	2.00	2.00	2.00	2.00	2.00
Technology Support Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	-	-	-
Total Technology Services	12.00	13.00	13.00	13.00	13.00	14.00
Office of Economic and Tourism Development						
Director of Economic and Tourism Development	-	-	-	1.00	1.00	1.00
Tourism Development Manager	-	-	-	1.00	1.00	1.00
Total Strategic Initiatives	-	-	-	2.00	2.00	2.00
Office of Strategic Initiatives						
Economic Development & Strategic Initiatives Manager	-	-	-	-	-	-
Public Information Officer (PIO)	-	-	-	-	-	-
Special Events Coordinator	-	-	-	-	-	-
Graphic Designer	-	-	-	-	-	-
Management Assistant	-	-	-	-	-	-
Administrative Assistant	-	-	-	-	-	-
Total Strategic Initiatives	-	-	-	-	-	-
Community Development & Neighborhood Services						
Community Development Director	1.00	1.00	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Coordinator	1.00	1.00	1.00	-	-	-
Total Community Development	4.00	4.00	4.00	3.00	3.00	3.00
Development Services Administration						
Development Services Center Manager	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	-	-	-	-	-	1.00
Development Services General Manager	-	1.00	1.00	-	-	-
Economic Development Manager	1.00	1.00	1.00	-	-	-
Total GM - Development Services	3.00	4.00	4.00	2.00	2.00	3.00

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Records Center						
Records Clerk						1.00
Document Imaging Clerk	1.50	1.50	1.50	1.50	1.50	0.50
Permits Center & Records Manager	-	-	-	-	-	-
Real Property Acquisition Agent	1.00	-	-	-	-	-
Senior Permit Clerk	1.00	1.00	1.00	-	-	-
Development Coordinator	2.00	2.00	1.85	-	-	-
Permit Clerk	3.00	3.00	3.00	-	-	-
Project Coordinator	1.00	1.00	1.00	-	-	-
Total Records Center	9.50	8.50	8.35	1.50	1.50	1.50
Building Safety						
Building Safety Director	1.00	1.00	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	2.00	2.00	2.00	2.00
Plans Examiner	2.00	2.00	1.00	1.00	1.00	1.00
Plan Review Technician	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector II	1.00	2.00	2.00	2.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00	1.00	1.00
Senior Permit Clerk	-	-	-	1.00	1.00	1.00
Permit Clerk	-	-	-	3.00	3.00	3.00
Code Enforcement Officer	-	-	-	-	-	-
Total Building Safety	8.00	9.00	9.00	13.00	13.00	13.00
Planning Department						
Planning Director	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Project Manager	-	1.00	1.00	1.00	1.00	1.00
Senior Planner						1.00
Planner II	2.00	2.00	2.00	2.00	3.00	2.00
Planner I	4.00	4.00	4.00	4.00	3.00	3.00
Development Coordinator	-	-	-	1.85	1.85	1.85
Assistant Planning Director	-	-	-	-	-	-
Total Planning Department	7.00	8.00	8.00	9.85	9.85	9.85
Engineering						
Town Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Director of Engineering	-	1.00	1.00	1.00	1.00	1.00
CIP Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Project Manager	2.00	1.00	1.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	3.00	3.00	3.00
Engineering Aide	1.00	1.00	1.00	1.00	1.00	1.00
CIP Engineering Division Manager	-	1.00	1.00	1.00	1.00	1.00
Construction Manager	-	2.00	2.00	2.00	2.00	2.00
Project Coordinator	-	1.00	1.00	2.00	2.00	2.00
Construction Inspector	-	2.00	2.00	2.00	2.00	2.00
Right of Way Inspector	-	1.00	1.00	1.00	1.00	1.00
Project Control Specialist	-	1.00	1.00	1.00	1.00	1.00
Project Manager	-	1.00	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	-	1.00	1.00	1.00	1.00	1.00
Executive Assistant	-	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	-	-	-
Senior Plans Examiner	-	-	-	-	-	-
Plans Examiner	-	-	-	-	-	-
Plans Review Technician	-	-	-	-	-	-
Total Engineering	11.00	22.00	22.00	22.00	22.00	22.00

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Police						
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	-	-	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	-	1.00	1.00	1.00
Police Lieutenant	3.00	3.00	3.00	2.00	2.00	2.00
Police Sergeant	11.00	11.00	11.00	11.00	11.00	11.00
Police Officer	57.00	58.00	63.00	65.00	65.00	67.00
Police Records Supervisor	1.00	1.00	2.00	2.00	1.00	1.00
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00	2.00	2.00
Dispatcher	12.00	12.00	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	6.00	5.00	5.00	5.00	6.00
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	2.00	3.00	3.00	3.00
Executive Assistant	-	-	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Transcriptionist	-	-	1.00	1.00	1.00	-
Detective	5.00	5.00	-	-	-	-
Police Telecommunications Manager	1.00	1.00	-	-	-	-
Administrative Manager	1.00	1.00	-	-	-	-
Total Police Department	105.00	106.00	106.00	109.00	109.00	111.00
Courts						
Town Magistrate	1.00	1.00	1.00	1.00	1.00	1.00
Court Services Operations Specialist	-	-	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00	1.00
Court Security Guard	2.00	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist II	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist I	-	-	1.00	1.00	1.00	1.00
Court Clerk	5.00	5.00	4.00	4.00	4.00	4.00
Executive Assistant	1.00	1.00	-	-	-	-
Total Courts	14.00	14.00	14.00	14.00	14.00	14.00
Public Works Administration						
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Operations Engineering Manager	-	-	-	1.00	1.00	1.00
Community Response Manager	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	-	1.00	1.00	-	-	-
Public Services General Manager	1.00	-	-	-	-	-
Contracts Analyst	1.00	-	-	-	-	-
Senior Administrative Assistant	1.00	-	-	-	-	-
Code Enforcement Division (10)						
Code Enforcement Officer	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Division (20)						
Superintendent	-	-	-	-	-	1.00
Foreman	-	-	-	-	-	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Technician II	1.00	1.00	2.00	2.00	2.00	2.00
Fleet Technician I	1.00	1.00	-	-	-	-
Airport Operations Coordinator	1.00	1.00	1.00	1.00	-	-
Facilities & Fleet Services Manager	-	-	-	-	-	-

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Streets Division (30)						
Superintendent	-	-	-	-	-	1.00
Traffic Signal Technician III	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Signal Technician II	1.00	1.00	1.00	1.00	1.00	1.00
Foreman	4.00	4.00	4.00	4.00	4.00	2.00
Equipment Operator	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00	3.00
Signs & Markings Technician	1.00	1.00	1.00	1.00	1.00	1.00
Inmate Services Coordinator	4.00	4.00	4.00	4.00	4.00	4.00
Laborer	5.00	5.00	5.00	5.00	5.00	5.00
Facilities Division (40)						
Superintendent	2.00	3.00	3.00	3.00	3.00	1.00
Foreman	-	-	-	-	-	1.00
Senior Facilities Technician	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Technician	1.00	1.00	1.00	1.00	1.00	2.00
Total Public Works Department	39.00	38.00	38.00	38.00	37.00	38.00
Capital Improvement Program						
Assistant Public Works Director	1.00	-	-	-	-	-
Construction Division Manager	1.00	-	-	-	-	-
Engineering Division Manager	1.00	-	-	-	-	-
Construction Manager	2.00	-	-	-	-	-
Construction Inspector	2.00	-	-	-	-	-
Right of Way Inspector	1.00	-	-	-	-	-
Acceptance Inspector	1.00	-	-	-	-	-
Project Control Specialist	1.00	-	-	-	-	-
Engineering Technician	-	-	-	-	-	-
Capital Improvement Project (CIP) Manager	1.00	-	-	-	-	-
Project Coordinator	1.00	-	-	-	-	-
Total Capital Improvement Program	12.00	-	-	-	-	-
Parks - Administration						
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00
Assets Coordinator	-	-	1.00	1.00	1.00	1.00
Parks and Recreation Services Clerk	2.75	2.75	2.75	2.75	2.75	2.75
Special Events Coordinator	-	-	-	1.00	-	-
Total - Parks Administration	5.75	5.75	6.75	7.75	6.75	6.75
Parks - Recreation (20)						
Recreation Coordinator	5.00	5.00	4.00	4.00	4.00	4.00
Recreation Programmer	2.00	2.00	2.00	2.00	2.00	2.00
Recreation Assistant	0.75	0.75	0.75	0.75	0.75	0.75
Total Parks - Recreation	7.75	7.75	6.75	6.75	6.75	6.75
Parks - Maintenance (30)						
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	2.00	2.00	2.00	2.00
Irrigation Control Specialist	-	-	-	-	-	1.00
Senior Maintenance Worker	9.00	9.00	9.00	10.00	10.00	11.00
Laborer	6.00	6.00	6.00	7.00	7.00	8.00
Foreman	1.00	1.00	-	-	-	-
Total Parks - Maintenance	18.00	18.00	18.00	20.00	20.00	23.00
Parks - Senior Programs (40)						
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	0.75	1.00	1.00	1.00
Total - Parks Senior Programs	1.75	1.75	1.75	2.00	2.00	2.00
Total Parks Department	33.25	33.25	33.25	36.50	35.50	38.50

**PROPOSED DETAILED AUTHORIZED POSITION SCHEDULE
FY 2015 - 2016 FINAL BUDGET**

	2013 Actual	2014 Adopted	2014 Actual	2015 Adopted	2015 Estimated	2016 Final
Water Department						
Utilities Director	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Director of Utilities						1.00
Utilities Business Services Coordinator					1.00	1.00
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00	1.00
Water Production Supervisor	-	-	-	1.00	1.00	1.00
Utilities Resource Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Water Quality Inspector	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	-	-	-	1.00	1.00	1.00
Electric Pump & Well Technician	1.00	1.00	1.00	1.00	1.00	1.00
Water Mechanic	-	-	-	1.00	1.00	1.00
Water Utilities Operator II	5.00	5.00	5.00	5.00	5.00	6.00
Water Utilities Operator I	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	-	1.00	1.00	1.00	1.00	1.00
Utility Billing Specialist	2.10	2.10	3.00	3.00	3.00	3.00
Utilities Technology Coordinator	1.00	1.00	1.00	1.00	1.00	1.00
Water Operations Manager	1.00	1.00	1.00	1.00	1.00	-
Utilities Services Supervisor	1.00	1.00	1.00	1.00	-	-
Customer Service Specialist	-	-	-	-	-	-
Utilities Customer Service Clerk	1.00	1.00	-	-	-	-
Total Water Department	18.10	19.10	19.00	22.00	22.00	23.00
Waste Water Department						
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator					1.00	1.00
Water Reclamation Operator II	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator I	-	1.00	1.00	1.00	1.00	1.00
Water Reclamation Supervisor	-	-	1.00	1.00		
Principal Wastewater Plant Operator	1.00	1.00	-	-	-	-
Total Waste Water Department	3.00	4.00	4.00	4.00	4.00	4.00
Airport Operations						
Airport Director						1.00
Airport Operations Coordinator	-	-	-	-	1.00	1.00
Airport Maintenance Worker	-	-	-	-	-	1.00
Airport Manager	1.00	1.00	1.00	1.00	1.00	
	-	-	-	-	-	-
Total Airport Operations	1.00	1.00	1.00	1.00	2.00	3.00
TOTAL TOWN AUTHORIZED POSITIONS	313.33	319.33	319.08	328.33	328.33	338.73

Salary Schedules Fiscal Year 2015-2016

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 108			\$44,159.78	\$55,199.46	\$66,240.19 Annual
208	Human Resources Analyst	Exempt			
476	Recreation Coordinator	Exempt			
210	Senior Accountant	Exempt			
440	Special Events Coordinator	Exempt			
GRADE 109			\$48,134.11	\$60,168.41	\$72,201.68 Annual
840	Graphic Designer	Exempt			
276	Management Assistant	Exempt			
752	Parks Maintenance Supervisor	Exempt			
246	Planner II	Exempt			
322	Real Property Acquisition Agent	Exempt			
632	Senior Executive Assistant	Exempt			
GRADE 110			\$52,948.04	\$66,185.05	\$79,422.06 Annual
473	Business Services Coordinator	Exempt			
719	Chief Water Reclamation Operator	Exempt			
211	Procurement Officer	Exempt			
236	Project Control Specialist	Exempt			
325	Safety & Emergency Management Coordinator	Exempt			
206	Senior Human Resources Analyst	Exempt			
722	Water Distribution Supervisor	Exempt			
723	Water Production Supervisor	Exempt			

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 111			\$58,772.20	\$73,464.72	\$88,158.29 Annual
222	Associate Town Attorney	Exempt			
176	Chief Building Inspector	Exempt			
220	Community Relations/PIO	Exempt			
814	Crime Scene/Property & Evidence Supervisor	Exempt			
163	Environmental Project Manager	Exempt			
258	Senior GIS Analyst	Exempt			
340	Senior Network Administrator	Exempt			
332	Software Engineer	Exempt			
502	Superintendent	Exempt			
201	Tourism & Marketing Manager	Exempt			
266	Traffic Engineer	Exempt			
483	Utilities Business Services Coordinator	Exempt			
481	Utilities Resources Coordinator	Exempt			
321	Website Administrator	Exempt			
GRADE 112			\$65,825.07	\$82,281.07	\$98,737.08 Annual
250	Assistant Human Resources Director	Exempt			
261	Assistant Town Attorney	Exempt			
230	Civil Engineer	Exempt			
238	Construction Manager	Exempt			
274	Finance Manager	Exempt			
161	Project Manager	Exempt			
333	Senior Software Engineer	Exempt			
240	Technology Manager	Exempt			
GRADE 113			\$74,382.36	\$92,977.43	\$111,572.50 Annual
151	CIP Engineering Division Manager	Exempt			
170	Court Administrator	Exempt			
147	Development Engineering Division Manager	Exempt			
174	Traffic Division Manager	Exempt			
265	Traffic Operations Engineering Manager	Exempt			
159	Water Operations Manager	Exempt			
153	Water Reclamation Operations Manager	Exempt			

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 114			\$ 84,051.84	\$105,064.79	\$126,077.75 Annual
157	Assistant Director of Engineering	Exempt			
155	Assistant Parks & Recreation Director	Exempt			
158	Assistant Public Works Director	Exempt			
148	Assistant Utilities Director	Exempt			
262	Senior Assistant Town Attorney	Exempt			
GRADE 115			\$94,978.12	\$118,723.17	\$142,467.17 Annual
154	Deputy Town Attorney	Exempt			
Non-Exempt Positions					
Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 205			\$24,734.84	\$30,299.62	\$35,865.96 Annual
			\$11.8917	\$14.5671	\$17.2432 Hourly
422	Office Support Assistant	Non-exempt			
822	Recreation Assistant	Non-exempt			
GRADE 206			\$26,465.92	\$32,420.96	\$38,376.52 Annual
			\$12.7240	\$15.5870	\$18.4502 Hourly
700	Laborer	Non-exempt			
GRADE 207			\$28,318.68	\$34,690.24	\$41,062.58 Annual
			\$13.6148	\$16.6780	\$19.7416 Hourly
417	Accounting Clerk	Non-exempt			
436	Customer Service Clerk	Non-exempt			
GRADE 208			\$30,300.66	\$37,118.64	\$43,936.36 Annual
			\$14.5676	\$17.8455	\$21.1233 Hourly
406	Administrative Assistant	Non-exempt			
456	Court Clerk	Non-exempt			
425	Legal Document Clerk	Non-exempt			
600	Maintenance Worker	Non-exempt			
423	Records Clerk	Non-exempt			
825	Parks and Recreation Services Clerk	Non-exempt			
430	Permit Clerk	Non-exempt			
444	Police Records Clerk	Non-exempt			
680	Utilities Customer Service Clerk	Non-exempt			

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 209			\$32,422.00	\$39,717.34	\$47,012.68 Annual
			\$15.5875	\$19.0949	\$22.6023 Hourly
812	Court Security Guard	Non-exempt			
748	Facilities Technician I	Non-exempt			
418	Senior Accounting Clerk	Non-exempt			
442	Utility Billing Specialist	Non-exempt			
			\$ 34,691.80	\$ 42,497.26	\$ 50,303.24 Annual
GRADE 210			\$16.6788	\$20.4314	\$24.1843 Hourly
660	Assets Coordinator	Non-exempt			
651	Assistant to the Town Clerk	Non-exempt			
450	Court Collections Specialist	Non-exempt			
620	Courtroom Specialist I	Non-exempt			
434	Development Coordinator	Non-exempt			
336	Engineering Aide	Non-exempt			
749	Facilities Technician II	Non-exempt			
614	Fleet Technician I	Non-exempt			
304	Plans Review Technician	Non-exempt			
458	Project Coordinator	Non-exempt			
547	Project Coordinator-CIP	Non-exempt			
604	Senior Maintenance Worker	Non-exempt			
428	Senior Permit Clerk	Non-exempt			
			\$37,120.46	\$45,471.92	\$53,823.90 Annual
GRADE 211			\$17.8464	\$21.8615	\$25.8769 Hourly
242	Court Probation Monitor	Non-exempt			
621	Courtroom Specialist II	Non-exempt			
810	Crime Scene Specialist	Non-exempt			
448	Dispatcher	Non-exempt			
741	Equipment Operator	Non-exempt			
438	Executive Assistant	Non-exempt			
508	Fleet Technician II	Non-exempt			
312	GIS Technician	Non-exempt			
702	Inmate Services Coordinator	Non-exempt			
744	Irrigation Control Technician	Non-exempt			
466	Recreation Programmer	Non-exempt			
750	Facilities Technician III	Non-exempt			
704	Signs and Markings Technician	Non-exempt			

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
616	Small Engine Mechanic	Non-exempt			
GRADE 212			\$40,089.66	\$49,110.10	\$58,130.28 Annual
			\$19,273.9	\$23,610.6	\$27,947.3 Hourly
209	Accountant	Non-exempt			
453	Court Operations Specialist	Non-exempt			
461	Community Development Coordinator	Non-exempt			
414	Human Resources Technician	Non-exempt			
426	Legal Assistant	Non-exempt			
309	Technology Support Specialist	Non-exempt			
371	Traffic Signal Technician I	Non-exempt			
736	Water Utilities Operator I	Non-exempt			
GRADE 213			\$43,297.54	\$53,038.70	\$62,780.90 Annual
			\$20,816.1	\$25,499.4	\$30,183.1 Hourly
539	Airport Operations Coordinator	Non-exempt			
518	Building Inspector I	Non-exempt			
315	Business Process Analyst	Non-exempt			
522	Code Enforcement Officer	Non-exempt			
525	Construction Inspector	Non-exempt			
248	Crime Analyst	Non-exempt			
534	Electric Pump and Well Technician	Non-exempt			
253	GIS Database Analyst	Non-exempt			
514	Housing Rehabilitation Specialist	Non-exempt			
520	Planner I	Non-exempt			
302	Plans Examiner	Non-exempt			
303	Plans Examiner/Permitting Coordinator	Non-exempt			
526	Right of Way Inspector	Non-exempt			
372	Traffic Signal Technician II	Non-exempt			
532	Water Quality Inspector	Non-exempt			
728	Water Reclamation Facility Mechanic	Non-exempt			
730	Water Reclamation Utilities Operator I	Non-exempt			
737	Water Utilities Operator II	Non-exempt			

GRADE 214			\$47,193.64	\$57,812.04	\$68,431.22 Annual
			\$22.6893	\$27.7943	\$32.8996 Hourly

516	Building Inspector II	Non-exempt
540	Community Response Manager	Non-exempt
213	Contracts Administrator	Non-exempt

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
560	Engineering Specialist	Non-exempt			
710	Foreman	Non-exempt			
252	Geographic Information Systems (GIS) Analyst	Non-exempt			
212	Management & Budget Analyst	Non-exempt			
214	Payroll Administrator	Non-exempt			
470	Police Records Supervisor	Non-exempt			
464	Police Telecommunications Supervisor	Non-exempt			
401	Records Administrator	Non-exempt			
313	Senior Technology Support Specialist	Non-exempt			
731	Water Reclamation Utilities Operator II	Non-exempt			

GRADE 215			\$51,913.16	\$63,593.40	\$75,274.16 Annual
			\$24.9582	\$30.5738	\$36.1895 Hourly

519	Building Safety Coordinator	Non-exempt
452	Court Supervisor	Non-exempt
330	Database Administrator	Non-exempt
341	Network Administrator	Non-exempt
300	Senior Plans Examiner	Non-exempt
268	Technology Analyst	Non-exempt
373	Traffic Signal Technician III	Non-exempt
468	Utilities Technology Coordinator	Non-exempt

Additional Pay (Applies only to Non Exempt Positions)

Shift Differential Pay	\$0.90 per hour	<i>Pay for employees who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/Stand-By Pay	\$1.00 per hour	<i>Pay for employees who stand ready to work during non-work hours when assigned.</i>

Unclassified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
GRADE 112			\$65,825.07	\$82,281.07	\$98,737.08 Annual
260	Assistant to the Town Manager	Exempt			
GRADE 115			\$94,978.12	\$118,723.17	\$142,467.17 Annual
182	Deputy Chief of Police	Exempt			
Town Officers Grade I			\$91,382.49	\$116,513.36	\$141,643.18 Annual
144	Airport Director	Exempt			
125	Building Safety Director	Exempt			
114	Community Development Director	Exempt			
115	*Director of Economic Development and Tourism	Exempt			
116	Human Resources Director	Exempt			
136	Parks and Recreation Director	Exempt			
126	Planning Director	Exempt			
180	Public Works Director	Exempt			
134	Technology Services Director	Exempt			
106	Town Clerk	Exempt			
146	Utilities Director	Exempt			
Town Officers Grade II			\$109,175.41	\$139,198.24	\$169,221.06 Annual
112	Assistant Town Manager	Exempt			
110	Deputy Town Manager	Exempt			
118	Finance Director	Exempt			
138	Police Chief	Exempt			
120	Town Attorney	Exempt			
132	Town Engineer	Exempt			

* Per Marana Town Code Section 3-1-1, this position is not defined as a Town Officer, however, pay falls within the same grade as Town Officers Grade I

Classified Sworn Positions

Non-Exempt Positions

Job Code	Grade	Job Title	FLSA** Status								
807	P	*Police Recruit	Non-Exempt	Flat Rate							
			Annual	\$43,334.72							
			Hourly	\$20.8340							
806	P1	Police Officer	Non-Exempt	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
			Annual	\$48,149.66	\$50,557.26	\$53,085.50	\$55,739.32	\$58,525.74	\$61,452.04	\$64,524.72	\$67,751.32
			Hourly	\$23.1489	\$24.3064	\$25.5219	\$26.7977	\$28.1374	\$29.5443	\$31.0215	\$32.5727
802	P3	Police Sergeant	Non-Exempt	Step 1	Step 2	Step 3	Step 4	Step 5			
			Annual	\$69,541.42	\$73,018.40	\$76,669.32	\$80,501.98	\$84,527.30			
			Hourly	\$33.4334	\$35.1050	\$36.8603	\$38.7029	\$40.6381			

Exempt Positions

800	P4	Police Lieutenant	Exempt	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
			Annual	\$82,769.02	\$86,907.73	\$91,252.44	\$95,815.64	\$100,606.68	\$105,635.97	\$110,918.08	
801	P5	Police Captain	Exempt	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
			Annual	\$91,045.40	\$95,598.19	\$100,377.79	\$105,396.68	\$110,666.31	\$116,200.20	\$122,009.79	\$128,110.69

Police Officer Special Assignments

7.5% added to base pay	Lead Detective
5% added to base pay	Investigator
	Lead Police Officer
	Auto Theft Task Force
	Counter Narcotics Alliance
	DART
	DEA Task Force
	EOD (Explosives)
	K9
	Motorcycles
	School Resource Officer (SRO)
	SWAT
	Volunteer Coordinator
One additional hour of pay per shift paid at time and one-half rate when serving as FTO	Field Training Officer

Additional Pay for Sworn Positions (Applies only to Non-Exempt Sworn)

Shift Differential	\$0.90 per hour	Pay for employees who work between 6:00 p.m. and 6:00 a.m.
On-Call/Stand-By Pay	\$1.00 per hour	Pay for employees who stand ready to work during non-work hours as assigned.

Temporary Positions

Job Code	Job Title	FLSA* Status	Minimum	Maximum	
480	Intern	Non-exempt		\$8.05	Flat Rate Hourly
169	Judge Pro Tempore	Exempt	\$150.00 (half day session)	\$300.00 (full day session)	Flat Rate
826	Lifeguard	Non-exempt		\$10.20	Flat Rate Hourly
828	Lifeguard/WSI	Non-exempt	\$10.71	\$16.57	Hourly
271	Management Intern	Non-exempt		\$13.50	Flat Rate Hourly
832	Pool Manager	Non-exempt		\$12.85	Flat Rate Hourly
824	Recreation Aide	Non-exempt		\$10.20	Flat Rate Hourly
831	Sports Official	Non-exempt		\$10.20	Flat Rate Hourly

Additional Pay (Applies only to Non-Exempt position)

Shift differential	\$0.90 per hour	<i>Pay for employees who work between 6:00 p.m. and 6:00 a.m.</i>
On-Call/ Stand-by	\$1.00 per hour	<i>Pay for employees who stand ready to work as assigned during non-work hours when assigned.</i>



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



Appendices





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MARANA RESOLUTION NO. 2015-064

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2015-2016 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 19, 2015, 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 16, 2015, 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 16, 2015, at the office of the Council for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

WHEREAS it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. §42-17051(A).

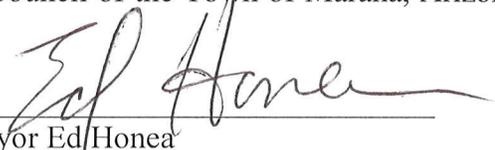
NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Marana, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, attached hereto as Exhibit A and incorporated herein by this reference, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Marana for the fiscal year 2015-2016.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 16th day of June 2015.



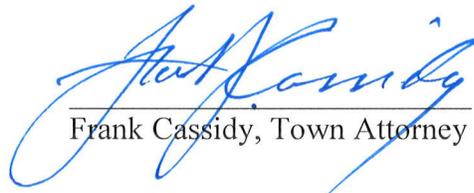
ATTEST:


Jocelyn C. Bronson, Town Clerk



Mayor Ed Honea

APPROVED AS TO FORM:



Frank Cassidy, Town Attorney

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2016

Fiscal Year	S c h	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2015	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	36,906,658	8,530,457	8,412,679	39,616,401	0	19,774,059	3,754,865	116,995,119
2015	Actual Expenditures/Expenses**	E	29,191,836	5,444,839	703,903	8,326,921	0	6,730,744	3,366,378	53,764,621
2016	Fund Balance/Net Position at July 1***		25,478,205	5,070,527	1,034,457	21,364,909		5,680,499	861,892	59,490,489
2016	Primary Property Tax Levy	B	0							0
2016	Secondary Property Tax Levy	B			432,267	121,927				554,194
2016	Estimated Revenues Other than Property Taxes	C	37,335,567	5,048,572	2,309,821	41,791,523	0	9,555,363	3,907,016	99,947,862
2016	Other Financing Sources	D	0	0	0	5,500,000	0	10,000,000	0	15,500,000
2016	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2016	Interfund Transfers In	D	0	100,000	4,899,359	0	0	4,425,523	0	9,424,882
2016	Interfund Transfers (Out)	D	6,591,688	0	0	2,344,331	0	488,863	0	9,424,882
2016	Reduction for Amounts Not Available									
LESS:	Amounts for due from other funds		2,539,785							2,539,785
	Amounts for restricted grants and contributions			2,044,870						2,044,870
	Amounts for future debt retirement:				299,595					299,595
	Amounts for future capital projects:					9,234,295		2,620,735		11,855,030
	Amounts for future health and dental benefits:								861,892	861,892
2016	Total Financial Resources Available		53,682,299	8,174,229	8,376,309	57,199,733	0	26,551,787	3,907,016	157,891,373
2016	Budgeted Expenditures/Expenses	E	40,790,534	8,174,229	8,376,309	57,199,733	0	26,551,787	3,907,016	144,999,608

EXPENDITURE LIMITATION COMPARISON

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

	2015	2016
1.	\$ 116,995,119	\$ 144,999,608
2.		
3.	116,995,119	144,999,608
4.		
5.	\$ 116,995,119	\$ 144,999,608
6.	\$	\$

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 the current year from Schedule E.

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

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

TOWN OF MARANA
Tax Levy and Tax Rate Information
Fiscal Year 2016

	2015	2016
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	490,514	554,194
C. Total property tax levy amounts	\$ <u>490,514</u>	\$ <u>554,194</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 485,609	
(2) Prior years' levies	405	
(3) Total secondary property taxes	\$ 486,014	
C. Total property taxes collected	\$ <u>486,014</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	2.8000	2.8000
(3) Total city/town tax rate	<u>2.8000</u>	<u>2.8000</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>four</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
GENERAL FUND			
Local taxes			
Sales taxes	\$ 21,034,795	\$ 21,285,673	\$ 22,674,325
Licenses and permits			
Building and development fees	2,988,953	3,198,850	2,653,000
Business and license fees	168,000	165,850	168,000
Franchise fees	350,000	344,675	350,000
Host Fees	225,500	189,276	350,000
Intergovernmental			
State shared sales taxes	3,159,019	3,129,090	3,339,932
Urban revenue sharing	4,231,997	4,231,997	4,209,300
Auto lieu	1,392,720	1,377,054	1,465,110
Other	10,000	79,723	85,000
Charges for services			
Charges for services	398,500	403,536	455,750
Fines and forfeits			
Court fines and fees	595,000	658,290	630,000
Interest on investments			
Interest	175,000	164,950	175,000
Contributions			
Voluntary contributions	125,400	166,817	161,000
Miscellaneous			
Other miscellaneous	551,170	574,106	619,150
Total General Fund	\$ 35,406,054	\$ 35,969,887	\$ 37,335,567

* 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.

SPECIAL REVENUE FUNDS

Community development block grants	\$ 215,000	\$ 49,745	\$ 215,000
Affordable housing revolving	100,000	29,750	100,000
Other grants and contributions	1,270,613	549,934	1,043,178
RICO			30,515
Impound			50,000
Bed tax	919,413	920,755	925,450
Emergency telecommunications fund			65,000
Local JCEF	14,000	14,305	15,000
Fill the GAP	4,000	3,856	4,000
Local technology enhancement	118,000	138,346	140,000
Highway user revenue	2,464,723	2,378,063	2,460,429

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2016

SOURCE OF REVENUES	ESTIMATED REVENUES 2015	ACTUAL REVENUES* 2015	ESTIMATED REVENUES 2016
Total Special Revenue Funds	\$ 5,105,749	\$ 4,084,754	\$ 5,048,572

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

DEBT SERVICE FUNDS

Tangerine farms road improvement district	\$ 2,155,388	\$ 2,216,755	\$ 2,034,816
Gladden farms CFD debt	310,707		275,005
Saguaro springs CFD debt	2,303		
Total Debt Service Funds	\$ 2,468,398	\$ 2,216,755	\$ 2,309,821

CAPITAL PROJECTS FUNDS

Transportation	\$ 5,248,500	\$ 5,021,979	\$ 5,242,050
One-half cent sales tax fund			4,800,000
Impact fee funds	2,663,975	2,236,905	1,843,176
Other capital projects	10,500,030	785,690	10,710,028
Downtown reinvesement fund	125,000	127,292	125,000
Pima County bond fund	35,000		
Regional transportation authority fund	16,526,839	2,115,920	18,690,634
Tangerine farms road improvement district	35,000	32,500	35,000
Gladden farms CFD capital	77,000	76,850	
Gladden farms II CFD capital			
Vanderbilt CFD capital	27,500	5,790	27,500
Saguaro springs CFD capital	134,436		318,135
Total Capital Projects Funds	\$ 35,373,280	\$ 10,402,926	\$ 41,791,523

* 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.

ENTERPRISE FUNDS

Water utility	\$ 4,526,344	\$ 5,540,385	\$ 5,049,571
Airport	2,901,313	391,236	2,937,313
Wastewater utility	1,441,046	1,534,685	1,568,479
	\$ 8,868,703	\$ 7,466,306	\$ 9,555,363
Total Enterprise Funds	\$ 8,868,703	\$ 7,466,306	\$ 9,555,363

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

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2016

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2015</u>	<u>ACTUAL REVENUES* 2015</u>	<u>ESTIMATED REVENUES 2016</u>
INTERNAL SERVICE FUNDS			
Health Benefits	\$ 3,498,046	\$ 3,453,945	\$ 3,648,964
Dental Benefits	256,819	255,598	258,052
	<u>\$ 3,754,865</u>	<u>\$ 3,709,543</u>	<u>\$ 3,907,016</u>
Total Internal Service Funds	<u>\$ 3,754,865</u>	<u>\$ 3,709,543</u>	<u>\$ 3,907,016</u>
TOTAL ALL FUNDS	<u>\$ 90,977,049</u>	<u>\$ 63,850,171</u>	<u>\$ 99,947,862</u>

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

**TOWN OF MARANA
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016**

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Series 2008 debt	\$	\$	\$	\$ 549,428
Series 2013 debt				1,257,150
Series 2014 debt				514,071
Other grants				100,000
Airport				171,039
Wastewater				4,000,000
Total General Fund	\$	\$	\$	\$ 6,591,688
SPECIAL REVENUE FUNDS				
Other grants	\$	\$	\$ 100,000	\$
Transit				
Total Special Revenue Funds	\$	\$	\$ 100,000	\$
DEBT SERVICE FUNDS				
Series 2008 debt	\$	\$	\$ 2,639,275	\$
Series 2013 debt			1,746,013	
Series 2014 debt			514,071	
Total Debt Service Funds	\$	\$	\$ 4,899,359	\$
CAPITAL PROJECTS FUNDS				
South Transportation Impact Fee	\$	\$	\$	\$ 623,120
North East Transportation Impact Fee				603,947
Transportation				862,780
Other Capital Projects				
Gladden Farms CFD	1,000,000			
Saguaro Springs CFD	4,500,000			
Total Capital Projects Funds	\$ 5,500,000	\$	\$	\$ 2,344,331
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water Utility	\$ 6,000,000	\$	\$ 254,484	\$
Wastewater Utility	4,000,000		171,039	
			4,000,000	488,863
Total Enterprise Funds	\$ 10,000,000	\$	\$ 4,425,523	\$ 488,863
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$

TOWN OF MARANA
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2016

FUND	OTHER FINANCING 2016		INTERFUND TRANSFERS 2016	
	SOURCES	<USES>	IN	<OUT>
Total Internal Service Funds	\$ _____	\$ _____	\$ _____	\$ _____
TOTAL ALL FUNDS	\$ <u>15,500,000</u>	\$ _____	\$ <u>9,424,882</u>	\$ <u>9,424,882</u>

**TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2016**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
GENERAL FUND				
Non-departmental	\$ 615,675	\$ 1,625,000	\$ 577,532	\$ 2,158,833
Mayor and council	291,166		248,926	294,338
Town Manager	1,403,427		1,285,363	1,503,103
Town clerk	273,052		245,700	280,565
Human resources	747,182		646,422	800,451
Finance	1,065,646		933,780	1,092,364
Legal	768,292		677,852	800,357
Technology services	2,130,538		2,043,350	2,517,151
Economic and tourism develop	168,770		140,438	192,356
Development services admin	214,039		207,939	233,359
Development records	522,099		134,462	175,115
Building safety	850,989		838,328	1,082,267
Planning	704,711		727,703	1,056,705
Engineering	2,244,498		1,948,704	2,248,345
Police	11,515,103		10,451,559	11,596,480
Courts	1,019,116		983,700	1,031,570
Public works	2,918,482		2,472,980	3,208,563
Parks and recreation	3,777,252		3,418,884	3,713,984
Community development	358,647		328,756	596,728
Capital outlay	1,117,974		879,458	1,207,900
Contingency	5,000,000	(2,425,000)		5,000,000
Total General Fund	\$ 37,706,658	\$ (800,000)	\$ 29,191,836	\$ 40,790,534
SPECIAL REVENUE FUNDS				
Highway user revenue	\$ 4,861,174	\$	\$ 3,875,680	\$ 3,768,678
Transit	100,000		95,150	
Revolving affordable housing	70,000			70,000
Local JCEF	67,000			82,000
Fill the GAP	38,500			34,500
Local technology	434,282		42,598	475,408
Community development block grant	215,000		49,745	215,000
Bed tax	1,088,702		831,732	931,576
Other grants and contributions	1,655,799		549,934	1,373,346
RICO				1,086,621
Impound fees				65,350
Emergency telecommunications				71,750
Total Special Revenue Funds	\$ 8,530,457	\$	\$ 5,444,839	\$ 8,174,229
DEBT SERVICE FUNDS				
Series 1997 debt	\$ 346,400	\$	\$ 346,400	\$
Series 2004 debt	\$ 667,625	\$	\$ 667,625	\$
Series 2008 debt	2,644,988		2,644,988	2,639,275
Series 2013 debt	1,849,875		1,849,875	2,034,816
Series 2014 debt				514,071
Tangerine farms ID debt	2,155,388		2,155,388	2,236,875
Gladden farms CFD debt	\$ 703,903	\$	\$ 703,903	\$ 701,272
Saguaro springs CFD debt	44,500			250,000
Total Debt Service Funds	\$ 8,412,679	\$	\$ 703,903	\$ 8,376,309
CAPITAL PROJECTS FUNDS				
Transportation	\$ 5,728,389	\$	\$ 3,630,978	\$ 8,271,013
One-half percent sales tax	685,825		685,825	4,500,000
Impact fee funds	1,929,496		486,458	8,437,236
Tangerine farms ID	35,000		7,895	35,000
Other capital projects	10,806,146	800,000	285,905	11,177,600
Downtown reinvestment fund	223,250		114,685	185,319
Pima County bond fund	35,000			
Regional transportation authority	16,078,944		3,080,886	18,690,634
CFD capital projects				
Gladden farms CFD	1,124,184		32,595	1,228,152
Gladden farms II CFD	478			213
Saguaro springs CFD	30,189		459	4,642,000
Vanderbilt farms CFD	2,139,500		1,235	32,566
Total Capital Projects Funds	\$ 38,816,401	\$ 800,000	\$ 8,326,921	\$ 57,199,733
ENTERPRISE FUNDS				
Water utility	\$ 8,568,111	\$	\$ 5,088,105	\$ 14,548,871
Airport	3,298,204		584,785	3,198,489
Wastewater utility	7,907,744		1,057,854	8,804,427
Total Enterprise Funds	\$ 19,774,059	\$	\$ 6,730,744	\$ 26,551,787
INTERNAL SERVICE FUNDS				
Health Benefits	\$ 3,498,046	\$	\$ 3,020,730	\$ 258,052
Dental Benefits	256,819		345,648	3,648,964
Total Internal Service Funds	\$ 3,754,865	\$	\$ 3,366,378	\$ 3,907,016
TOTAL ALL FUNDS	\$ 116,995,119	\$	\$ 53,764,621	\$ 144,999,608

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

TOWN OF MARANA
Expenditures/Expenses by Department
Fiscal Year 2016

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2015	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2015	ACTUAL EXPENDITURES/ EXPENSES* 2015	BUDGETED EXPENDITURES/ EXPENSES 2016
Town manager:				
General Fund	\$ 1,398,427	\$	\$ 1,285,360	\$ 1,503,103
Bed Tax Fund	51,809		46,899	41,727
Department Total	\$ 1,450,236	\$	\$ 1,332,259	\$ 1,544,830
Economic and tourism development:				
General Fund	\$ 167,770	\$	\$ 140,438	\$ 192,356
Bed Tax Fund	244,884		50,031	267,129
Department Total	\$ 412,654	\$	\$ 190,469	\$ 459,485
Police:				
General Fund	\$ 11,460,603	\$	\$ 10,451,599	\$ 11,596,480
RICO				37,500
Impound Fees				65,350
Other Grants	495,381		519,848	372,346
Emergency telecommunications				71,750
Department Total	\$ 11,955,984	\$	\$ 10,971,447	\$ 12,143,426
Court:				
General Fund	\$ 1,012,116	\$	\$ 983,700	\$ 1,031,570
Local JCEF	57,000			72,000
Fill the Gap	38,500			34,500
Local Tech Enhancement	434,282		42,598	475,408
Department Total	\$ 1,541,898	\$	\$ 1,026,298	\$ 1,613,478
Public works:				
General Fund	\$ 2,757,795	\$	\$ 2,472,089	\$ 3,208,563
Highway User Revenue Fund	3,506,277		2,623,284	2,758,717
Department Total	\$ 6,264,072	\$	\$ 5,095,373	\$ 5,967,280
Community development:				
General Fund	\$ 357,147	\$	\$ 328,756	\$ 596,728
CDBG	215,000		15,314	215,000
Revolving Affordable Housing	70,000		23,564	70,000
Transit	100,000		95,150	
Department Total	\$ 742,147	\$	\$ 462,784	\$ 881,728

* 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
Full-Time Employees and Personnel Compensation
Fiscal Year 2016

FUND	Full-Time Equivalent (FTE) 2016	Employee Salaries and Hourly Costs 2016	Retirement Costs 2016	Healthcare Costs 2016	Other Benefit Costs 2016	Total Estimated Personnel Compensation 2016
GENERAL FUND	285.1	\$ 18,002,109	\$ 2,524,604	\$ 2,910,659	\$ 1,509,512	\$ 24,946,884
SPECIAL REVENUE FUNDS						
Other grant funds	11.2	\$ 230,558	\$ 54,315	\$ 36,855	\$ 18,118	\$ 339,846
Bed tax	1.2	80,761	8,981	2,557	6,557	98,856
Local technology	1.0	30,989	3,440		2,529	36,958
Highway user revenue	11.2	455,139	47,039	85,636	33,073	620,887
Total Special Revenue Funds	23.6	\$ 797,447	\$ 113,775	\$ 125,048	\$ 60,277	\$ 1,096,547
ENTERPRISE FUNDS						
Water utility	23.0	\$ 1,287,584	\$ 138,620	\$ 241,537	\$ 99,645	\$ 1,767,386
Airport	3.0	175,380	19,079	32,783	13,216	240,458
Wastewater utility	4.0	265,279	27,177	41,499	18,972	352,927
Total Enterprise Funds	30.0	\$ 1,728,243	\$ 184,876	\$ 315,819	\$ 131,833	\$ 2,360,771
TOTAL ALL FUNDS	338.7	\$ 20,527,799	\$ 2,823,255	\$ 3,351,526	\$ 1,701,622	\$ 28,404,202

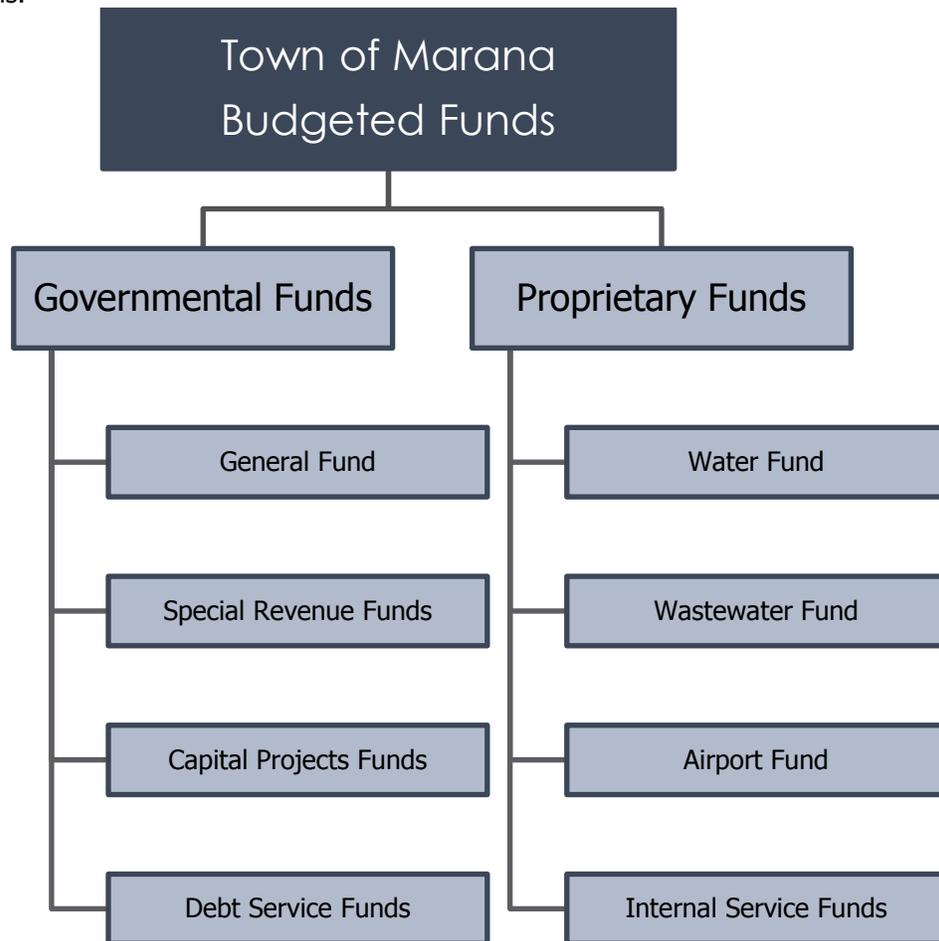


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SUMMARY OF FUND ACCOUNTING STRUCTURE

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

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



GOVERNMENTAL FUNDS

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

General Fund

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

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

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

Special Revenue Funds

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

Capital Projects Funds

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

Debt Service Funds

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

PROPRIETARY FUNDS

The proprietary funds are used to account for the town's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.

Enterprise Funds

These funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises. The Town of Marana has enterprise funds for water, wastewater and the airport departments.

Internal Service Funds

These funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis. The Town has internal service funds for self-insured health and dental benefits.

GLOSSARY OF TERMS

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

Accrual Basis - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

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

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

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

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

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

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

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

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

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

Carry-Over (Forward) – Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds also pay for encumbrances from the prior year.

Cash Basis - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

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

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

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

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

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

Disbursement - The expenditure of money from an account.

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

Encumbrance - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Ordinance - An ordinance is a formal legislative enactment by the governing body of a municipality. If it is not in conflict with any higher form of law, such as a state statute or a constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

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

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

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

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

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

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

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

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

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

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

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

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



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