

MARANA, ARIZONA

YOUR TOWN

ANNUAL BUDGET

& FINANCIAL PLAN

FISCAL YEAR 2014-2015





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TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2014 – June 30, 2015

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

Suzanne Machain, Human Resources Director

Lisa Shafer, Interim Community Development &
Neighborhood Services Director

Steve Miller, Airport Manager

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, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



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BUDGET MESSAGE



To the Honorable Mayor and Town Council:

I am pleased to submit fiscal year 2014-2015 annual budget for the Town of Marana. The budget is a reflection of Marana's values and priorities for the coming year. Guided by the Marana Strategic Plan with input from the public, Town Council, and staff, this budget balances the available resources with the most critical needs of the community.

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

Fiscal Year 2014-2015 Budget Summary

The total recommended budget is \$117.0 million. It has been fundamentally balanced with total ongoing expenditures funded with ongoing revenues. One-time revenues have been allocated to one-time costs. Operating and capital expenditures have been prioritized to advance the goals and objectives established by Town Council and included in the Strategic Plan.

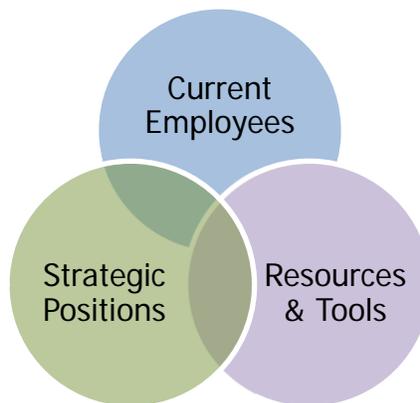
Total general fund expenditures for fiscal year 2014-2015 are projected to be \$37.7 million, a 20% percent increase over the previous year. The majority of that increase is attributable to the increase in contingency funding from \$1.5 million in fiscal year 2013-2014 to \$5.0 million in fiscal year 2014-2015. Included in these costs are investments related to key areas identified in the recovery plan, including \$1.1 million for capital outlay for vehicle replacements, facility and maintenance improvements and equipment related to the Heritage River Park Farm. The end of fiscal year fund balance is projected to be \$17.7 million and will be approximately 50 percent of the projected General Fund revenues. Healthy fund balance reserves are critical to provide municipalities with adequate cash flows for major expenditures and unanticipated emergencies. Additionally, healthy reserves help ensure favorable bond ratings necessary to finance portions of capital improvements included in the five-year capital improvement plan.

Capital expenditures, including enterprise fund projects, for fiscal year 2014-2015 are estimated at \$54.7 million. The financing plan maximizes the use of development fees, bonds, grants, operating transfers and intergovernmental cost-sharing agreements that provide a balanced distribution of costs.

Budget Process

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

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



Strategic Plan II

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



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

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



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

Marana is a diverse, vibrant town with a wide range of service needs. A key item included in the 2014-2015 funding plan that relates to the safety component are two School Resource Officer (SRO) positions. This, effectively, is a return of the SRO program which was eliminated during the depths of the great recession. The budget also includes a number of technology upgrades and network replacements which provide for consistent service and access. Additionally, the budget plan includes the Town's first full funding of the pavement management program. This program inventories streets and provides a pavement condition index that will drive future preventive maintenance efforts to enhance pavement life.



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

The budget recognizes the importance of reinvestment in current employees, resources and tools and strategic positions. The plan also acknowledges the importance of investment in new items. This year's financial plan includes resources to facilitate the newly redesigned website as well as new mobile applications. The Town continues to recognize the citizens' interest in "connecting" with its government through innovative mobile applications and related services.



HERITAGE

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

Incorporate and showcase Marana Heritage at signature events, living culture, parks and heritage design standards. A key component of this area is the continued development of the Marana Heritage River Park. This financial plan includes significant resources to complete certain park elements including the new splash pad and parking lot improvements. Additionally, resources are allocated for two new employee positions and related equipment which will be dedicated to the park. The Town is very excited to be bringing these park elements forward in the new year. In fact, the Town will be showcasing the Marana Heritage River Park in a festival this fall.



RECREATION

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

The Town is committed to making Marana the “go-to” destination in Arizona. The Town continues to recognize that providing recreation services for all citizens and encouraging participation in community-wide events is a key element of that commitment. This financial plan incorporates funding for to rehabilitate older portions of the Tortolita Mountain trail system near the Ritz Carlton resort which serves as a world-wide destination for outdoor recreation.

In Summary

The Town is truly at the cusp of a number of very exciting projects in the new year, including the new outlet mall in Marana. This financial plan continues to build upon earlier efforts to maintain a balanced budget which allows the Town to continue providing a high level of service to its citizens and works to ensure Marana’s future as the community in which to live and work.

I would like to thank the Council for their leadership and direction, Town Manager’s staff, department directors and their team members for their hard work in preparing this year’s budget document. The collective talents, dedication and commitment to excellence of these individuals allow the Town to continue providing exceptional service to the residents of Marana.

Respectfully,

Gilbert Davidson,
Town Manager

MAYOR & TOWN COUNCIL

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



Ed Honea, Mayor

Term: May 2011-2015

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

Mayor Honea is a member and past chair (2008) of the Pima Association of Governments and a member and past chair (2009) of the Regional Transportation Authority. He 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.

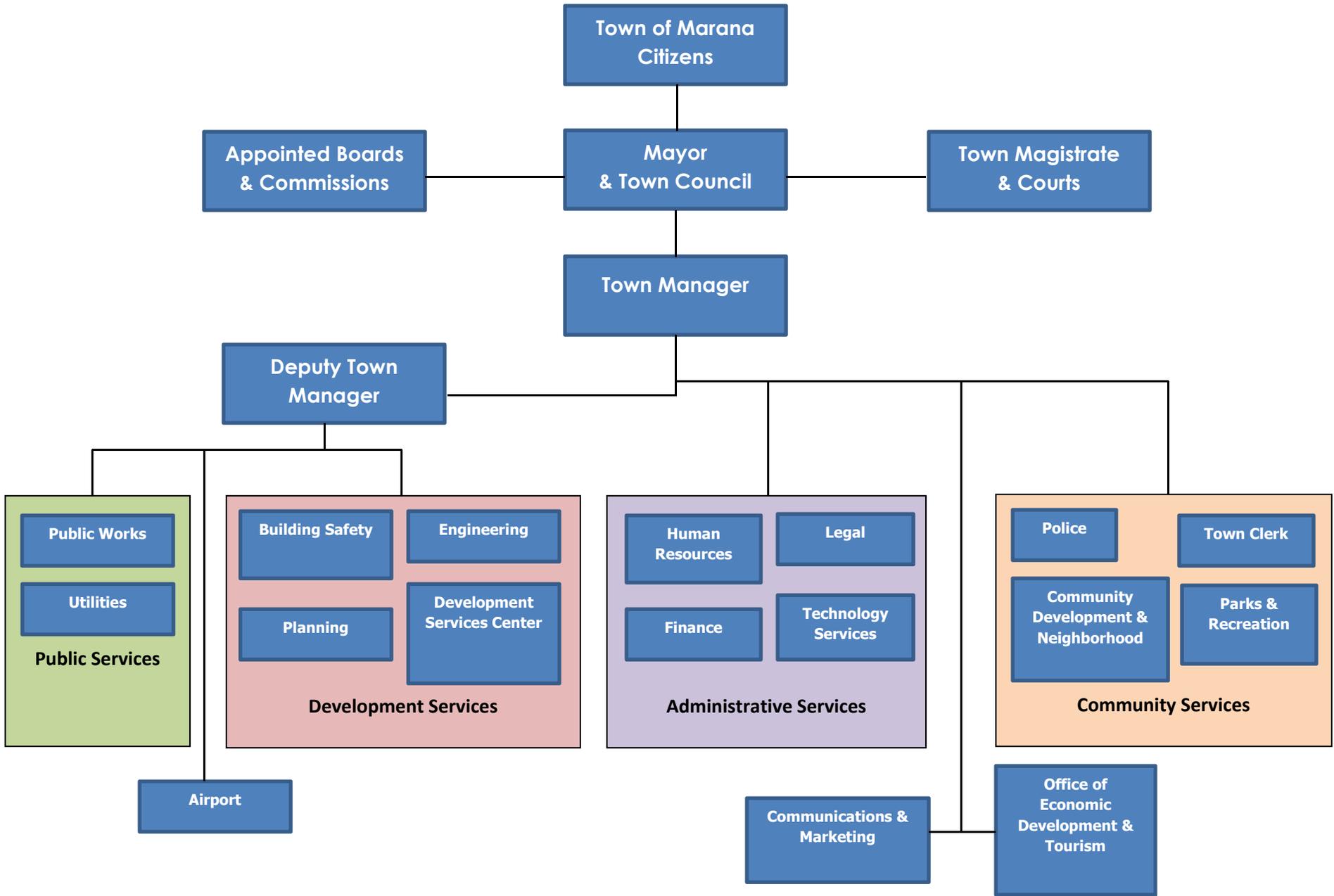
Since 1994, she and her family have lived in Continental Ranch, where she served on the HOA's Activities and Finance committees. She also has been a member of the Marana Optimist Club and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served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

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

**Dave Bowen, Council Member**

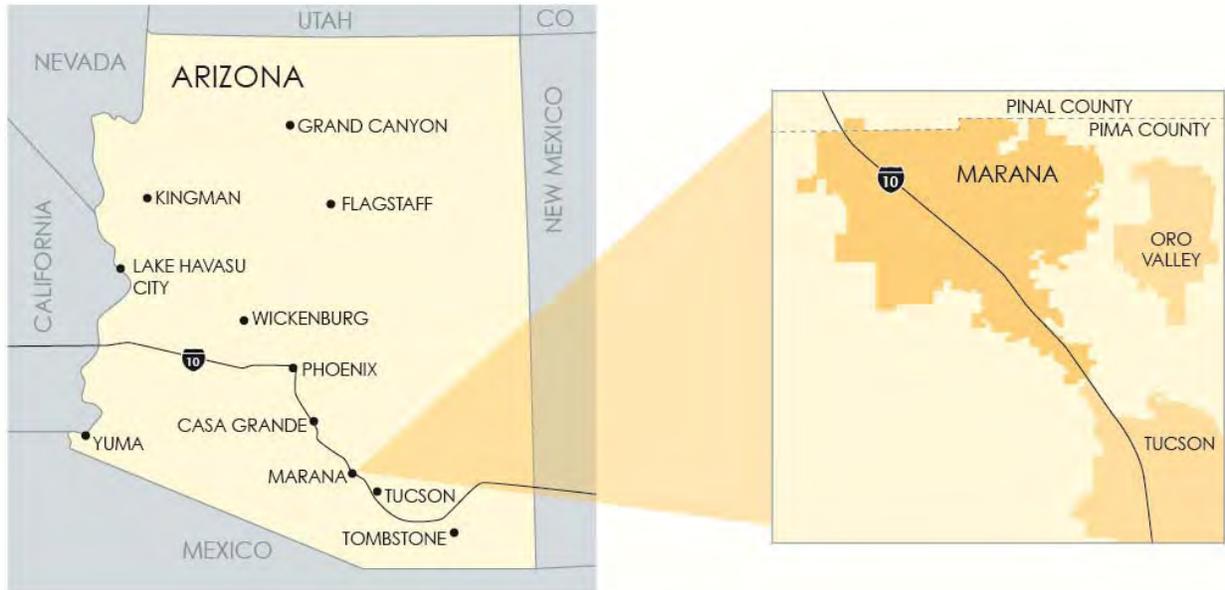
Term: May 2011-2015

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 328 (full-time equivalent) employees. An organizational chart is included on Page 12 of this book that depicts the current organizational structure of the Town.

QUALITY OF LIFE

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

People

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

Environment/Cultural Resources

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

Principal Economic Activities

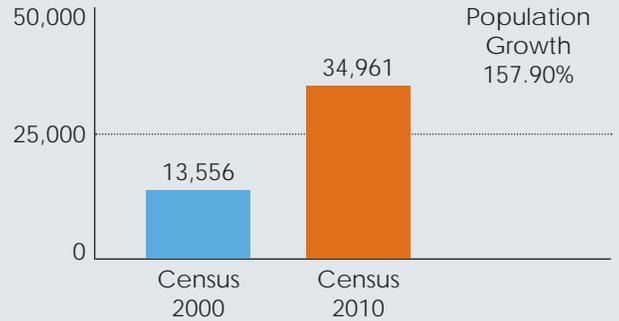
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent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

DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

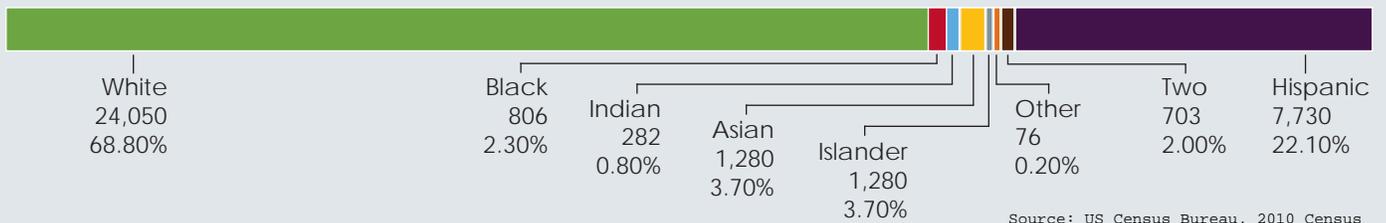
Date of Incorporation	March 20, 1977
Form of Government	Council/Manager
2010 population*	34,961
Median Home Value	\$242,100
Median Household Income	\$70,705
FY2013-2014 Budget	\$82,882,224
Number of Employees	319.33
Area in Square Miles	121
Miles of Streets	300

POPULATION



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

RACIAL DEMOGRAPHICS



QUALITY OF LIFE

PARK STATISTICS

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

Source: Town of Marana Parks & Recreation Department

TOP 20 EMPLOYERS

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

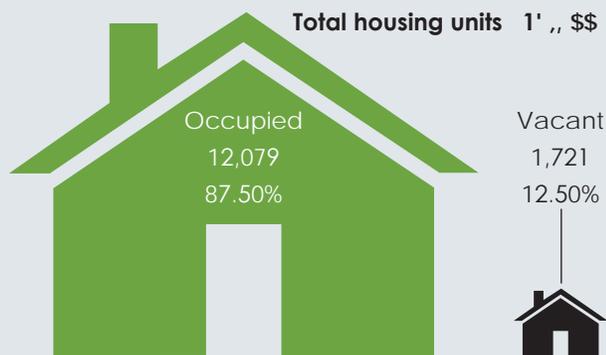
Source: Marana Chamber of Commerce, Arizona Star "Star 200" and Marana.com

EDUCATION

Elementary Schools	
Middle Schools	
Secondary Schools	
High Schools	
Alternative Schools	

DEMOGRAPHICS continued...

HOUSING UNITS



PLACE OF BIRTH

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

ANCESTRY

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

Source: US Census Bureau, 2010 Census

HOUSEHOLDS

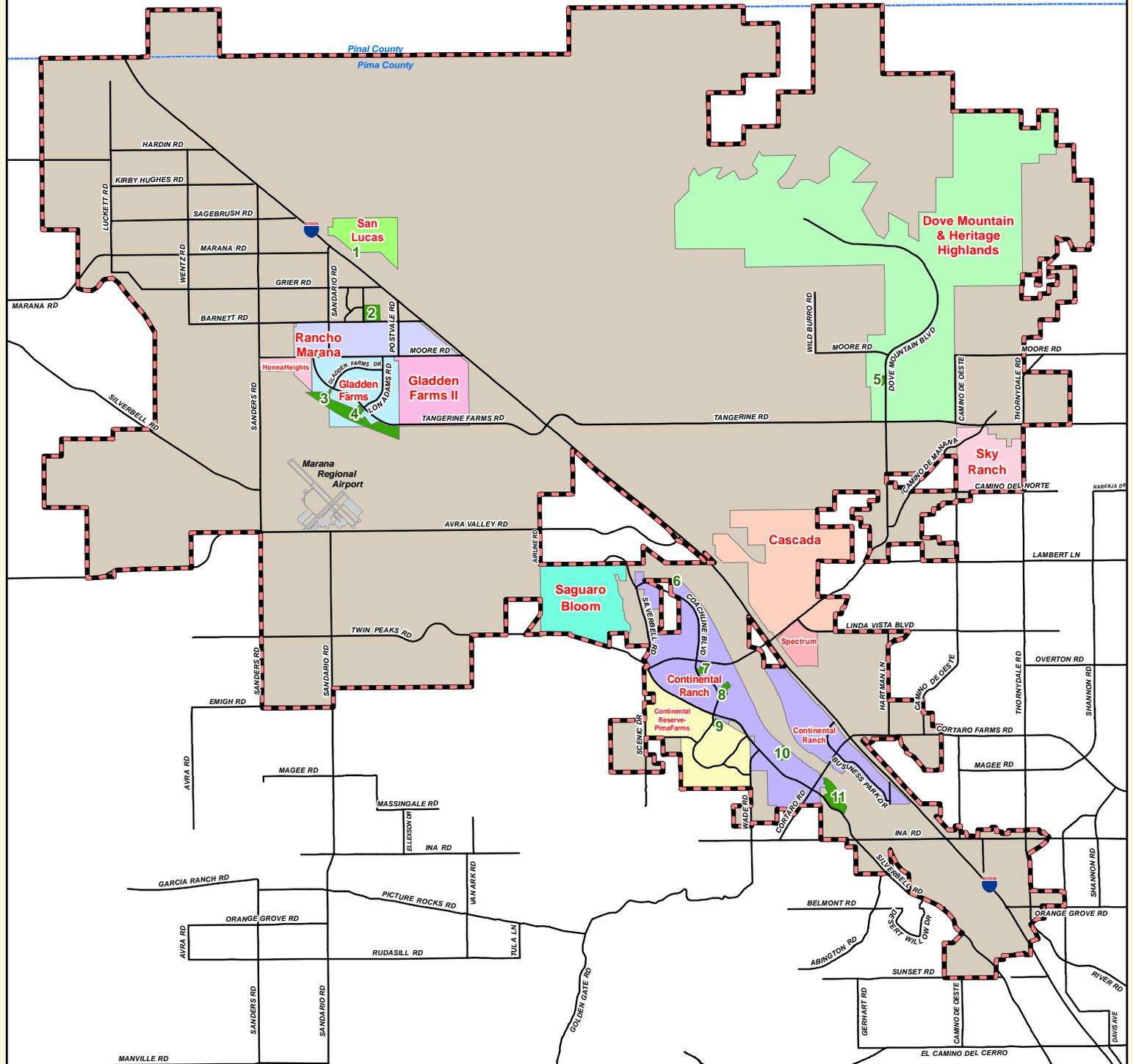
Total households	11,800	
Family households (families)	9,131	75.60%
With own children under 18 years	3,964	32.80%
Married-couple family	7,523	62.30%
With own children under 18 years	3,115	25.80%
Male householder, no wife present, family	539	4.50%
With own children under 18 years	314	2.60%
Female householder, no husband present, family	1,069	8.90%
With own children under 18 years	535	4.40%
Nonfamily households	2,948	24.40%
Householder living alone	2,261	18.70%
65 years and over	650	5.40%
Households with one or more people under 18 years	4,480	37.10%
Households with one or more people 65 years and over	3,097	25.60%

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

SCHOOL ENROLLMENT

Population 3 years and over enrolled in school	8,100	
Nursery school, preschool	730	8.50%
Kindergarten	523	6.10%
Elementary school (grades 1-8)	3,840	44.60%
High school (grades 9-12)	1,237	14.40%
College or graduate school	2,285	26.50%

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



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

Marana Parks and Major Neighborhoods

Marana Town Limits





TOWN OF MARANA STRATEGIC PLAN II

Action Agenda for the Future

Vision

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

Overriding Principles

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

Five Focus Areas



COMMERCE

Attract and maintain career-oriented commerce



COMMUNITY

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



PROGRESS & INNOVATION

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



HERITAGE

Strengthen community character by linking the past, present and future



RECREATION

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



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 2014-2015 budget, beginning July 1, 2014 and ending June 30, 2015. 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 2012 and 2013 amounts, current year 2014 estimates, and the adopted 2015 budget.

Budget Philosophy

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

Budget Development

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

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

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

Strategic Planning & Budgeting

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



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



Commerce

Attract and maintain career-oriented commerce.

Community

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

Progress & Innovation

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

Heritage

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

Recreation

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

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

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

Budget Kick-Off

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

Department Budget Development

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

Budget Office

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

Executive Budget Team

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

Budget Adoption

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

Budget Basis

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

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

BUDGET CALENDAR

TASK	DATE
Budget Public Relations	January – June 2014
Council Special Session - Adoption of Council Goals	January 14, 2014
CIP Committee Recommendations	January 29, 2014
Budget Kick- Off Organizational Meeting & Preliminary Outlook	January 22, 2014
Personnel Supplemental Requests	February 28, 2014
Base Department Budgets Submitted to Finance	February 28, 2014
Non-Personnel Supplemental Requests	February 28, 2014
Department Revenue Estimates	March 1, 2014
Preliminary Carryover Requests	March 1, 2014
Budget Office Review & Compile Department Budgets and Compile Decision Package	March 3 – March 11, 2014
Final Revenue Estimates	March 12, 2014
Executive Budget Team Meetings	March 12, 2014
Department Presentations	March 13 – March 18, 2014
Manager's Recommended Operating Budget	April 15, 2014
Council Adoption of Tentative Budget	May 20, 2014
Adopt Comprehensive Fee Schedule Update	May 20, 2014
Council Adoption of Final Budget	June 17, 2014



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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.

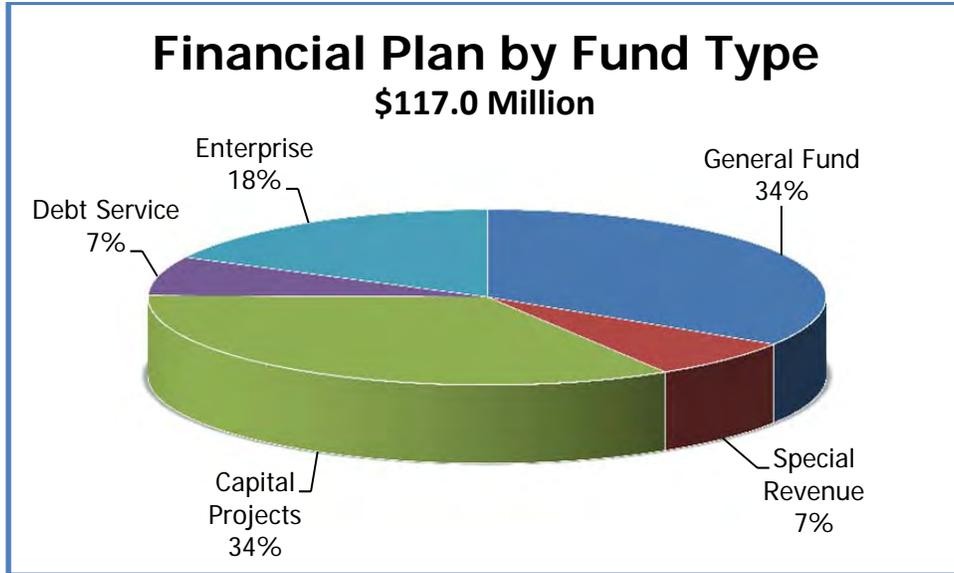
4. Fluctuating federal grants should not be used to finance ongoing programs.
5. Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.
6. Mid-year budget adjustments will be kept to a minimum to minimize 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

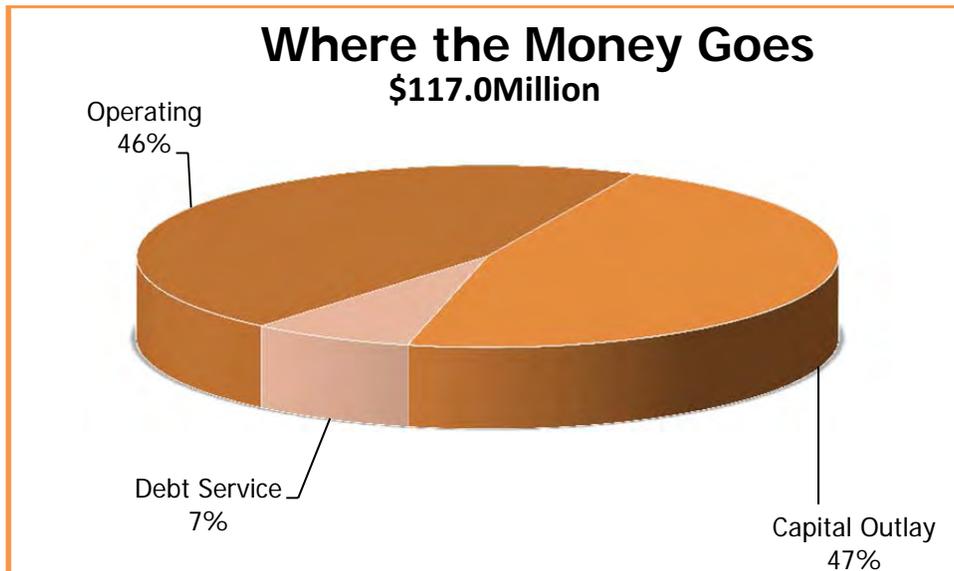
1. A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning.
2. Capital improvements included in the CIP are those projects that:
 - a. Cost \$100,000 or more, and
 - b. Have a projected minimum useful life of five years.
3. The CIP shall be reviewed 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

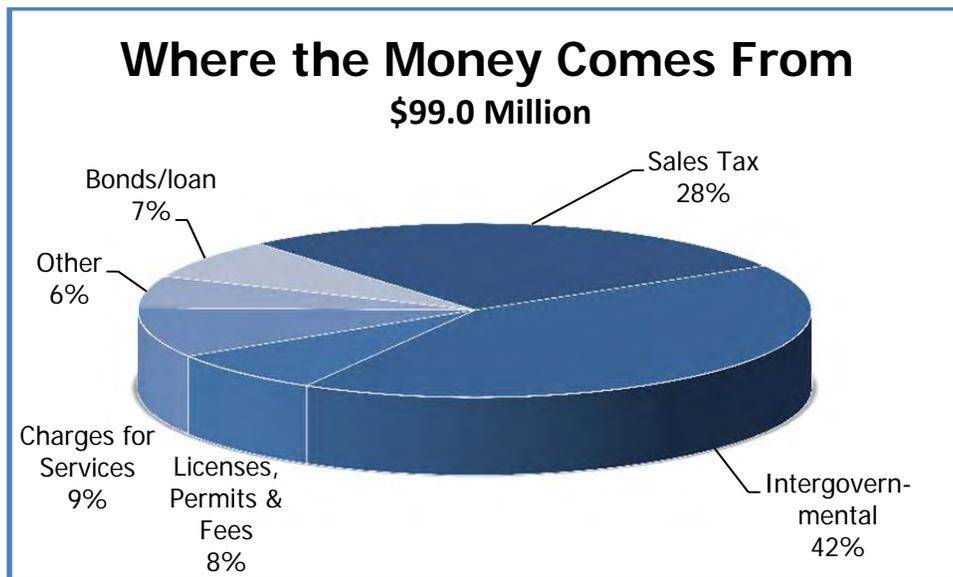
The annual budget for fiscal year 2014-2015 totals \$117.0 million. The following chart depicts appropriations by major fund type. The General Fund comprises 34% of the total budget and capital projects funds make up about 34%. Enterprise funds, including the enterprise capital projects, accounts for about 18%. Debt service funds and special revenue funds comprise only 7% and 7%, respectively.



Due primarily to the rapid growth in the Town of Marana in earlier years, the largest category is capital outlay at \$54.7 million or 47% of the fiscal year 2014-2015 financial plan. Capital outlay includes major transportation, park, water and airport capital improvement projects. The second largest category is the operating budget at \$53.5 million or 46%. When compared to the previous year budget, this financial plan increased by \$34.1 million or 41%. Most of that change is attributable to increases in major capital projects.

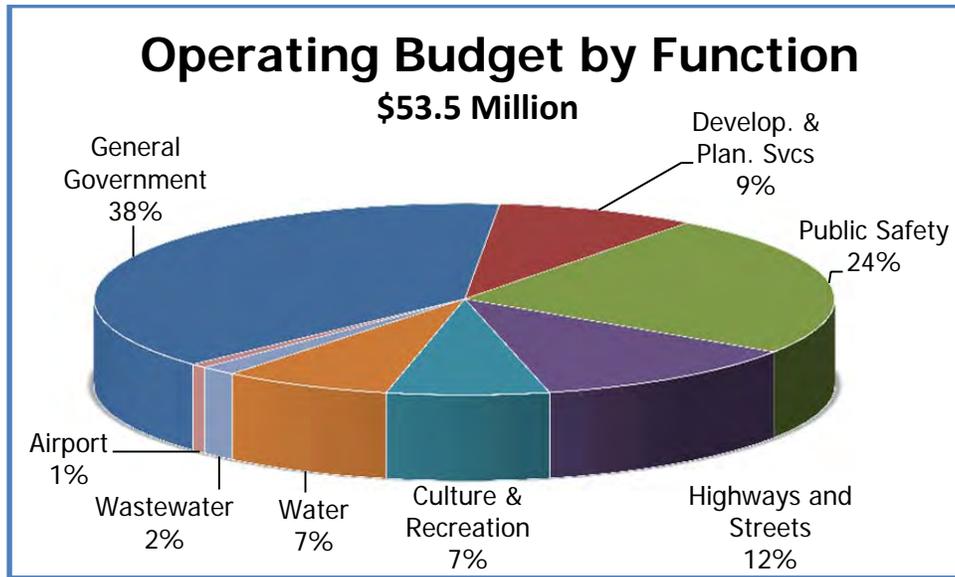


Revenues and other financing sources for fiscal year 2014-2015 are \$99.0 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$18.0 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local intergovernmental revenues of \$41.4 million or 42%. 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 \$27.3 million or 28% of budgeted revenues. The capital improvement plan currently includes the sale of bonds for various water/wastewater projects. Anticipated bond proceeds amount to \$7.5 million or 7% of total revenues. Licenses, permits and fees, which comprise \$7.8 million or 8% of revenues, are dependent on the residential and commercial development and are very cyclical in nature. Charges for services comprise \$9.1 million or 9% of the budget and include all enterprise fund user fees. The remaining \$5.9 million or 6% includes all other revenues such as interest earnings, donations, contributions, etc.

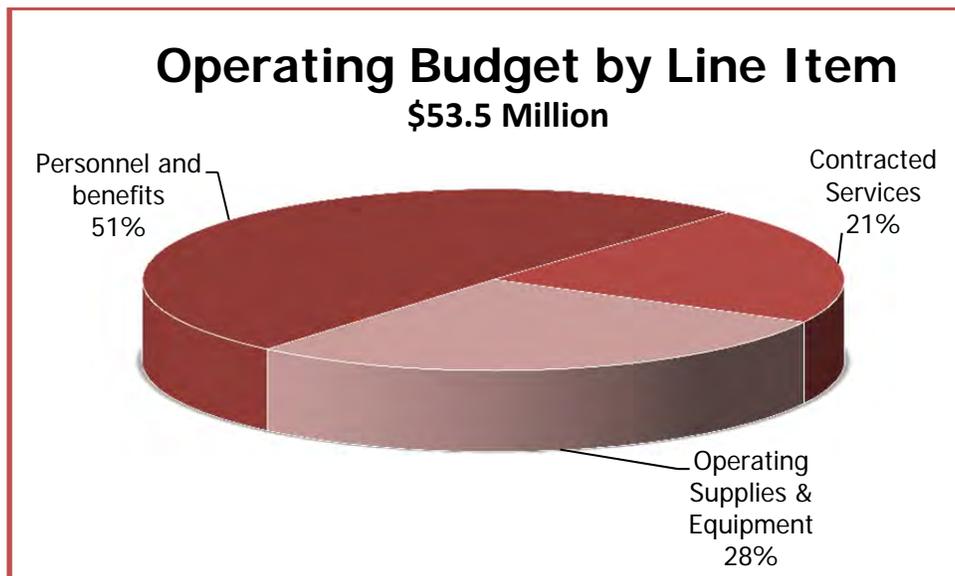


EXPENDITURE SUMMARY

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.

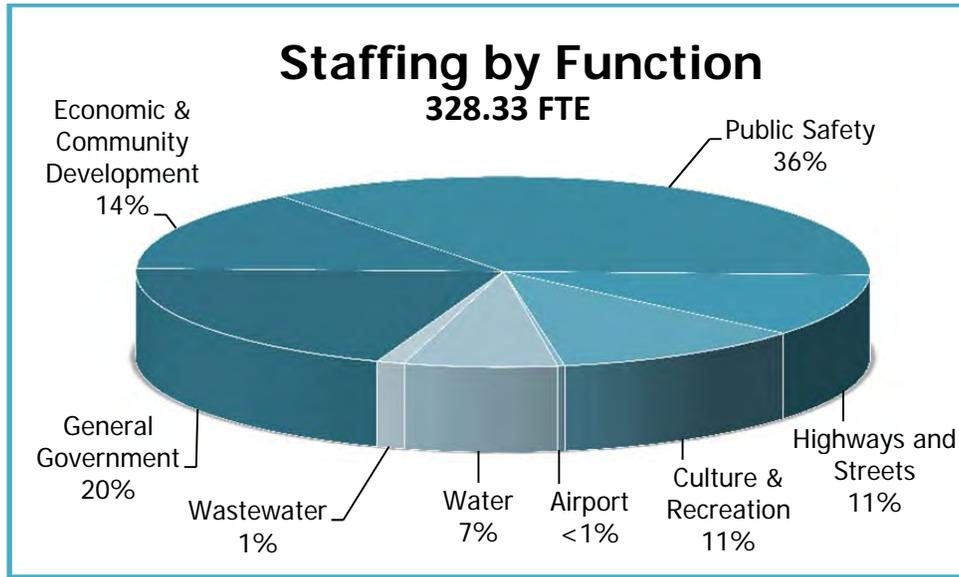


The major expenditures in the operating budget at 51% are personnel and benefits, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 28% and 21%, respectively.



STAFFING SUMMARY

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



The town has increased its staffing level this fiscal year by 9.00 full-time equivalent (FTE) positions through the budgetary process. Including position adjustments and additions, staffing has increased from 319.33 positions to 328.33.

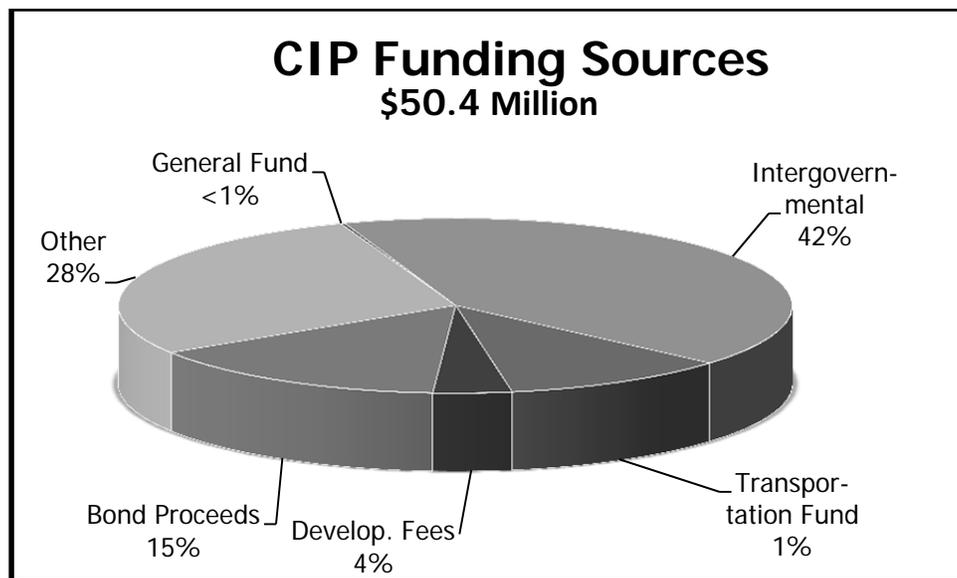
Functional Department	2010-2011 Authorized FTE	2011-2012 Authorized FTE	2012-2013 Authorized FTE	2013-2014 Authorized FTE	2014-2015 Authorized FTE
General Government	56.38	61.48	62.48	62.48	65.48
Economic & Community Development	54.95	54.35	47.50	48.50	46.35
Public Safety	109.00	111.00	113.00	115.00	118.00
Highways and Streets	30.00	32.00	35.00	36.00	35.00
Culture & Recreation	33.50	32.25	33.25	33.25	36.50
Airport	-	-	1.00	1.00	1.00
Water	18.00	18.10	18.10	19.10	22.00
Wastewater	-	-	3.00	4.00	4.00
Total FTE	301.83	309.18	313.33	319.33	328.33

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

<u>Position</u>	<u>FTE</u>	<u>Department</u>	<u>Funding Source</u>
Assistant Town Manager	1.00	Town Manager	General Fund
Development Services General Manager (Vacant)	(1.00)	Development Services Administration	General Fund
Senior Accountant	1.00	Finance	General Fund
Tourism Development Manager	1.00	Office of Economic and Tourism Development	Bed Tax Fund
Development Coordinator	(0.15)	Planning	General Fund
Police Officer	2.00	Police	General Fund
Crime Scene Specialist	1.00	Police	General Fund
Recreation Assistant	0.25	Parks	General Fund
Assistant Public Works Director (Vacant)	(1.00)	Public Works	General Fund
Maintenance Worker	2.00	Parks	General Fund
Utilities Water Production Supervisor	1.00	Water Utility	Enterprise Fund
Utilities Construction Inspector	1.00	Water Utility	Enterprise Fund
Utility Billing Specialist	(0.10)	Water Utility	Enterprise Fund
Water Mechanic	1.00	Wastewater Utility	Enterprise Fund
Total FTE Changes	9.00		

CAPITAL IMPROVEMENT PLAN SUMMARY

The CIP presented incorporates a diverse financing plan. The plan not only utilizes development fees to ensure that new development is paying for cost associated with growth, but also includes funds from the General Fund that allow existing residents to contribute to the many projects that are planned. This is an important balance to maintain, when projects such as the 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.



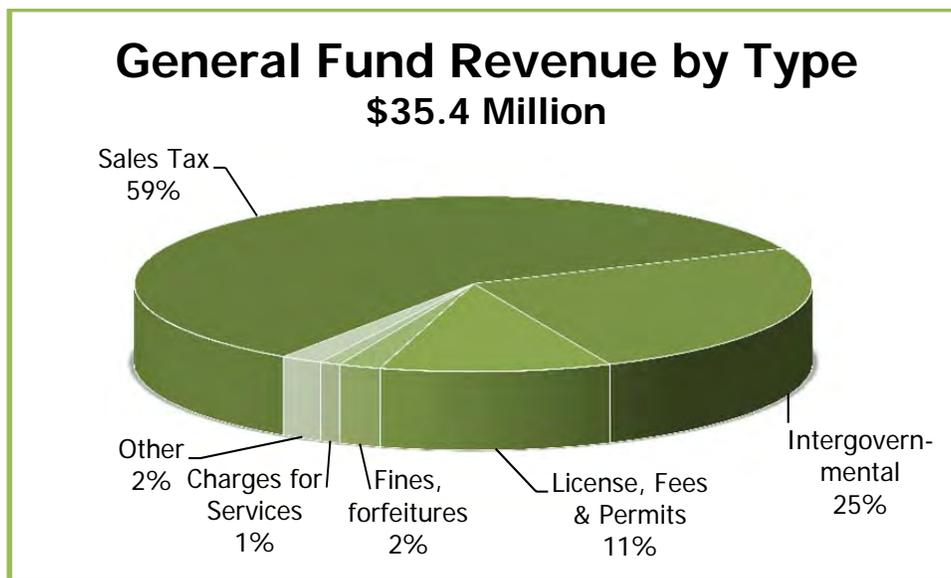
REVENUE SUMMARY

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 2014-2015,
- Inflation rate holding at 1.8%, 2% population growth and 600 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 \$35.4 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, development related revenues (permits and fees) and state shared revenues. Collectively, these revenues comprise over 95 percent of the General Fund's operating revenues. These revenues are extremely sensitive to fluctuations in the regional and national economies, as demonstrated by their significant decline in fiscal year 2007-2008 through the middle of fiscal year 2009-2010. However, these revenues have been modestly improving from the second half fiscal year 2009-2010 forward. The revenue forecast for this fiscal year anticipates continued growth in the current year of 8% 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

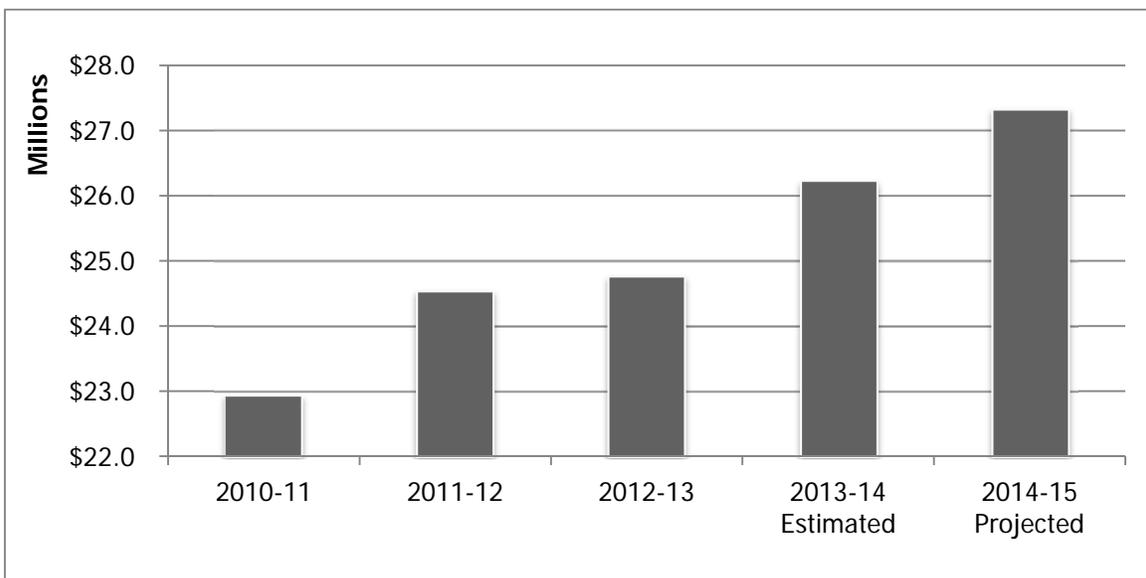
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

- 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% (retail) to 6% (transient lodging).

- Assumptions** Sales taxes are the Town’s largest revenue source and represent 64% of General Fund revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 12% of total sales taxes and, as such, 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 2013-2014 revenue estimate is 6% more than what was collected in 2012-2013. The increase is largely due to a increases of \$1.1 million or 20% in contracting taxes collected. The amount budgeted for the current year 2014-2015 does anticipate a continued increase of 4% over what was estimated to be collected a year earlier. This is consistent with continued growth in sales tax base while maintaining conservative revenue projections.

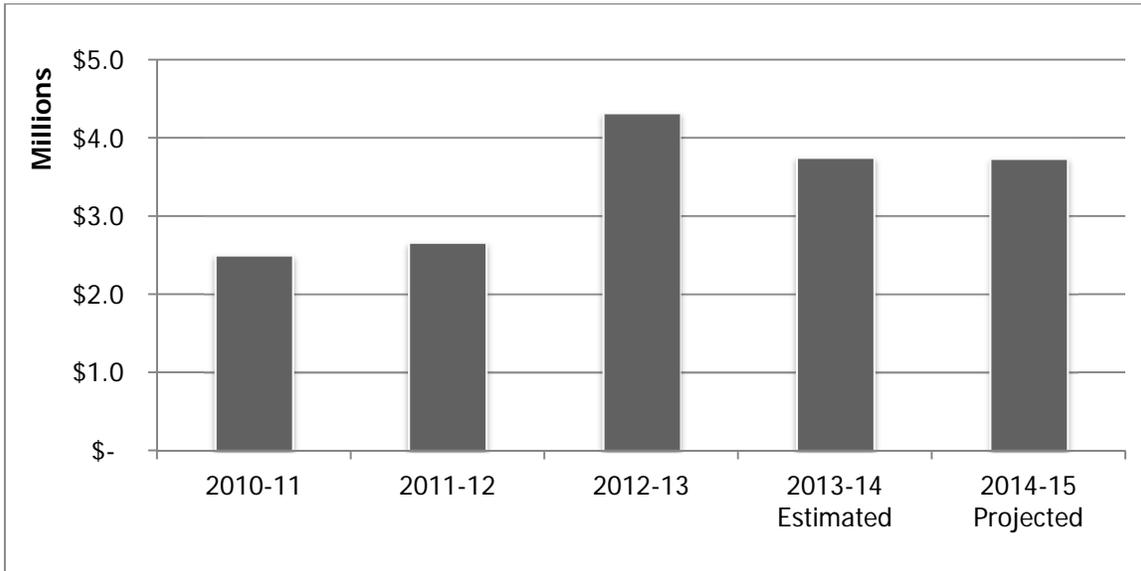
Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	22,947,818	1,285,741	6%
2011-2012	24,538,961	1,591,143	6%
2012-2013	24,768,104	229,143	1%
2013-2014 Estimated	26,225,880	1,457,776	6%
2014-2015 Projected	27,327,708	1,101,828	4%



Licenses, Fees and Permits

- Description** Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions as to usage for this revenue.
- Rate Structure** The rates vary based on the product or service provided. The current fee structure was adopted per Marana Ordinance No. 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 2014-2015 are based on the issuance of 600 SFR building permits, which is a decrease of 92 over the 692 SFR permits issued during fiscal year 2013-2014. Issued SFR permits have stabilized to approximately 50 per month or 600 per fiscal year. We anticipate this level to continue for the next few fiscal years.

Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	2,502,494	352,134	14%
2011-2012	2,658,989	156,495	6%
2012-2013	4,323,155	1,664,166	38%
2013-2014 Estimated	3,746,686	(576,469)	-15%
2014-2015 Projected	3,732,453	(14,233)	0%



State Shared Income Tax

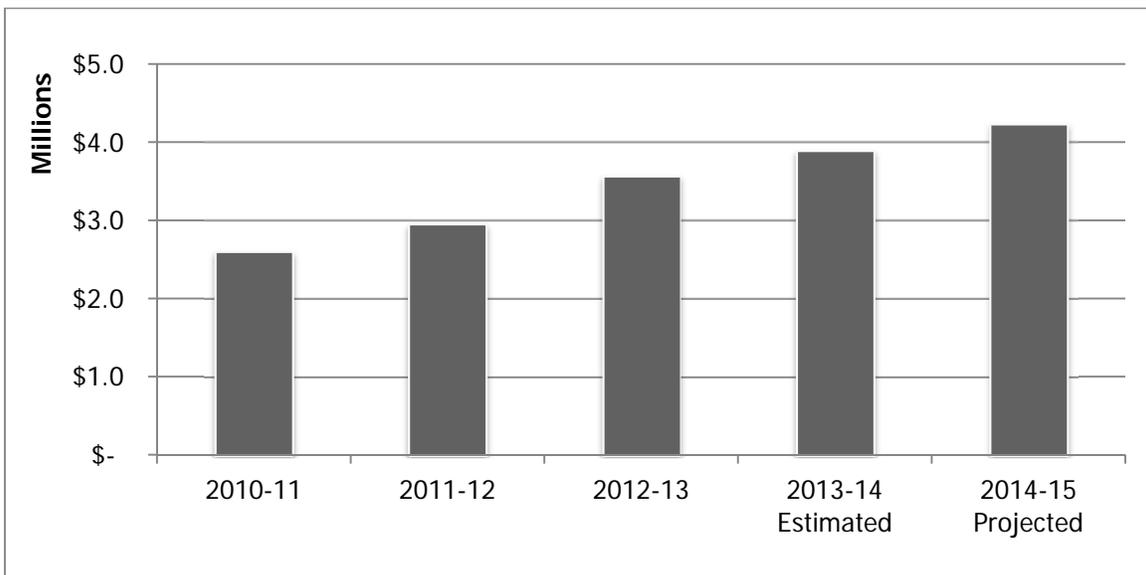
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also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

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

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

- Assumptions** This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This revenue source is also subject to changes made by the State legislature. The increase of 8% budgeted for fiscal year 2014-2015 which reflects an improving local, regional and State economy.

<u>Fiscal year</u>	<u>\$ Revenue</u>	<u>\$ Change</u>	<u>% Change</u>
2010-2011	2,601,218	(849,260)	-33%
2011-2012	2,950,734	349,516	12%
2012-2013	3,571,191	620,457	17%
2013-2014 Estimated	3,896,847	325,656	8%
2014-2015 Projected	4,231,997	335,150	8%

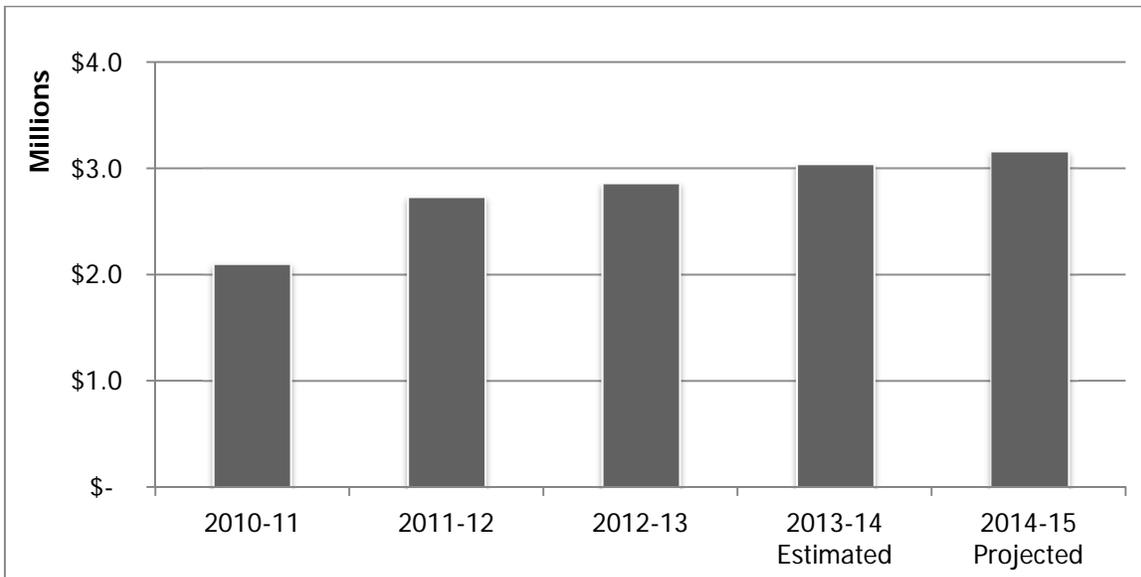


State Shared Sales Tax

- 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 4% increase for 2014-2015 over the fiscal year 2013-2014 estimated collections is budgeted. Actual collections for 2013-2014 are estimated to be 6% 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.

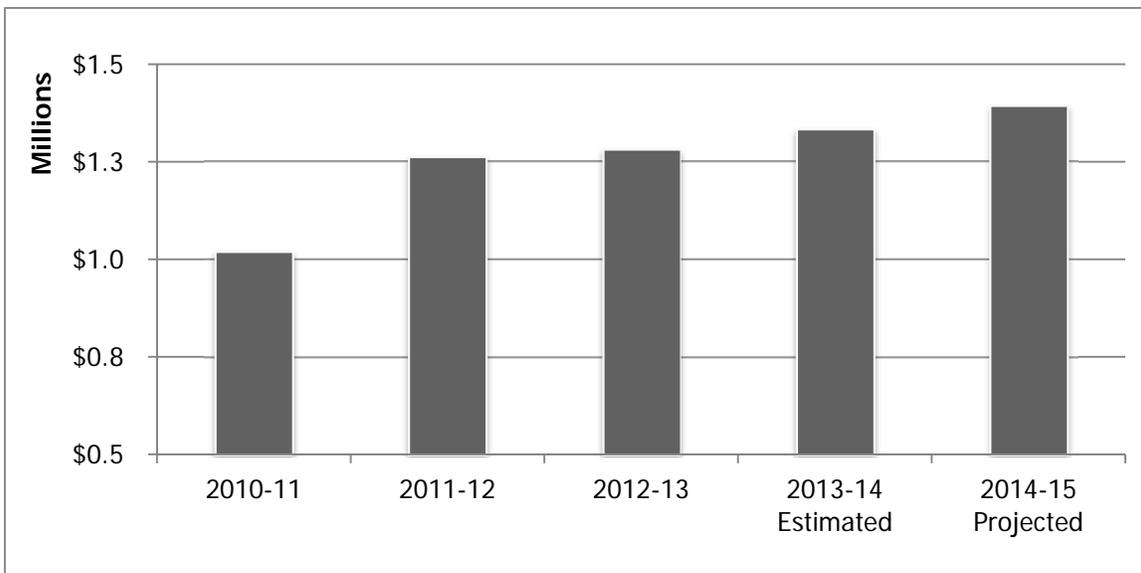
Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	2,099,083	137,858	7%
2011-2012	2,731,863	632,780	23%
2012-2013	2,861,622	129,759	5%
2013-2014 Estimated	3,043,102	181,480	6%
2014-2015 Projected	3,159,019	115,917	4%



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 4% is estimated for fiscal year 2013-2014 from the previous year which is primarily attributable to a modestly improving economy. The budget projection for fiscal year 2014-2015 anticipates a 4% continued improvement in revenues.

Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	1,018,783	(32,118)	-3%
2011-2012	1,260,882	242,099	19%
2012-2013	1,280,711	19,829	2%
2013-2014 Estimated	1,332,591	51,880	4%
2014-2015 Projected	1,392,720	60,129	4%



Highway User Revenue

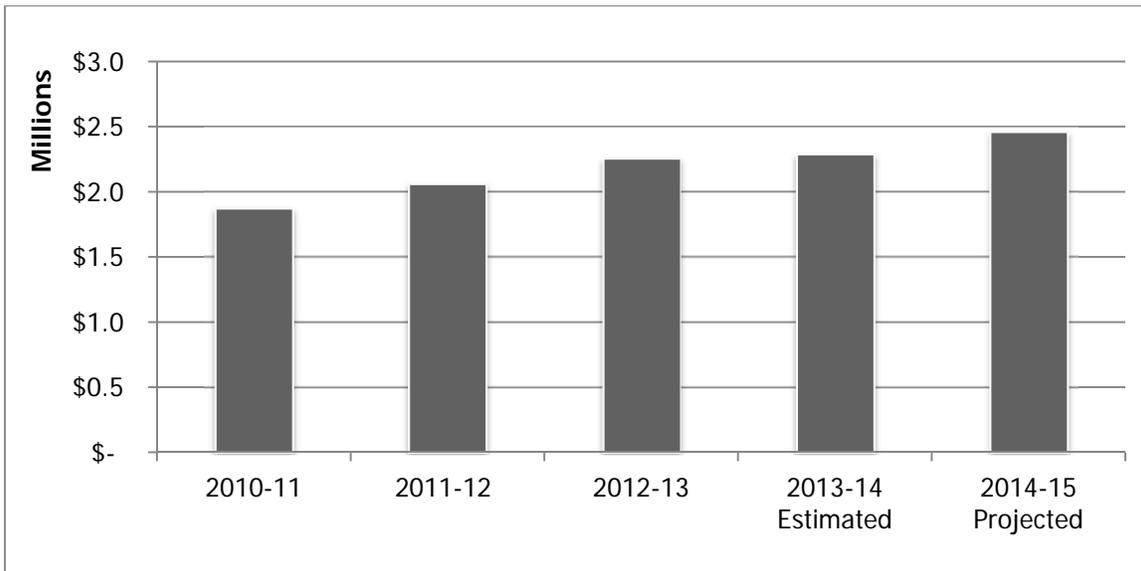
- Description** The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue 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 2013-2014 reflects a relatively flat fuel consumption. The budgeted increase of 7% for fiscal year 2014-2015 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.

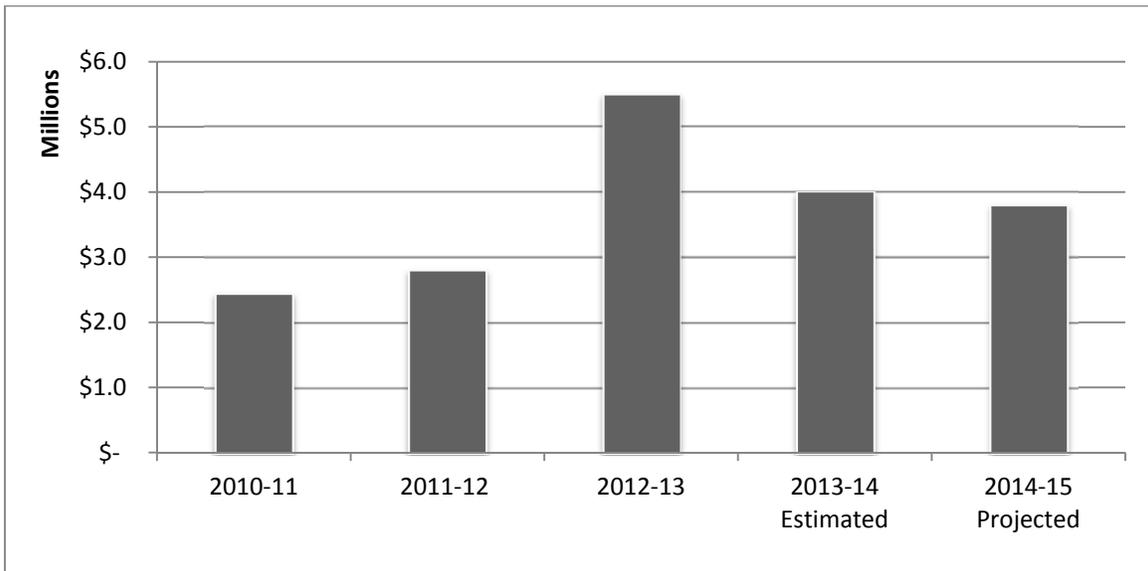
Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	1,869,483	60,520	3%
2011-2012	2,061,141	191,658	9%
2012-2013	2,256,920	195,779	9%
2013-2014 Estimated	2,286,488	29,568	1%
2014-2015 Projected	2,457,223	170,735	7%



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 2014-2015. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	2,453,519	370,914	15%
2011-2012	2,806,920	353,401	13%
2012-2013	5,493,343	2,686,423	49%
2013-2014 Estimated	4,000,829	(1,492,514)	-37%
2014-2015 Projected	3,799,775	(201,054)	-5%



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

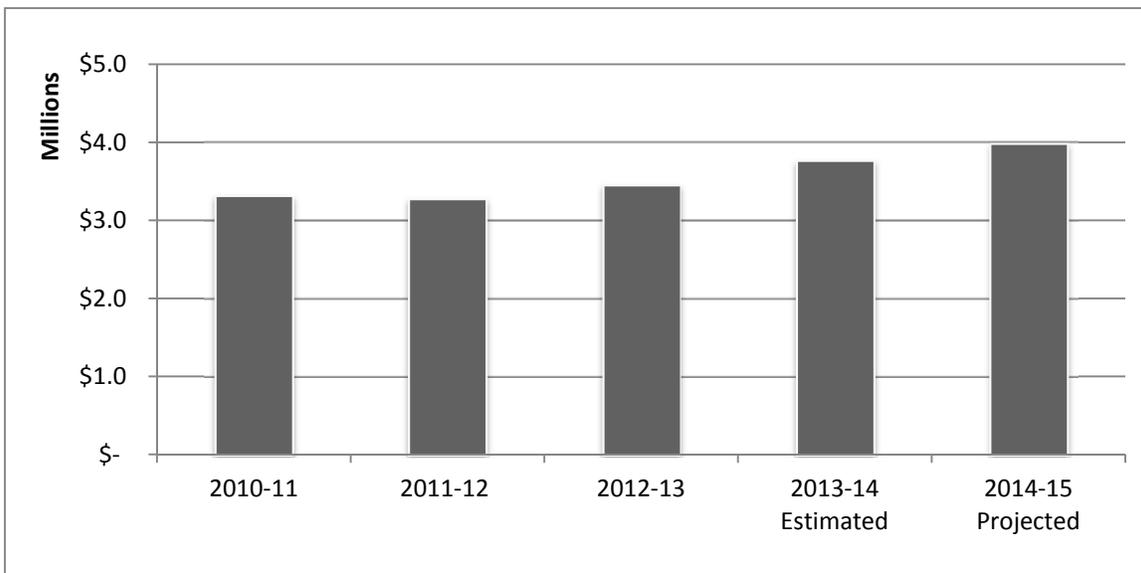
Monthly Service Fee	
Meter Size	Rate
5/8"	\$ 16.18
1"	39.29
1.5"	42.75
2"	49.69
4"	117.87

Consumption Single Family Rate	
Gallons	Rate
1 - 10,000	\$ 2.63
10,001 - 20,000	3.67
20,001 - 30,000	4.77
30,001 - 40,000	5.89
> 40,000	8.45

Consumption Other than Single Family Rate	
Type	Rate
Multi Family	\$ 3.24
Commercial	\$ 3.24
Industrial	\$ 3.24
Government	\$ 3.24
Standpipe/hydrant	\$ 3.24

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

Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	3,314,903	192,877	6%
2011-2012	3,281,913	(32,990)	-1%
2012-2013	3,455,329	173,416	5%
2013-2014 Estimated	3,765,960	310,631	8%
2014-2015 Projected	3,984,894	218,934	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.

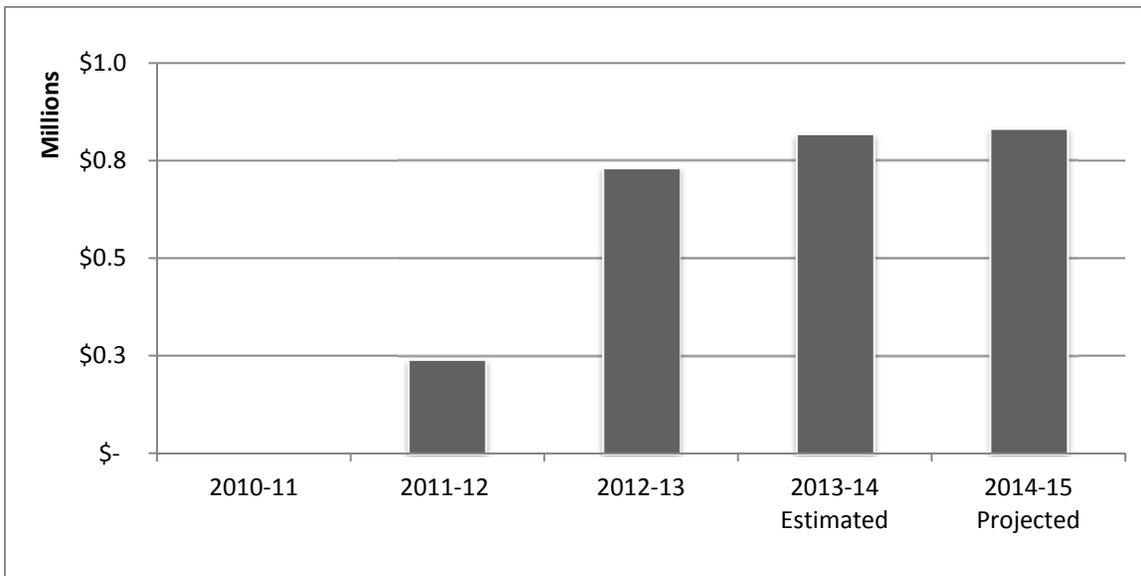
Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the sewage collection and treatment system.

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 2014-2015 are based on an anticipated increase of 250 customers.

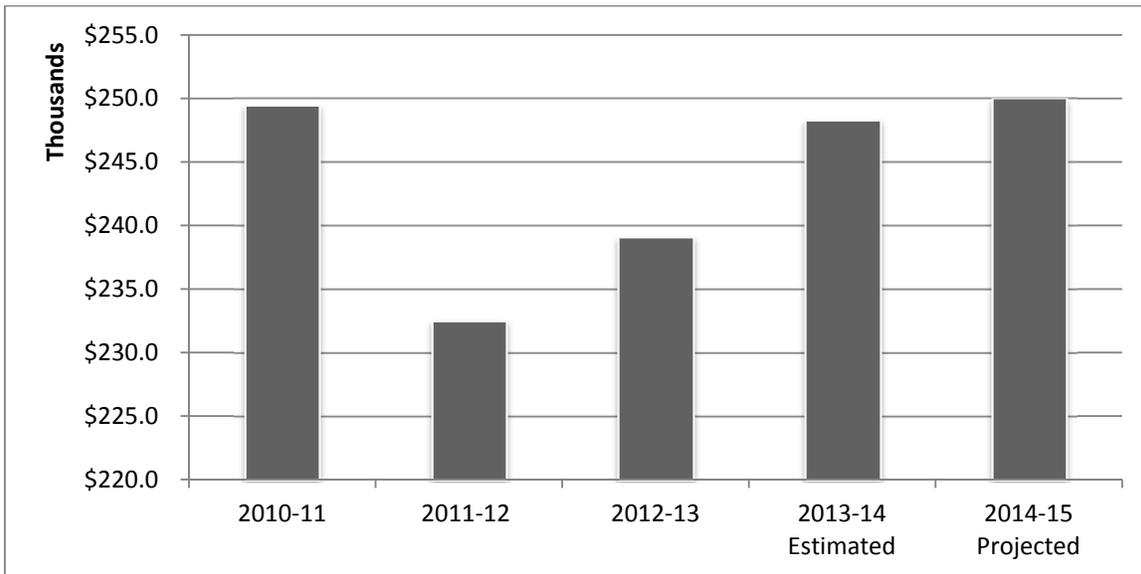
Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	-	-	-
2011-2012	240,590	240,590	100%
2012-2013	730,192	489,602	67%
2013-2014 Estimated	817,082	86,890	11%
2014-2015 Projected	832,696	15,614	2%



Airport Fees

- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.
- Permitted Use** These revenues are not restricted and may be used for any purpose.
- Rate Structure** Pima Aviation, Inc. owns and operates the hangars, covered tie-down areas and storage facilities at the Marana Regional Airport. However, as part of the ownership arrangement, the Town receives revenues from a series of land, hangar, development and open tie-down leases and fuel usage fees from Pima Aviation, Inc. The Town owns the open tie-down areas. The rates and fees vary by type and are available on the Town's website.
- Assumptions** The Marana Regional Airport is classified as a general aviation reliever airport for Tucson International. Several key capital projects will be vital to the continued growth of the Airport. The airport will be a key element of the Economic and Strategic plans. Staff conservatively projected a slight increase in the revenue number for fiscal year 2014-2015.

Fiscal year	\$ Revenue	\$ Change	% Change
2010-2011	249,423	14,143	6%
2011-2012	232,539	(16,884)	-7%
2012-2013	239,132	6,593	3%
2013-2014 Estimated	248,319	9,187	4%
2014-2015 Projected	250,000	1,681	1%



PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

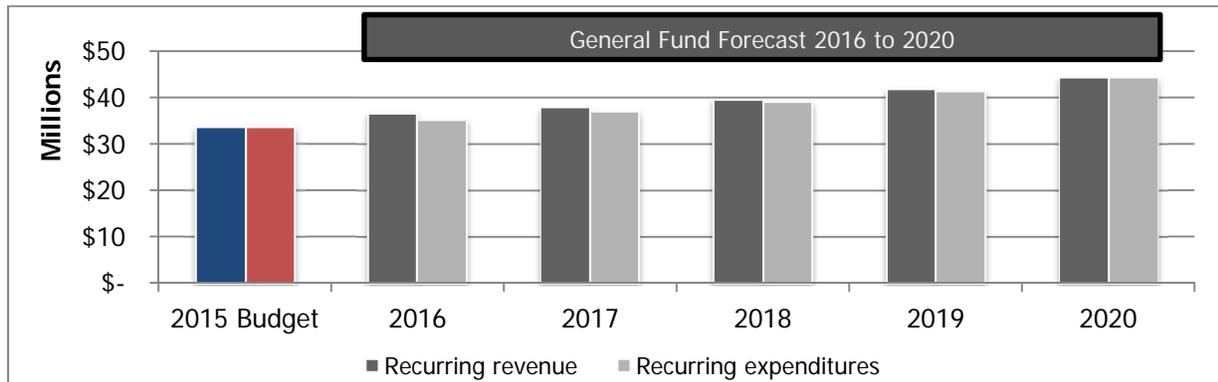
Fund Group	June 30, 2014 Estimated Fund Balance	2014-2015 Estimated Revenue	2014-2015 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2015 Estimated Fund Balance
General Fund	\$ 22,688,360	\$ 35,406,054	\$ 37,706,658	\$ -	\$2,699,396	\$ 17,688,360
Special Revenue	6,050,274	5,105,749	8,530,457	200,000	-	2,825,566
Capital Projects	18,068,293	35,863,794	38,816,401		2,450,155	12,665,531
Debt Service	2,647,922	2,468,398	8,412,679	4,523,509	-	1,227,150
Enterprise	1,073,884	16,368,703	19,774,059	629,415	203,373	(1,905,430)
Internal Service	124,040	3,754,865	3,754,865	-	-	124,040
Total All Funds	\$ 50,652,773	\$ 98,967,563	\$ 116,995,119	\$5,352,924	\$5,352,924	\$ 32,625,217

Town Funds and Fund Balance Information

General Fund

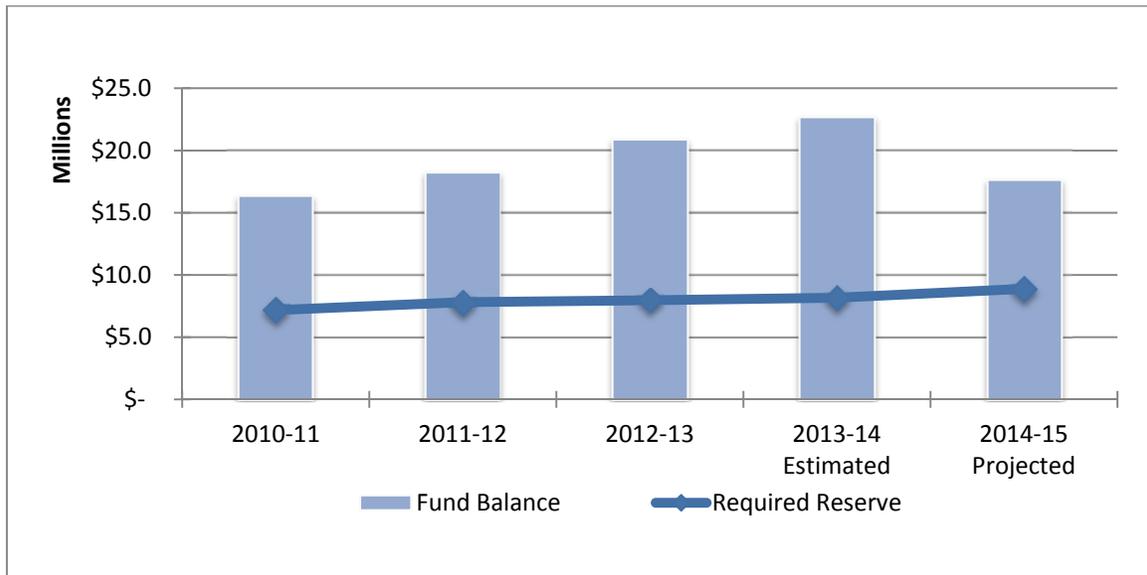
The General Fund is the Town’s primary operating fund. It accounts for all financial resources except those required to be accounted for in other funds.

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 2013-2014.



The end of fiscal year 2014-2015 fund balance is projected to be \$17.7 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 2014-2015 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 \$1.3 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 2014-2015, 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 \$3.8 million in fiscal year 2014-2015. 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.



Department Budgets

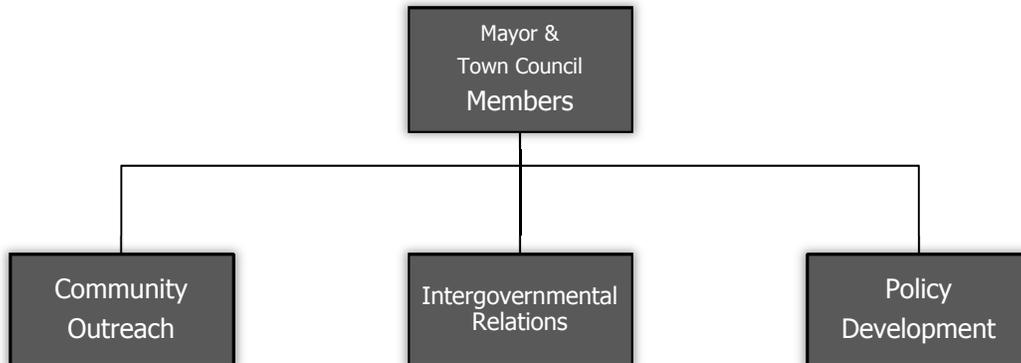


The Department Budgets section contains supporting information including an organizational chart, department overview, accomplishments, goals and performance measures. Also included is a financial summary page and the total number of authorized employees.



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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.

2013 – 2014 Accomplishments

- Adopted a structurally balanced operating budget 2013 - 2014
- Integrated the Strategic Plan elements into the annual budget process
- Performed public outreach on issues affecting the town

2014 – 2015 Goals & Objectives

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

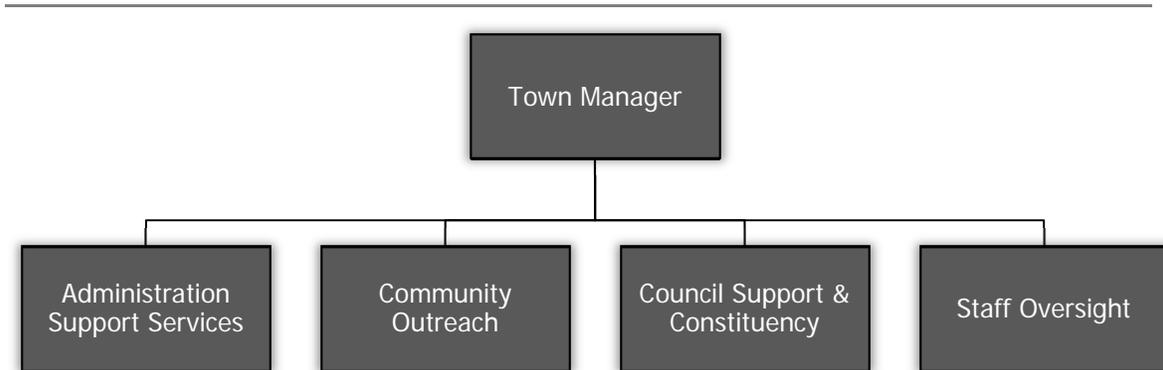
STRATEGIC PLAN GOALS & OBJECTIVES						
Council Strategic Plan Goal	Expected Outcome	Performance Indicator	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Progress & Innovation	Use the Strategic Plan in the development of the annual budget	Number of Strategic Plan initiatives met through budget process	5	18	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	47	45	50	50
Progress & Innovation	Communicate openly and effectively with members of the Marana Community	Number of public "open house" meetings held	1	2	1	2
		Number of presentations given to civic groups or Homeowners' Associations	12	25	10	10
		Number of information booths put up at events	2	3	2	2

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2014 Budget
Personnel & Benefits Cost*	\$246,140	\$253,689	\$256,413	\$257,245
Contracted Services	8,066	9,266	5,896	20,351
Operating Supplies & Equipment	4,644	6,304	4,634	13,570
Total by Category	\$258,850	\$269,259	\$266,943	\$291,166

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$258,850	\$269,259	\$266,943	\$291,166
Total by Fund	\$258,850	\$269,259	\$266,943	\$291,166

***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.

2013 – 2014 Accomplishments

- Produced a structurally balanced FY 2013 - 2014 budget
- Developed the Strategic Plan III
- Created and formed the Special Events Team for the expansion of our Signature Events

2014 – 2015 Goals & Objectives

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

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013* Actual	FY 2014 Projected	FY 2015 Budget
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	12	14	14	14
		Town/City Managers Meetings (Town of Oro Valley, Sahuarita, City of Tucson and City of South Tucson)	3	3	4	10

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013* Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	663,702	829,783	823,460	1,106,415
Contracted Services	39,330	112,610	110,895	204,151
Operating Supplies & Equipment	6,477	15,579	47,434	144,670
Total by Category	\$709,509	\$957,972	\$981,789	\$1,455,236

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013* Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$709,509	\$957,972	\$981,789	\$1,455,236
Total by Fund	\$709,509	\$957,972	\$981,789	\$1,455,236

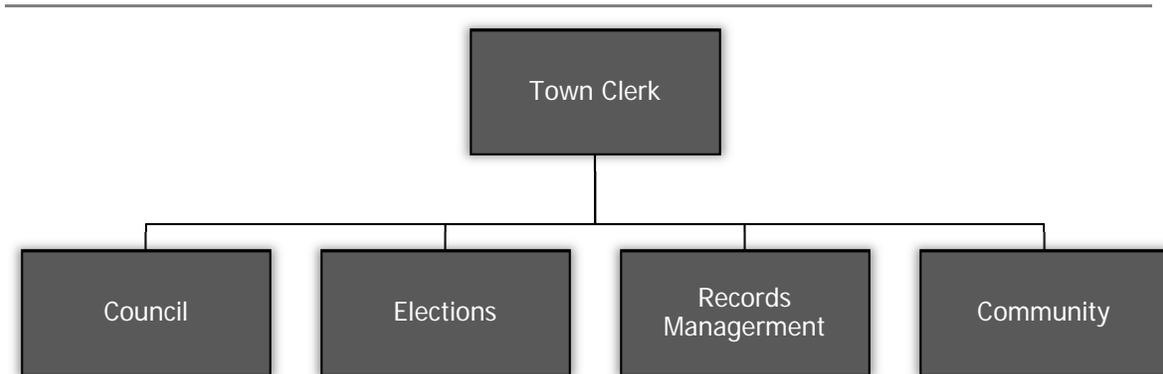
AUTHORIZED POSITIONS				
	FY 2011 Actual	FY 2012 Actual	FY 2013* Projected	FY 2014 Budget
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Management Assistant	-	1.00	1.00	1.00
Senior Administrative Manager	1.00	1.00	1.00	1.00
Emergency Management and Safety Coordinator	-	-	-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

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



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TOWN CLERK



Department Overview

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

2013-2014 Accomplishments

Records Administration

- Essential Records completed
- Contracts Committee
- 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 NovuSolutions software for electronic agenda preparation
- Instituted use of iPads for Council meetings
- Continue to provide agenda training to all staff
- Member of the town's safety team
- Conducted public outreach for Community Connections, Marana Citizens' Forum
- Standardized liquor license review process between departments
- Refined fireworks permit process
- Two staff working toward Election Official certification
- One staff working toward Municipal Clerk Certification
- Town Clerk facilitated AMCA annual meeting

2014-2015 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.

- Implement online video presentations in lieu of Community Connections
- 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 GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
Community/ Progress & Innovation	COUNCIL MEETINGS, AGENDAS AND AFTER-COUNCIL ACTION	Regular and Special Agendas	32	45	NA	NA
		Liquor Licenses processed	14	22	NA	NA
		Recorded documents	175	85	NA	NA
		Posted quorum notices as required by statute – 24 hours before meeting	NA	100%	100%	100%
		Agendas and backup materials posted 24 hours before meeting	NA	100%	100%	100%
		Draft minutes posted within 72 hours after meeting	NA	100%	100%	100%
		Approved minutes sent to State Library within 24 hours of approval	NA	100%	100%	100%
		Council documents scanned into Laserfiche within 72 hours after meeting	NA	100%	100%	100%
		Community/ Progress & Innovation	ELECTIONS AND CANDIDATE FILINGS No scheduled elections until Fall 2016	Prepare publicity pamphlets and process any arguments received	NA	100%
Notify residents of polling locations and update Elections web page	NA			100%	100%	NA
Ballot replacement center	NA			100%	NA	NA
Receive and publish Candidate filings within 24 hours of receipt	NA			100%	NA	NA
Receive annual Financial Disclosure Statements	100%			100%	100%	100%

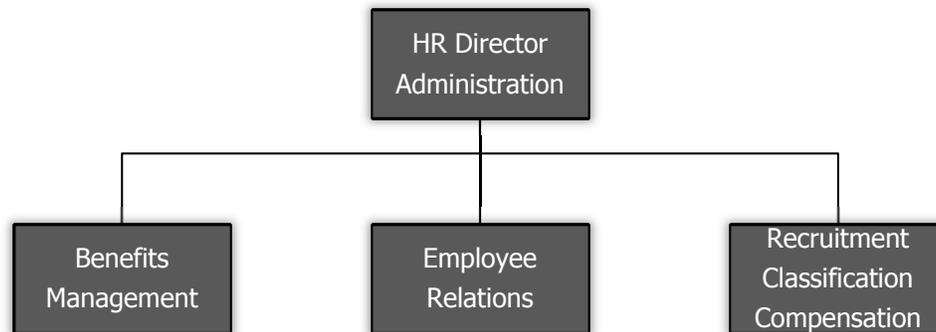
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Projected
Community/ Progress & Innovation	PUBLIC RECORDS, RECORDS MANAGEMENT & ADMINISTRATION	Public records requests acknowledged within 24 hours of receipt	NA	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	80%	85%	85%	85%
		Clerk's file room inventory of all permanent and non-permanent records	NA	50%	60%	70%
		Electronic inventory of all town records in Versatile	NA	25%	30%	50%
		Records destroyed in timely manner	NA	90%	90%	95%
		Provide adequate storage space for town's records	NA	50%	50%	50%
Community/ Progress & Innovation	COMMUNITY RELATIONS (Community Connections, Citizen Forum, Board of Adjustment, Planning & Zoning)	Advertise and recruit additional participation	NA	50%	100%	100%
		Teamed with Town Manager's Office to restore Community Connections program through monthly video segments on special features and departments	NA	NA	New	100%
	INSURANCE CLAIMS	Tracking numbers issued within 24 hours of notification of incident	NA	NA	100%	100%
		Insurance claims in process within five days of incident notification	40 100%	50 100%	60 100%	NA
		Attempted contact with adverse insurance company within 72 hours of receipt of insurance information	NA	NA	100%	100%
		Routed new claims to Finance and Legal within 24 hours of receipt of completed incident report	NA	NA	95%	100%
		Successful restitution/recovery against adverse party	NA	NA	90%	95%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	\$201,975	\$218,155	\$233,026	\$246,904
Contracted Services	15,793	135,613	21,939	22,148
Operating Supplies & Equipment	2,232	1,983	1,802	4,000
Total by Category	\$220,000	\$355,751	\$256,767	\$273,052

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$220,000	\$355,751	\$256,767	\$273,052
Total by Fund	\$220,000	\$355,751	\$256,767	\$273,052

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	-	-
Records Administrator	-	-	1.00	1.00
Assistant to the Town Clerk	1.00	1.00	1.00	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 through the acquisition, retention and development of employees. Human Resources collaborates with leadership to maintain a positive and productive workplace, and to support the identification and implementation of innovative ideas for the future of the Town. We accomplish this mission through internal consulting, problem resolution, and the provision of efficient, cost-effective, customer-responsive human resources service.

2013 – 2014 Accomplishments

- Implemented classification and compensation study results as approved; amend policies as required.
- Continue the implementation, communication and inculcation of our Cultural Values throughout the Town and town processes, including selection of staff, evaluation of performance, and recognition of employees emulating the behaviors. Implemented Values In Action blog site for storytelling and employee recognition.
- Developed the plan (training, communication, and support) and implemented the new performance tool (PERFORM) to all employees, and developed department specific competencies to better communicate expectations and evaluate staff performance.
- Developed wellness strategies and implemented programs in alignment with our Wellness theme: Choose your Healthy Path, through education, prevention and healthy choices (10,000 Steps Program; Workout in the Workplace).
- Reconvened the Benefits Committee (continued education, plan design, and employee feedback on benefits) to increase input from all departments; and provide more conduits for sharing information throughout the year.
- Conducted contract renewal negotiations on benefits plans.
- Researched the feasibility of changing benefits plans to a self-funded option, created various funding scenarios and finalized a plan to implement self-funding for health insurance for the new fiscal year.
- Coordinated the Employee Benefits and Wellness Fair and conducted Employee Benefits Open Enrollment. Provided online estimator tools to assist employees in selecting the most effective plan options for their needs.
- Coordinated the completion of 2013 Performance Reviews.
- Conducted two executive recruitment processes for Deputy Town Manager and Planning Director.
- Conducted Employee Connections in November (2013) and one planned for April 2014.

- Identified a communications strategy for our department’s external and internal web pages, updated information and incorporated an easier to navigate user screen by which to access information.
- Developed a training guide and conducted user training on the new Employee Self Service system.

2014 – 2015 Goals & Objectives

- Fully implement an applicant tracking system.
- Roll out recruitment and hiring process training.
- Complete the review and amendment of the Town’s Personnel Policy and Procedures Manual (Chapter 7); maintain all remaining chapters as needed.
- Design processes to implement an employee/leadership development program.
- Survey all departments regarding training needs; seek out internal and external training opportunities and develop a training plan.
- Implement online Onboarding page on Town website and department specific onboarding program.
- Develop and implement a dedicated wellness program to support employee health (i.e. nutrition, exercise, health education).
- Implement leadership skill tool kits and provide training.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Actual</i>	<i>FY 2014 Projected</i>	<i>FY 2015 Budget</i>
Progress and Innovation	Create and organization of excellence	Create a performance evaluation tool that can identify and reward employee innovation and employee performance that supports our strategic initiatives	N/A	N/A	300	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	300	320
		Continue Employee Forum to include all employees in collaborating on town-wide issues and strategic initiatives	N/A	N/A	300	320

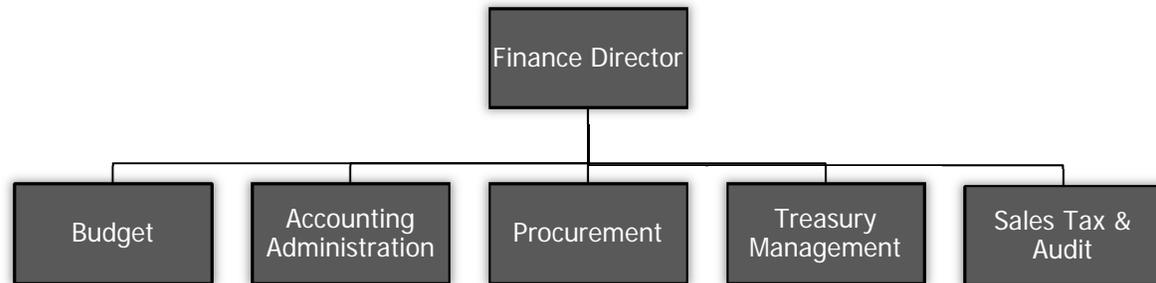
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Commerce / Community	Create and organization of excellence	Increase employee knowledge of operations in other departments by implementing and scheduling Employee Connections program	40	60	75	50
		Survey town staff to identify training needs that can be addressed by internal staff, and are linked to an identified need strategic goal	N/A	N/A	300	320
		Implement a town-wide safety committee by first identifying a chair and members and utilizing SW Risk/AMRPP	N/A	10	10	N/A
		Identify process to create a classification and compensation philosophy to recruit and retain quality professional staff	N/A	0.5	0.5	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	N/A	1.0	N/A	N/A

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	381,641	477,206	496,511	537,897
Contracted Services	21,310	78,142	81,474	114,392
Operating Supplies & Equipment	37,525	66,036	49,181	94,893
Capital Outlay	-	-	19,070	-
Total by Category	\$440,476	\$621,384	\$646,236	\$747,182

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$440,476	\$621,384	\$646,236	\$747,182
Total by Fund	\$440,476	\$621,384	\$646,236	\$747,182

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Assistant Human Resources Director	-	-	1.00	1.00
Employee Relations Administrator	1.00	1.00	-	-
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00
Human Resources Coordinator	1.00	-	-	-
Human Resources Technician	-	1.00	1.00	1.00
Executive Assistant	-	-	1.00	1.00
Administrative Assistant	-	0.50	-	-
Total Human Resources	5.00	5.50	6.00	6.00

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.

2013 – 2014 Accomplishments

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

2014 – 2015 Goals & Objectives

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

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Receive the Distinguished Budget Presentation Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes	Yes (8 th consecutive)	Yes
Progress & Innovation	Receive the Certificate of Excellence in Financial Reporting Award from the Government Finance Officers in America (GFOA)	Award Received	Yes	Yes	Yes (7 th consecutive)	Yes
Progress & Innovation	Execute efficient accounts payable and payroll activities	Invoices processed	11,171	11,450	10,520	11,000
		Accounts payable checks processed	5,993	6,105	5,752	6,000
		Payroll checks direct deposited	7,100	7,230	7,510	7,750

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	\$622,192	\$597,016	\$757,607	\$865,002
Contracted Services	121,667	122,107	131,613	188,144
Operating Supplies & Equipment	5,848	7,945	7,442	12,500
Total by Category	\$749,707	\$727,068	\$896,662	\$1,065,646

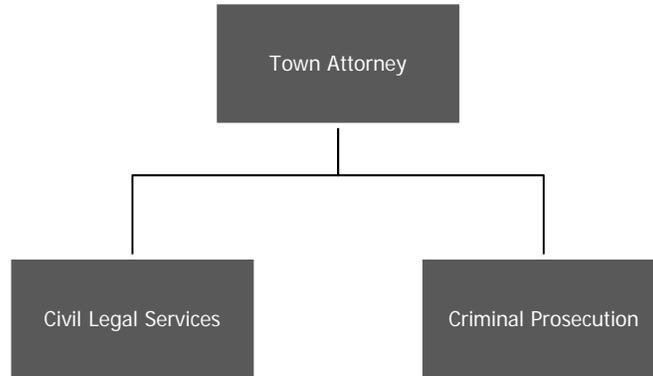
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$749,707	\$727,068	\$896,662	\$1,065,646
Total by Fund	\$749,707	\$727,068	\$896,662	\$1,065,646

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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
Senior Accountant	1.00	1.00	1.00	2.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.35
Administrative Assistant	-	0.50	0.50	0.50
Total Finance	8.35	8.85	9.85	10.85



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LEGAL



Department Overview

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

2013 – 2014 Accomplishments

- Provided legal advice and support for the completion and closing of the Town's wastewater utility litigation settlement with Pima County
- Provided legal services to acquire water resources and credits
- Continued to operate a top quality Town prosecutor's office
- Provided legal advice and technical support to revise the Town's development impact fees to comply with 2011 amendments to the Arizona development fee statute
- Researched and drafted ordinances to
 - Revise Town Code Section 9-1-12 to add reporting requirements for businesses selling or renting specified adult oriented merchandise
 - Revise Town Code Sections 9-1-6 and 9-1-7 to make code compliance officers assistant license inspectors
 - Revise Town Code Chapter 12-7 (construction in town rights-of-way) provisions related to the permit process, construction requirements, late fees, and enforcement of violations
 - Revise the Land Development Code to prohibit offsite medical marijuana cultivation locations within the Marana town limits
 - Revise Town Code Sections 3-1-3 and 3-2-12 to add Deputy Chief of Police
 - Revise Town Code Section 2-1-6 regarding elected officials' bonds for consistency with A.R.S. § 9-302
 - Amend Town Code Chapter 10-2 to add dilapidated buildings
 - Revise Town Code Title 2 regarding consolidated elections
 - Repeal Town Code Section 4-1-8 regarding meet and confer process
 - Revise Town Code Section 10-2-7 to allow the Town to collect actual costs to clean up property maintenance code violations

- Revise Town Code Chapter 5-7 to allow police officers to cite civil code violations on the standard traffic ticket and complaint form
 - Revise Town Code Section 11-5-3 to clarify noise standards for special events
 - Revise Town Code Chapter 10-6 to clarify the Marana special event permit process and requirements
 - Amend the Town's comprehensive fee schedule
 - Revise the Land Development Code to add conditional uses upon annexation
- Revised ordinances and provided legal advice relating to the following land development projects and annexations:
 - Pioneer Remainder Twin Peaks annexation
 - Ong Barnett Sandario rezoning
 - Casa Sevilla specific plan
 - Marana Regional Landfill development agreement
 - Twin Peaks Oasis annexation
 - Gladden Farms Blocks 14 and 15 rezoning conditions
 - Marana Technology Campus rezoning
 - Twin Peaks Vista rezoning
 - Twin Peaks Preserve rezoning
 - San Joaquin annexation
- Administrative directives:
 - Completed revisions to the Facility Access/Keys Administrative Directives
 - Completed revisions to the mobile technology/cell phone administrative directive
 - Drafted the new GHS-Hazard Communication Program directive
- Town policies:
 - Assisted in the preparation and implementation of the Marana compensation philosophy
 - Assisted in revising the Marana Police Department universal precaution alert policy
 - Assisted in the preparation of the Honea Heights Sanitary Sewer Conversion Project Emergency Connection Funding Policy
- Continued to provide support and assistance in development of the Heritage Park
- Provided advice and support for the development and implementation of the Waters class and compensation study
- Provided support and assistance regarding special events, including:
 - Sitting on the planning/logistics committee for special events
 - Addressing Town insurance issues for events
- Negotiated and prepared agreements to
 - Manage and facilitate the Marana Bluegrass Festival
 - Manage and facilitate the Marana Main Street Festival
 - Address possible Town participation in the Marana Main Street Monument Sign
 - Facilitate Granite Construction Company's donation of land for the Santa Cruz River Path
 - Facilitate the annexation and development of the San Joaquin property
 - Facilitate the development of Continental Ranch Parcel 60
 - Assign the Marana Spectrum economic development agreement to Vintage Partners
 - Terminate the Habitat Preservation Agreement with the United States Fish and Wildlife Service and Cottonwood Properties regarding the Tortolita Preserve
 - Complete the re-banding of the Town's 800 MHz radio frequencies
 - Provide various Parks and Recreation Department programs and services
 - Facilitate Marana Regional Airport facilities use and tie-downs
 - License Town rights-of-way to developers and homeowners associations for landscaping and signage

2014 – 2015 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY2012 Actual	FY2013 Actual	FY2014 Projected	FY 2015 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	92%	100%	92%	96%
Progress & Innovation	Rewrite the Marana Land Development Code and codify it into the Town Code	Percentage completion of the Land Development Code revision	80%	80%	90%	100%
Commerce/Community	Provide timely and accurate legal advice to the Town	Ordinances reviewed and approved	22	21	34	40
		Resolutions reviewed and approved	92	112	109	115
Commerce/Community	Prosecute misdemeanor cases efficiently and fairly	Number of criminal cases prosecuted and closed	2,042	1,745	1,665	1,700
		• DUI	167	211	162	175
		• Criminal traffic	656	634	513	575
		• Criminal	907	785	695	725
		• Domestic violence	154	112	111	120
		• Petitions to revoke	158	145	143	150
Commerce/Community	Enforce civil traffic and Town Code violations	Civil traffic	4	9	6	8
		Town Code	28	41	36	40
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

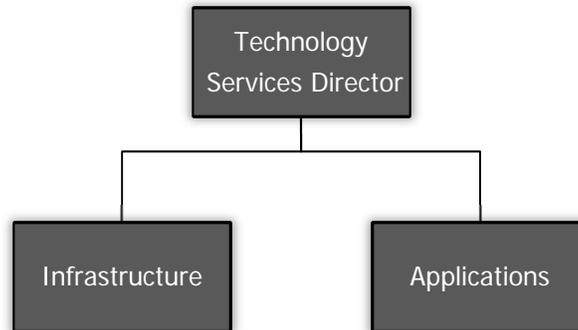
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	630,898	618,286	617,045	657,401
Contracted Services	118,802	90,920	82,367	106,891
Operating Supplies & Equipment	2,991	4,480	4,087	4,000
Total by Category	\$752,691	\$713,686	\$703,499	\$768,292

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$752,691	\$713,686	\$703,499	\$768,292
Total by Fund	\$752,691	\$713,686	\$703,499	\$768,292

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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
Associate Town Attorney	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	1.00	-	-	-
Legal Document Clerk			1.00	1.00
Administrative Assistant	1.00	1.50	0.50	0.50
Office Support Assistant	1.00	-	-	-
Total Legal	8.00	8.00	6.50	6.50

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.

2013-2014 Accomplishments

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

2014-2015 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Develop and maintain Town's official maps, GIS applications, and GIS data library for town-wide use	Provide GIS map and data request services to staff and general public	1,480	1,500	1300	N/A
		Ensure geo database data is updated weekly	NA	100%	100%	100%

STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
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	30%	40%	60%	80%
Progress & Innovation	Provide technical support for all data, voice, and video communications	Total work orders completed	1,600	1,600	1,600	N/A
		Average time to complete non-critical work orders (in days)	3.0	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 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	820,452	965,869	1,107,077	1,132,935
Contracted Services	728,676	705,848	656,550	770,779
Operating Supplies & Equipment	86,613	94,909	216,839	226,824
Capital Outlay	363,638	288,601	20,421	-
Total by Category	\$1,999,379	\$2,055,227	\$2,000,887	\$2,130,538

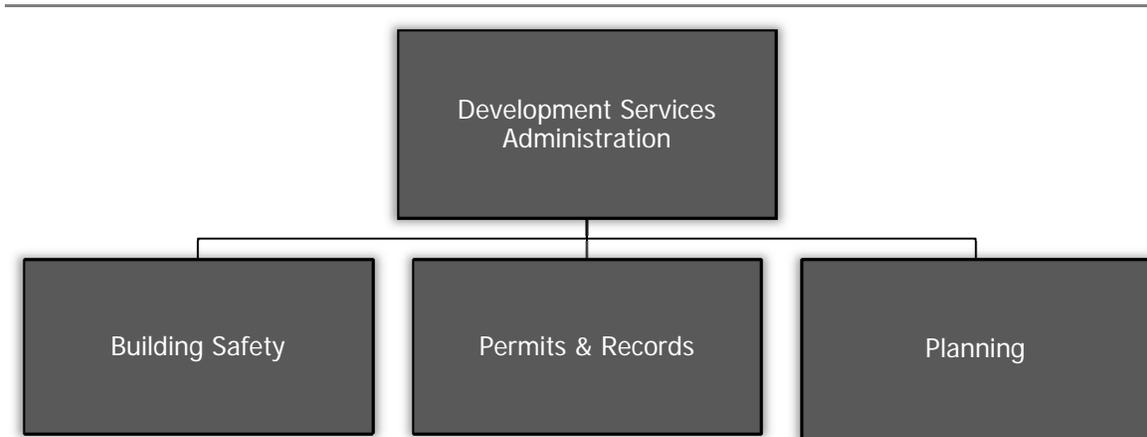
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$1,999,379	\$2,055,227	\$2,000,887	\$2,130,538
Total by Fund	\$1,999,379	\$2,055,227	\$2,000,887	\$2,130,538

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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
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
Executive Assistant	1.00	-	-	-
Business Process Analyst	-	1.00	1.00	1.00
Total Technology Services	12.00	12.00	13.00	13.00



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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.

2013 – 2014 Accomplishments

- Promoted better communication within divisions of Development Services
- Optimized staff resources with the input from staff generated surveys
- Improved the effectiveness of the Development Services teams using results from staff generated surveys
- Continued dissolving the “departmental silos” between Planning, Engineering and Building.
- Established a new Development Service Center Manager responsible for supporting the projects, ensuring message consistency, and meeting applicant expectations.

2014 – 2015 Goals & Objectives

- Reorganize DSC under the new Deputy Town Manager.
- Prioritize and expedite projects which create jobs, revenue, and community benefits.
- Roll-out and implement the new upgrades for CRW permit tracking software (Trakit 9) and convert reports/documents in order to fully utilize its advantages.
- Hire and promote staff to best match qualifications and personalities required for their position.
- Update and enhance the DSC pages of the Town’s website.
- Promote optimal communications within divisions of DSC.
- Begin the expansion of the Town’s records storage/archive space by working collaboratively with the Facilities Division.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Assist in the creation of an on-line permitting system for the Town of Marana	Percentage complete of on-line permitting system	30%	40%	0%	0%
Progress & Innovation Commerce	Improve staff training, education and certification levels.	International Code Certifications received	7	7	7	7
		Arizona Building Official Association code training Sessions attended per year	15	15	15	15
Commerce	Streamline public processes to make it easier for public and developers to work with the Town	In-house plan reviews as a percent of total plan reviews taken	95%	95%	95%	95%
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	85%	95%	97%	97%
		Model plan reviews completed within five days	90%	95%	97%	97%
		Field inspections completed within one business day of request	90%	95%	95%	95%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	36,573	217,288	257,307	202,609
Contracted Services	5,745	48,111	150,887	184,150
Operating Supplies & Equipment	7,761	7,113	7,834	6,000
Capital Outlay	1,259	-	-	-
Total by Category	\$51,338	\$272,512	\$416,028	\$392,759

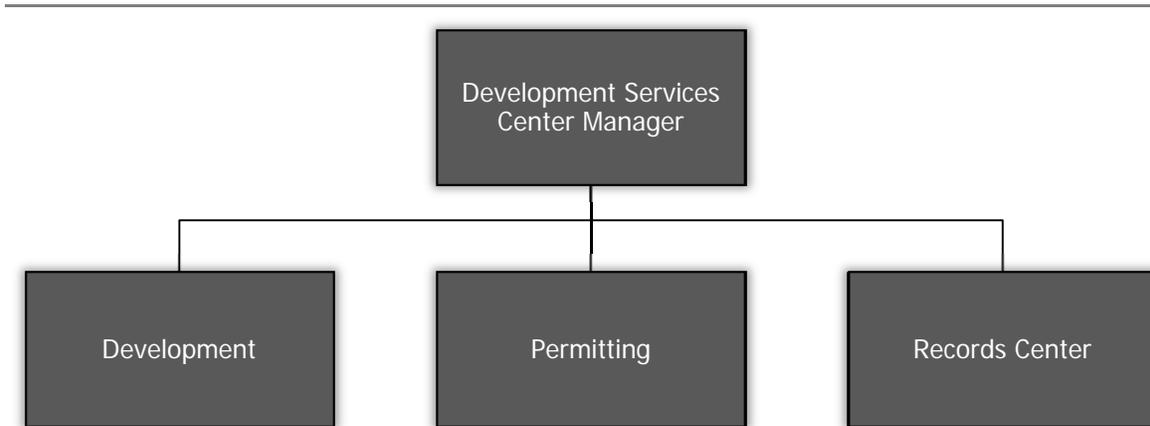
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	51,338	242,052	291,825	214,039
Bed Tax Fund	0	30,460	100,662	0
Downtown Reinvestment Fund	0.00	0	23,542	178,720
Total by Fund	\$51,338	\$272,512	\$453,028	\$564,759

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Development Services Center Manager	-	1.00	1.00	1.00
Development Services General Manager	-	-	1.00	-
Economic Development Manager	-	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00
Total Neighborhood Services & Community Development	1.00	3.00	4.00	2.00



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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.

2013 – 2014 Accomplishments

- Created an ADA compliant and more accessible entry door to 2nd floor reception
- Upgraded CRW to improve employee and customer interaction, implement iPads
- 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

2014 – 2015 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Streamline DSC processes and procedures and improve public outreach	Complete in-house reproductions within 1 business day	90%	95%	100%	100%
		Reformat forms and increase availability of online information	50%	50%	100%	100%
		Standardize all formats and checklists	30%	30%	75%	75%
		Initiate and foster team dynamic through cross-training	30%	50%	50%	50%
Progress & Innovation	Alternative hours and location permitting program	Draft comprehensive program to allow for alternative hours/location	75%	80%	0%	0%
		Develop implementation plan	90%	95%	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	50%	60%	80%	80%
		CRW standards, guidance and administration	100%	100%	100%	100%
		Develop checklists	50%	100%	50%	50%
		Cross-train all permit clerks for continuity of service	50%	50%	75%	75%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	509,934	481,652	395,480	414,591
Contracted Services	66,985	109,083	121,874	88,508
Operating Supplies & Equipment	12,443	12,455	23,023	19,000
Capital Outlay	54	-	-	-
Total by Category	\$589,416	\$603,190	\$540,377	\$522,099

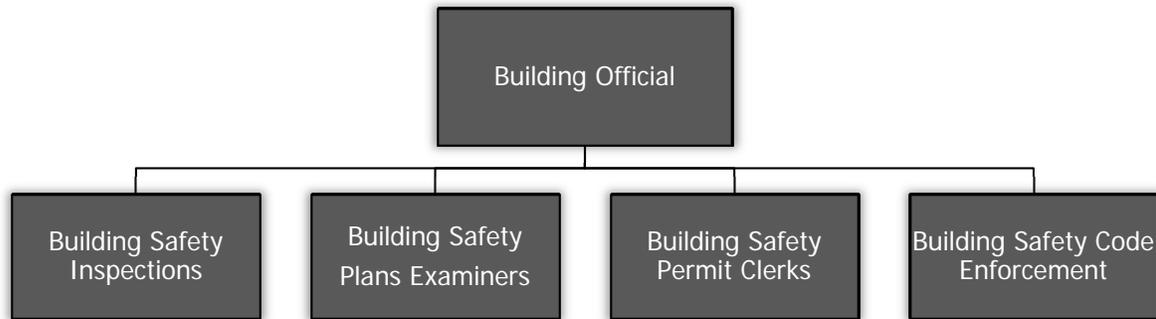
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$589,416	\$603,190	\$540,377	\$522,099
Total by Fund	\$589,416	\$603,190	\$540,377	\$522,099

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Permits Center & Records Manager	1.00	-	-	-
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	-
Document Imaging Clerk	1.50	1.50	1.50	1.50
Total Permits & Records	9.50	9.50	8.35	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.

Through a recent realignment, 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 building official. Our permitting clerks who were previously reporting to the development services manager are now a work group within the building safety department.

2013 – 2014 Accomplishments

- Adoption of the 2012 International Building Code editions with local amendments.
- Revamped plan review process and methodology. Improved service to our customers, easier to understand commentary letter improved turnaround time for approved construction documents.

- Modified sewer card procedures to issue building permits
- Tractor Supply Store (new retail)
 - Expedited Review
 - Fast Track Build
- Hire a Building Inspector II
- Completed all scheduled inspections on time
- Completed expedited review of 6 model home plans for Del Webb to use for construction in the Dove Mountain area
 - Expedited review and inspections of sales complex for Del Webb at Dove Mountain
- Complete inspection for fast track build of sales models and model complex center
 - Del Webb at Dove Mountain
 - Mertigae Homes, Silverbell West
 - Maracay Homes
 - KB Homes, Gladden Farms community
- Encantada Apartment Complex
 - #buildings
 - #number of inspection completed
- McDonalds Expedited Plan Review
 - Drawing approved within 10 working days

2014-2015 Goals & Objectives

- Develop Building Safety Department as an efficient work group
 - Consistency amongst work groups
 - Delivery of the highest level of customer service
 - Review of Standards and Procedures
- New FTE, Division Manager position Building Safety
 - Working manager position
 - Experience in plan review and inspections
- Improve Plan Review Process
 - Develop plan review checklist to reduce review times
 - SFR Model Plan Processing
 - E-codes for plan review staff's desktop PC
- Field Inspection
 - Develop internal training resource
 - Checklist for quick response inspection items
 - Training for electronic field inspections reports
- Permit Clerks

- Support improved procedures for issuance of permits
- NEW FTE, Front Counter Specialist
- Assist permitting clerks in creating an open communication work environment
- Seek educational opportunities for staff that helps expand their skill set
- Prepare staff for upgrade to CRW net version
 - Proper training
 - Electronic tablets for the inspectors

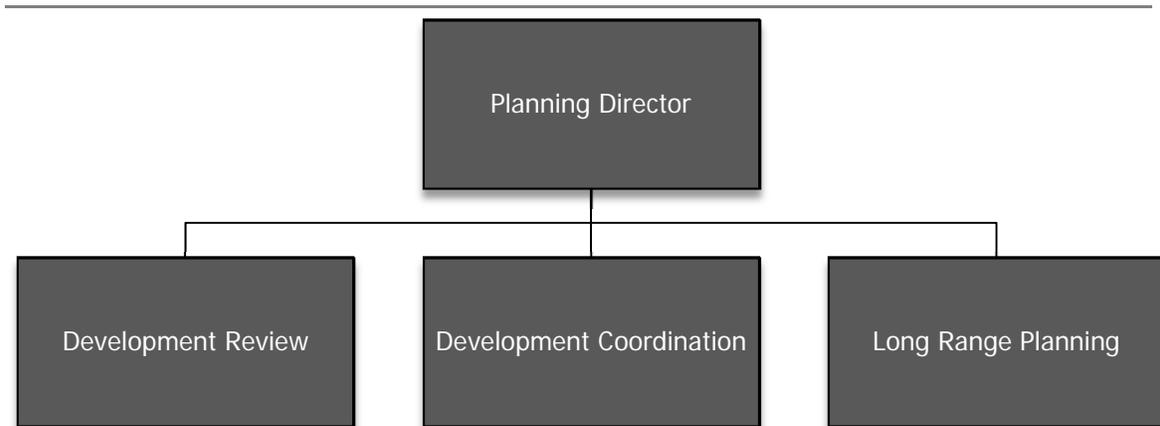
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Community	Perform building inspections	Total number of building inspections performed	16,700	17,000	17,500	18,000
Community	Perform inspections for building code compliance	Number of Building Code Compliance inspections performed	15	15	20	23

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	395,752	567,207	675,229	744,420
Contracted Services	7,494	14,067	12,180	50,931
Operating Supplies & Equipment	38,745	31,663	48,702	55,638
Capital Outlay	-	-	21,583	-
Total by Category	\$441,991	\$612,937	\$757,694	\$850,989

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$441,991	\$612,937	\$757,694	\$850,989
Total by Fund	\$441,991	\$612,937	\$757,694	\$850,989

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Building Safety Director	-	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
Plans Examiner	-	2.00	1.00	1.00
Plan Review Technician	-	1.00	1.00	1.00
Building Inspector II	2.00	1.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	-	-	-
Senior Permit Clerk	-	-	-	1.00
Permit Clerk	-	-	-	3.00
Total Building Safety	6.00	8.00	9.00	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. The staff also assists citizens and developers to better understand the land use policies and regulations of the Town.

2013 – 2014 Accomplishments

- Staff participated in the development of the Legacy of Sustainability Marana Baseline Report. The baseline report consists of an inventory and description of Marana's current sustainable practices. Currently in the last stages of the draft, the final baseline report will be shared with the public and updated annually to measure progress from one year to the next.
- Staff worked as part of an inter-departmental team of Town employees tasked with updating the existing master plan for the Marana Heritage River Park. Working with the Drachman Institute, a research and public service unit of The College of Architecture and Landscape Architecture at The University of Arizona, the team formed a new, master concept plan for the 163 acre site that was approved by the Town Council. The Heritage River Park is envisioned as a place where Marana's heritage is displayed through a demonstration farm, marketplace, equine facilities and more.
- Completed the Twin Peaks Corridor Study which established policy guidelines for development along the Twin Peaks Corridor. As development activity in this area increases it was important to ensure that quality development, enhanced landscaping, recreation amenities and improved aesthetic treatments be implemented to establish a baseline standard that brands this area as the next "place to be" in Marana.

- Planning staff served an integral role on the Facilities Master Plan taskforce in the creation of the Town's first Facilities Master Plan. Staff contributions included providing demographic and land use information, performing a space needs assessment of all Town departments, defining the objectives and goals of future facility planning, and creating facility standards and guidelines for future facility development. Staff collaborated with other members of the taskforce in compiling research data and writing the plan document. The work of the taskforce has resulted in the creation of a Facilities Master Plan that will help ensure that the Town is consistently effective in responsible facilities management.
- Planning staff coordinated the creation of a Low Impact Development Program which is non-regulatory and incentives-based. This program was drafted by an interdepartmental team representing the Engineering, Building, Economic Development Department and Planning Departments. Stakeholder meetings have been held to include input from developers, builders, and landscapers.
- 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. The project has included significant participation by representatives of the Marana business community who have attended a number of round table discussions regarding the Town's sign regulations. These discussions have included a sharing of ideas that has been instrumental in facilitating staffs' understanding of signage from the perspective of the business owner, and have resulted in the creation of what we hope will prove to be a more effective sign code. The project is in the final stages of preparation and will soon be distributed for review.

2014 – 2015 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Staff will review the current Land Development Code and propose changes to the Code where necessary. Staff will take each text amendment through the Town's amendment process	Number of Code Text Amendments processed by Staff	4	5	5	4
Progress & Innovation	Staff will work at finding more submittal documents that can be accepted electronically	The amount of reduction in paper copy submittals	20%	20%	20%	20%

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
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	4
Community	Staff will process / route all submittals within 3 days of receipt	Percentage of submittals sent out within 3 days	98%	98%	98%	98%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	631,515	571,419	585,132	653,641
Contracted Services	14,370	11,348	15,722	42,020
Operating Supplies & Equipment	2,182	2,100	1,663	9,050
Total by Category	\$648,067	\$584,867	\$602,517	\$704,711

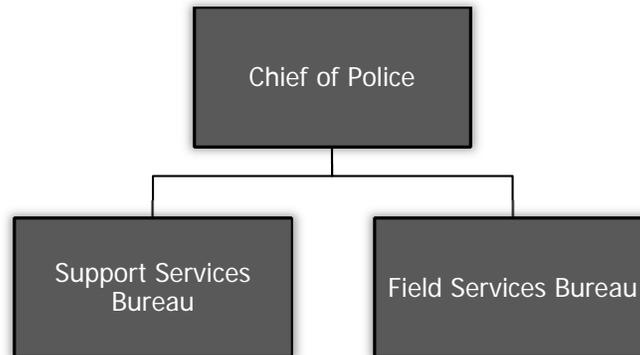
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$648,067	\$584,867	\$602,517	\$704,711
Total by Fund	\$648,067	\$584,867	\$602,517	\$704,711

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Planning Director	1.00	1.00	1.00	1.00
Assistant Planning Director	1.00	-	-	-
Environmental Project Manager	-	-	1.00	1.00
Planner II	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00
Development Coordinator	-	-	-	1.85
Total Planning	8.00	7.00	8.00	9.85



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POLICE



Department Overview

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

2013 – 2014 Accomplishments

- Purchased and put into service thermal imaging cameras to assist officers in searching for suspects
- Developed a Targeted Patrol Strategy that has produced significant reductions in the crime rate.
- Implemented a new program designed to capture daily squad activity summaries
- Improved efficiencies by replacing paper-based citations with an electronic E – Citation system
- Purchased two Victory Commander police motorcycles
- Designed a Facebook Page and Twitter account that has over 1,100 followers
- Established a Police Investigator program in 2013 that is designed to develop investigative skill sets for patrol officers.
- Improved efficiencies by introducing “Small Unit Tactics” to patrol, which is designed to increase apprehensions and tactical response to major crimes in progress
- Improved efficiencies by adopting an “Automated Report Writing” program that allows officers to complete reports from their vehicles
- Improved efficiencies and effectiveness by installing a new digital video and audio recording system known as ExacqVision.
- Reintroduced AIMS, Administrative Investigations Management, a paperless management reporting system.
- Subscription to the IACP-NET. A network of professionals who share best practices and policies in various disciplines within law enforcement.
- Improved efficiencies and effectiveness by creating “Electronic briefing” and an electronic training calendar.

- Adopted a new disciplinary process that utilizes a matrix.
- Designed a reality-based sergeant's promotional process
- Honored 29 MPD employees at the second annual Awards Ceremony.
- Created a Steering Committee to address issues affecting the department. The Committee was created after the Town's Meet & Confer process was rescinded in 2014.
- Designed a reality-based Lieutenant's Promotional Process

2014 – 2015 Goals & Objectives

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Provide quality police leadership and professional service by implementing a career development plan for all MPD employees on excellence and sustainability	Personnel attending supervisory/management level training	25	30	28	31
		Number of personnel who attended one job-specific training	105	105	105	113
		Partnering with other law enforcement agencies to gain experience in criminal investigations	8	8	8	10
Progress & Innovation	Efficient and effective Operations Division/Patrol	Response time in minutes to Priority 1 and 2 calls; national target 5 minutes	5	5	5	5
		Number of traffic stops	15,656	16,000	16,000	16,000
		DUI arrests	165	170	200	200
		Felony arrests; part 1 crimes only	69	75	70	70
		Misdemeanor arrests; part 1 crimes only	214	220	220	300
		Crimes against persons; part 1 crimes only	253	240	60	60
		Crimes against property; part 1 crimes only	1,416	1,350	1,200	1200
		Average number of calls per officer	466	470	470	470
Number of officers per 1,000 citizens; national average 2.4	2.3	2.3	2.1	2.1		

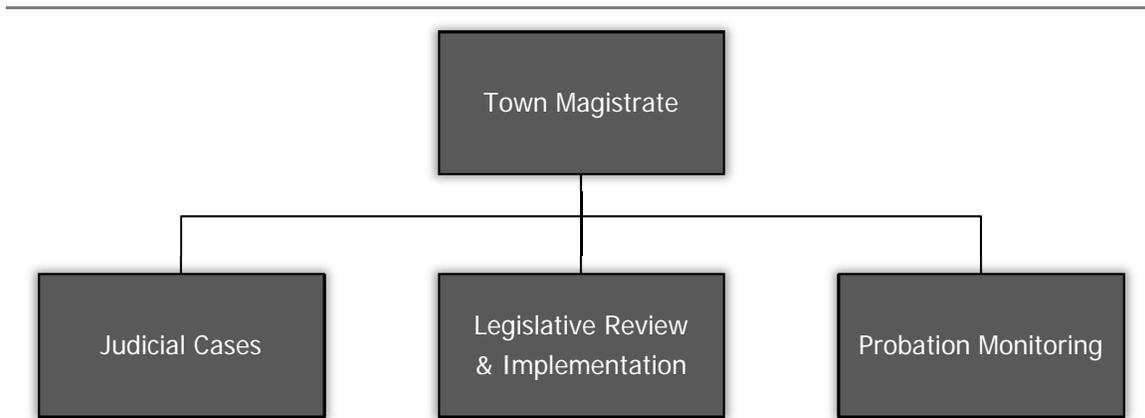
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Community	Establish community partnerships with open and effective communications, focused on addressing quality of life issues and safety concerns	Informational presentations to community groups	60	60	70	70
		Number of Neighborhood Watch groups	10	15	20	17
		Participants in GAIN "Getting Involved in Neighborhoods"	N/A	N/A	N/A	150
		Business security contacts	12	100	150	150
		Holiday Patrol	1	1	1	1
Community	Continuously evaluate and improve the Volunteers in Police Service Program (VIPs) including recruitment, training, outreach, reporting and communication within the Police Department and Town of Marana	Number of hours worked	7,600	9,500	9,500	9,500

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	8,173,410	8,608,432	9,328,558	9,892,922
Contracted Services	561,252	544,740	449,995	632,035
Operating Supplies & Equipment	1,376,956	1,617,541	1,436,051	1,485,527
Capital Outlay	245,978	810,538	599,336	293,812
Total by Category	\$10,357,596	\$11,581,251	\$11,813,940	\$12,304,296

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	549,789	527,449	878,030	565,193
Grants / Contribution	9,807,807	11,053,802	10,935,910	11,739,103
Total by Fund	\$10,357,596	\$11,581,251	\$11,813,940	\$12,304,296

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief of Police	-	-	1.00	1.00
Police Captain	1.00	1.00	-	1.00
Police Lieutenant	3.00	3.00	3.00	2.00
Police Sergeant	10.00	11.00	11.00	11.00
Detective	5.00	5.00	-	-
Police Officer	58.00	57.00	63.00	65.00
Police Telecommunications Manager	1.00	1.00	-	-
Police Records Supervisor	1.00	1.00	2.00	2.00
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	6.00	5.00	5.00
Transcriptionist	-	-	1.00	1.00
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	2.00	3.00
Administrative Manager	1.00	1.00	-	-
Executive Assistant	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Police	105.00	105.00	106.00	109.00

COURTS



Department Overview

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

2013-2014 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.

2014 – 2015 Goals & Objectives

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

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

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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	7%	5%	5%	5%
		Citations filed	9,200	9,600	9400	9600
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	8	5	11	7
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	20	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	54	61	61	50
		Number of monitored probation cases	200	215	215	195

BUDGET SUMMARY

Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	818,852	853,990	875,459	926,952
Contracted Services	121,030	113,004	106,626	219,696
Operating Supplies & Equipment	14,711	15,457	13,607	402,250
Capital Outlay	-	-	-	10,000
Total by Category	\$954,593	\$982,451	\$995,692	\$1,558,898

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	905,598	942,229	966,680	1,019,116
JCEF Fund	-	1,717	0	67,000
FTG Court Fund	-	0	0	38,500
Local Technology Fund	48,995	38,506	29,012	434,282
Total by Fund	\$48,995	\$982,452	\$995,692	\$1,558,898

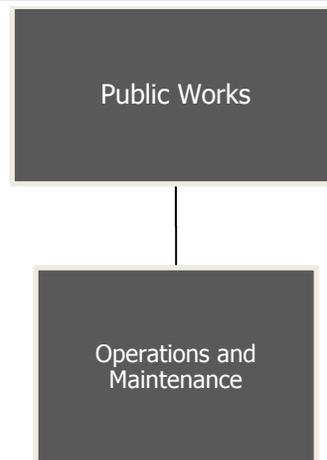
AUTHORIZED POSITIONS

	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Town Magistrate	1.00	1.00	1.00	1.00
Court Services Operations Specialist	-	-	1.00	1.00
Executive Assistant	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
Court Clerk	5.00	5.00	4.00	4.00
Total Courts	14.00	14.00	14.00	14.00



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PUBLIC SERVICES ADMINISTRATION



Department Overview

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

2013 – 2014 Accomplishments

- Continued engagement in the Asset Management development phase and carry out of the program
- Pavement Preservation Program and its continuous progression
- Supported wastewater transition and operations services
- Provided interim management services to Technical Services Department

2014 – 2015 Goals & Objectives

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

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Improve wastewater operational efficiency	Reduce operational costs by 30-percent	15%	15%	15%	15%
Progress & Innovation	Deploy pavement preservation program	Percent of approved Budget work program completed	75%	100%	100%	100%
Progress & Innovation	Complete asset inventory	Inventory remaining systems including wastewater	85%	100%	100%	100%
		Complete project management integration of maintenance projects	90%	100%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	479,345	354,166	127,336	137,177
Contracted Services	9,627	5,212	1,808	2,160
Operating Supplies & Equipment	5,360	4,150	5,740	2,850
Total by Category	\$494,332	\$363,528	\$134,884	\$142,187

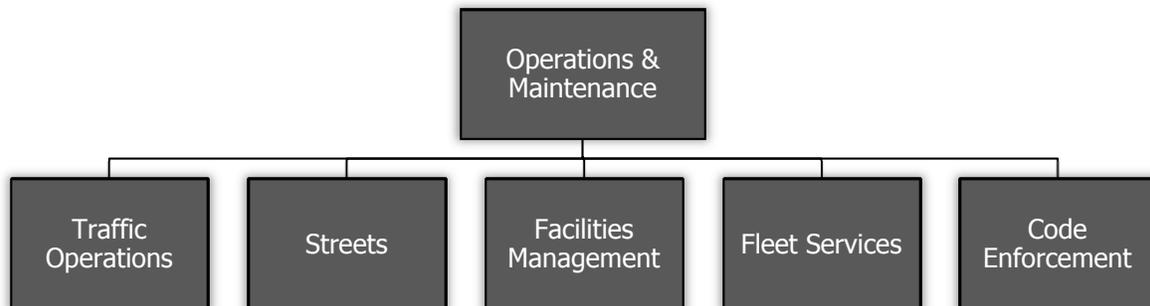
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	\$494,332	\$363,528	\$134,884	\$142,187
Total by Fund	\$494,332	\$363,528	\$134,884	\$142,187

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Public Services General Manager	1.00	1.00	-	-
Public Works Director	1.00	1.00	1.00	1.00
Assistant Public Works Director	-	-	1.00	-
Traffic Operations Engineering Manager			-	1.00
Contracts Analyst	1.00	1.00	-	-
Senior Administrative Assistant	1.00	1.00	-	-
Total Public Services Administration	4.00	4.00	2.00	2.00



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OPERATIONS & MAINTENANCE



Department Overview

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

2013 – 2014 Accomplishments

Facilities:

- Mobile technology - Purchased 1 Wi-Fi only tablet for BACTalk and Cartegraph management
- Re-verified all Facilities assets and attributes that are currently in Cartegraph
- Put stock materials into the system and start tracking usage
- Trained staff on work orders and tracking department support and projects and fine-tuned the work order process
- Received training on BACTalk system from Climatec
- MOC locker room remodel
- Parks Admin building remodel
- MOC office remodel for Public Works to accommodate 1 additional office and reception area
- Planning out a funding program for long term asset replacement in the Facilities Master Plan Created new key control system within Cartegraph and re-inventory all keys and collect data on what keys staff members have.
- Re-core and re-keyed the MOC with the new Marks keyway system and created a new key hierarchy for the Town
- Reviewed lighting and energy audits to see if there is affordable energy saving the Town can take advantage of under the current budget
- Created detailed inspection forms and schedules for all facility assets
- Created a HVAC filter inventory and maintenance schedule
- Created an annual inspection schedule for all facilities
- Inventoried materials and created MSDS book for the MMC and MOC facilities areas

Fleet:

- All staff ASE Certified – added 5 new certifications and renewed 10 certifications
- Seventh 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 BMW Certified
- Purchased and outfitted over 36 units
- Performed and completed audit of older vehicle fuel keys and equipment
- Successfully completed Fuel Master Fuel key upgrades for over 350 Town vehicles
- Gained Cartegraph implementation of Fleet Maintenance Program
- Provided 24/7/365 on call services for Town vehicles, and direct support for special events

Street Maintenance:

- 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)
- Ina road beautification, added new river rock, spread DG, and plant new vegetation
- Crews continue to remove and replace concrete sidewalk, trip hazards, and repair asphalt sink holes and potholes throughout the Town of Marana
- Established a weekly meeting with representatives from the town departments to discuss weekly work schedules or if any assistance is needed
- Crack sealing crews completed the following:
 - Harvest Moon and Gladden Farms blocks - 1, 2, 3, 4, 6, 8, 9, 10, 11, 12, 18, 19, 20, 21
 - Rancho Marana blocks - 2, 2-7, 4
 - Lon Adams between Moore Rd & Tangerine Farms Rd
 - Gladden Farms Dr. between Lon Adams Rd & Tangerine Farms Rd
 - Cortaro Ranch
 - Willow Ridge
 - Cortaro Farms Rd East and West Bound from I-10 to Town Limit
 - Sandy Desert Trail
 - Camino De Oeste from Cortaro Farms Rd to Town Limit
 - Silverbell Place
 - Continental Ranch Parcel 11
 - Dove Mountain area:
 - Quail Crossing II
- The following is the Pavement Preservation completed by treatment:
 - Chip Seal:
 - Continental Ranch Parcels 9 and 10
 - The Bluffs at Dove Mountain
 - Continental Ranch Quail Park
 - Continental Estates
 - Dove Mountain Quail Crossing
 - Silverbell Hills Estate
 - Sunset Acres II
 - Continental Ranch Parcel 50 and 51
 - Sunset Ranch
 - Moore Road East and West in Dove Mountain
 - Fog Seal:
 - Sombrero Peak Estates
 - HA5:
 - Quail Crossing II at Dove Mountain

Traffic Operations:

- Installed the four-way stop at Tangerine Farms Rd/Moore Rd
- Installed Quiet Zone signs in support of the Town's Quiet Zone initiative
- Installed new technology controller at the intersection of Ina Rd/Thornydale Rd
- Installed battery back-up systems at 100% of the Town's signals
- Retimed signal timing along Ina Rd and Thornydale Rd corridors for more efficient movement of traffic
- Began the upgrade of all Town signs to the highest quality Type XI, Diamond Grade retroreflective signs
- Began to eliminate obsolete or unnecessary signs to deliver cost savings to the Town

Code Enforcement:

- Sign Code revision will be completed through Task Force before end of fiscal year
- Completed Graffiti Abatement Pilot Program with great results and will be working on formalizing the program and making it permanent
- Began addressing Dilapidate Buildings with Town Building Official and have successfully caused the removal of a few of these buildings and the securing of others already
- Established protocol with PD for Code Enforcement assistance
- Worked with Vendor and TS to obtain field-use tablets and developed an app that allows us to complete more work in the field, thus increasing productivity

- Will have completed Zoning Enforcement certifications and will continue completing certifications on Property Maintenance through the International Code Council
- Completed community outreach through open houses and the development and distribution of educational literature
- Formalized a process of dealing with vacant/abandoned properties with Legal and have successfully cleaned and recorded liens against several properties already
- Continued to develop relationships between Code Enforcement and other Town departments and community organizations
- Increased proactive enforcement of Town Code violations
- Successfully worked on modifying Town Code to grant authority for Code Enforcement to deal with business license violations
- Received authority from the Police Department to write police reports for graffiti/vandalism, illegal dumping, and theft of Town owned property.
- Began program to address False Alarm violations of Town Code

2014 – 2015 Goals & Objectives

Facilities:

- Budget for re-core and re-key of the MMC, Parks Admin, Senior Center, Wastewater and Beacon Hill with the new Marks keyway system and hierarchy
- Continue to review Solar and other energy efficient options for existing and future facilities
- Update Facilities Master Plan as needed
- Create SOP for all major Facility operations (main breaks, annual inspections, BACTalk etc)
- Work on solutions for the deficiencies at the MMC in regards to heating
- Work on solutions for the electrical risk control hierarchy at all facilities
- Train staff on the asset management and reporting components of Cartegraph
- Work on solutions for short and long term records storage
- Chip seal or micro surface MOC yard, front parking and Parks Admin parking
- Plan and schedule HR remodel MMC 3rd floor
- Plan, schedule and build a workout gym at the MOC to include HVAC installation and showers at the Facility warehouse and locker rooms
- Add an automatic gate at the Old Yard or (Water Operations Center)
- Add a modular office for Water at the Old Yard (Water Operations Center)
- Add coolers to the warehouse at the Old Yard (Water Operations Center)
- 2nd floor carpet replacement at the MMC
- Water and PD carpet replacement at the MOC
- Add automatic door openers at the MOC warehouse and Facilities warehouse
- Paint interior and exterior of Community Center
- Begin preliminary planning for a new Multi-use facility for Police Department ,Public Works and Parks and Rec
- Schedule classes for certifications in HVAC for all staff
- Research other certifications and training in facilities to better serve the department and Town
- Plan out short and long term HVAC replacement throughout the Town

Fleet:

- Identify areas in shop where relocation, update, and storage of parts and supplies. This will show accountability and will enhance customer service with fewest delays possible during service and repairs
- Relocate and clean upper warehouse storage areas that were used by Water, and reduce crowded work space in main shop area
- Identify shop tools and equipment that may need updating or replacement in order to maintain newer vehicles and equipment
- Offer special training to employees, utilizing outside vendors, which can be a reduction in cost, or no cost to Town employees
- Ongoing updates and refresher training and recertification on ASE
- Continue to reorganize shop towards the storage of liquids and chemicals in proper lockers to be in compliance with ongoing changes with hazardous materials, and to ensure that Safety Data Sheets are updated with material readily available to all employees.
- Create a log out and tag out program for faulty equipment or maintenance issues
- Fully implement the Cartegraph program with updates in order to discontinue the existing outdated ShopKey program
- Increase dialogue with Town departments in order to network and effectively work towards positive customer service, including our internal and external customers
- Work towards developing a plan to remove, upgrade or abandon completely the older gasoline and diesel fuel storage tanks in back of Fleet

Street Maintenance:

- Establish a yearly grading schedule in order to provide the highest level of maintenance on all Town of Marana rural roads
- Coordinate all roadway maintenance crack seal, patch Jobs, and Mill and Fills to coincide with the Annual Pavement Preservation Program
- Establish a Town wide ADA Ramp upgrade program Town
- Continue to provide a safety training meeting within our crews on the importance of avoiding any hazards and any safety issues that arise.
- Continue to certify all street maintenance staff in becoming certified flaggers
- Continue to establish performance training between supervisors and line staff to discuss weaknesses and strengths of each staff in order to build a better and stronger team
- Continue to implement cost saving and time saving elements within the department

Traffic Operations:

- Continue to maintain level of service on all signs, pavement markings, and signal systems
- Begin a plan to replace/retrofit intersection luminaires with LED lighting for Town-wide cost savings
- Continue to replace older technology signal controllers with the latest controller technology (goal of 30-40% of the Town's current signal controllers to be replaced)
- Continue to replace and upgrade all of the Town's signs to the highest quality Type XI, Diamond Grade retro reflective signs
- Make all intersections fully video detection capable (serves as a redundant system to in-ground induction loops)
- Begin a plan to upgrade the Town's signal systems to be Accessible Pedestrian Systems (APS) for the visually impaired
- Continue to monitor the Town's signal systems to find areas to improve traffic progression and efficiency both locally and regionally
- Continue to work with all Town Department's to provide excellent customer support

Code Enforcement:

- Finalize Graffiti Abatement Program upon conclusion of Pilot Program
- Conduct additional Open Houses and complete more community outreach
- Develop a plan of action with other Town departments to deal with identified issues in northern Marana
- Complete Property Maintenance & Housing Inspector certifications
- Implement and enforce changes made to Sign Code
- Continue working with Building and Legal to increase role/responsibility of Code Enforcement in regards to Dilapidated Buildings to ensure that these types of buildings are properly addressed
- Continue working with other Town departments and community groups to ensure minimum property standards are maintained and exceeded
- Work with TS and PD to streamline false alarm reporting to ensure consistent application of Town Code in regards to false alarms
- Work on developing a multi-discipline team to address problem areas within the Town with the Police Department, Building Department, Legal and Community Development
- Develop a program to effectively monitor business license checks between Code Enforcement and Finance/Business Licensing

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 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	65%	60%	85%	90%
Community	Facility Master Plan Document	Select personnel from departments who will plan and develop the Town's first Facility Master Plan. Elements of this plan will encompass current and future Facility requirements	15%	15%	100%	100% Continuously Updating
Community	Identify and develop Standard Operating Procedures (SOP's) for all aspects of the Facility/Fleet Operations	Fleet maintenance	50%	65%	70%	80%
		Fleet replacement	90%	90%	95%	100%
		Generator operations	85%	90%	95%	100%
		Facility key requests	95%	60%	60%	90%
		Building Modification department requests	75%	75%	85%	90%
Community	Complete a street inventory project which will determine the amount of Town signage, lighting, traffic signals, striping, curbs, streets, and sidewalks	Complete inventory of all Town infrastructure	65%	65%	90%	95%
		Improve tracking of signage, lighting and traffic signals	100%	100%	100%	100% Continuously Updating

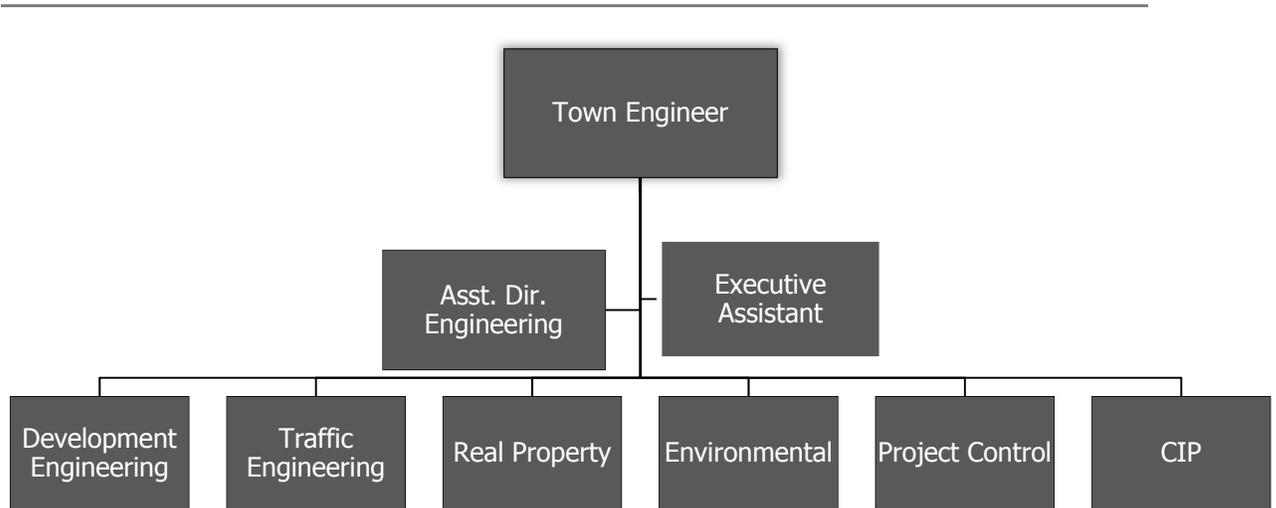
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Actual	FY 2015 Budget
Community	Reduce downtime for routing maintenance and repair of Fleet vehicles	Percentage of fleet staff trained and certified as ASE techs	100%	90%	90%	100%
		Percentage of improved fleet maintenance tracking	75%	75%	50% with Cartegraph	95%
Community	Replace vehicles that are ineffective and inefficient to operate	Percentage of vehicles replaced	12%	12%	10%	10%
		Percentage of APWA benchmark for staff to fleet ratio	41%	41%	41%	41%
Community	Work with Human Resources and Technology Services to develop key access policy	Administrative directive for building access	100%	100%	60%	90%
Community	Launch the Pavement Preservation Program	All town roads inventoried and inspected	80%	100%	50%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
Personnel & Benefits Cost	1,809,291	1,996,352	2,068,386	2,286,185
Contracted Services	1,303,225	1,565,928	2,121,245	3,518,239
Operating Supplies & Equipment	380,393	405,346	431,439	478,148
Capital Outlay	289,160	50,793	260,052	660,700
Total by Category	\$3,782,069	\$4,018,419	\$4,881,122	\$6,943,272

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2011 Actual	FY 2012 Actual	FY 2013 Projected	FY 2014 Budget
General Fund	1,853,313	2,145,892	2,235,916	2,804,295
Highway User Revenue Fund	1,928,756	1,872,526	2,645,206	4,138,977
Total by Fund	\$3,782,069	\$4,018,418	\$4,881,122	\$6,943,272

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Facilities & Fleet Services Manager	1.00	-	-	-
Superintendent	1.00	2.00	3.00	3.00
Community Response Manager	1.00	1.00	1.00	1.00
Foreman	5.00	4.00	4.00	4.00
Traffic Signal Technician III	1.00	1.00	1.00	1.00
Traffic Signal Technician II	1.00	1.00	1.00	1.00
Signs & Markings Technician	1.00	1.00	1.00	1.00
Fleet Technician II	1.00	1.00	2.00	2.00
Fleet Technician I	1.00	1.00	-	-
Senior Facilities Technician	1.00	1.00	1.00	1.00
Facilities Technician	1.00	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00
Inmate Services Coordinator	3.00	4.00	4.00	4.00
Equipment Operator	3.00	3.00	3.00	3.00
Airport Operations Coordinator	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00
Laborer	5.00	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00
Code Enforcement Officer	-	2.00	2.00	2.00
Total Operations & Maintenance	32.00	35.00	36.00	36.00

ENGINEERING



Department Overview

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

2013 – 2014 Accomplishments

- Participated with Pima County in drafting their new detention/retention manual and ensured inclusion of design standards important to our community's special characteristics.
- Provided detailed hydrology, hydraulics, scour and erosion calculations and other information to CIP and Operations and Maintenance which has allowed them to limit the scope and cost of engineering services procured from outside engineering firms.
- Worked with Developers and increased the utilization rate of the way-finder signs.
- Adoption of new impact fees for roads and parks.
- In conjunction with Union Pacific Railroad, Amtrak, Federal Railroad Administration, and the Arizona Corporation Commission, a Quiet Zone (no routine blowing of train horn) was established, covering all of the Town's at-grade railroad crossings.
- A multi-way stop control was installed at the Tangerine Farms Road/Moore Road intersection.
- 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 submittal processes to assist the public and developers in working with the Town.
- Continue to negotiate with Professional Services and Public Relations Vendors for Capital Program needs.
- Successfully transition processing of development related land title and some real property rights to Planning & Development.

- Conducted the public process and design resulting in the addition of speed humps on Palmbook Avenue in accordance with the Town's speed awareness program
- Managed the restudy of the Town's impact fees for streets and parks

2014 – 2015 Goals & Objectives

- Continue to assist the Legal Department with the Land Development Code (LDC) rewrite
- Update to the Subdivision Street Standards concurrent with the LDC rewrite
- 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
- Assist in the updating of the Major Routes Plan
- Update the Speed Zone Map and Table

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	In-house review of plans	Number of SWPPP's reviewed in-house	45	20	40	40
		Form A Public Infrastructure Permits reviewed/Issued	NA	NA	23	30
		Number of Sewer/Water Permits reviewed/Issued	NA	NA	3	5
		Number of Floodplain Use Permits issued	NA	NA	19	25
		Number of Type 2 permits taken in/reviewed for larger developments	NA	NA	28	35
		Number of Engineering plans reviewed in-house	94	198	280	350
		Number of Planning documents reviewed in-house (rezones, spec plans, SLUC, minor land div)	80	31	80	150
Progress & Innovation	In-house inspection/observation of private development	Number of Stormwater inspections performed	60	47	54	60
		Number of Private development permits inspected	20	15	16	20
		Number of Type 1 permits taken in / reviewed	18	18	46	40
Progress & Innovation	Facilitation of CIP program	Number of CIP projects with Environmental Facilities in permitting	4	4	5	4
Progress & Innovation	Maintain the operations safety of Town streets	Number of Traffic Work Orders	120	100	60	75
		Number of Service Request Assignments	200	200	200	225

STRATEGIC PLAN GOALS & OBJECTIVES (REAL Property Section)						
Council Strategic Plan Goal	Expected Outcome	Performance Indicator	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Progress & Innovation	Capital Projects	Number-Existing CIP Projects	21	22	25	29
		Number-Closed CIP Projects	6	7 10		12
		Number-CIP subprojects processed/closed	95	80	119	165
Progress & Innovation	In-house Plan Review	Number-CIP Plan Reviews	12	18	14	16
		Number- CIP Survey Reviews	UK	UK	15	15
		Number-Planning/DSC plans reviewed in-house (rezones, FP, DP, spec plans, Utility, Improvement, MLD)	325	298	55*	60*
Progress & Innovation	Private Development Property Rights Projects	Number-Licenses/Revolving Licenses	66	71	43*	15*
		Number abandonments, dedications, easements, releases	31	26	7*	8*
Progress & Innovation	Public Records Requests/CRT/Substantive Phone Calls	Number- Public Records Requests & CRT	26	19	11*	15*
		Number-Substantive Phone Calls	665	739	119*	140*

BUDGET SUMMARY

Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	1,993,258	1,932,257	1,892,287	1,992,069
Contracted Services	52,712	63,589	59,910	282,269
Operating Supplies & Equipment	64,954	58,633	55,971	70,160
Capital Outlay	4,162,587	1,939,562	2,555,103	36,000,222
Total by Category	\$6,273,511	\$3,994,041	\$4,563,271	\$38,344,720

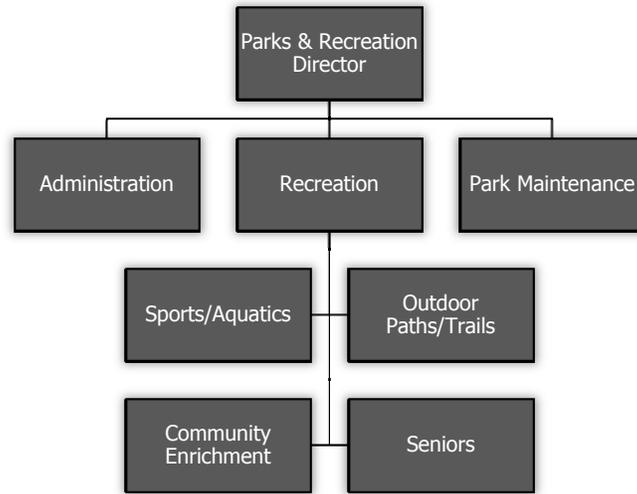
BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	2,151,301	2,093,316	2,178,263	2,319,117
Grants And Contributions	41,362	-	-	39,606
Highway User Revenue	-	148,499	691,689	722,197
2008 Series Bonds	413,399	87,327	4,957	92,931

BUDGET SUMMARY BY FUND (continued)				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
South Benefit Area Impact Fees	16,457	34,112	3,615	763,185
North Benefit Area Impact Fees	-	-	-	100,000
Park Impact Fees	908,970	119,045	622,477	1,829,496
Transportation Fund	582,745	390,981	434,971	5,728,389
1/2 Cent Sales Tax	42,489	-	10,525	685,825
Other Agency	347,899	52,420	1,141	9,950,030
Pima County Bonds	-	-	-	35,000
Regional Transportation	1,768,889	1,068,341	615,633	16,078,944
Total by Fund	\$6,273,511	\$3,994,041	\$4,563,271	\$38,344,720

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Town Engineer	1.00	1.00	1.00	1.00
Assistant Director of Engineering	-	-	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
Traffic Engineer	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00	1.00
Environmental Project Manager	2.00	2.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	3.00
Engineering Aide	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	-	-	-
Plans Examiner	2.00	-	-	-
Plans Review Technician	1.00	-	-	-
CIP Engineering Division Manager	-	-	1.00	1.00
Construction Manager	-	-	2.00	2.00
Project Coordinator	-	-	1.00	2.00
Construction Inspector	-	-	2.00	2.00
Right of Way Inspector	-	-	1.00	1.00
Project Control Specialist	-	-	1.00	1.00
Project Manager	-	-	1.00	1.00
Real Property Acquisition Agent	-	-	1.00	1.00
Executive Assistant	-	-	1.00	1.00
Total Engineering	15.00	11.00	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.

2013 – 2014 Accomplishments

- Constructed 3 additional miles of backcountry trails in the Tortolita Trail System.
- Applied for National Recreational Trail Status for Town of Marana Tortolita Trail System
- Erected 3 shade structures at Heritage Park Display Garden and constructed garden area.
- Replaced 2 ball field fences and renovated to fields Ora Mae Harn Park.
- Partnered with Oro Valley Parks and Recreation on 3rd M.O.V.E. Across 2 Ranges event
- Increased Youth Flag Football participation 18% with a 22% increase in revenue
- Expanded Pee Wee Soccer program participation 37% with a 38% increase in revenue
- Increased Egg Nog Jog participation by 45%
- Activity Registration increased by 222 transactions with a 28% increase in online sales (reducing Town paid ActiveNet fees) as of Dec. 2013.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Recreation	Provide quality parks and leisure service opportunities for the Marana Community	Maintain quality park facilities	135 acres	135 acres	143 acres	143 acres
		Maintain quality paths and trails	49 miles	49 miles	51 miles	53 miles
Recreation	Provide regional recreation destination for Marana	Construct Heritage Park Splash Pad	N/A	N/A	Planning	Complete
Community	Provide community supported events park Facilities	Community events provided at Park Facilities	300	320	307	315

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	1,664,190	1,918,191	2,022,931	2,334,566
Contracted Services	432,554	396,599	355,838	558,850
Operating Supplies & Equipment	614,164	680,601	681,823	884,836
Capital Outlay	926,250	146,123	6,423	262,700
Total by Category	\$3,637,158	\$3,141,514	\$3,067,015	\$4,040,952

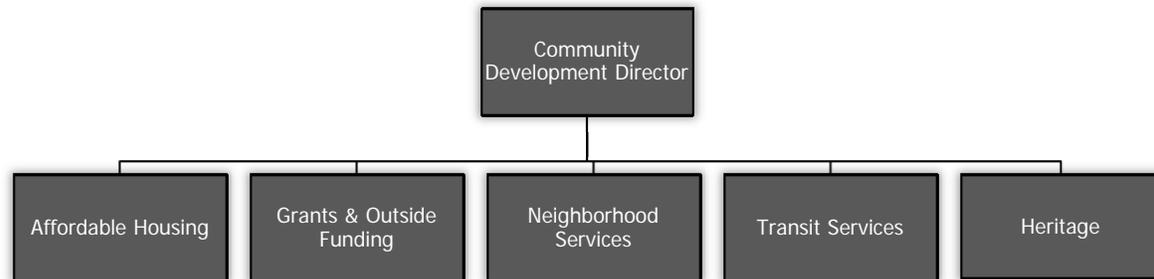
BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	2,644,161	2,890,855	2,948,195	4,039,952
Impact Fees – Parks	443,835	17,624	-	-
Pima County Bond Funds	548,960	142,027	118,820	-
Grants & Contributions	202	-	-	1,000
Other Agency	-	91,008	-	-
Total by Fund	\$3,637,158	\$3,141,514	\$3,067,015	\$4,040,952

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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
Special Events Coordinator	-	-	-	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
Parks – Recreation:				
Recreation Coordinator	5.00	5.00	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	1.00	2.00	2.00
Assets Coordinator	-	-	1.00	1.00
Foreman	1.00	1.00	-	-
Senior Maintenance Worker	9.00	9.00	9.00	10.00
Laborer	6.00	6.00	6.00	7.00
Superintendent	1.00	1.00	1.00	1.00
Parks – Senior Programs				
Recreation Programmer	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	0.75	1.00
Total Parks	32.25	33.25	33.25	36.50



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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; communicate regularly and clearly through relationships established by mutual trust and a shared vision.

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

2013 – 2014 Accomplishments

- Provided housing rehabilitation services for fourteen (14) area homeowners
- Received ten (10) new housing rehabilitation applications
- Received \$1.8 million in grant funding for critical projects
- Completed rehabilitation projects on fourteen (14) qualifying homes
- Had over 72,000 riders on the Sun Shuttle routes in Marana
- Produced three major regional events Star Spangled Spectacular; Holiday Festival and Christmas Tree Lighting; and Marana Main Street Festival
- Recognized community members with the Ora Mae Harn Crystal Legacy and Branding Iron Awards.
- Successfully facilitated numerous outreach meetings with the community and stakeholders for the Marana Heritage Park

2014 – 2015 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
- Work with the Marana Regional Landfill on quarterly neighborhood roll-offs and voucher program
- Research possible grant funding sources for projects identified in the Strategic Plan

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Community	Increase community engagement	Receive completed community surveys	250	250	-	-
		Participate in Business/Community Conversations	14	24	24	24
		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	14	15	14	8
		New Affordable Housing Units	2	1	1	1
		Land Acquisition/Entitlement for Affordable Housing Projects	2	-	-	-
Heritage	Strengthen community character by linking the past, present, and future	Catalogue and preserve heritage objects	50	25	71	25
		Encourage tours and programs focused on heritage	2	10	10	12
Community	Strengthen preservation efforts in Colonia neighborhoods	Facilitate neighborhood meetings	30	35	2	10
		Organize neighborhood cleanup days	2	5	3	4
		Complete neighborhood plans	1	2	-	-

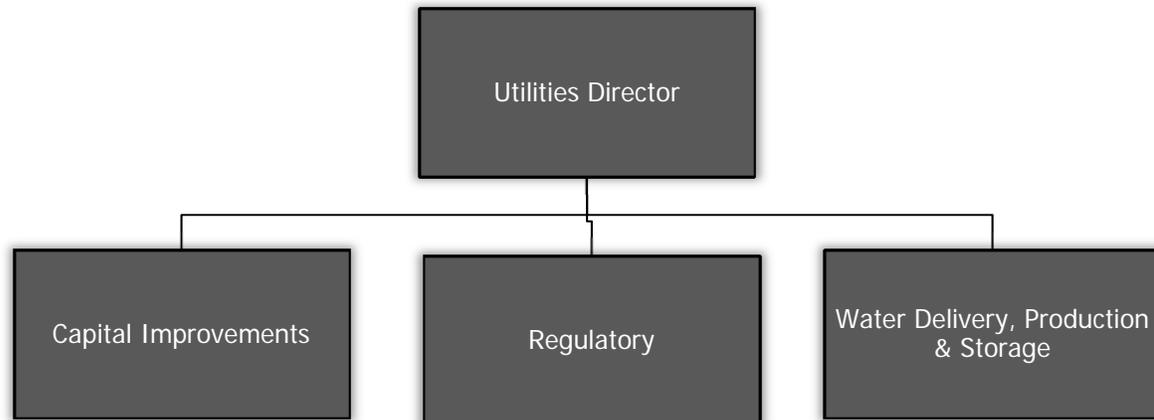
STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Community	Provide transit alternatives for Marana residents	Increase Sun Shuttle ridership	65,000	75,000	80,000	85,000
Community	Increase Community Engagement in Marana Signature Events	Increase award ceremonies	-	1	1	1
		Engage community partners to plan	-	6	8	5
		Engage community partners to staff events	-	25	50	40
		Develop new special event	-	1	1	1

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	231,775	304,976	326,439	241,514
Contracted Services	135,473	129,258	118,358	172,853
Operating Supplies & Equipment	98,811	94,388	148,803	328,920
Capital Outlay	83,169	5,868	27,015	-
Total by Category	\$549,228	\$534,490	\$620,615	\$743,287

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
General Fund	211,590	308,446	344,435	358,287
Community Development Block Grant	119,333	88,204	163,149	215,000
Revolving Affordable Housing	9,241	31,932	12,422	70,000
Grants & Contributions	38,238	-	-	-
Bed Tax Fund	-	12,518	10,386	-
Local Transportation	87,658	88,738	90,223	100,000
Regional Transportation Fund	83,168	4,652	-	-
Total by Fund	\$549,228	\$534,490	\$620,615	\$743,287

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 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	3.00	4.00	4.00	3.00

WATER



Department Overview

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

2013 – 2014 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.
- Well rehabilitation at Saguaro Bloom well.
- Began non-potable system transfer process with CMID in north Marana. CMID will eventually take over accounts along Tangerine Farms and the communities of Rancho Marana and Gladden Farms.
- Developed and adopted a four-year water rate plan.
- Developed and adopted new water infrastructure and water resources impact fee programs to support new growth development.
- Install two monitor wells for future water recharge facility to be located near the Marana Water Reclamation Facility.
- Conducted a geophysical survey of property identified for a future effluent water recharge facility.

- Receive recommendation from ADWR for an additional 515 acre-feet of CAP water to the Town of Marana as part of the Non-Indian Ag Water pool reallocation process.
- Continued partnerships with other local communities for the Water Conservation Alliance Southern Arizona (Water CASA)
- Staff continued efforts to evaluate opportunities to save money by bringing projects in house and developing preventative maintenance projects in Cartegraph for ease of planning and resource evaluation
- Continued expanding the capabilities of Cartegraph for long term planning and budgeting

2014 – 2015 Goals & Objectives

- Begin the design and construction process for several water infrastructure projects to help support new growth.
- Implement online bill payment solution for customers
- Create a Water Production Supervisor position to support the operations staff.
- Create and obtain a Utilities Engineer position.
- Create and obtain a Water Resources Coordinator position.
- Create and obtain a Utilities Business Service Coordinator position.
- Electrical system upgrades to three water system well sites to meet current safety guidelines and provide efficiencies.
- Begin Master Plan process and an implementation program to replace the current SCADA system with updated infrastructure.
- Begin master plan process and implementation of construction of an effluent recharge facility near the Marana Water Reclamation Facility.
- Replace 500 water meters as part of the annual replacement of the aging meter program

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
<i>Community /Progress & Innovation</i>	<i>Water Asset Management</i>	Inventory all water assets for use in maintenance management program	50%	100%	100%	100%

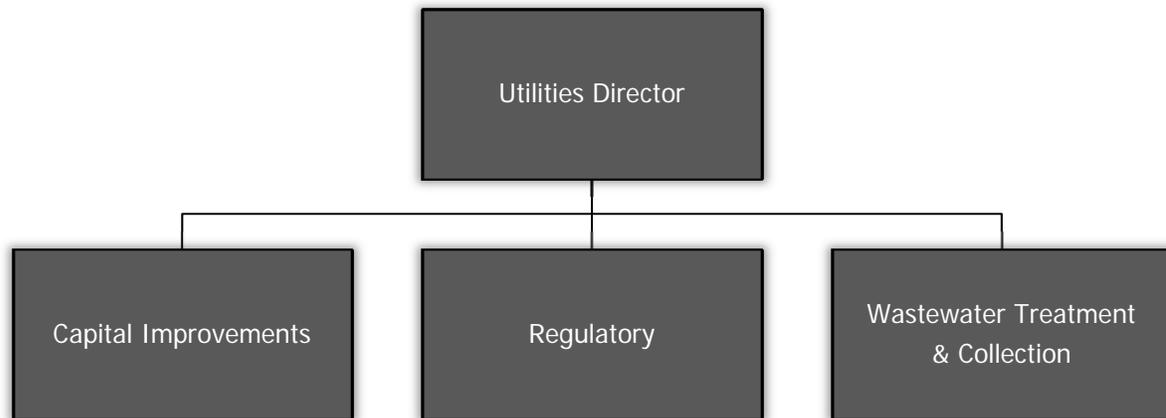
STRATEGIC PLAN GOALS & OBJECTIVES (continued)						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	<i>FY 2012 Actual</i>	<i>FY 2013 Actual</i>	<i>FY 2014 Projected</i>	<i>FY 2015 Budgeted</i>
<i>Community/Commerce</i>	<i>Resource Management</i>	Acquire additional water resources	100%	100%	100%	100%
<i>Community</i>	<i>Engineering Services</i>	New development review, hydraulic modeling, system expansion and replacement activities	100%	100%	100%	100%
<i>Community</i>	<i>Field Labor Management</i>	Repair and maintenance of potable and non-potable distribution system	100%	100%	100%	100%
<i>Community/Commerce</i>	<i>Administrative Services</i>	General management of water utility.	100%	100%	100%	100%
<i>Community</i>	<i>Water Conservation</i>	Extend water resource portfolio	100%	100%	100%	100%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Personnel & Benefits Cost	1,018,146	1,252,541	1,264,372	1,691,870
Contracted Services	440,975	587,607	610,193	902,215
Operating Supplies & Equipment	818,154	833,187	877,959	1,348,348
Capital Outlay	18,770	15,000	7,510	4,235,754
Debt Service	130,518	126,573	0	318,040
Other Financing Uses	811,682	956,862	0	0
Total by Category	\$3,238,245	\$3,771,770	\$2,760,034	\$8,496,227

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Water Fund	3,210,009	3,755,030	2,752,533	6,321,370
Water Fund – Impact Fees	0	0	0	625,000
Water Renewable Resources - Wastewater	28,236	16,740	7,501	1,549,857
Total by Fund	\$3,238,245	\$3,771,770	\$2,760,034	\$8,496,227

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Utilities Director	1.00	1.00	1.00	1.00
Water Operations Manager	1.00	1.00	1.00	1.00
Utilities Services Supervisor	1.00	1.00	1.00	1.00
Superintendent	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Production Supervisor	-	-	-	1.00
Utilities Resource Coordinator	1.00	1.00	1.00	1.00
Water Quality Inspector	1.00	1.00	1.00	1.00
Construction Inspector	-	-	-	1.00
Electric Pump & Well Technician	1.00	1.00	1.00	1.00
Water Mechanic	-	-	-	1.00
Water Utilities Operator II	5.00	5.00	5.00	5.00
Water Utilities Operator I	1.00	1.00	1.00	1.00
Civil Engineer	1.00	-	1.00	1.00
Utility Billing Specialist	2.10	2.10	3.00	3.00
Utilities Technology Coordinator	-	1.00	1.00	1.00
Customer Service Specialist	1.00	-	-	-
Utilities Customer Service Clerk	-	1.00	-	-
Total Water Department	18.10	18.10	19.00	22.00

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.

2013 – 2014 Accomplishments

- Finalize settlement with Pima County for the purchase and transfer of the Marana Water Reclamation Facility to the Town of Marana.
- Install a solid curtain wall on the treatment plant clarifier.
- Upgrade and install a new solids removal station at the facility.
- Upgrade and install a new air blower and delivery system for the biolac treatment lagoon at the facility.
- Compiled a complete inventory of assets at the Reclamation Facility
- Acquire one additional wastewater operator for the facility.
- Develop a vector control program for the collection system.
- Create the position for a Maintenance Mechanic for the facility.
- Changed out UV bulbs for three (3) banks
- Commenced assessing SCADA/telemetry needs of wastewater reclamation facility

2014 – 2015 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
- Improve the operational efficiency of the reclamation facility
- Implement asset management tracking utilizing Cartegraph
- Change out one (1) bank of UV bulbs
- Reduce the amount of surface inflow to the sanitary sewer conveyance system
- Clean and CCTV the last half of the sanitary sewer conveyance system
- Implement the Industrial Waste Discharge Permit Program
- Review the CCTV log from the first half of the system cleaning and annotate any deficiencies along with recommendations accordingly
- Provide a comprehensive Preventative Maintenance Schedule for the Marana Wastewater Reclamation Facility
- Development and implement a weekly safety meeting program

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012* Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Progress & Innovation	Design and implement a cost-based work order system	Design of work order system completed	10%	100%	100%	100%
		Identify assets which need to be collected	50%	100%	100%	100%
Community	Design and develop Capacity Maintenance Operation and Management program for the sanitary sewerage system	Review best management practices for CMOM	50%	100%	100%	100%
		Develop CMOM plan	10%	50%	100%	100%
Community	Design and develop sanitary sewerage maintenance program to minimize sanitary sewer overflows	Locate, identify and evaluate all manholes	50%	50%	100%	100%
		Camera and rank all sanitary sewage lines	50%	50%	100%	100%
		Develop sanitary conveyance system cleaning program	0%	50%	100%	100%

BUDGET SUMMARY

Expenditures by Category	FY 2012* Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Personnel & Benefits Cost	79,300	273,715	299,513	336,613
Contracted Services	1,263,776	319,538	415,876	425,406
Operating Supplies & Equipment	59,044	82,051	88,441	81,215
Capital Outlay	2,354,483	1,924,057	-	7,136,394
Debt Service	74,390	-	-	-
Total by Category	\$3,830,993	\$2,599,361	\$803,830	\$7,979,628

BUDGET SUMMARY BY FUND

Expenditures By Category	FY 2012* Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Wastewater Fund	\$3,830,993	2,599,361	803,830	\$7,979,628
Total by Fund	\$3,830,993	\$2,599,361	\$803,830	\$7,979,628

AUTHORIZED POSITIONS

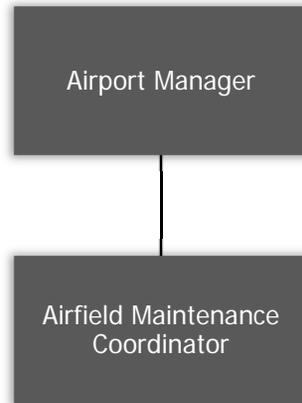
	FY 2012* Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budgeted
Water Reclamation Operations Manager	-	1.00	1.00	1.00
Water Reclamation Supervisor	-	-	1.00	1.00
Principal Wastewater Plant Operator	-	1.00	-	-
Water Reclamation Operator II	-	1.00	1.00	1.00
Water Reclamation Operator I	-	-	1.00	1.00
Total Wastewater Department	N/A	3.00	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:

- Maintained and enhanced airport safety and security.
- Continued to align the airport with Town Strategic Plan.
- Seek new business development opportunities for the airport.
- Managed all Federal Aviation Grants and State Aviation Grants.
- Oversee and coordinate all construction activities on the airport.
- Performed inspections to ensure proper maintenance and compliance with airport mandates.
- Coordinated with contractors and other departments to complete required airport maintenance.
- Overlooked, coordinate and reviewed 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.
- Provided financial management of the airports operations budget.
- Provided presentations, press releases, and general information for community outreach and community relations.

2013 – 2014 Accomplishments

- Installed new gate access security system.
- Completed ALTA survey of airport and surrounding property.
- Installed additional new airport security signage.
- Created new aircraft parking invoice database.
- Secure airport engineering and planning consultant through FAA and ADOT approved General Services Agreement.
- Major update to Marana Title 15.
- Create Master Tenant Lease.
- Crack sealing of Runways 3/21 and 12/30.

- Create Airport Emergency Plan.
- Identify land parcels for new corporate and maintenance hangar development.
- Replace all Runway End Identifier Lights (REILs).

2014 – 2015 Goals & Objectives

- Increase public awareness of the airport's value to the town through airport events.
- Market land parcels available for additional business development.
- Install video surveillance system.
- Re-establish FAA grant eligibility.
- Conduct FAA Wildlife study.
- Build new corporate and maintenance hangars.
- Replace runways and taxiways signage.
- Design Terminal, Helicopter, Parking Ramp rehabilitation.
- Redesign airport website.
- Update Airport Master Plan.
- Create airport business plan.
- Conduct rates and charges analysis.
- Replace obsolete and deteriorated airfield guidance signs
- Rehabilitation of Runways 3/21 and 12/30.

STRATEGIC PLAN GOALS & OBJECTIVES						
<i>Council Strategic Plan Goal</i>	<i>Expected Outcome</i>	<i>Performance Indicator</i>	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Commerce	Increase parking fees for corporate aircraft	Parking revenue	\$14,000	\$18,000	\$20,000	\$25,000
Commerce	Attract additional events on the large ramp	Number of event days	15	20	25	30
Commerce	Develop new airport hangars.	Increase economic impact of airport.	N/A	2%	2%	10%

BUDGET SUMMARY				
Expenditures by Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Personnel & Benefits Cost	48,106	132,310	148,762	147,873
Contracted Services	103,011	66,805	60,880	166,431
Operating Supplies & Equipment	53,544	55,279	64,678	71,900
Capital Outlay	-	-	-	2,912,000
Other Financing Uses	907,698	924,527	-	-
Total by Category	\$1,112,359	\$1,178,921	\$274,320	\$3,298,204

BUDGET SUMMARY BY FUND				
Expenditures By Category	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Airport Fund	\$1,112,359	\$1,178,921	\$274,320	\$3,298,204
Total by Fund	\$1,112,359	\$1,178,921	\$274,320	\$3,298,204

AUTHORIZED POSITIONS				
	FY 2012 Actual	FY 2013 Actual	FY 2014 Projected	FY 2015 Budget
Airport Manager	-	-	1.00	1.00
Airport Operations Coordinator	-	-	.75	.75
Total Airport Operations	-	-	1.75	1.75

**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 2014 – 2015 CIP Plan

Overview

The Fiscal Year 2014-2015 Capital Improvement Plan (CIP) projects the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a 5 year useful life, and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of on-going Town, County, State, and Federal planning programs and policies as well as the Town's General and Strategic Plans.

The first year of the CIP, along with any applicable carry-forward of funds from the prior fiscal year, comprise the total capital budget for each project beginning July 1 of each fiscal year. The remaining four years of the CIP serve as a financial plan for capital investments. The five-year financial plan is reviewed and updated each year, and the Mayor and Council adopt the capital budget and the five-year financial plan after recommendations have been received from staff. The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were forwarded to the Mayor and Council by the Town Manager on April 15, 2014 at the Town Council CIP study session. The CIP budget was adopted simultaneously with the Operating Budget on June 17, 2014.

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	2014-15	2015-16	2016-17	2017-18	2018-19	Total
24" Water Main ¹	250,000					250,000
Aerie Drive Pavement Reconstruction				743,290		743,290
Airport Master Plan Update ¹	300,000					300,000
Airport Safety Lighting & Signage ¹	1,030,000					1,030,000
Airport Septic & Leach System ¹	300,931					300,931
Airport Terminal		314,000	7,000,000			7,314,000
Avra Valley Rd Pavement Reconstruct				3,946,004		3,946,004
Avra Valley Rd Pavement Restoration	3,987,162					3,987,162
Blue Crossing Way Roadway Repair ¹	255,000					255,000
Camino De Manana ¹	45,000					45,000
Camino De Oeste, Rain Cloud To Moore, Pavement Restoration					578,250	578,250
Camino Martin/Jeremy PI Pavement Reconstruction	57,472	489,000	35,000			581,472
CAP Allocation (05-25) ¹	450,000					450,000
CAP Canal Trail Improvements	85,000					85,000
Coachline Rd Pavement Reconstruction				2,465,500		2,465,500
Constructed Recharge For Effluent ¹	1,087,357					1,087,357
Continental Ranch Parcel 28, Pavement Reconstruction ¹	458,820					458,820
Continental Reserve 24-inch Tie-in		1,677,000				1,677,000
Cortaro Silverbell District Park ¹	22,000					22,000
Costco Drive Restoration ¹	22,094					22,094
Cracker Barrel Rd Pavement Reconstruction	687,631					687,631
Excess Cap Allocation ¹	188,042					188,042
Extend Tiedown Apron ¹	370,000					370,000
Fire Protection Line-548 acres		1,500,000				1,500,000
Gladden Farms Rd - Reconstruction			45,000	275,000		320,000
Guidance Signage, Rehabilitate	515,000					515,000
Heritage Park, Farm Improvements ¹	382,326					382,326
Heritage Park, Plaza and Other Improvements	7,915,000	1,015,000	2,252,474	7,615,489	6,824,152	25,622,115
Heritage Park, Producers Cotton Oil Building		1,000,000				1,000,000
Heritage Park, Ranch	1,500,000	5,047,685				6,547,685
Heritage Park, Splash Pad ¹	760,845					760,845

Town of Marana Proposed 5 Year Capital Improvement Program						
Project Name	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Ina Rd and Bridge, Silverbell Rd To I-10 ¹		969,488		1,500,000		2,469,488
Ina Rd Bridge ¹	1,379,674					1,379,674
Ina Rd Pavement Reconstruction ¹			52,000	2,303,430		2,355,430
Ina Rd Right Turnbays Onto Thornydale ¹	470,715					470,715
Ina Rd Sidewalk-Meredith To Thornydale ¹	80,000					80,000
Integrated Telemetry & SCADA ¹	700,355	150,000				850,355
Land Acquisition for Approaches		5,100,000				5,100,000
Lucket Road Cemetary Access	1,000,000					1,000,000
Lockett Road WRF ¹	1,970,153					1,970,153
Marana Main St. Roundabout Reconstruct	209,000					209,000
Marana Main Street	100,000	1,345,663				1,445,663
Marana Park Well			632,500			632,500
Marana Road Entrance Monument ¹	28,393					28,393
Marana WRF 1.5MGD Expansion	1,000,000	9,000,000				10,000,000
Marana WRF Initial Expansion ¹	55,779					55,779
Marana WRFBiosolids ¹	300,000					300,000
Massingale Rd Pavement Restoration				20,000	415,000	435,000
Moore Road Improvements	200,000					200,000
Multi-Use Public Facility ¹	17,726					17,726
New Airports: Acquire (Existing) Airport		5,100,000				5,100,000
Ora Mae Harn Park Ball Field Improvements ¹	93,800	50,000	212,000			355,800
Ora Mae Harn Park Pool Renovation				280,000	3,500,000	3,780,000
Ora Mae Harn Park, Parking Lot Reconstruction		235,000				235,000
Palo Verde Water Plant Upgrade ¹	5,355					5,355
Picture Rocks Interconnect		877,000				877,000
Rehabilitate Taxiway C			50,000	850,000		900,000
Rehabilitation of Taxiway, Reconstruct	75,000	85,000	1,650,000			1,810,000
Rehabilitation of Transient, Open Tiedown, Helicopter and Terminal Aprons	295,000	2,600,000				2,895,000
Runway 21 Extension			150,000		178,092	328,092
Sandario Rd Sidewalk/Path ¹	346,395					346,395
Santa Cruz Shared Use Path, Phase III ¹	1,519,564					1,519,564

Town of Marana Proposed 5 Year Capital Improvement Program						
Project Name	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Santa Cruz SUP El Rio to Avra Valley	790,250					790,250
Silverbell Rd Sanitary Sewer Interceptor	19,499					19,499
Tangerine Corridor Community Park		517,200	2,340,000			2,857,200
Tangerine Rd.: I-10 to La Canada ¹	13,000,136	8,400,000	34,000,000	465,000	3,000,000	58,865,136
Tangerine Road Water Reservoir ¹	250,000					250,000
Tangerine W+ to X-zone Booster Station and PRV		1,000,000				1,000,000
Tangerine X-zone Reservoir/Booster Station Upgrade	300,000					300,000
Tangerine/Downtown Sewer Conveyance System	3,807,000	2,200,000				6,007,000
Taxiway H				400,000	3,200,000	3,600,000
Thornycroft N To Sag Ranch Restoration ¹	530,000					530,000
Thornycroft Rd South, Pavement Preservation	117,000					117,000
Thornycroft Rd, North and South of Tangerine Intersection, Reconstruction			600,000			600,000
Twin Peaks Interchange ¹	66,483					66,483
Twin Peaks Rd Shared Use Path Access	40,000	310,000				350,000
Twin Peaks Reservoir and Booster Station		25,000	525,000			550,000
Twin Peaks Well Water Reservoir ¹	300,000					300,000
Update to FAR Part 150 Noise Study				300,000		300,000
W+ Zone I-10 16-inch (San Lucas Interconnect)	730,000					730,000
Totals :	\$ 50,466,957	\$ 49,007,036	\$ 49,543,974	\$ 21,163,713	\$ 17,695,494	\$ 187,877,174

Note 1 - Identified projects were approved in prior budget authorization. FY2015 funding requested as a carry forward of existing project.

24" Water Main

This project will construct a 2,000 gpm W+Zone booster station at the Airport NW well and 25,400 linear feet of 24" water line from the airport water plant along Sanders Road including crossing the Santa Cruz River to I-10 and then the needed lines to get to Sanders/Marana road connection.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Water Fund	\$ 250,000	Construction	\$ -	\$ 250,000	\$ -	\$ 250,000
Total	\$ 250,000	Total Project Costs	\$ -	\$ 250,000	\$ -	\$ 250,000

Post Project Operations and Maintenance

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

Airport Master Plan Update

Airport Master plan update, Business Plan development, and Rates and Charges Study.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
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.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Federal Aviation Grants	\$ 978,500	Construction	\$ -	\$1,030,000	\$ -	\$ 1,030,000
State Aviation Grants	\$ 25,750					
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	\$ -					

Airport Septic & Leach System

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
2008 Series Bonds	\$ 754,727	Construction	\$ 686,239	\$ 112,931	\$ -	\$ 799,170
Airport Fund	\$ 253,000	Planning & Design	\$ 557	\$ 188,000	\$ -	\$ 188,557
		Capitalized Labor	\$ 18,500	\$ -	\$ -	\$ 18,500
		Land Acquisition	\$ 1,500	\$ -	\$ -	\$ 1,500
Total	\$ 1,007,727	Total Project Costs	\$ 706,796	\$ 300,931	\$ -	\$ 1,007,727

Post Project Operations and Maintenance:

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

Avra Valley Road Pavement Restoration

Design and re-construct Avra Valley Road to handle the post landfill condition within town limits.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
South Benefit Area Impact Fees	\$ 750,000	Planning/Design	\$ -	\$ 2,551,337	\$ -	\$ 2,551,337
Transportation Fund	\$ 2,551,337	Construction	\$ -	\$ 1,435,825	\$ -	\$ 1,435,825
½ cent Sales Tax	\$ 685,825					
Total	\$ 3,987,162	Total Project Costs	\$ -	\$ 3,987,162	\$ -	\$ 3,987,162

Post Project Operations and Maintenance:

Annual 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.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Transportation Fund	\$ 255,000	Construction	\$ -	\$ 250,000	\$ -	\$ 250,000
		Land Acquisition	\$ -	\$ 5,000	\$ -	\$ 5,000
Total	\$ 255,000	Total Project Costs	\$ -	\$ 255,000	\$ -	\$ 255,000

Post Project Operations and Maintenance:

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

Camino de Mañana/Dove Mountain Extension

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

Sources of Funding	Budgeted Project Costs					Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
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	\$ 45,000	\$ -	\$ 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	\$ 45,000	\$ -	\$33,572,171
Post Project Operations and Maintenance:						
Landscape & Street Maintenance			\$ 62,050			
Total Yearly Future Operating Costs			\$ 62,050			

Camino Martin / Jeremy Place – Pavement Restoration

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
HURF	\$ 19,111	Planning & Design	\$ 11,639	\$ 57,472	\$ -	\$ 69,111
Transportation Fund	\$ 509,000	Construction	\$ -	\$ -	\$ 494,000	\$ 494,000
Future HURF Bonds	\$ 65,000	Land Acquisition	\$ -	\$ -	\$ 30,000	\$ 30,000
Total	\$ 593,111	Total Project Costs	\$ 11,639	\$ 57,472	\$ 524,000	\$ 593,111

Post Project Operations and Maintenance

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

CAP Allocation Purchase

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Water Renewable Resources	\$ 1,760,000	Land Acquisition	\$1,800,000	\$450,000	\$2,700,000	\$4,950,000
Water Fund	\$ 3,190,000					
Total	\$ 4,950,000	Total Project Costs	\$1,800,000	\$450,000	\$2,700,000	\$4,950,000

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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 50,000	Construction	\$ -	\$ 70,000	\$ -	\$ 70,000
Pima County Bond Funds	\$ 35,000	Land Acquisition	\$ -	\$ 15,000	\$ -	\$ 15,000
Total	\$ 85,000	Total Project Costs	\$ -	\$ 85,000	\$ -	\$ 85,000

Post Project Operations and Maintenance

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

Constructed Recharge for Effluent

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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Renewable Resources	\$ 1,026,756	Planning & Design	\$ -	\$ 300,000	\$ -	\$ 300,000
Water Fund	\$ 300,000	Construction	\$ 239,399	\$ 787,357	\$ -	\$ 1,026,756
Total	\$ 1,326,756	Total Project Costs	\$ 239,399	\$ 1,087,357	\$ -	\$ 1,326,756

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.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Transportation Fund	\$ 479,031	Planning & Design	\$ 20,211	\$ 3,820	\$ -	\$ 24,031
		Construction	\$ -	\$ 440,000	\$ -	\$ 440,000
		Land Acquisition	\$ -	\$ 15,000	\$ -	\$ 15,000
Total	\$ 479,031	Total Project Costs	\$ 20,211	\$ 458,820	\$ -	\$ 479,031

Post Project Operations and Maintenance

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

Cortaro Silverbell District Park

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

Sources of Funding	Budgeted Project Costs					
			Pre 2015 Expenditures	2015 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

Costco Drive Restoration

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

Sources of Funding	Budgeted Project Costs				
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
HURF	\$ 698,011	Planning/Design	\$ 34,602	\$ -	\$ 34,602
		Construction	\$ 640,481	\$ 13,194	\$ 653,675
		Capitalized Labor	\$ 484	\$ -	\$ 484
		Cultural/Environmental	\$ 350	\$ 8,900	\$ 9,250
Total	\$ 698,011	Total Project Costs	\$ 675,917	\$ 22,094	\$ 698,011
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 & filling technique with stress absorbing membrane chip to Cracker Barrel Road.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
HURF	\$ 626,613	Planning/Design	\$ 33,982	\$ 21,631	\$ -	\$ 55,613
Transportation Fund	\$ 95,000	Construction	\$ -	\$ 628,000	\$ -	\$ 628,000
		Land Acquisition	\$ -	\$ 38,000	\$ -	\$ 38,000
Total	\$ 721,613	Total Project Costs	\$ 33,982	\$ 687,631	\$ -	\$ 721,613

Post Project Operations and Maintenance:

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

Extend Tie-down Apron

To extend tie-down apron

Sources of Funding	Budgeted Project Costs		Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
Airport Funds	\$ 370,000	Planning/Design	\$ -	\$ 220,000	\$ -	\$ 220,000
		Cultural/Environmental	\$ -	\$ 150,000	\$ -	\$ 150,000
Total	\$ 370,000	Total Project Costs	\$ -	\$ 370,000	\$ -	\$ 370,000

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.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 382,326	Planning & Design	\$ -	\$ 30,000	\$ -	\$ 30,000
		Construction	\$ -	\$ 352,326	\$ -	\$ 352,326
Total	\$ 2,564,259	Total Project Costs	\$ -	\$ 382,326	\$ -	\$ 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.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
General Fund	\$ 17,707,115	Planning & Design	\$ -	\$ 632,000	\$ 4,450,526	\$ 5,082,526
Other Agency Funds	\$ 7,915,000	Construction	\$ -	\$ 7,268,000	\$ 13,053,950	\$ 20,321,950
		Capitalized Labor	\$ -	\$ 15,000	\$ 202,639	\$ 217,639
Total	\$ 25,622,115	Total Project Costs	\$ -	\$ 7,915,000	\$ 17,707,115	\$ 25,622,115
Post Project Operations and Maintenance:						
Equipment		\$ -				
Utilities		\$ -				
Materials & Supplies		\$ -				
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

Sources of Funding	Budgeted Project Costs		Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
Future Bonds	\$ 6,547,685	Planning & Design	\$ -	\$ -	\$ 350,000	\$ 350,000
		Construction	\$ -	\$ 1,500,000	\$ 4,697,685	\$ 6,197,685
Total	\$ 6,547,685	Total Project Costs	\$ -	\$ 1,500,000	\$ 5,047,685	\$ 6,547,685

Post Project Operations and Maintenance:

Equipment	\$ -
Utilities	\$ -
Materials & Supplies	\$ -
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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Park Impact Fees	\$ 780,581	Planning & Design	\$ 19,736	\$ -	\$ -	\$ 19,736
		Construction	\$ -	\$ 760,845	\$ -	\$ 760,845
Total	\$ 780,581	Total Project Costs	\$ 19,736	\$ 760,845	\$ -	\$ 780,581

Post Project Operations and Maintenance:

Equipment	\$ -
Utilities	\$ -
Materials & Supplies	\$ -
Total Yearly Future Operating Cost	\$ -

Ina Road Right-Turn Bays onto Thornydale Road

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Regional Transportation Authority	\$ 566,445	Planning & Design	\$ 89,285	\$ 3,723	\$ -	\$ 93,008
		Cultural / Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
		Construction	\$ -	\$ 456,000	\$ -	\$ 456,000
		Capitalized Labor	\$ 6,445	\$ -	\$ -	\$ 6,445
		Land Acquisition	\$ -	\$ 992	\$ -	\$ 992
Total	\$ 566,445	Total Project Costs	\$ 95,730	\$ 470,715	\$ -	\$ 566,445

Post Project Operations and Maintenance:

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

Ina Road Sidewalk – Meridith to Thornydale

New sidewalk is to be installed along the south side of Ina Road between Thornydale Road and Meridith Boulevard as well as upgrades of existing handicap ramps at all quadrants of the Ina/Meridith Intersection.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
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	\$ -

Ina Road and Bridge from Silverbell Road to I-10

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Regional Transportation Authority	\$ 600,000	Planning & Design	\$ 94,684	\$ 164,920	\$ -	\$ 259,604
Transportation Fund	\$ 810,480	Cultural / Environmental	\$ 55,556	\$ 277,247	\$ -	\$ 332,803
Arizona Dept of Transportation	\$ 135,574	Construction	\$ -	\$ 600,000	\$ -	\$ 600,000
		Capitalized Labor	\$ 16,140	\$ 37,507	\$ -	\$ 53,647
		Land Acquisition	\$ -	\$ 300,000	\$ -	\$ 300,000
Total	\$ 1,546,054	Total Project Costs	\$ 166,380	\$ 1,379,674	\$ -	\$ 1,546,054

Post Project Operations and Maintenance:

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

Integrated Telemetry and Scada

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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Water Fund	\$ 1,001,722	Construction	\$ 48,860	\$ 325,000	\$ -	\$ 373,860
		Computer Hardware	\$ 76,460	\$ 59,135	\$ -	\$ 135,595
		Computer Software	\$ 26,047	\$ 41,220	\$ -	\$ 67,267
		Land Acquisition	\$ -	\$ 275,000	\$ 150,000	\$ 425,000
Total	\$ 1,001,722	Total Project Costs	\$ 151,367	\$ 700,355	\$ 150,000	\$ 1,001,722
Post Project Operations and Maintenance						
Annual Maintenance			\$ -			
Total Yearly Future Operating Costs			\$ -			

Luckett Road Cemetery Access

Construct a new two-lane roadway along the Luckett Road alignment from Hardin Road to the proposed Veterans Cemetery

Sources of Funding	Budgeted Project Costs	Budgeted Project Costs			
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Regional Transportation Authority \$ 1,000,000	Planning & Design	\$ -	\$ 150,000	\$ -	\$ 150,000
	Cultural / Environmental	\$ -	\$ 10,000	\$ -	\$ 10,000
	Construction	\$ -	\$ 790,000	\$ -	\$ 790,000
	Land Acquisition	\$ -	\$ 50,000	\$ -	\$ 50,000
Total	\$ 1,000,000	Total Project Costs \$ -	\$ 1,000,000	\$ -	\$ 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.

Sources of Funding	Budgeted Project Costs	Budgeted Project Costs			
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
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 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.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Transportation Fund	\$ 650,663	Planning & Design	\$ -	\$ 100,000	\$ -	\$ 100,000
Northwest Benefit Area Impact Fees	\$ 795,000	Construction	\$ -	\$ -	\$ 1,345,663	\$ 1,345,663
Total	\$ 1,445,663	Total Project Costs	\$ -	\$ 100,000	\$ 1,345,663	\$ 1,445,663

Post Project Operations and Maintenance:

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

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.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Wastewater Impact Fees	\$ 10,000,000	Planning & Design	\$ -	\$ 1,000,000	\$ -	\$ 1,000,000
		Construction	\$ -	\$ -	\$ 9,000,000	\$ 9,000,000
Total	\$ 10,000,000	Total Project Costs	\$ -	\$ 1,000,000	\$ 9,000,000	\$ 10,000,000

Post Project Operations and Maintenance:

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

Marana WRF Initial Expansion

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

Sources of Funding	Budgeted Project Costs		Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
Wastewater Fund	\$ 695,865	Planning & Design	\$ 640,086	\$ 55,779	\$ -	\$ 695,865
Total	\$ 700,000	Total Project Costs	\$ 640,086	\$ 55,779	\$ -	\$ 695,865
Post Project Operations and Maintenance:						
Yearly Maintenance			\$ -			
Total Yearly Future Operating Costs			\$ -			

Marana WRF Biosolids

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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Wastewater Fund	\$ 300,000	Construction	\$ -	\$ 300,000	\$ -	\$ 300,000
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000
Post Project Operations and Maintenance:						
Yearly Maintenance		\$ -				
Total Yearly Future Operating Costs		\$ -				

Moore Road Improvements

Construction of approximately 530 LF of 24" ductile iron pipe potable water main and 576 LF of 16" ductile iron reclaimed water main; the installation of a cathodic protection system including corrosion test stations and sacrificial anodes; and the abandonment of three existing waterlines, a 24" potable water main and two 12" reclaimed water mains. Due to the private developer's roadway improvements increasing the dead loads upon the existing waterlines and placing those water lines to a depth below grade that makes cost effective serviceability problematic.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Transportation Fund	\$200,000	Planning & Design	\$ -	\$ 50,000	\$ -	\$ 50,000
		Construction	\$ -	\$ 150,000	\$ -	\$ 150,000
Total	\$ 200,000	Total Project Costs	\$ -	\$ 200,000	\$ -	\$ 200,000
Post Project Operations and Maintenance:						
Annual Cost		\$ -				
Total Yearly Future Operating Costs		\$ -				

Multi-Use Public Facility

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
General Fund	\$ 42,463	Planning & Design	\$ 24,737	\$ 17,726	\$ -	\$ 42,463
Total	\$ 42,463	Total Project Costs	\$ 24,737	\$ 17,726	\$ -	\$ 42,463

Post Project Operations and Maintenance:

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

Ora Mae Harn Park Ball Field Improvements

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
General Fund	\$ 361,821	Planning & Design	\$ 6,021	\$ 13,800	\$ 12,000	\$ 31,821
		Construction	\$ -	\$ 80,000	\$ 250,000	\$ 330,000
Total	\$ 361,821	Total Project Costs	\$ -	\$ 93,800	\$ 262,000	\$ 361,821

Post Project Operations and Maintenance:

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

Rehabilitation of Taxiway, Reconstruct

This project is for the rehabilitation of taxiways B and E.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
State Aviation Grants	\$ 80,906	Planning & Design	\$ -	\$ -	\$ 85,000	\$ 85,000
Federal Aviation Grants	\$ 1,648,186	Cultural/Environmental	\$ -	\$ 75,000	\$ -	\$ 75,000
Airport Fund	\$ 80,908	Construction	\$ -	\$ -	\$ 1,650,000	\$ 1,650,000
Total	\$ 1,810,000	Total Project Costs	\$ -	\$ 75,000	\$ 1,735,000	\$ 1,810,000

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.

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
State Aviation Grants	\$ 245,626	Planning & Design	\$ -	\$ 220,000	\$ -	\$ 220,000
Federal Aviation Grants	\$ 2,636,187	Cultural/Environmental	\$ -	\$ 75,000	\$ -	\$ 75,000
Airport Fund	\$ 13,187	Construction	\$ -	\$ -	\$ 2,600,000	\$ 2,600,000
Total	\$ 2,895,000	Total Project Costs	\$ -	\$ 295,000	\$ 2,600,000	\$ 2,895,000

Post Project Operations and Maintenance:

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

Sandario Road Sidwalk/Path

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

Sources of Funding	Budgeted Project Costs		Expenditures			
			Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
Regional Transportation Authority	\$ 201,186	Planning & Design	\$ -	\$ 134,447	\$ -	\$ 134,447
Transportation Fund	\$ 150,000	Construction	\$ -	\$ 211,948	\$ -	\$ 211,948
		Cultural/Environmental	\$ 3,553	\$ -	\$ -	\$ 3,553
		Capitalized Labor	\$ 1,238	\$ -	\$ -	\$ 1,238
Total	\$ 351,186	Total Project Costs	\$ 4,791	\$ 346,395	\$ -	\$ 351,186

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.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Impact Fees - Park	\$ 489,652	Construction	\$ 26,058	\$ 750,000	\$ -	\$ 776,058
Transportation Fund	\$ 597,128	Cultural/Environmental	\$ -	\$ 25,000	\$ -	\$ 25,000
Agency	\$ 545,867	Planning & Design	\$ 84,055	\$ 8,059	\$ -	\$ 92,114
1/2 Cent Sales Tax	\$ 10,525	Land Acquisition	\$ 13,495	\$ 736,505	\$ -	\$ 750,000
Total	\$ 1,643,172	Total Project Costs	\$ 123,608	\$ 1,519,564	\$ -	\$ 1,643,172

Post Project Operations and Maintenance:

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

Santa Cruz Shared Use Path – El Rio to Avra Valley

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

Sources of Funding	Budgeted Project Costs		Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Impact Fees - Park	\$ 171,205	Construction	\$ -	\$ 712,000	\$ -	\$ 712,000
Regional Transportation Authority	\$ 658,400	Planning & Design	\$ 35,405	\$ -	\$ -	\$ 35,405
		Land Acquisition	\$ 3,950	\$ 66,885	\$ -	\$ 70,835
		Cultural/Environmental	\$ -	\$ 11,365	\$ -	\$ 11,365
Total	\$ 829,605	Total Project Costs	\$ 39,355	\$ 790,250	\$ -	\$ 829,605

Post Project Operations and Maintenance:

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

Silverbell Road Sanitary Interceptor Sewer Project

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

Sources of Funding	Budgeted Project Costs		Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
General Fund	\$ 1,936,663	Planning & Design	\$ 1,812,094	\$ -	\$ -	\$ 1,812,094
Transportation Fund	\$ 5,495,141	Cultural / Environmental	\$ 508,995	\$ 19,499	\$ -	\$ 528,494
PAG	\$ 9,582,000	Construction	\$ 21,155,198	\$ -	\$ -	\$ 21,155,198
2008 Series Bonds	\$ 5,500,000	Capitalized Labor	\$ 18,018	\$ -	\$ -	\$ 18,018
Regional Transportation Funds	\$ 1,000,000					
Total	\$ 23,513,804	Total Project Costs	\$ 23,494,305	\$ 19,499	\$ -	\$ 23,513,804

Post Project Operations and Maintenance:

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

Tangerine Road Corridor I-10 to La Canada

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

Sources of Funding	Budgeted Project Costs		Pre 2015	2015	Future	Total
			Expenditures	Projected	Expenditures	Budget
Regional Transportation Authority	\$ 58,328,532	Planning & Design	\$ 4,705,564	\$ 3,138,695	\$ 5,515,364	\$ 13,004,364
Future Bonds	\$ 40,049,861	Cultural / Environmental	\$ 360,080	\$ 175,011	\$ 3,107,696	\$ 3,687,696
Transportation Fund	\$ 217,187	Land Acquisition	\$ 3,026,235	\$ 9,091,430	\$ 5,470,168	\$ 14,470,168
Pima Association of Governments	\$ 5,000,000	Construction	\$ -	\$ 500,000	\$ 61,314,518	\$ 61,314,518
		Capitalized Labor	\$ 201,200	\$ 95,000	\$ 8,722,575	\$ 8,996,575
Total	\$103,595,580	Total Project Costs	\$ 8,293,079	\$ 13,000,136	\$ 82,302,365	\$103,595,580

Post Project Operations and Maintenance:

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

Tangerine Road Water Reservoir

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

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Renewable Resources	\$ 250,000	Planning & Design	\$ -	\$ 250,000	\$ -	\$ 250,000
Total	\$ 250,000	Total Project Costs	\$ -	\$ 250,000	\$ -	\$ 250,000

Post Project Operations and Maintenance:

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

Tangerine X-zone Reservoir/Booster Station Upgrade

The project includes the design and construction of a new well, 500,000 gallon reservoir and 2,000 gpm booster station located at the Tangerine Business Park. The project will provide a water source and be initial distribution system for the X-Zone service area. The Town has entered into agreements with the Owners of the Tangerine Business Park and the Marana Technology Campus. The developers have provided assurances for the construction of the well, reservoir and booster station. The Town's contributions are for oversizing of the facilities to accommodate future development.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Water Fund	\$ 300,000	Construction	\$ -	\$ 300,000	\$ -	\$ 300,000
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000

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.

Sources of Funding	Budgeted Project Costs		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Wastewater Fund	\$ 6,007,000	Planning & Design	\$ -	\$ 2,500,000	\$ -	\$ 2,500,000
		Construction	\$ -	\$ 857,000	\$ 2,200,000	\$ 3,057,000
		Capitalized Labor		\$ 450,000	\$ -	\$ 450,000
Total	\$ 6,007,000	Total Project Costs	\$ -	\$ 3,807,000	\$ 2,200,000	\$ 6,007,000

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.

Sources of Funding	Budgeted Project Costs					
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget	
Transportation Fund	\$ 530,000	Planning & Design	\$ -	\$ 65,000	\$ -	\$ 65,000
		Cultural / Environmental	\$ -	\$ 53,000	\$ -	\$ 53,000
		Construction	\$ -	\$ 337,000	\$ -	\$ 337,000
		Land Acquisition	\$ -	\$ 75,000	\$ -	\$ 75,000
Total	\$ 530,000	Total Project Costs	\$ -	\$ 530,000	\$ -	\$ 530,000

Post Project Operations and Maintenance:

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

Thornydale Road – South of Tangerine – Pavement Restoration

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

Sources of Funding	Budgeted Project Costs					
		Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget	
Transportation Fund	\$ 117,000	Capitalized Labor	\$ -	\$ 117,000	\$ -	\$ 117,000
Total	\$ 117,000	Total Project Costs	\$ -	\$ 117,000	\$ -	\$ 117,000

Post Project Operations and Maintenance:

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

Twin Peaks Interchange

This project consists of design, Right of Way acquisition, and construction of the TI and roadway to the east, as well as the design, ROW acquisition and construction of the extension of Twin Peaks Rd. over the Santa Cruz River.

Sources of Funding			Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Regional Transportation Authority	\$ 53,298	Construction	\$ -	\$ 46,240	\$ -	\$ 46,240
South Benefit Impact Fees	\$ 13,185	Cultural/Environmental	\$ -	\$ 20,243	\$ -	\$ 20,243
Total	\$ 66,483	Total Project Costs	\$ -	\$ 66,483	\$ -	\$ 66,483

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.

Sources of Funding			Budgeted Project Costs			Total Budget
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	
Regional Transportation Authority	\$ 330,000	Construction	\$ -	\$ 40,000	\$ 310,000	\$ 350,000
Park Impact Fees	\$ 20,000					
Total	\$ 350,000	Total Project Costs	\$ -	\$ 40,000	\$ 310,000	\$ 350,000

Post Project Operations and Maintenance:

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

Twin Peaks Well Water Reservoir

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

Sources of Funding	Budgeted Project Costs					
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Water Impact Fees	\$ 300,000	Planning & Design	\$ -	\$ 50,000	\$ -	\$ 50,000
		Construction	\$ -	\$ 250,000	\$ -	\$ 250,000
Total	\$ 300,000	Total Project Costs	\$ -	\$ 300,000	\$ -	\$ 300,000

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.

Sources of Funding	Budgeted Project Costs					
			Pre 2015 Expenditures	2015 Projected	Future Expenditures	Total Budget
Water Fund	\$ 730,000	Planning & Design	\$ -	\$ 625,000	\$ -	\$ 625,000
		Construction	\$ -	\$ 105,000	\$ -	\$ 105,000
Total	\$ 730,000	Total Project Costs	\$ -	\$ 730,000	\$ -	\$ 730,000

Post Project Operations and Maintenance

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



Supplemental Schedules



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



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REVENUE SCHEDULE

Revenue Schedule	2012 Actual	2013 Actual	2014 Estimated	2015 Adopted
General Fund				
Sales taxes	\$ 21,597,158	\$ 20,451,798	\$ 20,333,285	\$ 21,034,795
Intergovernmental	6,944,530	7,717,086	8,273,207	8,793,736
Licenses, fees and permits	2,720,872	4,323,155	3,766,686	3,732,453
Fines and forfeiture	558,393	674,082	635,869	595,000
Charges for services	455,852	379,348	438,426	398,500
Leases	183,030	105,358	98,873	125,400
Investment income	59,388	155,464	87,928	175,000
Miscellaneous	725,276	688,850	894,923	551,170
Total General Fund	33,244,499	34,495,141	34,529,197	35,406,054
Special Revenue Funds				
Highway User Revenue Fund	2,063,345	2,260,106	2,293,095	2,464,723
Local Transportation Assistance Fund	-	-	-	-
Community Development Block Grant	89,169	142,946	238,687	215,000
Affordable Housing	1,920	1,920	2,057	100,000
Judicial Collection Enhancement	13,768	13,307	13,122	14,000
Fill-the-Gap	6,997	6,144	7,180	4,000
Local Technology	123,394	125,486	122,045	118,000
Bed Tax	-	983,992	880,490	919,413
Other SRF	896,749	741,526	1,196,270	1,270,613
Total Special Revenue Funds	3,195,342	4,275,427	4,752,946	5,105,749
Capital Projects Funds				
Northwest Transportation Impact Fees	36,224	90,073	132,535	25,000
Northeast Transportation Impact Fees	694,168	924,969	859,611	959,785
South Transportation Impact Fees	433,809	1,252,314	692,912	670,740
Park Impact Fees	987,848	2,076,953	950,071	1,008,450
Transportation	2,951,626	3,435,886	4,913,630	5,248,500
Pima Association of Governments	1,175,835	1,350,139	674,598	16,526,839
Sales Tax Capital	3,374	4,859	6,424	-
Downtown Reinvestment	-	-	144,074	125,000
Other Capital Projects	581,223	599,793	768,773	10,535,030
Pima County Bonds	565,753	-	134,469	35,000
Community Facilities Districts Capital	57,510	100,498	52,246	238,936
Total Capital Projects Funds	7,487,370	9,835,484	9,329,343	35,373,280
Debt Service Funds				
2008 MMPC Bond	3,000,386	5,200,056	35	-
Tangerine Farms Improvement District	2,302,457	2,337,438	2,175,964	2,155,388
Community Facility Districts DSF	553,454	711,486	717,580	313,010
Other Debt Service	2	-	-	-
Total Debt Service Funds	5,856,299	8,248,980	2,893,579	2,468,398

REVENUE SCHEDULE

Revenue Schedule	2012 Actual	2013 Actual	2014 Estimated	2015 Adopted
Enterprise Funds				
Airport	232,539	258,179	285,662	2,901,313
Water Utility	3,281,913	3,455,329	3,767,460	4,526,344
Wastewater Utility	240,590	730,192	834,319	1,441,046
Total Enterprise Funds	3,755,042	4,443,700	4,887,441	8,868,703
Internal Service Funds				
Health Benefits	-	-	-	3,498,046
Dental Benefits	-	-	-	256,819
Total Internal Service Funds	-	-	-	3,754,865
Total ALL Funds	\$ 53,538,552	\$ 61,298,732	\$ 56,392,506	\$ 90,977,049

EXPENDITURE SCHEDULE

Expenditure Schedule	2012 Actual	2013 Actual	2014 Estimated	2015 Adopted
General Fund				
Personnel and Benefits	\$ 19,786,221	\$ 20,871,200	\$ 21,879,819	\$ 23,827,712
Contracted Services	4,520,800	3,747,117	3,588,355	4,831,665
Operating Supplies and Equipment	2,350,199	2,272,145	2,333,786	7,929,307
Capital Outlay	1,595,404	2,244,790	1,529,484	1,117,974
Debt Service	4,395	-	-	-
Total General Fund	28,257,019	29,135,252	29,331,444	37,706,658
Special Revenue Funds				
Highway User Revenue Fund	1,928,755	2,021,028	3,347,228	4,861,174
Local Transportation Fund	87,658	88,737	90,224	100,000
Community Development Block Grant	119,333	88,203	233,148	215,000
Affordable Housing	9,241	31,932	12,422	70,000
JCEF	-	1,717	-	67,000
Fill-the-Gap	-	-	-	38,500
Local Technology	48,994	38,505	29,014	434,282
Bed Tax	-	714,704	761,142	1,088,702
Other SRF	673,465	577,216	934,776	1,655,799
Total Special Revenue Funds	2,867,446	3,562,042	5,407,954	8,530,457
Capital Projects Funds				
Northwest Transportation Impact Fees	-	-	40,523	-
Northeast Transportation Impact Fees	-	-	40,523	100,000
South Transportation Impact Fees	18,352	37,336	47,989	763,185
Park Impact Fees	1,356,997	136,669	776,136	1,829,496
Transportation	791,264	653,060	607,666	5,728,389
Pima Association of Governments	1,852,059	1,072,992	622,372	16,078,944
Sales Tax Capital	42,573	-	10,525	685,825
Downtown Reinvestment	-	-	23,542	223,250
Other Capital Projects	779,968	772,289	7,042	10,077,961
Pima County Bonds	548,960	142,025	126,160	35,000
Community Facilities Distircts	265	90	-	3,294,351
Total Capital Projects Funds	5,390,438	2,814,461	2,302,478	38,816,401
Debt Service Funds				
1997 MMPC Bond	369,742	363,705	347,740	346,400
2003 MMPC Bond	1,376,528	1,381,429	1,036,780	-
2004 MMPC Bond	765,113	665,913	657,024	667,625
2008 MMPC Bond	5,240,510	5,200,056	8,964,066	2,644,988
2013 MMPC Bond	-	-	788,102	1,849,875
2014 MMPC Bond	-	-	94,102	-
Tangerine Farms Improvement District	2,239,017	2,338,535	2,351,530	2,155,388
Gladden CFD DSF	702,938	707,553	714,752	748,403
Other Debt Service	-	-	-	-
Total Debt Service Funds	10,693,848	10,657,191	14,954,096	8,412,679

EXPENDITURE SCHEDULE

Expenditure Schedule	2012 Actual	2013 Actual	2014 Estimated	2015 Adopted
Enterprise Funds				
Airport	1,112,358	1,178,922	274,319	3,298,204
Utilities	3,008,942	3,715,888	2,826,893	8,568,111
Wastewater	3,756,604	2,599,360	803,832	7,907,744
Total Enterprise Funds	7,877,904	7,494,170	3,905,044	19,774,059
Internal Service Funds				
Health Benefits		-	-	3,498,046
Dental Benefits		-	-	256,819
Total Internal Service Funds	-	-	-	3,754,865
Total ALL Funds	\$ 55,086,655	\$ 53,663,116	\$ 55,901,016	\$ 116,995,119

INTERFUND TRANSFERS FY 2014-15

TRANSFER SUMMARY						
	Transfers From:					
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	Other Capital	Water Fund	Total
Other Grants	\$ 100,000	-	-	-	-	\$ 100,000
Transit	100,000	-	-	-	-	100,000
1997 Debt	140,870	-	-	-	203,373	344,243
2004 Debt	665,128	-	-	-	-	665,128
2008 Debt	547,612	864,651	605,255	-	-	2,641,988
2014 Debt	872,150	-	-	-	-	872,150
Airport	273,636	-	-	-	-	273,636
Waste Water	-	-	-	355,779	-	355,779
Total	\$2,699,396	864,651	605,255	355,779	203,373	\$5,352,924

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
2015	3,412,000	4,484,907	7,896,907
2016	4,042,000	4,219,505	8,261,505
2017	5,058,000	4,033,379	9,091,379
2018	5,285,000	3,812,192	9,097,192
2019	5,807,000	3,575,117	9,382,117
2020-2024	32,566,000	13,977,475	46,543,475
2025-2029	29,569,000	6,173,647	35,742,647
2030-2034	10,860,000	2,681,234	13,541,234
Totals	96,599,000	41,957,456	139,556,456

Municipal Property Corporation Revenue Bonds

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

1997 Series – Municipal Property Corporation (MPC) Revenue Bonds

Fiscal Year	Principal	Interest	Total
2015	110,000	61,294	171,294
Totals	110,000	61,294	171,294

2004 Series – Municipal Property Corporation (MPC) Revenue Bonds

Fiscal Year	Principal	Interest	Total
2015	185,000	144,416	329,416
Totals	185,000	144,416	329,416

2008 Series – Municipal Property Corporation (MPC) Revenue Bonds

Fiscal Year	Principal	Interest	Total
2015	1,320,000	1,321,988	2,641,988
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
2020-2024	9,155,000	4,000,944	13,155,944
2025-2029	10,525,000	1,360,800	11,885,800
Totals	26,875,000	11,347,119	38,222,119

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
2015	315,000	1,534,875	1,849,875
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
2020-2024	9,355,000	5,784,238	15,139,238
2025-2029	11,695,000	3,338,625	15,033,625
2030-2034	7,870,000	988,200	8,858,200
Totals	34,780,000	17,413,838	52,193,838

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2015	-	95,664	95,664
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
2020-2024	3,434,000	378,522	3,812,522
2025-2026	1,272,000	32,615	1,304,615
Totals	6,493,000	1,089,972	7,582,972

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 2014-15 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2004

Fiscal Year	Principal	Interest	Total
2015	65,000	107,253	172,253
2016	70,000	103,288	173,288
2017	75,000	99,028	174,028
2018	80,000	94,475	174,475
2019	85,000	89,628	174,628
2020-2024	505,000	358,997	863,997
2025-2029	685,000	170,144	855,144
2030	165,000	5,363	170,363
Totals	1,730,000	1,028,175	2,758,175

Gladden Farms – CFD General Obligation Bonds - 2006

Fiscal Year	Principal	Interest	Total
2015	90,000	153,070	243,070
2016	90,000	148,480	238,480
2017	95,000	143,763	238,763
2018	100,000	138,690	238,690
2019	105,000	133,258	238,258
2020-2024	615,000	573,808	1,188,808
2025-2029	810,000	380,325	1,190,325
2030-2032	960,000	90,475	1,050,475
Totals	2,865,000	1,761,868	4,626,868

Gladden Farms – CFD General Obligation Bonds - 2007

Fiscal Year	Principal	Interest	Total
2015	75,000	144,675	219,675
2016	80,000	140,915	220,915
2017	85,000	136,851	221,851
2018	85,000	132,623	217,623
2019	90,000	128,135	218,135
2020-2024	535,000	561,996	1,096,996
2025-2029	685,000	399,609	1,084,609
2030-2032	1,115,000	158,186	1,273,186
Totals	2,750,000	1,802,990	4,552,990

Gladden Farms – CFD General Obligation Bonds - 2010			
Fiscal Year	Principal	Interest	Total
2015	10,000	52,905	62,905
2016	10,000	52,590	62,590
2017	10,000	52,230	62,230
2018	15,000	51,780	66,780
2019	15,000	51,210	66,210
2020-2024	75,000	249,585	324,585
2025-2029	95,000	227,214	322,214
2030-2034	750,000	182,021	932,021
Totals	980,000	919,535	1,899,535

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
2015	1,242,000	849,137	2,091,137
2016	1,240,000	793,316	2,033,316
2017	1,297,000	736,276	2,033,276
2018	1,356,000	676,614	2,032,614
2019	1,419,000	614,238	2,033,238
2020-2024	8,132,000	2,030,348	10,162,348
2025-2026	3,802,000	264,316	4,066,316
Totals	18,488,000	5,964,245	24,452,245

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
2015	-	19,632	19,632
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
2020-2023	760,000	39,038	799,038
Totals	1,343,000	167,017	1,510,017

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
2015	201,048	57,865	258,913
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 - 2024	1,234,686	174,154	1,408,839
2025 - 2029	1,429,117	76,559	1,505,676
2030	311,769	2,288	314,058
Totals	4,042,278	511,472	4,553,751



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AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Town Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	-	-	-	1.00
Management Assistant	1.00	1.00	1.00	2.00	2.00
Senior Executive Assistant	-	-	-	1.00	1.00
Senior Administrative Manager	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
Council Liaison	1.00	1.00	1.00	-	-
Administrative Assistant	-	0.50	0.50	1.00	1.00
Customer Service Clerks	-	-	-	1.13	1.13
Customer Service Specialist	2.13	2.13	2.13	-	-
Town Manager Total	7.13	9.63	10.63	10.13	11.13
Town Clerk					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	-	-	-	-
Records Administrator	-	1.00	1.00	1.00	1.00
Assistant to the Town Clerk	-	-	-	1.00	1.00
Agenda & Records Clerk	1.00	1.00	1.00	-	-
Town Clerk Total	3.00	3.00	3.00	3.00	3.00
Human Resources					
Human Resources Director	1.00	1.00	1.00	1.00	1.00
Assistant Human Resources Director	-	-	-	1.00	1.00
Employee Relations Administrator	1.00	1.00	1.00	-	-
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00
Human Resources Coordinator	1.00	-	-	-	-
Human Resources Technician	-	1.00	1.00	1.00	1.00
Executive Assistant	-	-	-	1.00	1.00
Administrative Assistant	-	0.50	0.50	-	-
Total Human Resources	5.00	5.50	5.50	6.00	6.00
Finance					
Finance Director	1.00	1.00	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00
Contracts Administrator	-	-	1.00	1.00	1.00
Senior Accountant	1.00	1.00	1.00	1.00	2.00
Senior Accounting Clerk	1.00	1.00	1.00	1.00	1.00
Accounting Clerk	1.35	1.35	1.35	1.35	1.35
Administrative Assistant	-	0.50	0.50	0.50	0.50
Total Finance	8.35	8.85	9.85	9.85	10.85

AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Legal Department					
Town Attorney	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00
Associate Town Attorney	1.00	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	1.00	-	-	-	-
Legal Document Clerk				1.00	1.00
Administrative Assistant	1.00	1.50	1.50	0.50	0.50
Office Support Assistant	1.00	-	-	-	-
Total Legal Department	8.00	6.50	6.50	6.50	6.50
Technology Services					
Technology Services Director	1.00	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00	2.00
Network Administrator	1.00	1.00	1.00	1.00	1.00
Database Administrator	1.00	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	1.00
GIS Analyst	1.00	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	1.00	1.00	1.00
Senior Technology Support Specialist	2.00	2.00	2.00	2.00	2.00
Technology Support Specialist	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	-	-	-	-
Business Process Analyst	-	1.00	1.00	1.00	1.00
Total Technology Services	12.00	12.00	13.00	13.00	13.00
Office of Economic and Tourism Development					
Director of Economic and Tourism Development	-	-	-	-	1.00
Tourism Development Manager	-	-	-	-	1.00
Total Strategic Initiatives	-	-	-	-	2.00
Office of Strategic Initiatives					
Economic Development & Strategic Initiatives Mana	1.00	-	-	-	-
Public Information Officer (PIO)	1.00	-	-	-	-
Special Events Coordinator	1.00	-	-	-	-
Graphic Designer	1.00	-	-	-	-
Management Assistant	1.00	-	-	-	-
Administrative Assistant	-	-	-	-	-
Total Strategic Initiatives	5.00	-	-	-	-
Community Development & Neighborhood Services					
Community Development Director	1.00	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
Special Events Coordinator	-	1.00	1.00	1.00	-
Total Community Development	3.00	4.00	4.00	4.00	3.00

AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Development Services Administration					
Development Services Center Manager	-	1.00	1.00	1.00	1.00
Development Services General Manager	-	-	1.00	1.00	-
Economic Development Manager	-	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Total GM - Development Services	1.00	3.00	4.00	4.00	2.00
Records Center					
Permits Center & Records Manager	1.00	-	-	-	-
Real Property Acquisition Agent	-	1.00	-	-	-
Senior Permit Clerk	1.00	1.00	1.00	1.00	-
Development Coordinator	2.00	2.00	2.00	1.85	-
Permit Clerk	3.00	3.00	3.00	3.00	-
Project Coordinator	1.00	1.00	1.00	1.00	-
Document Imaging Clerk	1.50	1.50	1.50	1.50	1.50
Total Records Center	9.50	9.50	8.50	8.35	1.50
Building Safety					
Building Official	-	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	-	1.00	1.00	2.00	2.00
Plans Examiner	-	2.00	2.00	1.00	1.00
Plan Review Technician	-	1.00	1.00	1.00	1.00
Building Inspector II	2.00	1.00	2.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	2.00	-	-	-	-
Senior Permit Clerk	-	-	-	-	1.00
Permit Clerk	-	-	-	-	3.00
Total Building Safety	6.00	8.00	9.00	9.00	13.00
Planning Department					
Planning Director	1.00	1.00	1.00	1.00	1.00
Assistant Planning Director	1.00	-	-	-	-
Environmental Project Manager	-	-	1.00	1.00	1.00
Planner II	2.00	2.00	2.00	2.00	2.00
Planner I	4.00	4.00	4.00	4.00	4.00
Development Coordinator	-	-	-	-	1.85
Total Planning Department	8.00	7.00	8.00	8.00	9.85
Engineering					
Town Engineer	1.00	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	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00	1.00	1.00
Environmental Project Manager	2.00	2.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	3.00	3.00
Engineering Aide	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	-	-	-	-
Plans Examiner	2.00	-	-	-	-

AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Plans Review Technician	1.00	-	-	-	-
CIP Engineering Division Manager	-	-	1.00	1.00	1.00
Construction Manager	-	-	2.00	2.00	2.00
Project Coordinator	-	-	1.00	1.00	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
Total Engineering	15.00	11.00	22.00	22.00	22.00
Police					
Chief of Police	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	-	-	-	1.00	1.00
Police Captain	1.00	1.00	1.00	-	1.00
Police Lieutenant	3.00	3.00	3.00	3.00	2.00
Police Sergeant	10.00	11.00	11.00	11.00	11.00
Detective	5.00	5.00	5.00	-	-
Police Officer	58.00	57.00	58.00	63.00	65.00
Police Telecommunications Manager	1.00	1.00	1.00	-	-
Police Records Supervisor	1.00	1.00	1.00	2.00	2.00
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00	12.00
Police Records Clerk	6.00	6.00	6.00	5.00	5.00
Transcriptionist	-	-	-	1.00	1.00
Crime Scene/Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00
Crime Scene Specialist	2.00	2.00	2.00	2.00	3.00
Administrative Manager	1.00	1.00	1.00	-	-
Executive Assistant	-	-	-	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Department	105.00	105.00	106.00	106.00	109.00
Courts					
Town Magistrate	1.00	1.00	1.00	1.00	1.00
Court Services Operations Specialist	-	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	-	-
Court Administrator	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00
Court Security Guard	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist II	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist I	-	-	-	1.00	1.00
Court Clerk	5.00	5.00	5.00	4.00	4.00
Total Courts	14.00	14.00	14.00	14.00	14.00
Public Works Administration					
Public Services General Manager	1.00	1.00	-	-	-
Public Works Director	1.00	1.00	1.00	1.00	1.00
Assistant Public Works Director	-	-	1.00	1.00	-
Traffic Operations Engineering Manager	-	-	-	-	1.00

AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Contracts Analyst	1.00	1.00	-	-	-
Senior Administrative Assistant	1.00	1.00	-	-	-
Total Public Works Administration	4.00	4.00	2.00	2.00	2.00
Public Works Operations & Maintenance					
Facilities & Fleet Services Manager	1.00	-	-	-	-
Superintendent	1.00	2.00	3.00	3.00	3.00
Community Response Manager	1.00	1.00	1.00	1.00	1.00
Foreman	5.00	4.00	4.00	4.00	4.00
Traffic Signal Technician III	1.00	1.00	1.00	1.00	1.00
Traffic Signal Technician II	1.00	1.00	1.00	1.00	1.00
Signs & Markings Technician	1.00	1.00	1.00	1.00	1.00
Fleet Technician II	1.00	1.00	1.00	2.00	2.00
Fleet Technician I	1.00	1.00	1.00	-	-
Senior Facilities Technician	1.00	1.00	1.00	1.00	1.00
Facilities Technician	1.00	1.00	1.00	1.00	1.00
Small Engine Mechanic	1.00	1.00	1.00	1.00	1.00
Inmate Services Coordinator	3.00	4.00	4.00	4.00	4.00
Equipment Operator	3.00	3.00	3.00	3.00	3.00
Airport Operations Coordinator	1.00	1.00	1.00	1.00	1.00
Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Laborer	5.00	5.00	5.00	5.00	5.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	-	1.00	1.00	1.00	1.00
Code Enforcement Officer	-	2.00	2.00	2.00	2.00
Total Public Works Operations & Maintenance	32.00	35.00	36.00	36.00	36.00
Capital Improvement Program					
Assistant Public Works Director	1.00	1.00	-	-	-
Construction Division Manager	1.00	1.00	-	-	-
Engineering Division Manager	1.00	1.00	-	-	-
Construction Manager	2.00	2.00	-	-	-
Construction Inspector	2.00	2.00	-	-	-
Right of Way Inspector	1.00	1.00	-	-	-
Acceptance Inspector	1.00	1.00	-	-	-
Project Control Specialist	1.00	1.00	-	-	-
Engineering Technician	0.85	-	-	-	-
Capital Improvement Project (CIP) Manager	1.00	1.00	-	-	-
Project Coordinator	1.00	1.00	-	-	-
Total Capital Improvement Program	12.85	12.00	-	-	-
Parks - Administration					
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00
Assistant Parks and Recreation Director	-	1.00	1.00	1.00	1.00
Special Events Coordinator	-	-	-	-	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Services Clerk	2.75	2.75	2.75	2.75	2.75
Total - Parks Administration	4.75	5.75	5.75	5.75	6.75
Parks - Recreation					
Recreation Coordinator	5.00	5.00	5.00	4.00	4.00
Recreation Programmer	2.00	2.00	2.00	2.00	2.00
Recreation Assistant	0.75	0.75	0.75	0.75	0.75

AUTHORIZED POSITION SCHEDULE

	2012 Actual	2013 Actual	2014 Adopted	2014 Estimated	2015 Adopted
Total Parks - Recreation	7.75	7.75	7.75	6.75	6.75
Parks - Maintenance					
Superintendent	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00	2.00	2.00
Assets Coordinator	-	-	-	1.00	1.00
Foreman	1.00	1.00	1.00	-	-
Senior Maintenance Worker	9.00	9.00	9.00	9.00	10.00
Laborer	6.00	6.00	6.00	6.00	7.00
Total Parks - Maintenance	18.00	18.00	18.00	19.00	21.00
Parks - Senior Programs					
Recreation Programmer	1.00	1.00	1.00	1.00	1.00
Recreation Assistant	0.75	0.75	0.75	0.75	1.00
Total - Parks Senior Programs	1.75	1.75	1.75	1.75	2.00
Parks - Therapeutic Program					
Recreation Coordinator	-	-	-	-	-
Total Parks Therapeutic Program	-	-	-	-	-
	32.25	33.25	33.25	33.25	36.50
Water Department					
Utilities Director	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	1.00
Superintendent	1.00	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00
Water Production Supervisor	-	-	-	-	1.00
Utilities Resource Coordinator	1.00	1.00	1.00	1.00	1.00
Water Quality Inspector	1.00	1.00	1.00	1.00	1.00
Construction Inspector	-	-	-	-	1.00
Electric Pump & Well Technician	1.00	1.00	1.00	1.00	1.00
Water Mechanic	-	-	-	-	1.00
Water Utilities Operator II	5.00	5.00	5.00	5.00	5.00
Water Utilities Operator I	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	-	1.00	1.00	1.00
Utility Billing Specialist	2.10	2.10	2.10	3.00	3.00
Utilities Technology Coordinator	-	1.00	1.00	1.00	1.00
Customer Service Specialist	1.00	-	-	-	-
Utilities Customer Service Clerk	-	1.00	1.00	-	-
Total Water Department	18.10	18.10	19.10	19.00	22.00
Waste Water Department					
Water Reclamation Operations Manager	-	1.00	1.00	1.00	1.00
Water Reclamation Supervisor	-	-	-	1.00	1.00
Principal Wastewater Plant Operator	-	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
Total Waste Water Department	-	3.00	4.00	4.00	4.00
Airport Operations					
Airport Manager	-	1.00	1.00	1.00	1.00
Total Airport Operations	-	1.00	1.00	1.00	1.00
TOTAL TOWN AUTHORIZED POSITIONS	309.18	313.33	319.33	319.08	328.33

Salary Schedules Fiscal Year 2014-2015

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
			\$43,293.90	\$ 54,117.12	\$ 64,941.36 Annual
GRADE 108					
840	Graphic Designer	Exempt			
208	Human Resources Analyst	Exempt			
476	Recreation Coordinator	Exempt			
210	Senior Accountant	Exempt			
440	Special Events Coordinator	Exempt			
			\$47,190.30	\$ 58,988.64	\$ 70,785.96 Annual
GRADE 109					
276	Management Assistant	Exempt			
752	Parks Maintenance Supervisor	Exempt			
246	Planner II	Exempt			
322	Real Property Acquisition Agent	Exempt			
632	Senior Executive Assistant	Exempt			
			\$51,909.84	\$ 64,887.30	\$ 77,864.76 Annual
GRADE 110					
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
			\$57,619.80	\$ 72,024.24	\$ 86,429.70 Annual
GRADE 111					
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			
			\$64,534.38	\$ 80,667.72	\$ 96,801.06 Annual
GRADE 112					
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			
			\$72,923.88	\$ 91,154.34	\$ 109,384.80 Annual
GRADE 113					
143	Airport Manager	Exempt			
151	CIP Engineering Division Manager	Exempt			
170	Court Administrator	Exempt			
147	Development Engineering 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
			\$82,403.76	\$ 103,004.70	\$ 123,605.64 Annual
GRADE 114					
157	Assistant Director of Engineering	Exempt			
155	Assistant Parks & Recreation Director	Exempt			
158	Assistant Public Works Director	Exempt			
173	Development Services Center Manager	Exempt			
262	Senior Assistant Town Attorney	Exempt			
174	Traffic Division Manager	Exempt			

\$93,115.80 \$ 116,395.26 \$ 139,673.70 Annual

GRADE 115

154	Deputy Town Attorney	Exempt			
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Non-Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
			\$24,249.68	\$29,705.52	\$35,162.66 Annual
GRADE 205					
			\$ 11.6585	\$ 14.2815	\$ 16.9051 Hourly
424	Document Imaging Clerk	Non-exempt			
422	Office Support Assistant	Non-exempt			
822	Recreation Assistant	Non-exempt			

\$25,946.96 \$31,785.26 \$37,623.82 Annual

GRADE 206

			\$ 12.4745	\$ 15.2814	\$ 18.0884 Hourly
700	Laborer	Non-exempt			

\$27,763.32 \$34,010.08 \$40,257.36 Annual

GRADE 207

			\$ 13.3478	\$ 16.3510	\$ 19.3545 Hourly
417	Accounting Clerk	Non-exempt			
436	Customer Service Clerk	Non-exempt			

\$29,706.56 \$ 36,390.90 \$ 43,074.98 Annual

GRADE 208

			\$ 14.2820	\$ 17.4956	\$ 20.7091 Hourly
406	Administrative Assistant	Non-exempt			
456	Court Clerk	Non-exempt			
425	Legal Document Clerk	Non-exempt			
600	Maintenance Worker	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			\$31,786.30	\$ 38,938.64	\$ 46,090.98	Annual
			\$ 15.2819	\$ 18.7205	\$ 22.1591	Hourly
812	Court Security Guard	Non-exempt				
612	Facilities Technician	Non-exempt				
442	Utility Billing Specialist	Non-exempt				
GRADE 210			\$34,011.64	\$ 41,663.96	\$ 49,317.06	Annual
			\$ 16.3518	\$ 20.0308	\$ 23.7101	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				
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				
GRADE 211			\$36,392.72	\$ 44,580.12	\$ 52,768.56	Annual
			\$ 17.4965	\$ 21.4328	\$ 25.3695	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				
466	Recreation Programmer	Non-exempt				
418	Senior Accounting Clerk	Non-exempt				
742	Senior Facilities Technician	Non-exempt				
704	Signs and Markings Technician	Non-exempt				
616	Small Engine Mechanic	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
			\$39,303.68	\$ 48,147.06	\$ 56,990.44	Annual
GRADE 212						
			\$ 18.8960	\$ 23.1476	\$ 27.3993	Hourly
209	Accountant	Non-exempt				
453	Court Operations Specialist	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				
			\$42,448.38	\$ 51,998.70	\$ 61,549.80	Annual
GRADE 213						
			\$ 20.4079	\$ 24.9994	\$ 29.5913	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				
462	Grants & Housing Coordinator	Non-exempt				
514	Housing Rehabilitation Specialist	Non-exempt				
520	Planner I	Non-exempt				
302	Plans Examiner	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				
			\$46,268.30	\$ 56,678.44	\$ 67,089.36	Annual
GRADE 214						
			\$ 22.2444	\$ 27.2493	\$ 32.2545	Hourly
516	Building Inspector II	Non-exempt				
540	Community Response Manager	Non-exempt				
213	Contracts Administrator	Non-exempt				
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

\$50,895.00 \$ 62,346.44 \$ 73,798.14 Annual

GRADE 215

\$ 24.4688 \$ 29.9743 \$ 35.4799 Hourly

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	
			\$ 93,115.80	\$ 116,395.26	\$ 139,673.70	Annual

GRADE 115

182	Deputy Chief of Police	Exempt
-----	------------------------	--------

\$ 89,590.68 \$ 114,228.78 \$ 138,865.86 Annual

Town Officers Grade I

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

\$ 107,034.72 \$ 136,468.86 \$ 165,903.00 Annual

Town Officers Grade II

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 Annual	Flat Rate \$42,485.04							
			Hourly	\$20.4255							
806	P1	Police Officer	Non-Exempt Annual	Step 1 \$47,205.60	Step 2 \$49,565.88	Step 3 \$52,044.72	Step 4 \$54,646.28	Step 5 \$57,378.36	Step 6 \$60,247.20	Step 7 \$63,259.56	Step 8 \$66,422.72
			Hourly	\$22.6950	\$23.8298	\$25.0215	\$26.2723	\$27.5857	\$28.9650	\$30.4132	\$31.9340
802	P3	Police Sergeant	Non-Exempt Annual	Step 1 \$68,177.72	Step 2 \$71,586.84	Step 3 \$75,166.00	Step 4 \$78,923.52	Step 5 \$82,869.80			
			Hourly	\$32.7778	\$34.4167	\$36.1375	\$37.9440	\$39.8413			

Exempt Positions

800	P4	Police Lieutenant	Exempt Annual	Step 1 \$81,146.10	Step 2 \$85,203.66	Step 3 \$89,463.18	Step 4 \$93,936.90	Step 5 \$98,634.00	Step 6 \$103,564.68	Step 7 \$108,743.22	Step 8
801	P5	Police Captain	Exempt Annual	Step 1 \$89,260.20	Step 2 \$93,723.72	Step 3 \$98,409.60	Step 4 \$103,330.08	Step 5 \$108,496.38	Step 6 \$113,921.76	Step 7 \$119,617.44	Step 8 \$125,598.72

Police Officer Special Assignments

7.5% added to base pay	Lead Detective
5% added to base pay	Investigator
	Lead Police Officer
2.5% added to base pay	DART
	SWAT
	EOD (Explosives)
	Motorcycles
	K9
	DEA Task Force
	Counter Narcotics Alliance
	Volunteer Coordinator
One additional hour of	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		\$7.65	Flat Rate Hourly
830	Inclusion Aide	Non-exempt		\$10.20	Flat Rate Hourly
169	Judge Pro Tempore	Exempt	\$150- half day Session	\$300-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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BUDGET RESOLUTION

MARANA RESOLUTION NO. 2014-059

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2014-2015 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 20, 2014, 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

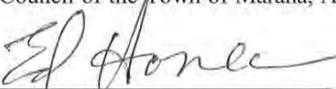
WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 17, 2014, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

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 17, 2014, 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 2014-2015.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 17th day of June 2014.



Mayor Ed Honea

ATTEST:



Jocelyn C. Bronson, Town Clerk

APPROVED AS TO FORM:



Frank Cassidy, Town Attorney



Marana Resolution No. 2014-059

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES* 2014	ACTUAL EXPENDITURES/ EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/ EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 31,393,939	\$ 29,120,681	\$ 22,688,360	Primary: \$ 490,514	\$ 35,406,054	\$	\$	\$	\$ 2,699,396	\$ 55,395,018	\$ 37,706,658
2. Special Revenue Funds	10,006,312	5,933,265	6,050,274	Secondary: 490,514	5,105,749			200,000		11,846,537	8,530,457
3. Debt Service Funds Available	8,453,732	8,453,732	2,647,922		2,468,398			4,523,509		9,639,829	8,412,679
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	8,453,732	8,453,732	2,647,922		2,468,398			4,523,509		9,639,829	8,412,679
6. Capital Projects Funds	20,092,566	9,203,385	18,068,293		35,373,280	7,500,000			2,450,155	58,491,418	38,816,401
7. Permanent Funds											
8. Enterprise Funds Available	12,935,675	7,118,248	1,073,884		8,868,703			629,415	203,373	10,368,629	19,774,059
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	12,935,675	7,118,248	1,073,884		8,868,703			629,415	203,373	10,368,629	19,774,059
11. Internal Service Funds			124,040		3,754,865					3,878,905	3,754,865
12. TOTAL ALL FUNDS	\$ 82,882,224	\$ 59,829,311	\$ 50,652,773	\$ 490,514	\$ 90,977,049	\$ 7,500,000	\$	\$ 5,352,924	\$ 5,352,924	\$ 149,620,336	\$ 116,995,119

EXPENDITURE LIMITATION COMPARISON

	2014	2015
1. Budgeted expenditures/expenses	\$ 82,882,224	\$ 116,995,119
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	82,882,224	116,995,119
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 82,882,224	\$ 116,995,119
6. EEC or voter-approved alternative expenditure limitation	\$	\$

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

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

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

*** Amounts in this column represent Fund Balance/Net 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 2015**

	2014	2015
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	422,958	490,514
C. Total property tax levy amounts	\$ <u>422,958</u>	\$ <u>490,514</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	\$ 422,958	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ <u>422,958</u>	
C. Total property taxes collected	\$ <u>422,958</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, city/town was operating <u>four</u> special assessment districts for which property taxes are levied. For information pertaining to these special assessments 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

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUND			
Local taxes			
Sales taxes	\$ 19,498,321	\$ 20,044,274	\$ 21,034,795
Licenses and permits			
Building and development fees	2,544,000	2,671,200	2,988,953
Business and license fees	144,725	157,750	168,000
Franchise fees	325,000	331,175	350,000
Other licenses and fees	180,500	211,185	225,500
Intergovernmental			
State shared sales taxes	3,020,895	2,900,059	3,159,019
Urban revenue sharing	3,900,421	3,861,417	4,231,997
Auto lieu	1,312,917	1,326,046	1,392,720
Other	10,000	11,700	10,000
Charges for services			
Charges for services	396,701	400,668	398,500
Fines and forfeits			
Court fines and fees	625,000	578,125	595,000
Interest on investments			
Investment income	100,000	143,500	175,000
Contributions			
Voluntary contributions	116,525	117,690	125,400
Miscellaneous			
Other miscellaneous	504,570	519,203	551,170
Total General Fund	\$ 32,679,575	\$ 33,273,992	\$ 35,406,054

* 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 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
SPECIAL REVENUE FUNDS			
Community development block grants	\$ 2,699,899	\$ 391,903	\$ 215,000
Affordable housing revolving	100,000		100,000
Other grants and contributions	829,128	853,173	1,270,613
Highway user revenue	2,334,650	2,264,611	2,464,723
	<u>\$ 5,963,677</u>	<u>\$ 3,509,687</u>	<u>\$ 4,050,336</u>
Local JCEF	\$ 14,000	\$ 14,140	\$ 14,000
Fill the GAP	4,000	4,040	4,000
Local technology enhancement	118,000	119,180	118,000
	<u>\$ 136,000</u>	<u>\$ 137,360</u>	<u>\$ 136,000</u>
Bed tax	\$ 754,269	\$ 882,495	\$ 919,413
	<u>\$ 754,269</u>	<u>\$ 882,495</u>	<u>\$ 919,413</u>
Total Special Revenue Funds	<u>\$ 6,853,946</u>	<u>\$ 4,529,542</u>	<u>\$ 5,105,749</u>

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

DEBT SERVICE FUNDS

Tangerine farms road improvement district	\$ 2,212,507	\$ 2,168,257	\$ 2,155,388
Gladden farms CFD debt	329,846	316,652	310,707
Saguaro springs CFD debt			2,303
	<u>\$ 2,542,353</u>	<u>\$ 2,484,909</u>	<u>\$ 2,468,398</u>
Total Debt Service Funds	<u>\$ 2,542,353</u>	<u>\$ 2,484,909</u>	<u>\$ 2,468,398</u>

CAPITAL PROJECTS FUNDS

Transportation	\$ 2,212,507	\$ 4,917,297	\$ 5,248,500
Impact fee funds	329,846	733,083	2,663,975
Other capital projects	2,212,507	1,059,791	10,500,030
Downtown reinvesement fund	329,846	136,094	125,000
	<u>\$ 5,084,706</u>	<u>\$ 6,846,265</u>	<u>\$ 18,537,505</u>
Pima County bond fund	\$ 319,740	\$ 243,002	\$ 35,000
Regional transportation authority fund	10,366,806	2,488,033	16,526,839
Tangerine farms road improvement district	60,000	56,400	35,000
	<u>\$ 10,746,546</u>	<u>\$ 2,787,436</u>	<u>\$ 16,596,839</u>

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
Gladden farms CFD capital	\$ 37,491	\$ 35,242	\$ 77,000
Gladden farms II CFD capital			
Vanderbilt CFD capital	25,369	23,847	27,500
Saguaro springs CFD capital	193,821	182,192	134,436
	\$ 256,681	\$ 241,280	\$ 238,936
Total Capital Projects Funds	\$ 16,087,933	\$ 9,874,981	\$ 35,373,280

* 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	\$ 4,015,588	\$ 3,774,653	\$ 4,526,344
Airport	1,680,509	379,678	2,901,313
Wastewater utility	1,572,863	1,478,491	1,441,046
	\$ 7,268,960	\$ 5,632,822	\$ 8,868,703
Total Enterprise Funds	\$ 7,268,960	\$ 5,632,822	\$ 8,868,703

* 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.

INTERNAL SERVICE FUNDS

Health Benefits	\$	\$	\$ 3,498,046
Dental Benefits			256,819
	\$	\$	\$ 3,754,865
Total Internal Service Funds	\$	\$	\$ 3,754,865

TOTAL ALL FUNDS \$ 65,432,767 \$ 55,796,246 \$ 90,977,049

* 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 2015**

FUND	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Series 1997 debt	\$	\$	\$	\$ 140,870
Series 2004 debt				665,128
Series 2008 debt				547,612
Series 2013 debt				872,150
Local Transportation Assistance Fund				100,000
Other grants				100,000
Airport				273,636
Total General Fund	\$	\$	\$	\$ 2,699,396
SPECIAL REVENUE FUNDS				
Other grants	\$	\$	\$ 100,000	\$
Transit			100,000	
Total Special Revenue Funds	\$	\$	\$ 200,000	\$
DEBT SERVICE FUNDS				
Series 1997 debt	\$	\$	\$ 344,243	\$
Series 2004 debt			665,128	
Series 2008 debt			2,641,988	
Series 2013 debt			872,150	
Total Debt Service Funds	\$	\$	\$ 4,523,509	\$
CAPITAL PROJECTS FUNDS				
South Transportation Impact Fee	\$	\$	\$	\$ 605,255
North East Transportation Impact Fee				624,470
Transportation				864,651
Other Capital Projects				355,779
Gladden Farms CFD	1,000,000			
Saguaro Springs CFD	2,000,000			
Water Utility	2,000,000			
Wastewater Utility	2,500,000			
Total Capital Projects Funds	\$ 7,500,000	\$	\$	\$ 2,450,155
ENTERPRISE FUNDS				
Water Utility	\$		\$	\$ 203,373
Airport			273,636	
Wastewater Utility			355,779	
Total Enterprise Funds	\$	\$	\$ 629,415	\$ 203,373
TOTAL ALL FUNDS	\$ 7,500,000	\$	\$ 5,352,924	\$ 5,352,924

**TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2015**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
Non-departmental	\$ 639,954	\$	\$ 614,356	\$ 615,675
Mayor and council	289,568		277,985	291,166
Town manager	1,132,887		1,087,572	1,403,427
Town clerk	254,217		244,048	273,052
Human resources	644,699		618,911	747,182
Finance	948,294		910,362	1,065,646
Legal	737,238		707,748	768,292
Technology services	2,057,719		1,995,987	2,130,538
Economic and tourism development				168,770
Development services admin	269,171		258,404	214,039
Permits and records	641,088		615,444	522,099
Building safety	802,707		770,599	850,989
Planning	585,176		561,769	704,711
Engineering	1,973,476	175,840	2,063,343	2,244,498
Police	10,589,408		10,271,726	11,515,103
Courts	988,884		949,329	1,019,116
Public services admin	436,988		419,508	142,187
Public works	2,273,330		2,205,130	2,776,295
Parks and recreation	3,016,619		2,926,120	3,777,252
Community development	374,484		363,249	358,647
Capital outlay	1,298,032		1,259,091	1,117,974
Contingency	1,500,000	(235,840)		5,000,000
Total General Fund	\$ 31,453,939	\$ (60,000)	\$ 29,120,681	\$ 37,706,658
SPECIAL REVENUE FUNDS				
Highway user revenue	\$ 4,487,611	\$	\$ 3,308,107	\$ 4,861,174
Transit	100,000		96,000	100,000
Revolving affordable housing	70,000		67,200	70,000
Local JCEF	53,000			67,000
Fill the GAP	34,500			38,500
Local technology	373,598		59,428	434,282
Community development block gran	2,699,899		391,903	215,000
Bed tax	754,269	60,000	692,129	1,088,702
Other grants and contributions	1,373,435		1,318,498	1,655,799
Total Special Revenue Funds	\$ 9,946,312	\$ 60,000	\$ 5,933,265	\$ 8,530,457
DEBT SERVICE FUNDS				
Series 1997 debt	\$ 347,840	\$	\$ 347,840	\$ 346,400
Series 2003 debt	1,380,229		1,380,229	
Series 2004 debt	657,775		657,775	667,625
Series 2008 debt	3,154,628		3,154,628	2,644,988
Series 2013 debt				1,849,875
Tangerine farms ID debt	2,212,507		2,212,507	2,155,388
Gladden farms CFD debt	700,753		700,753	703,903
Saguaro springs CFD debt				44,500
Total Debt Service Funds	\$ 8,453,732	\$	\$ 8,453,732	\$ 8,412,679
CAPITAL PROJECTS FUNDS				
Transportation	\$ 2,904,934	\$	\$ 2,788,737	\$ 5,728,389
1/2 cent sales tax	531,743		31,905	685,825
Impact fee funds	2,883,707		1,441,854	1,929,496
Tangerine farms ID	60,000		51,600	35,000
Other capital projects	591,904		568,228	10,806,146
Downtown reinvestment fund	125,000		120,000	223,250
Pima County bond fund	319,740		306,950	35,000
Regional transportation authority	10,366,806		3,524,714	16,078,944
CFD capital projects	2,308,732		369,397	
Gladden farms CFD				1,124,184
Gladden farms II CFD				478
Saguaro springs CFD				30,189
Vanderbilt farms CFD				2,139,500
Total Capital Projects Funds	\$ 20,092,566	\$	\$ 9,203,385	\$ 38,816,401
ENTERPRISE FUNDS				
Water utility	\$ 7,100,439	\$	\$ 4,816,421	\$ 8,568,111
Airport	1,848,485		574,546	3,298,204
Wastewater utility	3,986,751		1,727,281	7,907,744
Total Enterprise Funds	\$ 12,935,675	\$	\$ 7,118,248	\$ 19,774,059
INTERNAL SERVICE FUNDS				
Health Benefits	\$	\$	\$	\$ 3,498,046
Dental Benefits				256,819
Total Internal Service Funds	\$	\$	\$	\$ 3,754,865
TOTAL ALL FUNDS	\$ 82,882,224	\$	\$ 59,829,311	\$ 116,995,119

* 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 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Town Manager:				
General Fund	\$ 1,132,887	\$	\$ 1,087,572	\$ 1,398,427
Bed Tax Fund	20,571		19,748	51,809
Department Total	\$ 1,153,458	\$	\$ 1,107,320	\$ 1,450,236
Economic and Tourism Development:				
General Fund	\$ 399,184	\$	\$ 383,216	\$ 167,770
Bed Tax Fund	47,000		45,120	244,884
Department Total	\$ 446,184	\$	\$ 428,336	\$ 412,654
Police:				
General Fund	\$ 10,589,408	\$	\$ 10,271,726	\$ 11,460,603
Other Grants	782,829		289,645	495,381
Department Total	\$ 11,372,237	\$	\$ 10,561,371	\$ 11,955,984
Court:				
General Fund	\$ 988,884	\$	\$ 949,329	\$ 1,012,116
Local JCEF	53,000			57,000
Fill the Gap	34,500			38,500
Local Tech Enhancement	373,598		59,428	434,282
Department Total	\$ 1,449,982	\$	\$ 1,008,757	\$ 1,541,898
Public Works:				
General Fund	\$ 2,273,330	\$	\$ 2,205,130	\$ 2,757,795
Highway User Revenue Fund	4,487,611		3,308,107	3,506,277
Department Total	\$ 6,760,941	\$	\$ 5,513,237	\$ 6,264,072
Community Development:				
General Fund	\$ 374,484	\$	\$ 363,249	\$ 357,147
CDBG	2,699,899		391,903	215,000
Revolving Affordable Housing	70,000			70,000
Transit	100,000		97,659	100,000
Bed Tax	30,966		28,037	
Department Total	\$ 3,275,349	\$	\$ 880,848	\$ 742,147

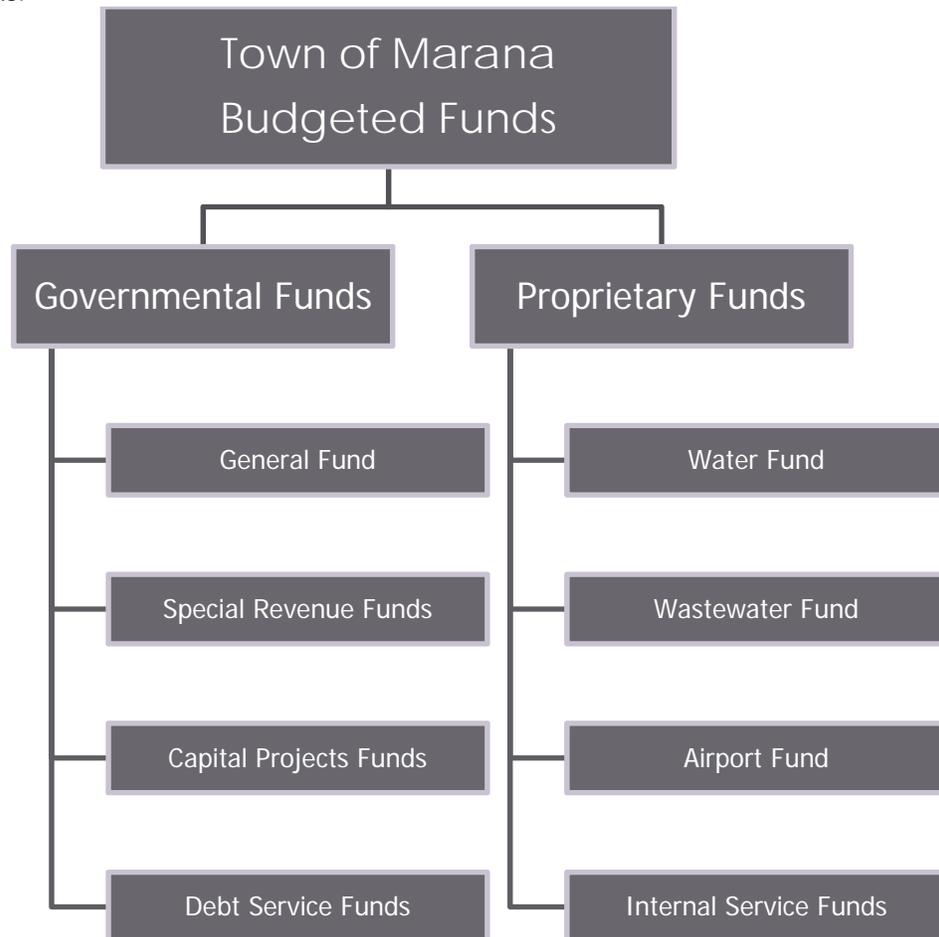
**TOWN OF MARANA
Full-Time Employees and Personnel Compensation
Fiscal Year 2015**

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUND	287.93	\$ 17,870,755	\$ 2,284,306	\$ 2,612,706	\$ 909,945	= \$ 23,677,712
SPECIAL REVENUE FUNDS						
Highway User Revenue	11.20	\$ 447,620	\$ 47,943	\$ 86,405	\$ 51,410	= \$ 633,378
Grants and Contributions		219,034	40,442	11,098	10,049	= 280,623
Bed Tax Fund	1.20	80,466	8,681	12,840	2,281	= 104,268
Local Technology Fund	1.00	31,096	3,344	10,346	1,046	= 45,832
Total Special Revenue Funds	13.40	\$ 778,216	\$ 100,410	\$ 120,689	\$ 64,786	= \$ 1,064,101
ENTERPRISE FUNDS						
Water	22.00	\$ 1,266,645	\$ 134,203	\$ 234,060	\$ 56,962	= \$ 1,691,870
Wastewater	4.00	112,380	12,027	17,728	5,738	= 147,873
Airport	1.00	251,081	24,963	44,212	16,357	= 336,613
Total Enterprise Funds	27.00	\$ 1,630,106	\$ 171,193	\$ 296,000	\$ 79,057	= \$ 2,176,356
TOTAL ALL FUNDS	328.33	\$ 20,279,077	\$ 2,555,909	\$ 3,029,395	\$ 1,053,788	= \$ 26,918,169

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.



TOWN OF MARANA

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