

FISCAL YEAR

2019-2020

ANNUAL BUDGET
& FINANCIAL PLAN



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TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2019 – June 30, 2020

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

John Officer, Council Member

Dave Bowen, Council Member

MANAGEMENT STAFF

Jamsheed Mehta, Town Manager

Erik Montague, Deputy Town Manager

Vacant, Assistant Town Manager

SENIOR STAFF

Keith Brann, Town Engineer

Laine Sklar, Town Magistrate

Frank Cassidy, Town Attorney

Trudi Shumate, Court Administrator

Cherry Lawson, Town Clerk

Terry Rozema, Chief of Police

Yiannis Kalaitzidis, Finance Director

Steve Miller, Airport Director

Curry Hale, Human Resources Director

Scott Schladweiler, Interim Water Director

Mohammad El-Ali, Public Works Director

Jim Conroy, Parks & Recreation Director

Isaac Abbs, Technology Services Director

Lisa Shafer, Community & Neighborhood
Services Director

Jason Angell, Development Services
Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Marana

Arizona

For the Fiscal Year Beginning

July 1, 2018

Christopher P. Morill

Executive Director

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BUDGET MESSAGE

Honorable Mayor and Members of Council,

I am pleased to present to you the Fiscal Year 2019-2020 budget for the Town of Marana. This spending plan exhibits the Town of Marana's balanced approach to responsible fiscal policy and positive investment in the community. Every year, we examine closely our goals and accomplishments during the budget development process. We do this to make sure that allocations are aligned with need, and that strategies are resulting in the appropriate outcomes. This past year, we have had many accomplishments across the five Focus Areas of our Strategic Plan, all of which put the Town on a strong footing going into Fiscal Year 2020. Moving forward, we will seek out further goals and accomplishments and monitor performance to ensure expected budget outcomes are being achieved.

The Town of Marana will continue with the development of its Make Marana 2040 General Plan in the next fiscal year. As the community grows to a likely population of over 50,000 at the 2020 census count, it is more important than ever to make sure we are planning well for the future.

This forward thinking and strategic planning document includes elements of bicycling; public buildings; neighborhood preservation and revitalization; and conservation, rehabilitation, and development. The General Plan will be one of the most imperative documents to guide Marana's community for the coming decades. In addition, Marana will also be completing its update to the Land Development Code, the Parks, Recreation, Trails and Open Space Master Plan, Water Master Plan, Wastewater Conveyance System Plan, and North Marana Drainage Study. These critical analyses will provide a road map to meet potential challenges and find new opportunities for our community.

The Marana organization has historically been committed to the highest level of service for our residents and business customers, and that tradition continues in the Fiscal Year 2020 budget with several investments.

Strategic software deployments, when implemented effectively, can streamline internal services and lead to better outcomes for customers. Next fiscal year, we are investing in the development of a single software solution to manage our permitting and licensing services. This is one of our most active and dynamic service areas, with steady streams of daily customers and long-term projects, and its successful coordination involves multiple internal divisions, and outside entities, both public and private. By investing in a unifying platform, these diverse interests can be brought together for the best outcome to the customer and resident.

In Marana, our strongest asset is our people, and we will continue to make investments in new positions to better enhance our service to our customers. Next year, we are adding positions to enhance operations across our service areas, from Parks & Recreation to Water distribution. This will bring efficiencies directly to our customer base, and to our commercial community.

Additional new positions will have a direct benefit to the Marana community. Public safety will be enhanced with three new police officer positions, and our Community and Neighborhood Services Department will be better equipped to ensure the safety and aesthetic qualities of the Town are upheld through an additional Code Enforcement Officer. There will be new customer service and technical roles within the Parks and Recreation Department, Marana Water, and Public Works, which will help to ensure that, as Marana's population continues to lead the region in growth, response times and service quality are not impacted.

Investments in physical infrastructure pay dividends for every aspect of the community, from the commercial sector to daily commuters to sports and recreation teams. In total, capital outlay projects account for 35.7% of expenditures for fiscal year 2020. This translates to Marana contributing \$51.3 million for community investments. The outlay projects will address facilities in the neediest of areas and projects that will affect all residents.

One of these community investments is improving a Colonia-designated Marana neighborhood with \$3.7 million in improvements. The Adonis neighborhood project will include rehabilitating the existing sanitary sewer conveyance system, addressing drainage issues, and completing a road extension that serves as a secondary access point. The rehabilitation of the sanitary sewer conveyance system and drainage projects will address potential health and environmental issues that could be triggered

by aging infrastructure. The road extension serving as a secondary access and slight grade changes will improve resident safety during storm events and other potential emergencies. The Town is committed to the safety of all its residents and all neighborhoods; prioritizing these vital projects will address potential long-term problems.

This year the Town will also concurrently focus on water infrastructure that will help plan for one interconnected water and reclamation system, aligning with long-term strategic water plans. Unregulated water compounds such as PFOA, PFOS, and 1-4, Dioxane are concerns for cities and towns across the country including Marana. We have identified water treatment campuses as a priority in order to lower the compound levels below the health advisory recommendations in affected areas. The Town has chosen to make this proactive, voluntary investment in the quality of our water supply, and substantial construction of the project is expected in the coming year.

Bringing new parks and outdoor recreational opportunities is a consistent priority for our community. Construction of the first phase of the El Rio Preserve project will exhibit Marana's natural features, sights, and bring new visitors. This first phase of the project consists of a trailhead plaza with interpretive signage, sitting area with benches, pedestrian walking path, native plants and water harvesting basins, and a large observation deck for viewing wildlife and birdwatching in the Preserve. Many community stakeholders such as the University of Arizona, the Tucson Audubon Society, Friends of El Rio, and other community groups are involved with portions of the planning that will bring together many community members across the region.

In the same spirit of public involvement, the Town hosted open public meetings to consider the public's feedback for the Honea Heights Park slated for construction and anticipated build-out in the coming fiscal year. This park will provide much-needed community amenities to a Colonia-designated Marana neighborhood.

Through all of these initiatives, we recognize that it is our dedicated team of Marana employees who see the projects and programs from start to finish, and we are taking concerted steps to invest directly in them this next year.

For our team members who find themselves as new parents, we want them to have the time and security they need to experience this important moment in their lives. This is why we are beginning Marana's first Paid Parental Leave program, where employees will be entitled to two weeks of paid time off when a child comes into their life.

While the Town has consistently invested in the professional development of our team members through training and mentoring, we are taking this commitment one step further next year with the offering of tuition reimbursement. This program will help those

individuals who are seeking to expand their knowledge and expertise in their field, and whose education will bring not only a benefit to themselves but to the Town organization as well.

These strategic investments represented in the FY 2019-2020 budget are necessary and sound. They meet the needs of the community, and pave the way for future generations of Marana residents to enjoy our way of life. Through commitment to our organization's core values and the Focus Areas outlined in our Strategic Plan, we are able to take limited resources and turn them into remarkable outcomes for the residents and businesses of Marana, and the team members who serve them.

Respectfully,



Jamsheed Mehta
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.



Ed Honea, Mayor

Term: 2016-2020

Mayor Honea is the third generation of a five-generation Marana family and has served on the council on three different occasions. 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 of the Pima Association of Governments, including chair in 2014, and a Board Member 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, the U.S Naval School of Construction, and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War and is a lifetime member of VFW Post 5990 in Marana.

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 three grandchildren and is a member of Sanctuary Methodist Church.

John Post, Vice Mayor

Term: 2018-2022

Vice Mayor Post is a Marana native. Post is owner of Post Farms, a company that employs 20, farms 4,000 acres and operates two retail outlets. He was appointed to the Town Council in January 2008 and has held the position as Vice Mayor since August 2016. 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: 2018-2022

Council Member Kai was born and raised in Marana. He was first elected to the Town Council in December, 1997 and was Vice Mayor from June, 2001 through March 2011. Kai is a self-employed pecan rancher and cotton farmer. He is married to Diana Kai and has a son, daughter and a grandson.

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.

**John Officer, Council Member**

Term: 2018-2022

Council Member John Officer has lived, worked, and volunteered in the Town of Marana for 25 years. He was raised in Buckeye, Arizona and moved to the Marana area in 1990. He spent over 30 years working with the Central Arizona Project, and currently owns a weed control business. He volunteers regularly for the Marana Public Works Department and has served on the Parks and Recreation Commission. He served on the Planning



Commission before being appointed to the Marana Town Council in March, 2018.

Officer also volunteers with Marana Little League and helps to find donors to build additional facilities at Ora Mae Harn Park. He also worked with the Marana Heritage Conservancy, formerly serving as the group's president for two years. He currently serves on the Community Food Bank of Southern Arizona Advisory Board.



Roxanne Ziegler, Council Member

Term: 2016-2020

Council Member Ziegler was born in Canton, Ohio and grew up on Air Force bases throughout the country. Her father served in the US Air Force for 30 years and moved his family often as duty called. Prior to coming to Marana in 1989, she lived in San Diego for eight years working as a contract manager for Bendix Engine Controls.

For the past 30 years, she has worked as a contract and negotiation manager for many Fortune 500 companies such as Raytheon, Kaman Aerospace, Honeywell and IBM. She has a Bachelor's in Business Administration from National University.

Councilmember Ziegler was first elected to office in May 2007. She is a member of the Marana Chamber of Commerce and a former member of the Town of Marana's Planning and Zoning Commission and Continental Ranch HOA Board of Directors. Her son, daughter-in-law and grandson, Donovan, also live in Marana. She and her grandson volunteer for the Pima County Animal Care Center.

Patti Comerford, Council Member

Term: 2016-2020

Council Member Comerford was first elected to the Town Council on June 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

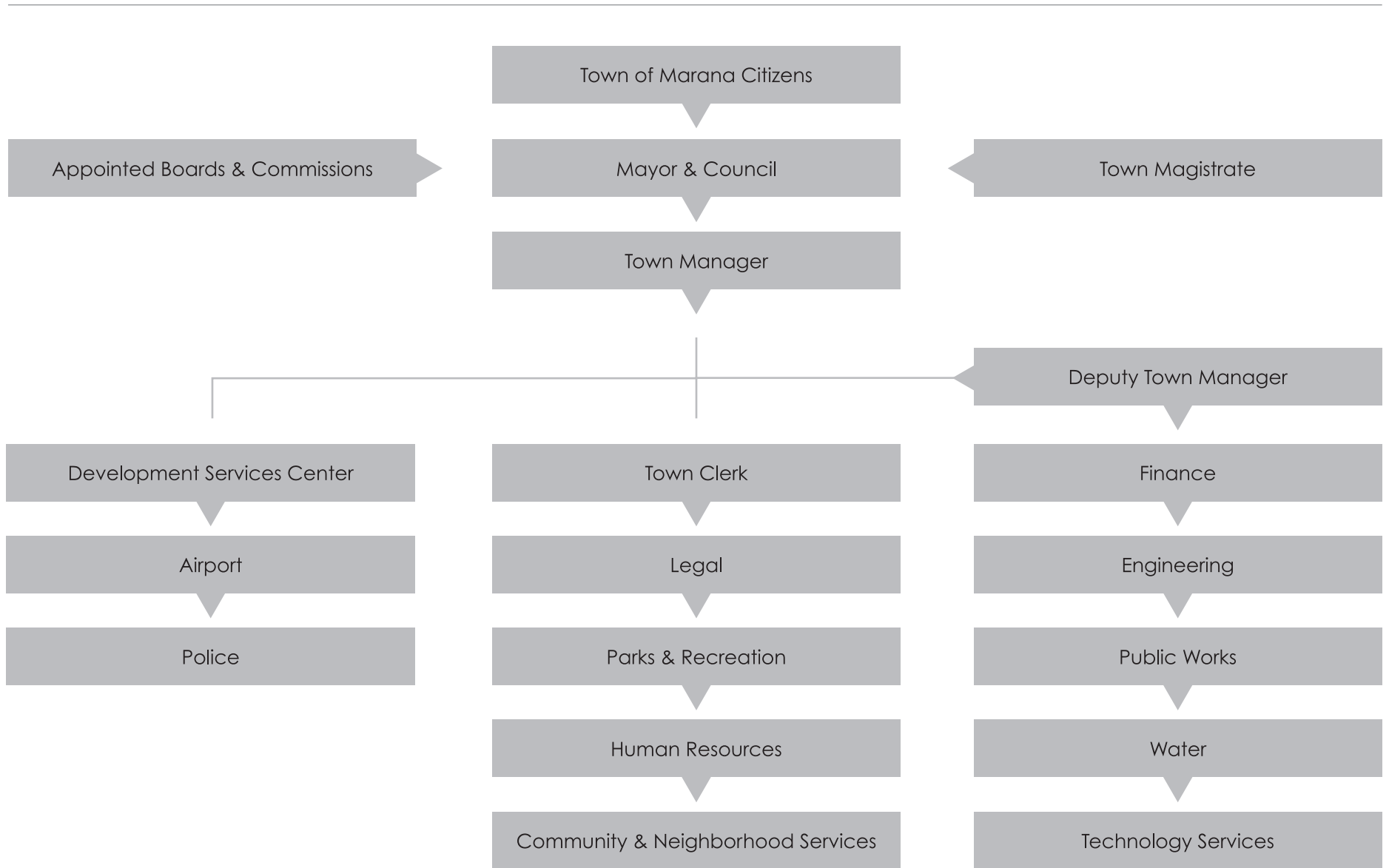
Term: 2016-2020

Council Member Bowen was first elected to the Town Council in March, 2013. He 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.

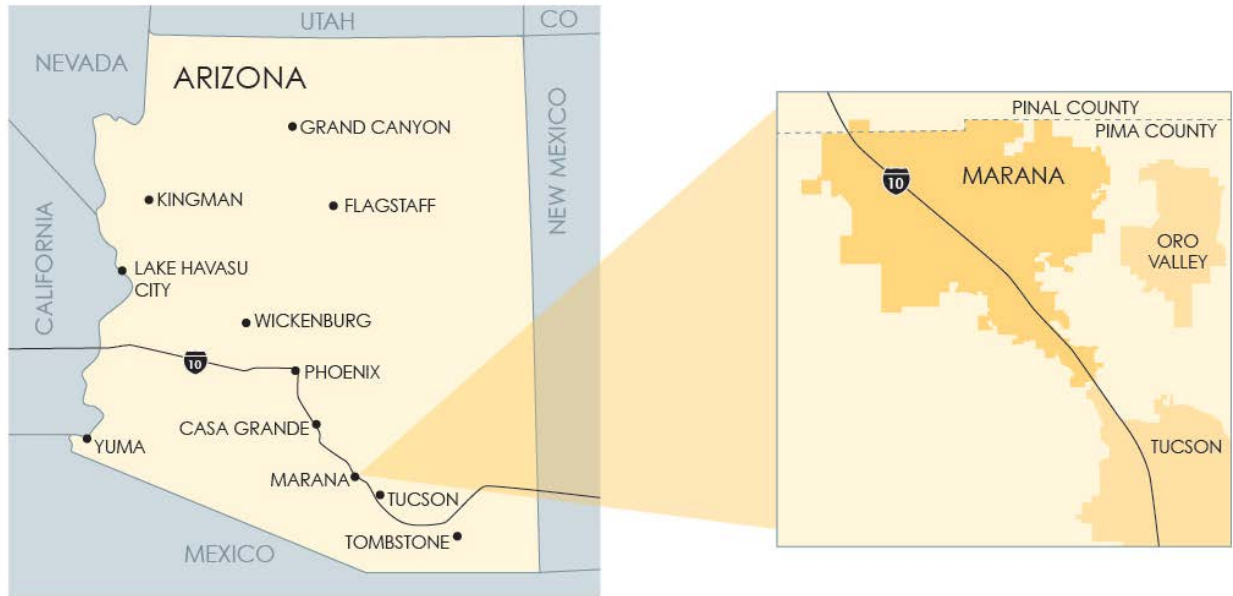


ORGANIZATIONAL CHART



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 just one mile outside of Tucson's city limits and 88 miles southeast of Phoenix, its nearest major city. 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 also 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, Native Americans used the dependable water supply to grow a wide variety of crops. The Spanish came to the area around 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 375 (full-time equivalent) employees. An organizational chart is included on Page 13 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, which perfectly blends its small town roots to its modern ambitions. The State of Arizona has recently 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. Marana has been one of Arizona's fastest growing communities. The population today is approximately 47,007 and is expected to grow to over 50,000 during the five-year strategic planning horizon.

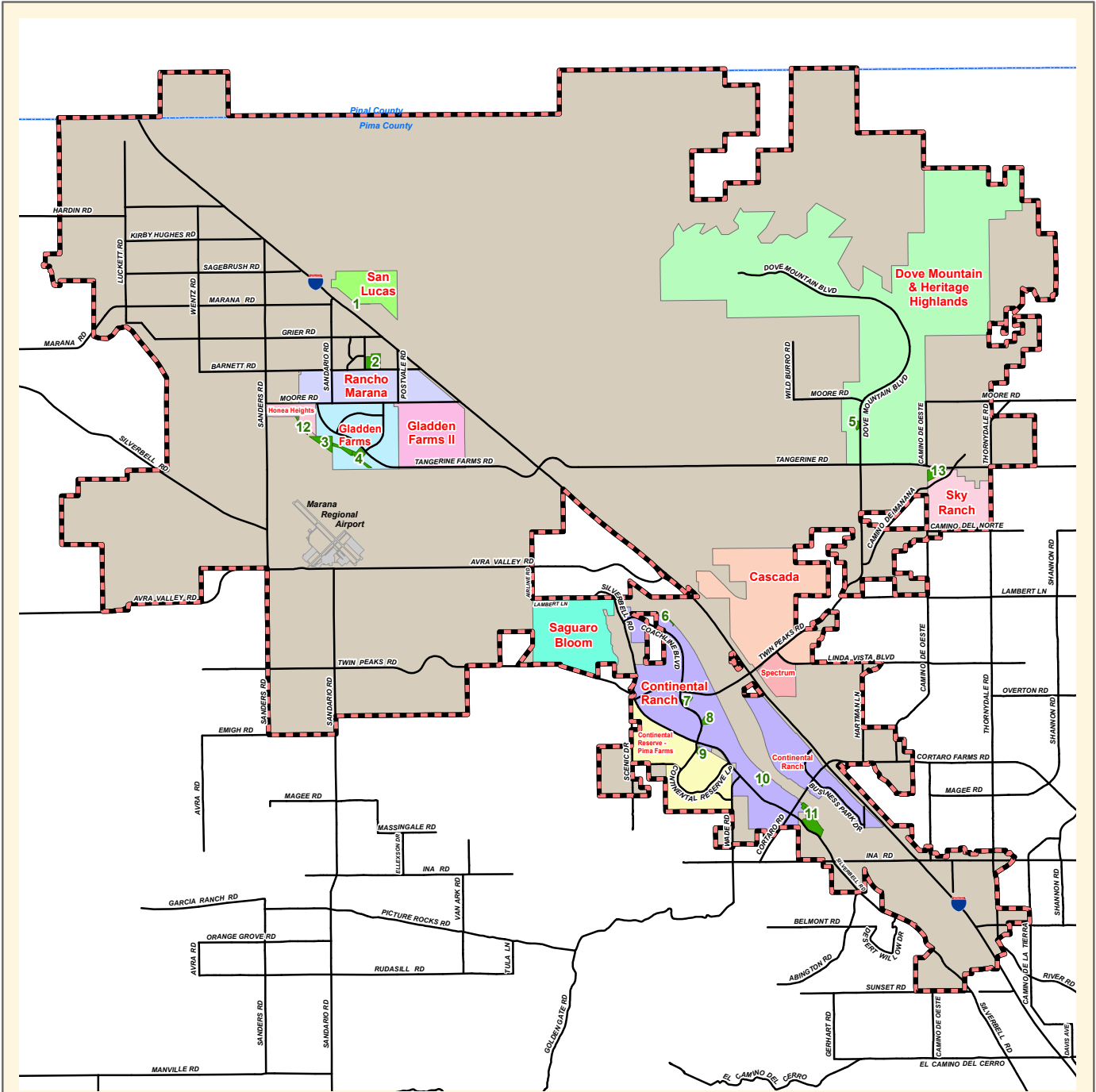
Environment/Cultural Resources

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. Education, 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. This influx is largely due to Marana's 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 continuously attracts new tenants, and new industrial properties are available at the Marana Regional Airport. The Town of Marana prides itself on being a regional partner to provide cross-jurisdictional government and synergy for a collective benefit to all. A regional partner for Marana is demonstrated through joint problem solving, collaborative intergovernmental projects, joint action on business attraction, and other strategic economic efforts. These approaches ensure we embody our commitment to innovation and forward-thinking qualities that have proved community and business successes within Marana.



PARK NUMBER	PARK NAME	ADDRESS
1	SAN LUCAS COMMUNITY PARK	14040 N ADONIS RD
2	ORAMAE HARN DISTRICT PARK	13250 N LON ADAMS RD
3	MARANA HERITAGE RIVER PARK	12375 N HERITAGE PARK DR
4	GLADDEN FARMS COMMUNITY 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 COMMUNITY PARK	8568 N CONTINENTAL RESERVE LP
10	WADE MCLEAN NEIGHBORHOOD PARK	8000 N SILVERBELL RD
11	CROSSROADS AT SILVERBELL DISTRICT PARK	7548 N SILVERBELL RD
12	WHITE AVENUE PARK	12315 W SANDY ST
13	TANGERINE SKY COMMUNITY PARK	4411 W TANGERINE RD

Marana Parks and Major Neighborhoods

Marana Town Limits



DEMOGRAPHICS OF THE TOWN OF MARANA

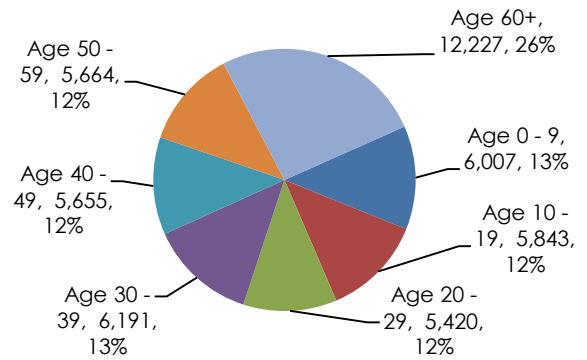
STATISTICS OF THE TOWN

Date of Incorporation	March 20, 1977	2018 Population	47,007
Form of government	Council/Manager	Median Home Value	\$257,700
FY2019-2020 Budget	\$143,780,795	Median Household Income	\$83,700
Number of Employees	375.35	Local Unemployment Rate	2.77%
Miles of Streets	540	Area in Square Miles	121.0

POPULATION



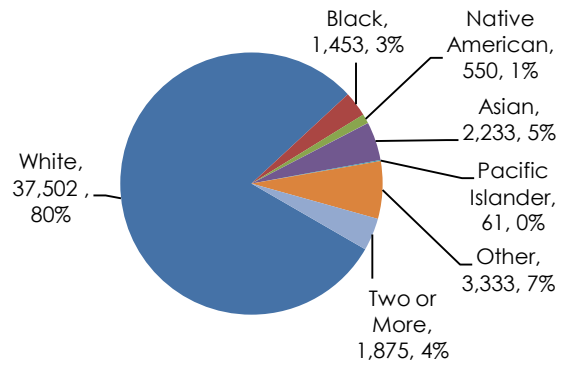
AGE DEMOGRAPHICS



TOP 20 EMPLOYERS

1. Marana Unified School District
2. Krebs
3. Town of Marana
4. Sargent
5. Marana Health Center
6. Northwest Fire District
7. Coca-Cola
8. Wal-Mart
9. Tucsonix
10. The Ritz-Carlton Dove Mountain
11. Costco
12. KOLD/KMSB
13. Lasertel
14. Ali-Cat Scientific
15. Top Golf
16. Trico Electric Cooperative
17. Kohl's
18. Continental Commerce Park
19. Lemay Academy
20. Carondelet Micro Hospital

RACIAL DEMOGRAPHICS



PLACE OF BIRTH

Total Population	47,007
Native	42,776
Born in US	42,306
State Resident	14,666
Other State Resident	27,687
Foreign Born	4,231

Sources: Azleg.gov, US Census Bureau, Marana Chamber of Commerce

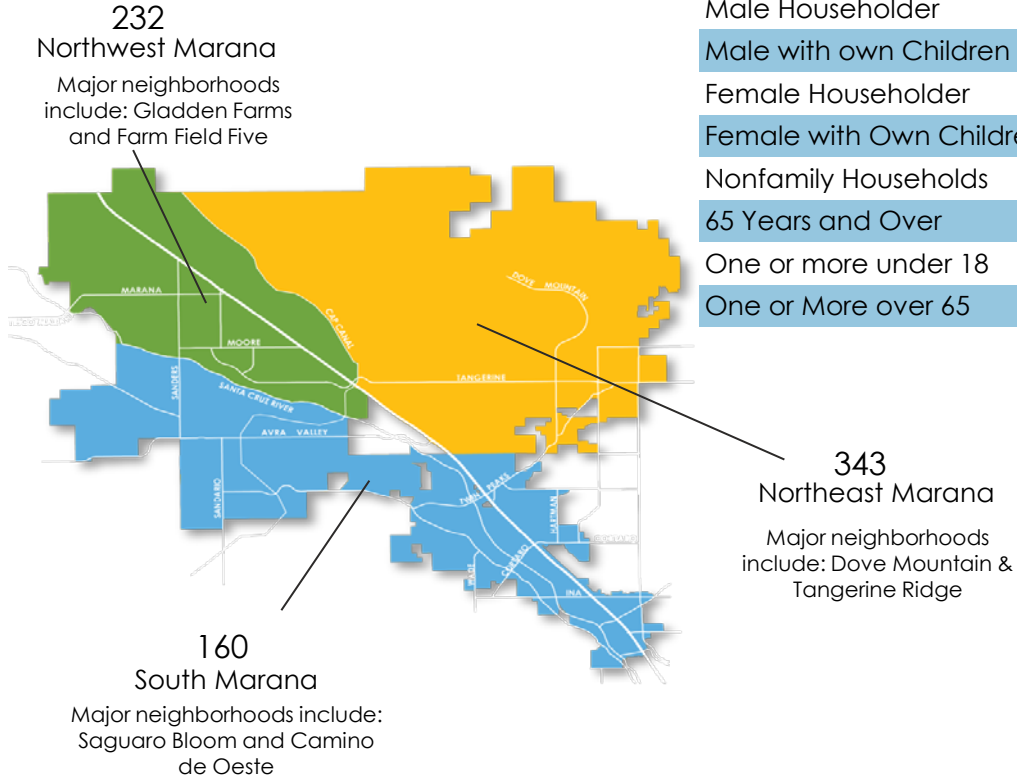
DEMOGRAPHICS OF THE TOWN OF MARANA

HOUSING DEMOGRAPHICS

FY2019 - 2020 Budgeted Single Family Residential (SFR) Permits: 735

Total Households	18,622
Family Households	12,950
With children under 18	5,619
Married-couple Family	10,672
Male Householder	771
Male with own Children	445
Female Householder	1,525
Female with Own Children	754
Nonfamily Households	4,180
65 Years and Over	925
One or more under 18	6,355
One or More over 65	4,385

Budgeted SFR Permits by Region



QUALITY OF LIFE

Park Statistics

Parks	13
Baseball/Softball Fields	17
Basketball Courts	10
Soccer Fields	10
Tennis Courts	7
Pickel Ball Courts	4
Park Acreage	158
Playgrounds	12
Ramadas	30
Trails in Miles	51
Splash Pads	2

Education

Elementary Schools	12
Middle Schools	4
Secondary Schools	4
High Schools	2
Alternative Schools	5



Sources: Town of Marana Parks & Recreation Department, Marana Chamber of Commerce, US Census Bureau, 2007 - 2011 American Community Survey

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VISION FOR THE FUTURE

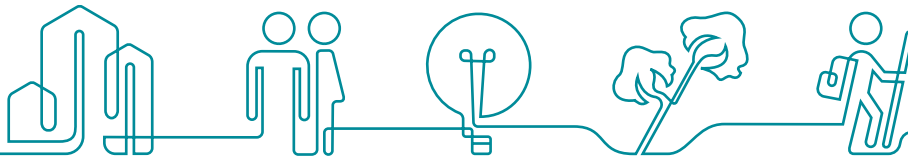
Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources should be directed to achieve Marana's vision.

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

OVERRIDING PRINCIPLES:

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

FIVE FOCUS AREAS AND STRATEGIC GOALS:



COMMERCE

Attract and maintain career-oriented commerce

COMMUNITY

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

PROGRESS AND INNOVATION

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

HERITAGE

Strengthen community character by linking the past, present and future

RECREATION

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

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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 2019-2020 budget, beginning July 1, 2019 and ending June 30, 2020. 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 2017 and 2018 amounts, current year 2019 estimates, and the adopted 2020 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 to adopt a balanced budget annually, providing the legal requirements, including expenditure limitations and timelines 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

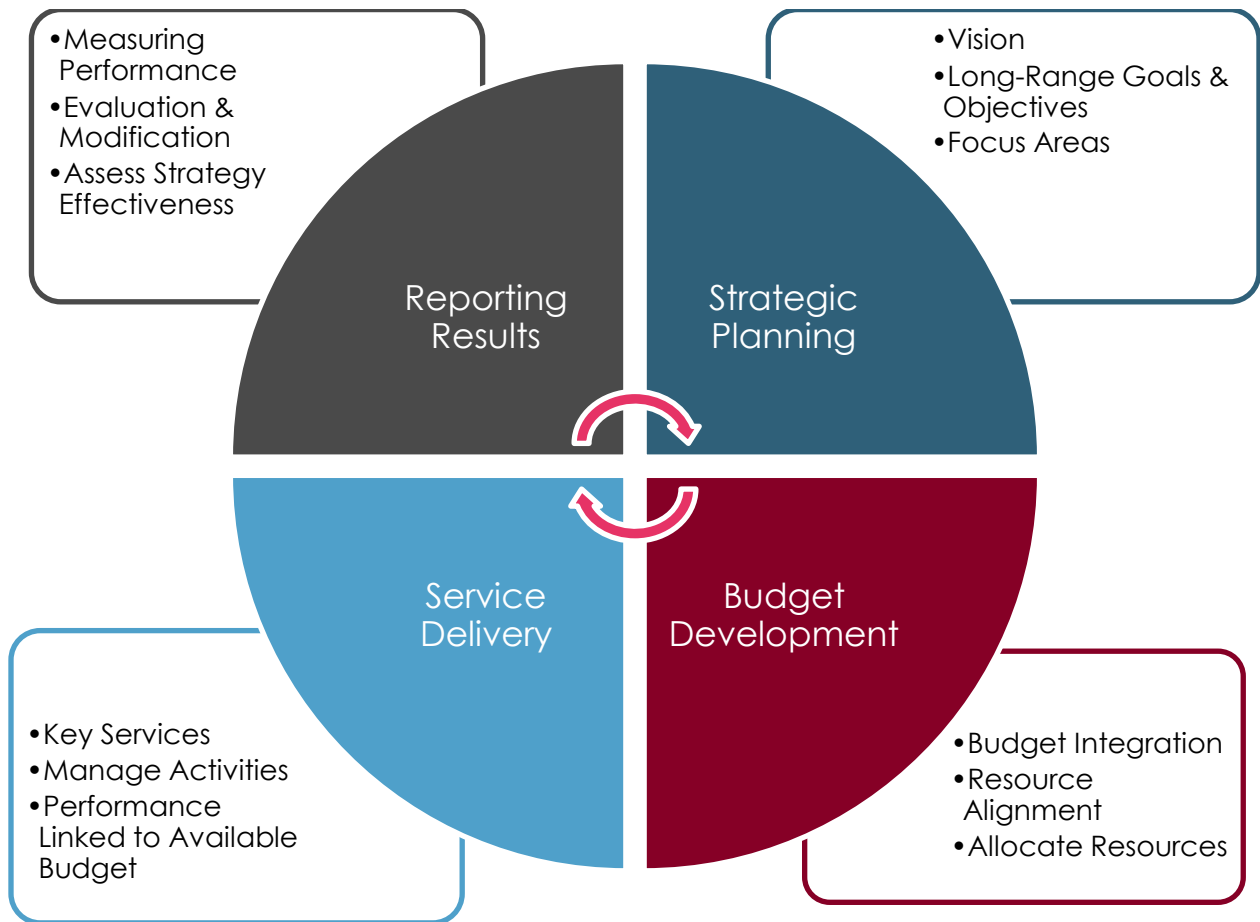
In essence, the budget process is an ongoing process throughout the year as new regulations, funding sources, new Town Council initiatives and policies and improved methods of delivering services to citizens are identified and brought forward to staff and Town Council. Beginning in August of each year, soon after the completion and adoption of the current fiscal year's budget, the Finance Department begins the review of the proposed Capital Improvement Program 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 various 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. This study session is a goal setting session that is conducted to address issues and to seek policy direction for the development of the annual budget. Council direction forms the baseline of decisions made in creating the manager's recommended budget for the coming fiscal year.

Strategic Planning & Budgeting

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



Council adopted the Strategic Plan in February 2009, updated it in December 2009 and in March 2012 adopted the Strategic Plan II, in January 2015 Council approved the restructured Strategic Plan III, and in October 2017 Council adopted the Strategic Plan

IV. 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 and key performance measurements that align directly with one of the areas of the 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, key 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 package 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 package, which is presented to the Executive Budget Team.

Executive Budget Team

The Executive budget team consists of the Town Manager, Deputy Town Manager, Assistant Town Manager, Finance Director, Deputy Finance Director and 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 tentative budget is presented to Council for feedback and 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 during 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 head develops 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 approval. Budget amendments, or transfers between Town departments (as opposed to within a department) require Council approval.

BUDGET CALENDAR

FISCAL YEAR 2019 - 2020		
Dates:	Stage in Budget Process	Task Description
November 9, 2018	Planning	New budget year planning with Town Manager's Office
November 13 – 21, 2018	Preparing	Departments review/revise Key Performance Measurements as necessary
December 5 – 7, 2018	Planning	Budget Entry Training courses; budget entry via Munis, and Q&A sessions about FY2020 budget process
December 10 – 21, 2018	Preparing	Departments to enter revenue estimates via Munis Departments to use this time to update their division/program spreadsheets and Key Performance Measurements through 2 nd quarter
December 10, 2018	Planning	Finance and CIP to discuss preliminary CIP revenues and expenditures
December 21, 2018	Preparing	Department revenues estimates due to Finance
January 8, 2019	Planning	Council Special Study Session – adoption of Council goals and objectives
January 14, 2019	Preparing	Budget Session – organizational meeting, preliminary outlook, and operating budget formation/entry
February 1, 2019	Preparing	Base department budgets and preliminary carryover requests all due to Finance
February 4 – 28, 2019	Preparing	Budget Office review, compile department budgets, and assemble decision package
February 19, 2019	Preparing	Council Study Session – Presentation, discussion, and possible action regarding FY2020 – 2025 CIP program
March 4, 2019	Preparing	Final Revenue Estimates
March 6, 2019	Preparing	Executive Budget Team initial meeting
March 7 – 19, 2019	Preparing	Department budget presentations
March 20, 2019	Preparing	Executive Budget Team post meeting department presentations
April 23, 2019	Approving	Manager's Recommended Operating Budget
May 21, 2019	Approving	Council Adoption of Tentative Budget
June 18, 2019	Approving	Council Adoption of Final Budget

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.

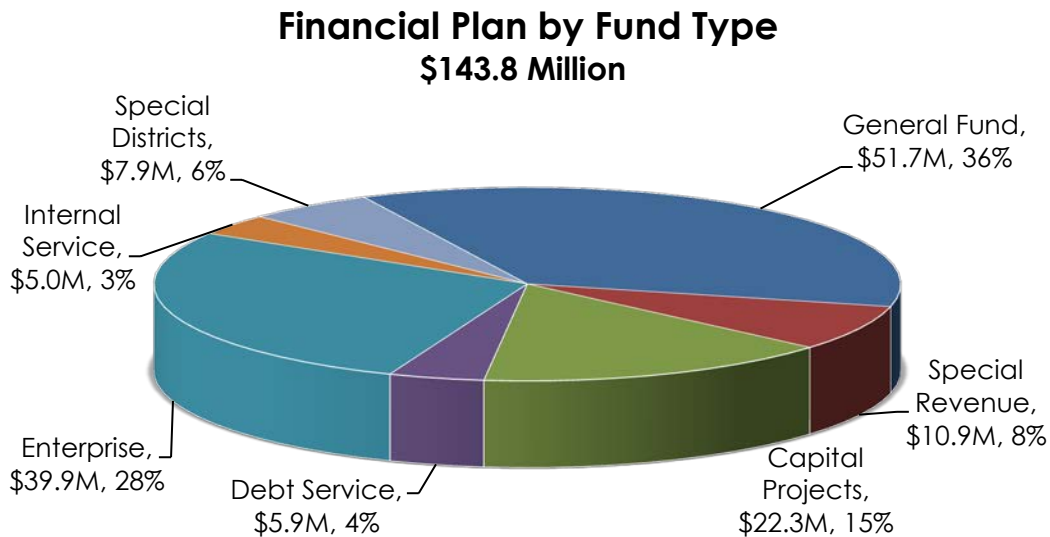
Capital Planning

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

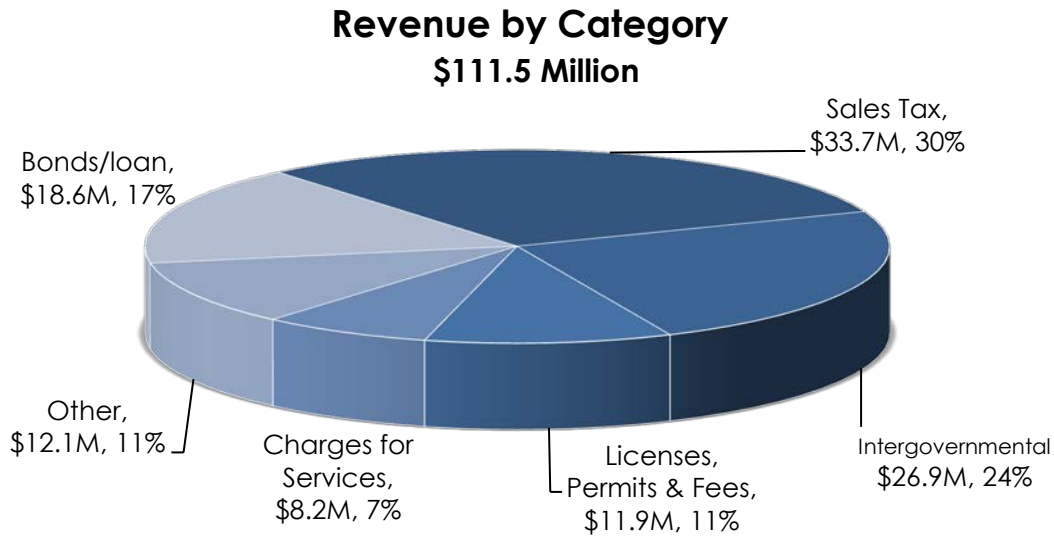
The annual budget for fiscal year 2019-2020 totals \$143.8 million. The following chart depicts appropriations by major fund type. The General Fund comprises 36% of the total budget or \$51.7 million and Capital Project funds make up about 15% or \$22.3 million. Enterprise funds, including enterprise related capital projects and debt service payments equates to \$39.9 million or 28% of the annual budget. Debt Service funds and Special Revenue funds total \$16.8 million and comprise only 4% and 8%, respectively. Special Districts include the funds related to component units such as community facilities districts and other improvement districts and equate to \$7.9 million of 6% of the annual budget.



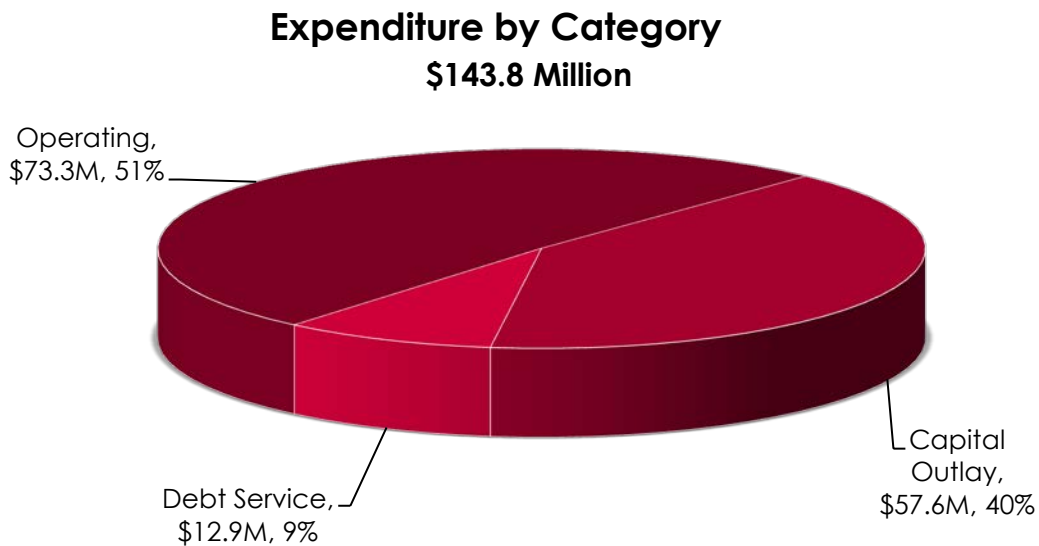
Revenues and other financing sources for the fiscal year 2019-2020 budget are \$111.5 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$32.3 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures approved by council. As indicated by the chart on the following page, the largest revenue source is local sales taxes which comprise \$33.7 million or 30% of budgeted revenues for the Town. Local intergovernmental revenues also make up a large portion of revenues at \$26.9 million or 24%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and/or other jurisdictions.

The capital improvement plan for the Town of Marana currently includes the sale of bonds for various infrastructure and water related projects. Anticipated bond and loan proceeds amount to \$18.6 million or 17% of total revenues. Charges for services comprise \$8.2 million or 7% of the budget and include all enterprise fund user fees.

Licenses, permits and fees comprise \$11.9 million or 11% of revenues. It should be noted that this revenue stream is heavily dependent on the residential and commercial development and are very cyclical in nature. The remaining \$12.1 million or 11% includes all other revenues such as interest earnings, donations, contributions, grant funding, and other small miscellaneous revenue sources.



Operating costs are the largest category for the Town at \$73.3 million or 51% of the fiscal year 2019-2020 financial plan. Due primarily to the rapid growth within the Town of Marana and in surrounding areas, capital outlay also comprises a large portion of the annual budget at \$57.6 million or 40%. Capital outlay includes major transportation, park, water, building and airport projects. When compared to the previous year budget, this financial plan increased by \$2.1 million or 1.5%. Most of that change is attributable to slight increases in operational costs.



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 those revenues. 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.

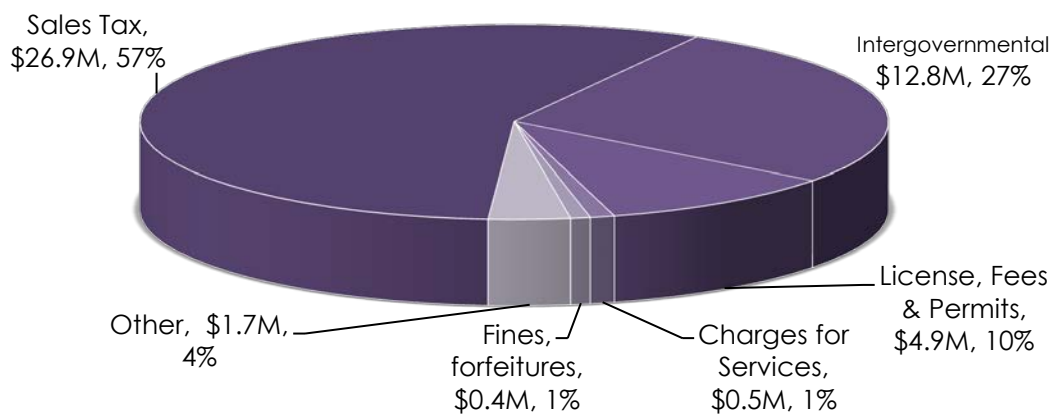
The Town maintains a structurally balanced budget by ensuring that ongoing operating revenue sources support ongoing operating expenditures and that one-time revenue sources support temporary programs and services.

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

- Stabilization and modest improvement of key, ongoing revenues like certain sales tax categories and intergovernmental revenues for fiscal year 2019-2020,
- Inflation rate holding at 2.2%, 4% population growth, 735 new residential homes permits, and
- 50% of contracting sales tax revenue, building permits and related fees deemed one-time revenue sources.

General Fund Revenue by Type

\$47.2 Million



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund for fiscal year 2019-2020 is \$47.2 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, state shared revenues (intergovernmental) as well as development related revenues (license,

fees and permits). Collectively, these revenues comprise nearly 95% of the General Fund's operating revenues. While these revenues are extremely sensitive to fluctuations in the regional and national economies, as demonstrated by their significant decline during the Great Recession, most revenues are at or above their pre-recession highs and continue to grow modestly.

The revenue forecast for the General Fund for this fiscal year anticipates continued growth of 5.0% or approximately \$2.2 million. A significant portion of this growth is associated with anticipated increases intergovernmental revenues related to state shared sales tax and state shared income tax. Modest increases are also budgeted in local sales taxes and other revenue sources such as investment income. Additionally, we anticipate modest increases to stabilize in future fiscal years.

The following pages show actual town-wide revenues by major categories for the last three years, prior year estimate, the current budgeted revenues and forecasted revenues for the next three fiscal years.

TRANSACTION PRIVILEGE (SALES) TAX

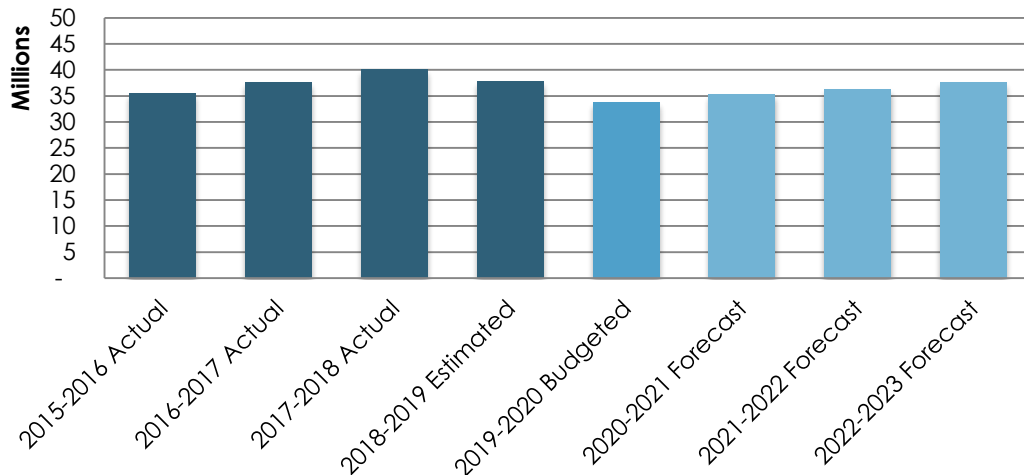
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

- 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 2.0% (retail) to 6.0% (transient lodging).

- Assumptions** Sales taxes are the Town's largest revenue source and represent 57% of General Fund revenues and 30% of town-wide revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 21% of total sales taxes and, as such, 75% of these revenues fund one-time projects. Beginning in fiscal year 2015-2016 revenues sharply increased largely due to a temporary ½ cent sales tax increase that was used to fund a new public safety facility. A total of \$18.3 million was collected and the Town ceased collections as of January 1, 2019. The tax rate reduction is attributed to the projected decrease in revenue for FY2019 and FY2020. Overall, revenue is consistent with continued growth while maintaining conservative projections.

Fiscal Year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	35,441,588	7,382,764	21%
2016-2017 Actual	37,500,219	2,058,631	5%
2017-2018 Actual	39,992,514	2,492,295	6%
2018-2019 Estimated	37,808,953	(2,183,561)	-6%
2019-2020 Budgeted	33,742,897	(4,066,056)	-12%
2020-2021 Forecasted	35,193,842	1,450,945	4%
2021-2022 Forecasted	36,214,463	1,020,621	2%
2022-2023 Forecasted	37,626,827	1,412,364	3%



LICENSES, FEES AND PERMITS

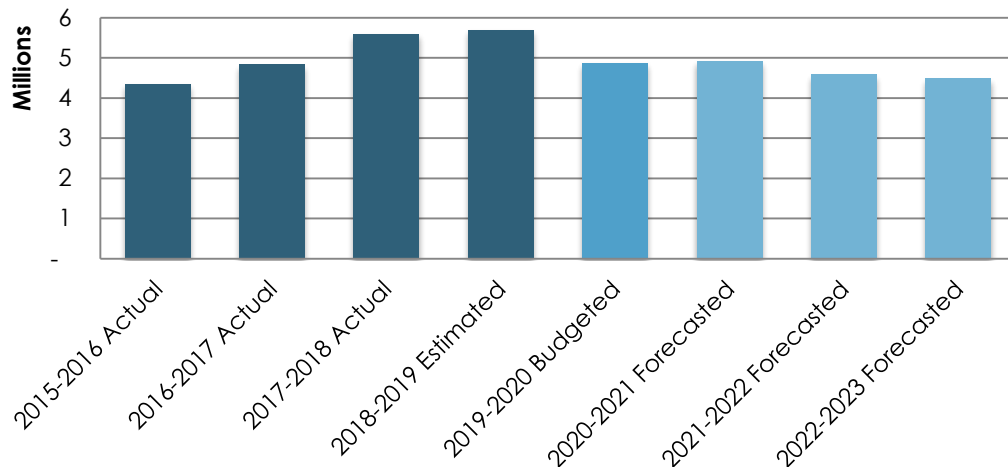
Description Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.

Permitted Use May be utilized for any municipal public purpose. There are no restrictions regarding the usage of this revenue source.

Rate Structure The rates vary based on the product or service provided. The Town's entire Comprehensive Fee Schedule is reviewed annually to ensure that fees reflect the actual cost of providing programs and services, comply with any new legal requirements and be as straightforward as possible.

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. Revenue projections for fiscal year 2019-2020 are based on the issuance of 735 SFR permits. Issued SFR permits have stabilized to approximately 62 per month or 744 per fiscal year. For FY2020, a budgeted decrease in revenue is forecasted as both FY2018 and FY2019 exceeded expectations by over 100 SFR permits. As this revenue stream is sensitive to fluctuations in the economy a reasonably conservative forecasting model is applied.

Fiscal Year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	4,344,866	(283,565)	-7%
2016-2017 Actual	4,840,177	495,311	10%
2017-2018 Actual	5,593,212	753,035	13%
2018-2019 Estimated	5,693,634	100,422	2%
2019-2020 Budgeted	4,881,012	(812,622)	-17%
2020-2021 Forecasted	4,929,822	48,810	1%
2021-2022 Forecasted	4,584,735	(345,088)	-7%
2022-2023 Forecasted	4,493,040	(91,695)	-2%



STATE SHARED INCOME TAX

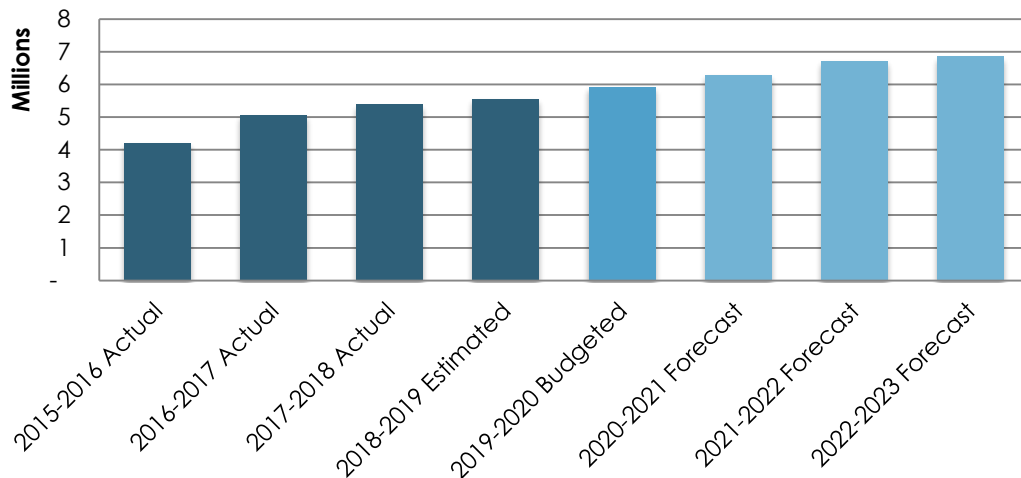
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also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

- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions regarding the usage of this revenue source.

- 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 large increase of beginning fiscal year 2016-2017 is largely due to the passage of 2016 HB2483 which now uses the annual U.S. Census population estimates as the basis for the next year allocations. Previously, allocations were made by the last official census.

Fiscal Year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	4,209,300	(22,945)	-1%
2016-2017 Actual	5,054,592	845,292	17%
2017-2018 Actual	5,384,669	330,077	6%
2018-2019 Estimated	5,550,382	165,713	3%
2019-2020 Budgeted	5,928,567	378,185	6%
2020-2021 Forecasted	6,284,281	355,714	6%
2021-2022 Forecasted	6,724,181	439,900	7%
2022-2023 Forecasted	6,858,664	134,484	2%



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 a base of which 25% is shared with all incorporated cities and towns.

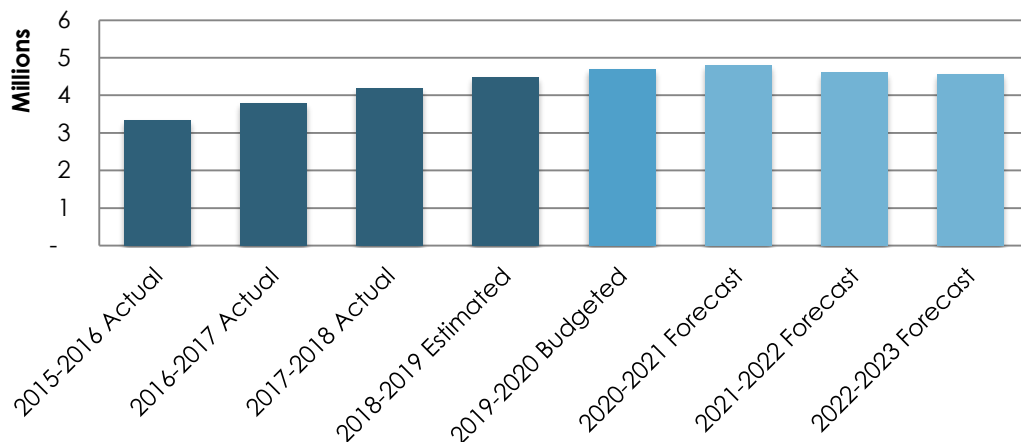
Permitted Use There are no restrictions regarding the use of this revenue source. The funds may be used for any expense legally chargeable to the General Fund.

Rate Structure The town receives its share of the state sales tax based on annual population estimates from the U.S. Census or Census Survey.

Assumptions This revenue source 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. This revenue is also subject to changes made by the State legislature.

Based upon figures provided by the Arizona Department of Revenue, a 5% increase in collections for the fiscal year is estimated as modest growth in the economy is expected. The large increase beginning fiscal year 2016-2017 is largely due to the passage of 2016 HB2483 which now uses the annual U.S. Census population estimates as the basis for the next year allocations. Previously, allocations were made by the last official census.

Fiscal Year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	3,344,679	149,637	4%
2016-2017 Actual	3,798,503	453,824	12%
2017-2018 Actual	4,186,856	388,353	9%
2018-2019 Estimated	4,487,345	300,489	7%
2019-2020 Budgeted	4,707,099	219,754	5%
2020-2021 Forecasted	4,801,241	94,142	2%
2021-2022 Forecasted	4,609,191	(192,050)	-4%
2022-2023 Forecasted	4,563,099	(46,092)	-1%



VEHICLE LICENSE (AUTO LIEU) TAX

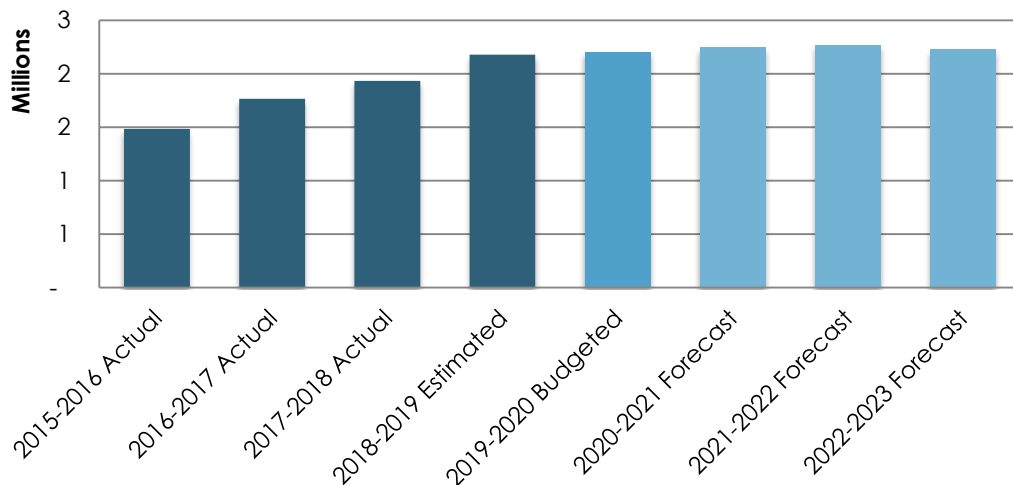
Description This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

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 Continual growth in this revenue category signifies strong economic conditions and consumer confidence. The budget projection for fiscal year 2019-2020 anticipates a slight increase of 1% based upon figures provided by the Arizona Department of Revenue.

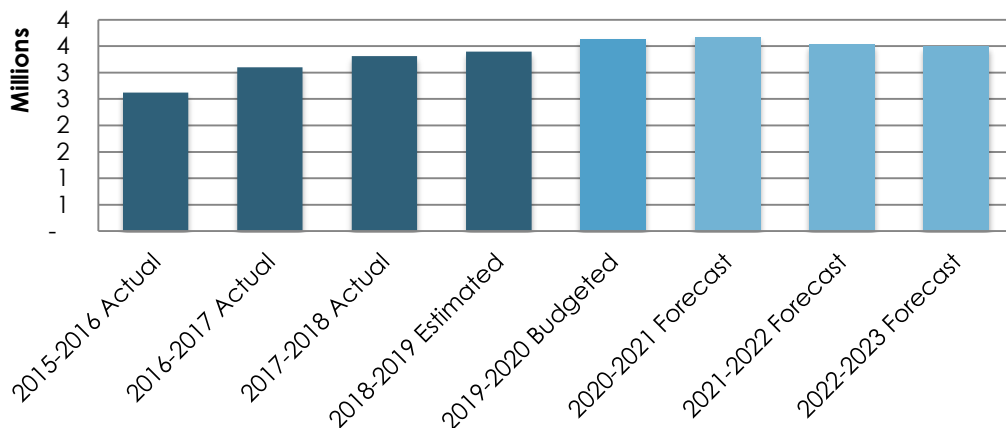
Fiscal Year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	1,485,151	92,498	6%
2016-2017 Actual	1,765,922	280,771	16%
2017-2018 Actual	1,934,150	168,228	9%
2018-2019 Estimated	2,180,396	246,246	11%
2019-2020 Budgeted	2,204,473	24,077	1%
2020-2021 Forecasted	2,248,562	44,089	2%
2021-2022 Forecasted	2,271,048	22,486	1%
2022-2023 Forecasted	2,225,627	(45,421)	-2%



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 15% increase for fiscal year 2016-2017 reflects 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. HURF revenues are anticipated to increase 7% for fiscal year 2019-2020. This increase is attributed to improved economic conditions and changes to state revenues that provided overall increased funding.

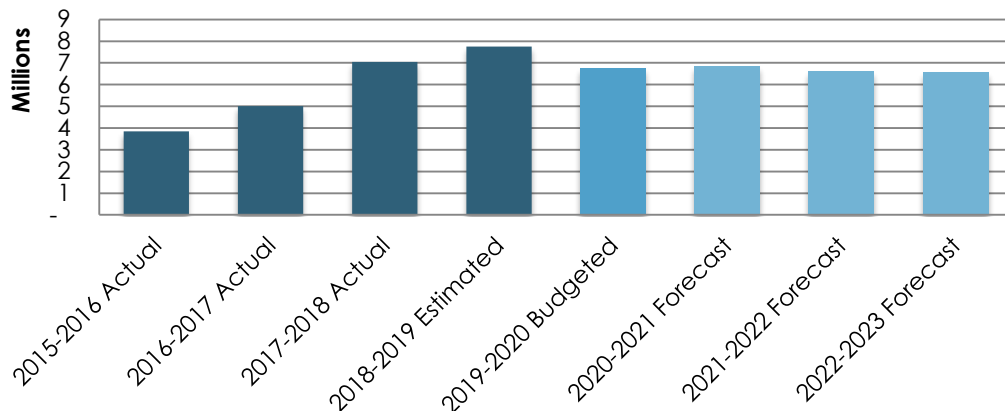
Fiscal year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	2,623,454	139,749	5%
2016-2017 Actual	3,099,309	475,855	15%
2017-2018 Actual	3,316,057	216,748	7%
2018-2019 Estimated	3,399,321	83,264	2%
2019-2020 Budgeted	3,640,329	241,008	7%
2020-2021 Forecasted	3,676,732	36,403	1%
2021-2022 Forecasted	3,529,663	(147,069)	-4%
2022-2023 Forecasted	3,494,366	(35,297)	-1%



DEVELOPMENT FEES

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, financing, engineering/architectural services, associated appurtenances, related equipment and other capital costs. 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 infrastructure.
- Rate Structure** The Town charges development fees for transportation, parks, water and water reclamation systems 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** Fiscal year 2019-2020 projections are based on 735 Single Family Residential (SFR) permit being issued. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues. Higher than anticipated revenue collections for prior fiscal years is attributable to increased SFR and commercial permit issuances.

Fiscal year	\$ Revenue	\$ Change	% Change
2015-2016	3,847,888	(102,974)	-3%
2016-2017	5,017,799	1,169,911	23%
2017-2018	7,056,959	2,039,160	29%
2018-2019 Estimated	7,761,968	705,009	9%
2019-2020 Budgeted	6,751,414	(1,010,554)	-15%
2020-2021 Forecasted	6,818,928	67,514	1%
2021-2022 Forecasted	6,614,360	(204,568)	-3%
2022-2023 Forecasted	6,548,217	(66,144)	-1%



WATER SALES

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

Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the water production and distribution systems.

Rate Structure

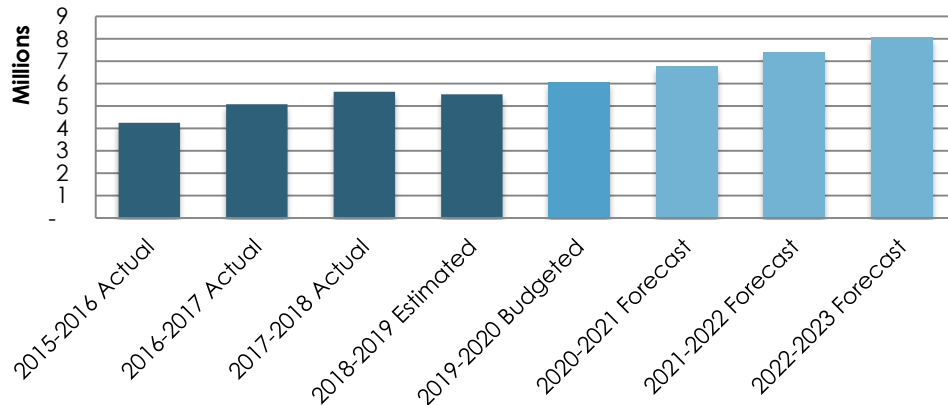
Monthly Service Fee	
Meter Size	Rate (\$)
5/8" & 3/4"	19.09
1"	46.35
1.5"	50.44
2"	58.62
4"	139.05

Consumption Residential Rate	
Gallons	Rate (\$)
0-10,000	3.11
10,001-20,000	4.33
20,001-30,000	5.63
30,001-40,000	6.94
> 40,000	9.97

Consumption Other than Residential Rate	
Type	Rate (\$)
Multi Family	3.82
Commercial	3.82
Industrial	3.82
Government	3.82
Standpipe/hydrant/irrigation	4.33

Assumptions Due to increased rainfall during the winter months, a slight reduction is anticipated for the current fiscal year. For fiscal year 2019-2020, rate revenues are solely based on the existing rate structure plus anticipated new account grow of 475. The Town is in the process of a water rate study and may be adjusting rates upon Council discretion.

Fiscal year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	4,254,520	102,285	2%
2016-2017 Actual	5,079,475	824,955	16%
2017-2018 Actual	5,644,733	565,258	10%
2018-2019 Estimated	5,528,640	(116,093)	-2%
2019-2020 Budgeted	6,048,969	520,329	9%
2020-2021 Forecasted	6,774,845	725,876	12%
2021-2022 Forecasted	7,384,581	609,736	9%
2022-2023 Forecasted	8,049,194	664,612	9%



WATER RECLAMATION SALES

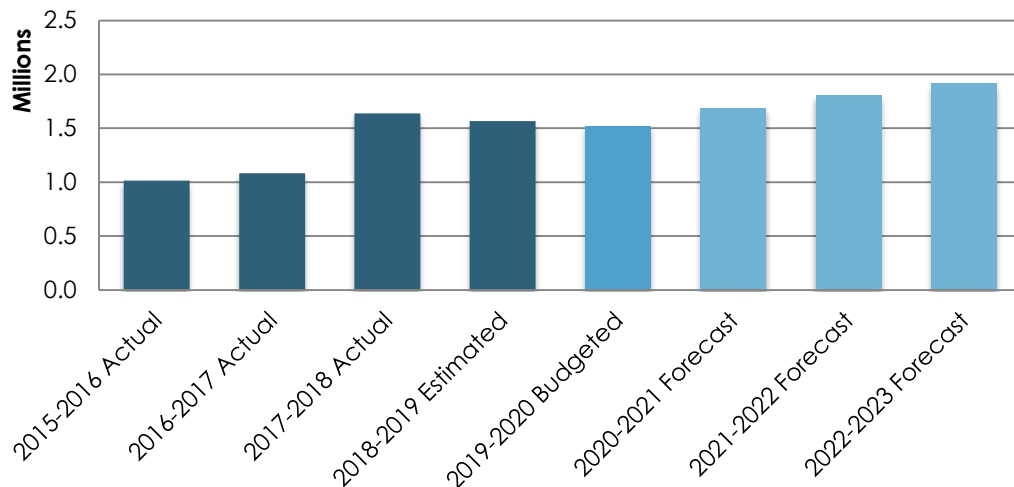
Description The Town charges a fee to each customer having a sewer connection that discharges sewage, industrial waste or other liquids into the Town's collection system.

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

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

Assumptions Revenues projected for fiscal year 2019-2020 are solely based on the existing rate structure and an anticipated increase of 375 customers. The overall anticipated revenue decrease is due to a large amount of investment income earned during fiscal years 2018 and 2019 from bond proceeds as part of a large capital project to construct a new water reclamation facility. The Town is in the process of a sewer rate study and may be adjusting rates upon Council discretion.

Fiscal year	\$ Revenue	\$ Change	% Change
2015-2016 Actual	1,013,783	80,375	8%
2016-2017 Actual	1,082,229	68,446	6%
2017-2018 Actual	1,637,133	554,904	34%
2018-2019 Estimated	1,565,976	(71,157)	-5%
2019-2020 Budgeted	1,521,045	(44,931)	-3%
2020-2021 Forecasted	1,688,360	167,315	11%
2021-2022 Forecasted	1,806,545	118,185	7%
2022-2023 Forecasted	1,914,938	108,393	6%



AIRPORT FEES

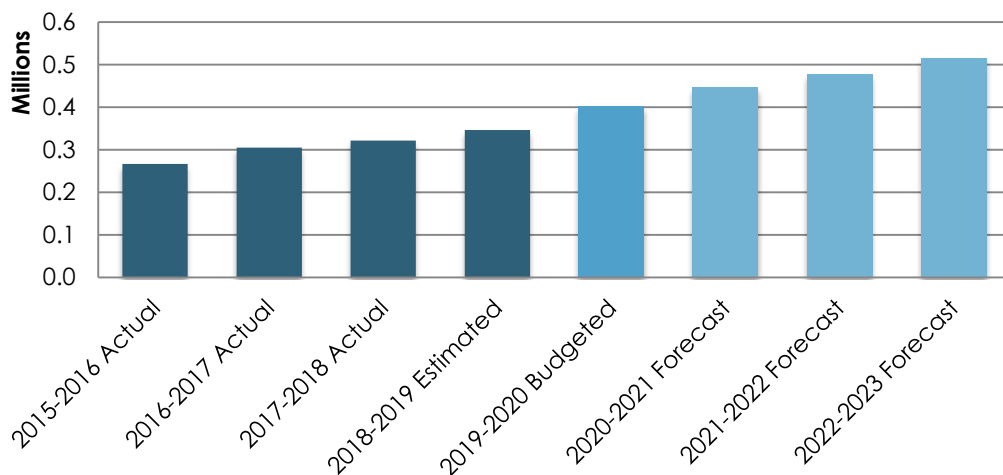
Description The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.

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

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

Assumptions The Marana Regional Airport is classified as a general aviation reliever airport for Tucson International. Several key capital projects will be vital to the continued growth of the airport. The airport will be a key element of the Town's Economic and Strategic plans. Fiscal Year 2019-2020 revenue is expected to increase modestly as changes to several lease agreements and increased traffic are anticipated to generate additional revenue.

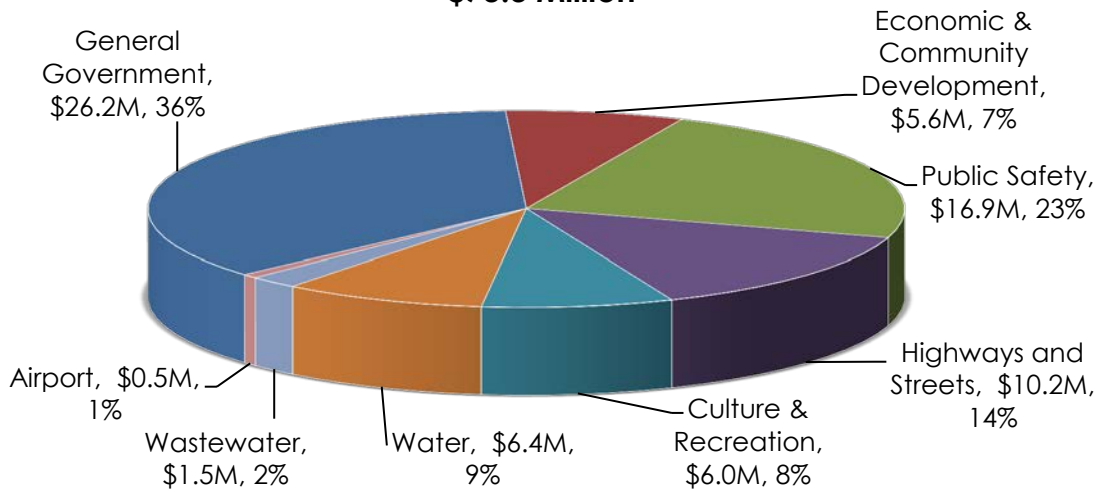
Fiscal year	\$ Revenue	\$ Change	% Change
2015-2016	266,508	8,189	3%
2016-2017	305,030	38,522	13%
2017-2018	321,712	16,682	5%
2018-2019 Estimated	346,068	24,356	7%
2019-2020 Budgeted	402,200	56,132	14%
2020-2021 Forecast	446,442	44,242	11%
2021-2022 Forecast	477,693	31,251	7%
2022-2023 Forecast	515,908	38,215	8%



EXPENDITURE SUMMARY

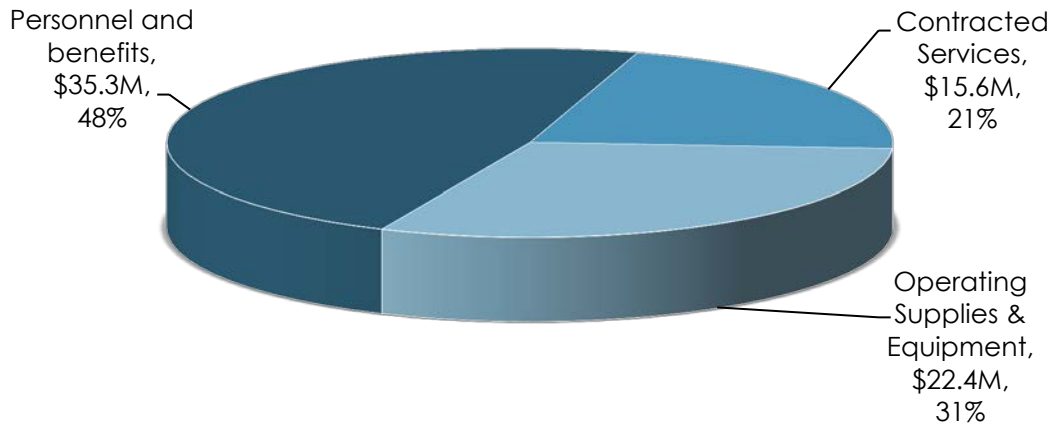
The budgeted expenditures include services and programs for the community such as general government, public safety, community and economic development, culture and recreation, highways and streets, airport and water services. While most operating costs are accounted for in the General Fund, some costs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

Operating Budget by Function \$73.3 Million



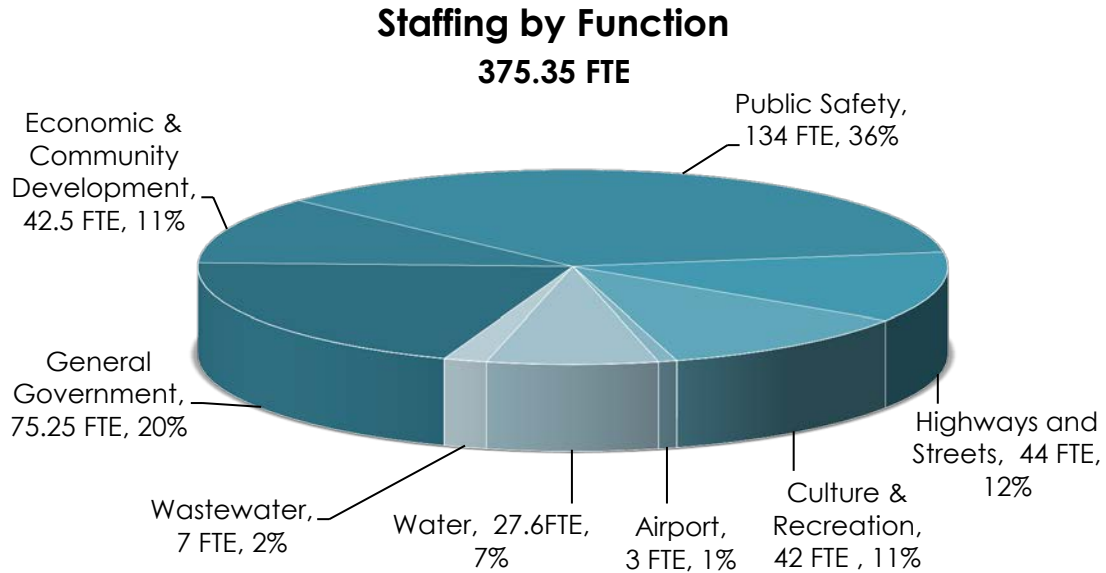
The major expenditures in the operating budget are personnel and benefits at 48%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 31% and 21%, respectively.

Operating Budget by Line Item \$73.3 Million



STAFFING SUMMARY

With personnel and benefits comprising 48% of the Town's operating budget, employees play a significant part in providing services to the community and our citizens. The following graph identifies percentage of staffing by function.



The town has increased its staffing level this fiscal year by 11.40 full-time equivalent (FTE) positions through the budgetary process. Including all position adjustments and additions, staffing has increased from 363.95 positions to 375.35. These staffing numbers include a position within Water increasing from 0.6FTE to 1.0 FTE and reallocation of staffing from Economic & Community Development to Highways & Streets to better accommodate customer needs. The following table shows changes in staffing over the past four fiscal years and the current fiscal year.

Functional Department	2015-2016 Authorized FTE	2016-2017 Authorized FTE	2017-2018 Authorized FTE	2018-2019 Authorized FTE	2019-2020 Authorized FTE
General Government	70.88	72.88	73.25	73.25	75.25
Economic & Community Development	40.35	43.00	46.50	45.50	42.50
Public Safety	123.00	125.00	127.00	131.00	134.00
Highways & Streets	36.00	34.00	36.00	39.00	44.00
Culture & Recreation	38.50	41.75	41.00	40.00	42.00
Airport	3.00	3.00	3.00	3.00	3.00
Water	23.00	23.00	24.00	25.20	27.60
Wastewater	4.00	4.00	5.00	7.00	7.00
Total FTE	338.73	346.63	355.75	363.95	375.35

FTE increases were in areas that were determined to be important to advancing the mission of the Town and in line with the Strategic Plan. The following table lists the position titles and FTE additions for the new fiscal year:

Position	FTE	Department	Funding Source
Code Enforcement Officer I	1.00	Community & Neighborhood Services	General Fund
Business Process Supervisor	1.00	Parks & Recreation	General Fund
Park Maintenance Supervisor	1.00	Parks & Recreation	General Fund
Police Officer	3.00	Police	General Fund
Equipment Operator	1.00	Public Works	General Fund
Facilities Technician II	1.00	Public Works	General Fund
Traffic Technician I	1.00	Public Works	General Fund
Water Billing Specialist	0.40	Water	Water Fund
Water Quality Technician	2.00	Water	Water Fund
Total FTE Additions	11.40		

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2019 Estimated Fund Balance	2019-2020 Estimated Revenue	2019-2020 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2020 Estimated Fund Balance
General Fund	\$32,368,948	\$47,188,667	\$51,751,547	-	\$4,545,542	\$23,260,526
Special Revenue	6,853,205	8,580,103	10,935,733	100,000	-	4,597,575
Capital Projects	24,142,398	9,048,188	23,101,756	234,316	1,710,519	8,612,627
Debt Service	5,648,523	6,462,840	13,027,249	5,986,888	-	5,071,002
Enterprise	8,522,448	35,155,632	39,915,310	2,776,775	2,841,18	3,697,627
Internal Service	660,426	5,049,200	5,049,200	-	-	660,426
Total All Funds	\$78,195,948	\$111,484,630	\$143,780,795	\$9,097,979	\$9,097,979	\$45,899,783

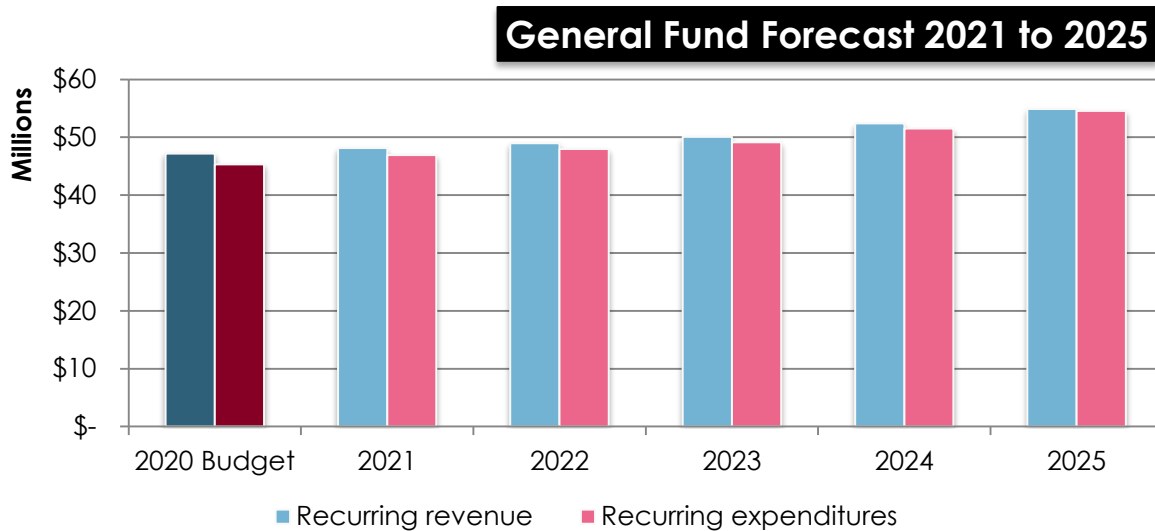
TOWN FUNDS AND FUND BALANCE DETAILED INFORMATION

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, nearly 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 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 to prior Great Recession levels. The Town estimates that approximately \$2.8 million will be added to reserve balances for the end of fiscal year 2018-2019.

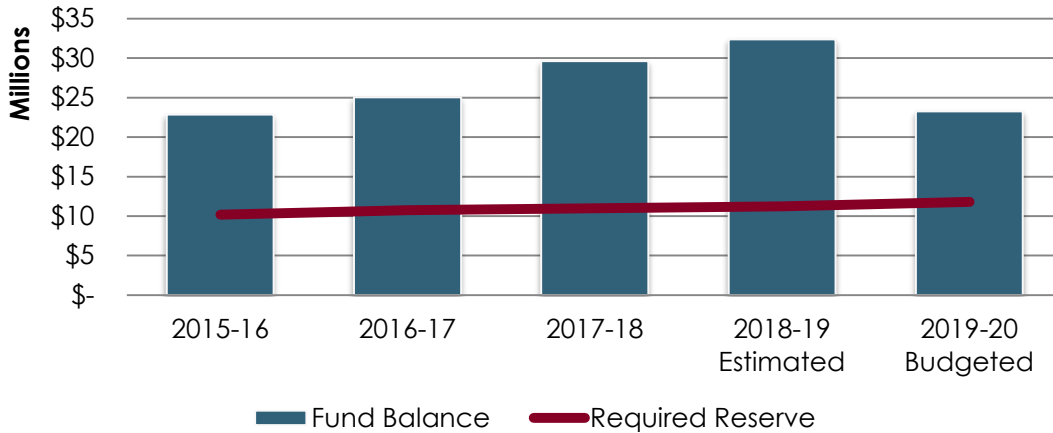
The following chart shows the current year's reoccurring revenue and expenditure as well as forecasted reoccurring revenues and expenditures for the next five fiscal years. These forecasts are updated annually to ensure the Town maintains a healthy budget outlook for the future.



The end of fiscal year 2019-2020 fund balance is projected to be \$23.3 million. This projected number excludes contingent expenditure budget authorization of \$5.0 million. By policy, use of contingency requires Council approval which is consistent with the Town's financial policies and utilization of those resources. Estimated ending fund balance is approximately 49.3% of the projected fiscal year's General Fund revenue. This is 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 for the past four fiscal years and the current fiscal year along with the 25% reserve requirement target.

For fiscal year 2019-2020, the use of fund balance is anticipated to complete several projects that are carried forward from the prior fiscal year, as well as to make several one-time capital investments.

General Fund Reserve Balances

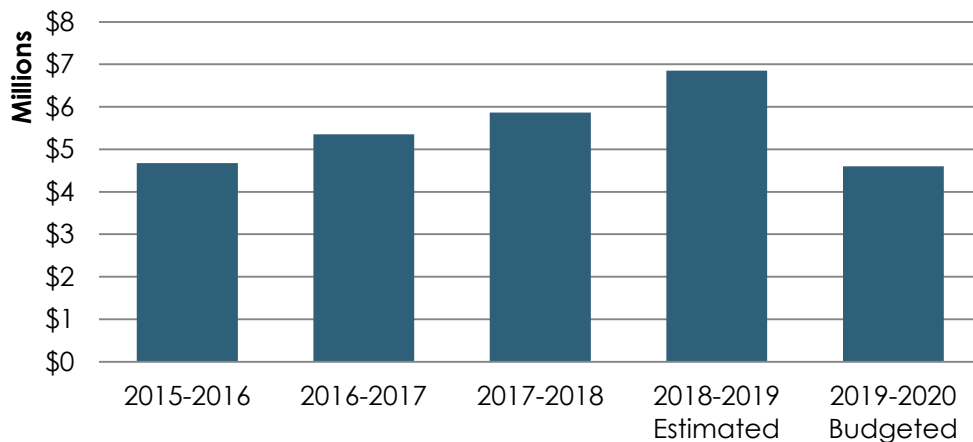


Special Revenue Funds

Special revenue funds account for the proceeds of specified revenue sources, other than major capital projects, that are legally restricted to expenditures for specific purposes. For fiscal year 2019-2020 the Town has budgeted \$2.5 million in funding for unanticipated grants and contributions. This 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.

For fiscal year 2019-2020, the largest sources of fund balance for special revenue funds are the Bed Tax at \$1.7 million and Highway User Revenue at \$2.9 million respectively. Projected ending fund balance for fiscal year 2019-2020 is projected to decrease by \$2.3 million due to the anticipated completion of existing capital projects related to road infrastructure.

Special Revenue Funds Reserve Balances

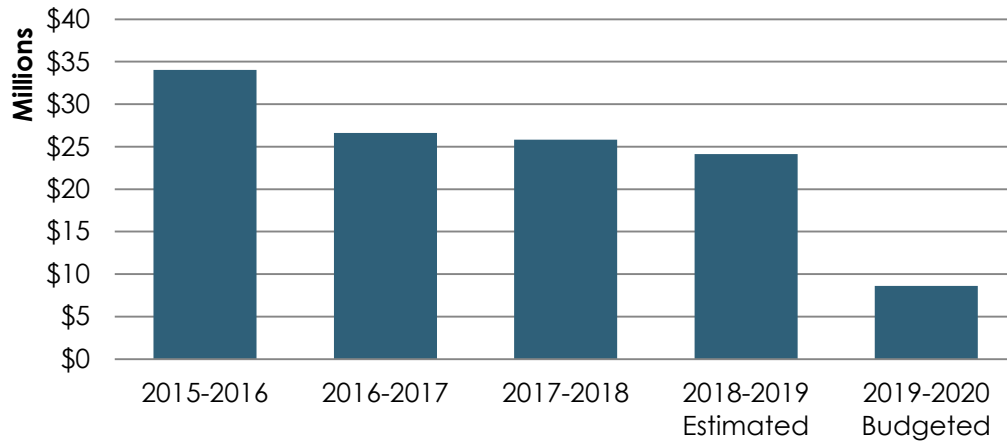


Capital Project Funds

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 and special revenue funds.

The ending fund balance for fiscal year 2019-2020 is projected to decrease 64% to \$8.6 million. This reduction is due to the anticipated completion of several large capital projects such as the Ina road bridge project (page 144).

Capital Project Funds Reserve Balances

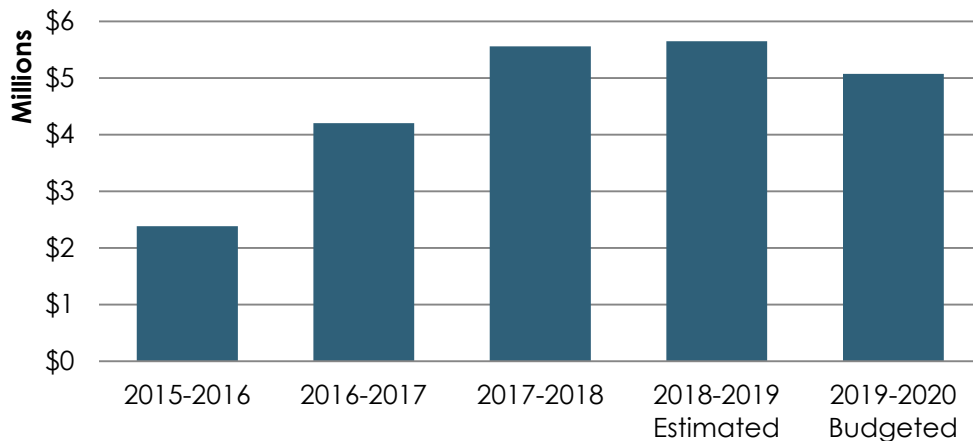


Debt Service Funds

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 for fiscal year 2019-2020 is projected to be \$5.1 million. A significant portion of the balance is associated with deposits held related by the Gladden Farms, Gladden Farms II, and Saguaro Springs Community Facilities Districts (a separately presented component unit).

Debt Service Funds Reserve Balances

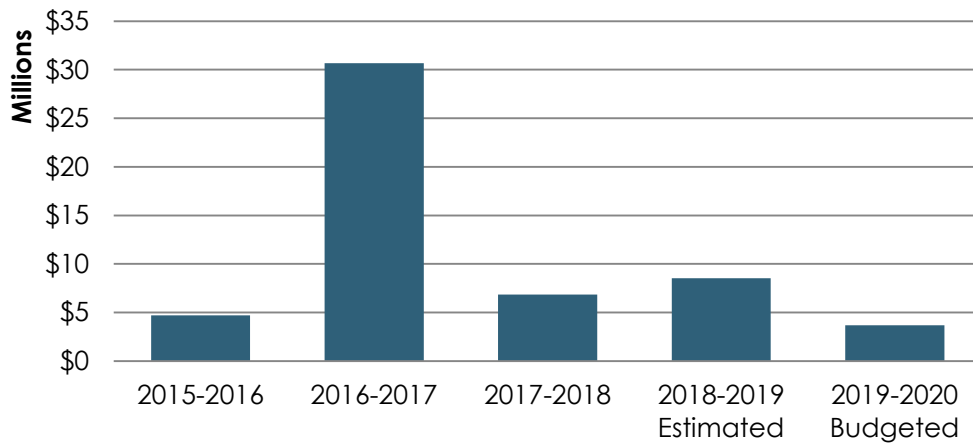


Enterprise Funds

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 2019-2020, Enterprise Funds include a Water Utility Fund, Wastewater Utility Fund, and an Airport Fund to account for the activities of these enterprises. The estimated ending fund balance for fiscal year 2019-2020 is \$3.7 million. The large amount of reserve balances ending for fiscal year 2016-2017 is attributable to inter-fund borrowing and bond proceeds that funded the construction of a water reclamation facility beginning in fiscal year 2016-2017 and ending in fiscal year 2018-2019.

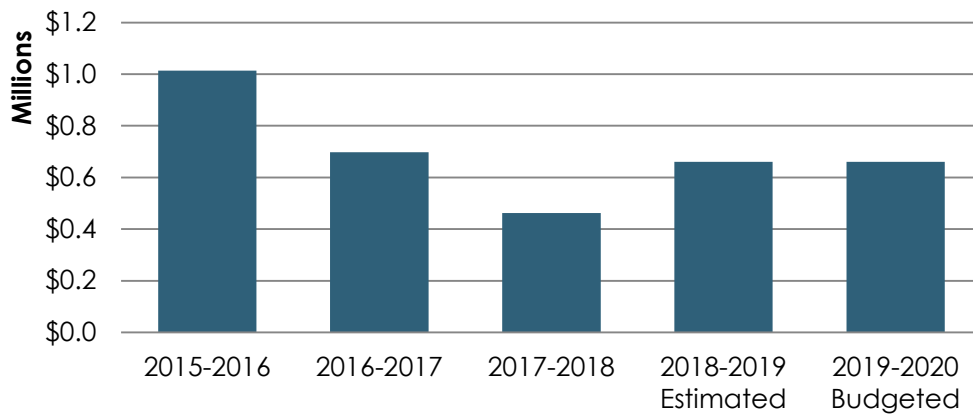
Enterprise Funds Reserve Balances



Internal Service Funds

The internal service funds are used to account for operations serving other funds or departments. The Town has internal service funds for self-insured health and dental benefits. The fund balance for fiscal year 2019-2020 is projected to remain unchanged.

Internal Service Funds Reserve Balances



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DEPARTMENT BUDGETS

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

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DEPARTMENTAL SUMMARY

The following table provides a summary of the fiscal year 2019-2020 Operating Budget by department. The table includes the source(s) of funding for each department by fund type and also includes the applicable number of FTEs by department. Detailed information for each department as well as a detailed fund structure and expenditure information can be found in the subsequent departmental pages.

Department	FTE Count	General Fund	Proprietary Funds	Special Revenue Funds	Total
Mayor & Council	-	349,616	-	-	349,616
Town Manager's Office	11.50	1,870,089	-	-	1,870,089
Town Clerk	5.00	534,528	-	-	534,528
Human Resources	7.00	1,142,205	-	-	1,142,205
Finance Department	16.25	1,522,424	-	-	1,522,424
Legal Department	7.50	1,043,625	-	-	1,043,625
Technology Services	14.00	3,006,286	-	-	3,006,286
Economic Development & Tourism	3.50	287,827	-	439,808	727,635
Development Services	22.00	2,254,562	-	-	2,254,562
Police	121.00	14,406,429	-	1,502,546	15,908,975
Magistrate Court	14.00	1,156,666	-	630,500	1,787,166
Public Works	44.00	5,047,120	-	4,487,881	9,535,001
Engineering	20.00	2,585,051	-	-	2,585,051
Parks & Recreation	42.00	4,861,855	-	-	4,861,855
Community & Neighborhood Services	10.00	1,164,152	-	200,000	1,364,152
Water	27.60	-	6,357,586	-	6,357,586
Water Reclamation	7.00	-	1,539,676	-	1,539,676
Airport	3.00	-	614,880	-	614,880
Non-Departmental	-	7,074,932	5,049,200	4,188,942	16,313,074
Total	375.35	48,307,367	13,561,342	11,449,677	73,318,386

Key Performance Measurements

Beginning with the adoption of the fiscal year 2018-2019 budget process, the Town reviewed and updated department performance measures and indicators to ensure they were consistent with key criteria. Key criteria are:

- Transparent
- Attainable
- Measureable
- Meaningful
- Linked to operating budget
- Directly associated with the Strategic Plan

The departments of Finance and Human Resources, along with the Town Manager's Office and department directors worked to better align each departments goals to the above criteria. Fiscal year 2018-2019 was the first year for implementation and reporting on Key Performance Measurements.

Fiscal year 2019-2020 is the second year that departments will be tracking specific criteria based upon outcomes listed in their Key Performance Measurements. As many of these metrics (and corresponding tracking) are still relatively new to the Town, several targets are still being refined and adjusted as departments continue to analyze data that has been collected throughout the year. As departments continue to track and analyze data related to Key Performance Measurements, improvement and evolution will be noticed over time, leading to the continued success of the organization.

Reporting will be conducted on a regular basis throughout the fiscal year to ensure the goals continue to meet key criteria outlined and departments are striving to meet their Key Performance Measurements.

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.

2018- 2019 Accomplishments

- Adopted a structurally balanced operating budget
- Hosted the Marana Legislative Day
- Rescinded the half cent sales tax
- Commissioned Staff to proceed with the construction of two water treatment plants

2019- 2020 Goals & Objectives

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	To promote and increase regionalism with neighboring communities	Number of yearly joint meetings with council members from neighboring communities	1	1

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	256,311	253,605	309,807	315,670
Contracted Services	4,981	6,942	11,480	20,461
Operating Supplies & Equipment	5,816	9,441	6,302	13,485
Total by Category	267,108	269,988	327,589	349,616

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	267,108	269,988	327,589	349,616
Total by Fund	267,108	269,988	327,589	349,616

**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, 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.

TOWN MANAGER'S OFFICE

2018 – 2019 Accomplishments

- Maintained a structurally balanced budget
- Worked with the Town Council to rescind the half-cent sales tax
- Coordinated successful intergovernmental efforts, including hosting the Marana Legislature Day
- Provided the leadership and direction to:
 - Develop the new Water Reclamation and Recharge Facility
 - Initiate the process of creating new Water Treatment Campuses
 - Complete and inaugurate the new Public Safety Facility
 - Cut the ribbon on the expanded Tangerine Road Corridor

2019 - 2020 Goals & Objectives

- Complete the Ina Road Restoration, Interchange and Santa Cruz River Bridge Reconstruction projects while assisting businesses and residents with the transition
- Continue to lead the effort to create a centralized permitting and licensing system

- Coordinate the development of the 2040 Marana General Plan
- Work with Town departments to develop strategic infrastructure plans, such as the North Marana Drainage Study and Sewer Conveyance Plan

COMMUNICATIONS AND MARKETING DIVISION

2018 - 2019 Accomplishments

- Completed the first parks and recreation guide insert for the Marana Newspaper.
- Created the Culture & Engagement program in a proposal to HR.
- Developed the web design and branding for Marana 2040 General Plan update.
- Launched the Marana Events engagement book.
- Successfully disseminated information through the Joint Information Center function of the Emergency Operation Center for the July flood events.
- Began the Marana Town Talk podcast, interviewing key players from the Town of Marana and their projects.
- Improved response times to constituents on social media.
- Branded and marketed the Marana Momentum Alliance initiative in collaboration with Southern Arizona Food Bank, Marana Unified School District, and MHC Healthcare.

2019 - 2020 Goals

- Establish strategies for hard-to-reach audiences, including those who are not active on social media and other technical forms of contact.
- Continuously research and implement new communication strategies based on best practices in the public and private sector.
- Evaluate the effectiveness of the current MaranaAZ.gov website, and begin researching ways to improve the layout to best fit the modern user's needs.
- Continue to evaluate and update the Brand book to accommodate evolving organizational needs, including the implementation of a brand package for capital improvement projects.
- Identify areas of brand expansion, including the front desk, lobby, and interoffice mailing.
- Continue to cultivate brand loyalty through creative social media interactions and strategically placed digital advertising.
- Formalize work flow process with departments, including draft templates, approval processes, and presentations.
- Manage lines of communication for the public to continuously provide feedback or register complaints/concerns.

SPECIAL EVENTS DIVISION**2018 - 2019 Accomplishments**

- Improved shuttle logistics for Star Spangled Spectacular
- Managed crowd control with the successful implementation of carnival ride fees.
- Implemented new events (both on-going and one-time) including Marana Macro Machines, Town Hall Youth Days, and various grand opening ceremonies.
- Won a 3CMA award for one-time event for Town Hall Youth Days.
- Included the position of Special Event Programmer to enhance customer service, vendor flow, and logistics.

2019 - 2020 Goals

- Seek solutions for event safety concerns.
- Evaluate community needs and identify possible opportunities for expanding or modifying the events program.
- Identify sponsorship revenue opportunities. Establish a work flow process for marketing special events to businesses.
- Evaluate effectiveness of current public feedback tools and explore additional ways to solicit event feedback.
- Identify opportunities for employee support, such as the Marana Town Hall Youth Days.

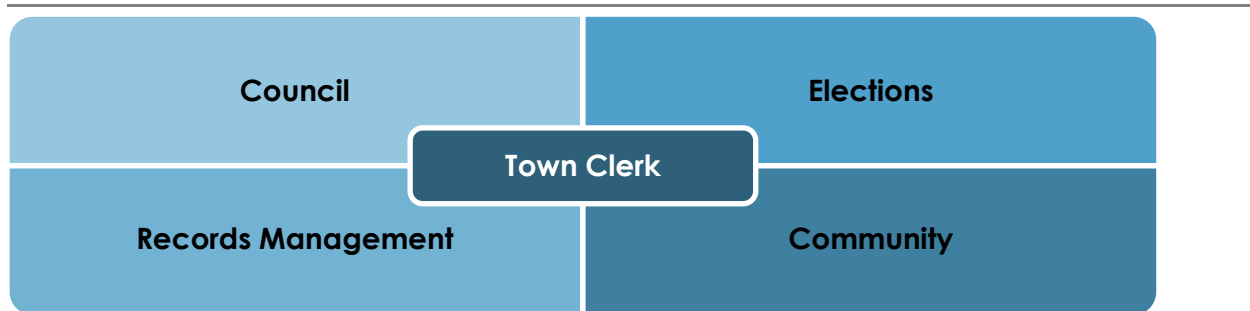
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Invest in community input on Town services	Development and deployment of survey instruments	Administer town-wide citizen survey	Administer town-wide citizen survey
Progress and Innovation	Foster a culture of innovation throughout the Town organization	Number of town-wide innovation seminars	2	2
Community	Ensure Town information is easily accessible to the public	Development of transparency apps and platforms	Creation of Town performance dashboard	Additional information to Town performance dashboard
Community	Provide high service to other Town departments for marketing and branding	Increase the frequency of project communications with departments during project timeline	10% increase	additional 10% increase
		Reduce initial response time for project requests by 20%	20% reduction	additional 10% reduction
Progress and Innovation	Increase accuracy in planning for special event growth	Accurately predict event attendance within 10% of actual/estimated post event	< 10%	< 10%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	1,170,600	1,239,477	1,280,047	1,415,038
Contracted Services	128,304	100,853	119,286	135,986
Operating Supplies & Equipment	203,207	221,985	254,874	287,065
Total by Category	1,502,111	1,562,315	1,654,207	1,838,089

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	1,501,091	1,561,825	1,654,207	1,838,089
Bed Tax Fund	1,020	490	-	-
Total by Fund	1,502,111	1,562,315	1,654,207	1,838,089

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Executive Assistant to the Town Manager	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.13	1.00	-	-
Customer Service Representative	-	1.00	2.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.50	1.50
Marketing & Design Associate	-	0.50	-	-
Special Events Coordinator	1.00	1.00	1.00	1.00
Special Events Programmer	-	1.00	1.00	1.00
Total Town Manager's Office	11.13	13.50	13.50	11.50

TOWN CLERK



Department Overview

The Town Clerk is responsible for oversight of Council meetings, the administration of town elections, public records management, coordination of public records requests, claims management, processing liquor licenses and the coordination of interdepartmental services related to the 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 Marana Citizens' Forum. Community is the keystone of the Strategic Plan that enhances the mission of the Town Clerk's department, which is to assist the public and internal staff with accurate and timely information.

2018-2019 Accomplishments

Records Administration

- Laserfiche digital imaging clean-up continues with the removal of over 19,105 transitory and duplicate documents from the repository
- Reviewed and transferred over 129 permanent planning boxes to off-site storage
- Reviewed and transferred over 40 semi-permanent capital improvement project boxes and permit record boxes to off-site storage
- Reviewed and inventoried 95 permanent archive record boxes adding new labels, Versatile tracking numbers, and refiled in acid free folders
- File room inventory of transitory and permanent public records ongoing

Community

- Hosted a voter registration drive at the July 4th Celebration and did voter outreach to local business before the August 2018 Primary Election
- Hosted regional community town hall with other government agencies and non-profits in Pima County discussing the impacts of the criminal justice system on local services and citizens

Council and Department Organization

- Continue to provide agenda training as needed to all staff
- Member of the town's safety team
- Member of the town's wellness team

- Member of the town's benefits team
- One staff member working towards Municipal Clerk Certification
- One staff member working towards Laserfiche Operator Certification

2019-2020 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.

- Continue Laserfiche and Versatile clean-up project to enhance software capabilities
- Complete the clean-up of the Public Works and Real Property templates and continue to improve the search capabilities within the repository
- Continue reorganization of the Records room and relocation of files to the Sanders Road Archive unit

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Bring relevant topics to Citizens' Forum for deliberation	Maintain minimum of 20-25 delegates; recommendations approved by Council are launched for implementation	Ongoing	Ongoing
Progress and Innovation	Create a comprehensive preservation policy for historic and culturally significant items	Start a draft outline within first year, engaging entities such as UofA, AZ State Museum, Sonoran Desert Coalition, and Old Pueblo Archaeology	First draft of policy	Final draft of policy
Community	Maintain partnership with the Marana Heritage Conservancy and seek out new partnership opportunities	Identify internal departments to assist with collaboration and establishment of program	Ongoing	Ongoing

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	377,255	388,132	367,782	406,363
Contracted Services	80,600	22,890	45,810	48,515
Operating Supplies & Equipment	8,328	6,440	11,872	14,650
Total by Category	466,183	417,462	425,464	469,528

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	466,183	417,462	425,464	469,528
Total by Fund	466,183	417,462	425,464	469,528

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00

HUMAN RESOURCES



Department Overview

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

2018– 2019 Accomplishments

Administration

- Provided organizational workforce data report
- Provided Total Compensation Statement for all benefits eligible employees
- Developed HR Metric Dashboard

Benefits

- Managed the Affordable Care Act Reporting and disbursement of 1095C forms to all benefit eligible employees
- Conducted benefits requests for proposals the dental and vision platforms
- Managed request for proposal provider changes for medical/stop loss, EAP, Life, Disability, FSA, HSA, Cobra platforms
- Evaluation of a Tuition Reimbursement platform
- Evaluation of a Parental Leave platform

Compensation & Classification

- Implementation roll-out of Job Descriptions for all classifications/positions
- Implemented a source index for compliance tracking for minimum requirements for all classifications/positions

Organizational Development

- Increased employee engagement and the interactive quarterly touch base process and goal deployment (PERFORM)
- Conducted Town Wide:
 - Time and Attendance training
 - Employee Assistance Training
 - Accident & Injury Training
 - Sexual Harassment Training

- Conducted Department & Position specific training:
 - Respect & Diversity Training
 - Employee Assistance Training for Supervisors

Recruiting

- Improved the efficiency of the recruiting process by implementing pre-employment compliance & index tracking for job classifications/positions

Safety & Emergency Management

- Established motor vehicles records checks program
- Completed state multi-jurisdiction hazard mitigation plan
- Maintained 90% Safe Personnel Training completion rate
- Obtained an Emergency Management Preparedness grant (EOC upgrade)
- Updated 3 year operator equipment card/certification
- Implemented Job Hazard Assessments (JHAs) for all job classifications
- Worker's Compensation claims reduction
- Managed the occupational health care provider change from US HealthWorks to Concentra
- Implemented Tele-med services for PD workplace injuries

Wellness

- Held wellness clinics throughout the year, including the Flu Shot Clinic, Mobile On-Site Mammography Clinic
- Introduced and implemented new wellness platform

2019 – 2020 Goals & Objectives

Administration

- Continue to be a driving force to cultivate and promote the Town's goals, strategic plan and cultural values
- Upgrade the PAF/REQ workflow with process & electronic enhancements

Benefits

- Move towards auto file feeds on medical and dental plans
- Increase utilization of Employee Self Service for employee compliance notifications
- Enhance online benefit processes and acknowledgements

Compensation & Classification

- Enhance the organizational Reclassification Request process

Organizational Development

- Assess organizational training needs and develop a strategic training plan based on organizational need

- Implement a rewards & recognition platform to include service, performance, appreciation and culture-based platforms
- Conduct Six Block training and development analysis throughout the organization

Recruiting

- Implement an enhanced recruiting process and Hiring Manager Toolkit
- Implement an electronic interactive on-boarding & orientation process to enhance the new hire experience

Safety & Emergency Management

- Continue to reduce workplace injuries and enhance claims management process
- Complete the development of the Continuity of Operations Plans (COOP) for all Town departments and incorporate them into the Town's Emergency Operations Plan (EOP)
- Certification of OSHA required positions for first-aid, CPR & AED
- Update the Town's Emergency Operations Plan (EOP)

Wellness

- Hold wellness clinics throughout the year, including biometrics, a Flu Shot Clinic, and Mobile On-Site Mammography Clinic
- Increase organizational wellness participation and incorporate new platforms

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	To reduce the frequency and cost related to injuries	Reduction in injury claims and reduction with associated injury costs	10%	5%
Progress and Innovation	To increase employee engagement	Increase the number of touch base meetings	4%	2%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	646,613	657,874	713,413	721,382
Contracted Services	46,721	39,578	42,357	123,369
Operating Supplies & Equipment	88,520	112,099	91,251	174,454
Total by Category	781,854	809,551	847,021	1,019,205

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	781,854	809,551	847,021	1,019,205
Total by Fund	781,854	809,551	847,021	1,019,205

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Emergency Management & Safety Coordinator	1.00	1.00	1.00	1.00
Total Human Resources	7.00	7.00	7.00	7.00

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.

2018 – 2019 Accomplishments

- Received 11th consecutive Distinguished Budget Presentation Award from the Government Finance Officers of America
- Received the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America for the 10th consecutive year
- Coordinated with other Town departments to update Chapter 9, Business Regulations of the official code of the Town of Marana
- Updated the Town's Investment Policy
- Established the Town's Public Safety Personnel Retirement System funding policy
- Successfully implemented interactive Quarterly financial briefs on the Town's website.
- Implemented payment processing to include the use of alternatives to paper checks such as (ACH, Wire, Pcard, Etc.)
- Implemented electronic time entry for all town employees

2019 – 2020 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the Government Finance Officers of America
- Receive the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Acquire and implement a new business licensing software system
- Establish a debt management policy and related processes
- Develop and implement a cash flow forecasting model

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	Maintain or improve credit rating	Bond rating Excise Tax Revenue Obligations: Fitch	AA-	AA-
		Bond rating Excise Tax Revenue Obligations: Standard & Poor's	AA	AA
Progress and Innovation	Receive a clean audit opinion without any findings or questioned costs	Unmodified audit opinion in financial statements by external CPA firm	Yes	Yes
Progress and Innovation	Invest idle cash to achieve best investment results considering safety, liquidity and yield	Compliance with Town investment and financial policies	100%	100%
Progress and Innovation	Provide detailed and transparent financial information to the public about the use of public resources	Receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes (11th consecutive)	Yes (12th consecutive)
		Receipt of GFOA Distinguished Budget Presentation Award	Yes (10th consecutive)	Yes (11th consecutive)
Progress and Innovation	Ensure budgeted numbers are reasonably conservative and maximize use of available funds and a structurally balanced budget	Targeted variance from budget to actual: Operating revenues	TBD	± 5%
		Targeted variance from budget to actual: Operating expenses	TBD	± 5%

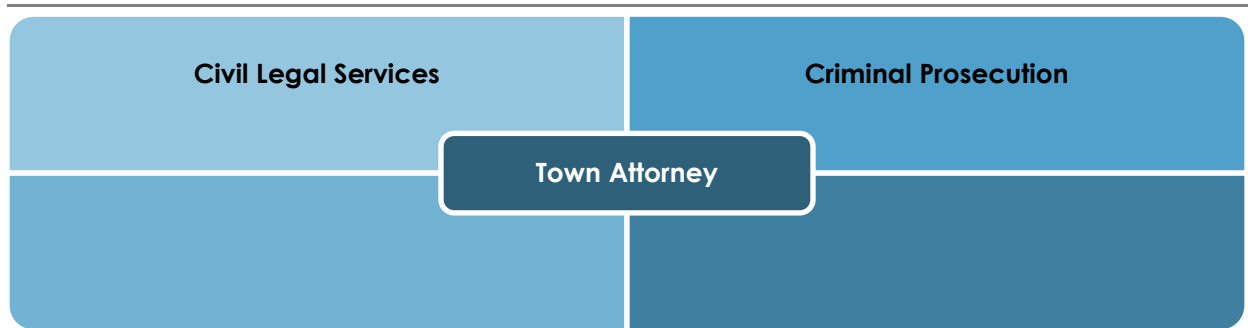
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	876,479	851,260	891,761	1,340,246
Contracted Services	126,215	114,961	110,067	159,778
Operating Supplies & Equipment	10,151	6,851	11,687	22,400
Total by Category	1,012,845	973,072	1,013,515	1,522,424

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	1,012,845	973,072	1,013,515	1,522,424
Total by Fund	1,012,845	973,072	1,013,515	1,522,424

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Finance Director	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00
Revenue and Customer Service Manager	-	-	-	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Senior Accountant	2.00	2.00	2.00	2.00
Senior Accounting Associate	1.00	1.00	1.00	1.00
Accounting Associate	1.75	0.75	0.75	0.75
Administrative Assistant	0.50	0.50	0.50	0.50
Asset System Administrator	1.00	-	-	1.00
Customer Service Representative	-	-	-	2.00
Tax and License Specialist	-	1.00	1.00	1.00
Grants Manager	-	1.00	1.00	1.00
Total Finance	12.25	12.25	12.25	16.25

LEGAL



Department Overview

The Marana Legal Department provides quality legal services to help the Town become a sustainable community with a high quality of life. The Legal Department provides legal advice to the Mayor and Council, the Town Manager's Office and all Town departments, and directly or through outside counsel represents the Town in litigation. The Legal Department also prosecutes misdemeanor offenses committed within the Town limits and serves as an intermediary between the police, court personnel, victims, witnesses and defendants. In addition to prosecution of cases, the office helps with the MPD Citizens Police Academy and MPD Explorers and participates in new officer training, issuing cases, the Coalition Against Retail Theft (CART) program, the DUI Task Force, and the Pima County Domestic Violence Fatality Review Team.

2018 – 2019 Accomplishments

- Commerce:** Completed comprehensive revision of the Town sign code and business license code. Provided legal advice to the Airport director, Community Development, and Finance-Procurement regarding the ongoing Airport rehabilitation project. Prepared documents necessary for the Town's participation in the Arizona Department of Transportation's Urban Logo Sign program. Prepared legal documents needed to sunset the temporary half cent Town sales tax to fund the new Marana Police Department facility.
- Community:** Assisted in obtaining funding for the design and construction of two new water treatment facilities. Drafted new Town Code Chapter 9-12 governing Commercial Filming and Photography Permits and provided legal advice to the new Marana Film Office. Completed the property rights acquisitions needed for the Tangerine Adonis Road Extension project. Prepared a protected facility ordinance and the Tangerine-Downtown Sewer Protected Facility Designation and Charge, which were adopted by Council. Assisted in the acquisition of property rights and financial assistance needed to connect the Adonis neighborhood to the public sewer and eliminate the use of an open sewer lagoon. Assisted in obtaining emergency access for the San Lucas area of Marana via the Central Arizona Project canal maintenance road. Provided top-

quality municipal criminal and code enforcement, including efficiently and fairly handling about 1,350 misdemeanor prosecutions.

- **Innovation:** Implemented the Legal Department's new training series. Completed the update of 18 administrative directives. Assisted Human Resources and Finance-Procurement in the bidding and contracting process to switch the Town's health insurance provider and other benefits providers.
- **Heritage:** Assisted with all aspects of Town special events (Cotton Festival, Founders Day, Christmas Tree Lighting, etc.), including agreements and insurance issues, and coordination with Marana Heritage Conservancy on legal issues.
- **Recreation:** Assisted in the acquisition of property rights from Marana Unified School District and Pima County for the development of El Río Preserve. Prepared and reviewed agreements and documents for the Santa Cruz River Shared Use Path and the CAP Trail and trailhead.

2019 – 2020 Goals & Objectives

- **Commerce:** Assist the Planning Department in finalizing the land development code comprehensive revision and corresponding translation of old alphabet zones to modern zoning designations. Assist in bringing the 2020-2040 Marana General Plan through the public hearing process and to Council for approval.
- **Community:** Provide advice and prepare agreements and Council documents for Town acquisition of the Tortolita Preserve and the Arizona State Land Department's Tangerine Corridor rezoning process. Update Alcohol and Drug-Free Workplace policy.
- **Innovation:** Assist and advise the Planning Department in reducing the size, bulk, and complexity of the remaining chapters of the Land Development Code, and bring them to public hearings before the Planning Commission and Council. Update the Town's email and social media Administrative Directives. Assist Human Resources and Finance in establishing a medical insurance trust as required by A.R.S. § 11-981 for a self-funded program in a county with a population of over one million.
- **Heritage:** Provide legal advice and assistance related to continued development of the Heritage Park and implementation of the Heritage Park Master Plan.
- **Recreation:** Provide legal advice and prepare agreements related to the Pima County Flood Control District's design and construction of the soil cement bank protection for the El Río Preserve, for the Town's acquisition of the CalPortland segment of the Santa Cruz River Shared Use Path, and for the CAP Trailhead.

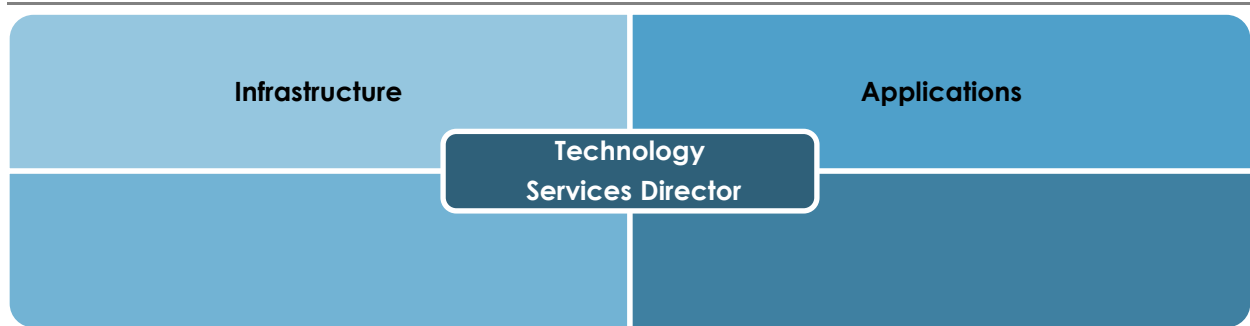
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	Efficiently and effectively prosecute misdemeanor cases	% of cases with initial victim notices sent out by first pretrial conference	100%	100%
		Ratio of cases disposed to cases filed	100%	100%
Progress and Innovation	Provide timely and accurate legal advice to the Town	% of successful outcomes in personnel matters	95%	95%
		% of ordinances/resolutions drafted within 30 days of request	90%	90%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	712,310	731,144	854,296	906,751
Contracted Services	134,459	97,561	96,849	131,874
Operating Supplies & Equipment	3,234	3,815	5,480	5,000
Total by Category	850,003	832,520	956,626	1,043,625

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	850,003	832,520	956,626	1,043,625
Total by Fund	850,003	832,520	956,626	1,043,625

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Town Attorney	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00
Assistant Town Attorney	1.00	1.00	1.00	1.00
Associate Town Attorney	-	-	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Legal Document Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50
Total Legal	6.50	6.50	7.50	7.50

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.

2018-2019 Major Accomplishments

- Parks Field App
- Parks Amenities ("Know Before You Go")
- Marana Data Dashboard
- Parks Mobile App
- Contracts Application
- Performance Dashboard
- Upgraded email system
- Deployment of vehicles cameras in police cars
- Migration to PCWIN radio system
- Designed and deployed network technology for new Police facility
- Upgraded security devices to block malicious Web and email content

2019-2020 Goals & Objectives

- Modernize service delivery that is based upon industry frameworks and leads to increases response times, productivity and customer satisfaction; to include adoption of formalized standard operating procedures
- Perform a security assessment and create an information security strategy
- Implement a security awareness program
- Determine requirements and make recommendations to replace CRW
- Update the Town's Wi-Fi setup to include BYOD options
- Assist in the usage of data for dashboard and performance metrics

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	To increase the availability of Town network and server resources	Network and servers availability	98%	99%
Progress and Innovation	Efficient resolution of Town technology issues	Resolve incident tickets submitted to the Help Desk within the defined Service Level Objective	80%	80%
Progress and Innovation	Timely development of application features and functionality	Length of time new application features or tasks take to move from one status to another	15 Days	15 Days

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	1,315,538	1,265,968	1,355,790	1,509,286
Contracted Services	904,991	976,964	892,871	1,289,500
Operating Supplies & Equipment	348,980	203,978	694,682	207,500
Total by Category	2,569,509	2,446,910	2,943,343	3,006,286

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	2,569,509	2,446,910	2,943,343	3,006,286
Total by Fund	2,569,509	2,446,910	2,943,343	3,006,286

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Technology Services Director	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Software Developer	1.00	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	2.00	2.00
Technology Support Specialist II	2.00	2.00	2.00	2.00
Technology Support Specialist I	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	1.00	-	-
Total Technology Services	14.00	14.00	14.00	14.00

OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM



Department Overview

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

2018 – 2019 Accomplishments

- Expanded business assistance/mentorship program with AZ Center for Innovation and UA Tech Park by offering more classes per year
- Completed a dedicated incentive to attract development to downtown Marana
- Completed redesign of Marana Main street roundabout hardscape/landscape
- Continue to update and maintain the www.selectmarana.com property database system
- Consulted with, and successfully entered three business entities into the MJCIP incentive (Micro Hospital, Dove Mountain Assisted Living, & Dialysis Surgi-Center)
- Completed term as Arizona Association for Economic Development President – the statewide economic development organization
- Continued to promote Marana by participating on several public speaking panels, monthly Chamber Updates, and serving on the Marana Chamber Board of Directors
- Completed Economic Impact Study of the Marana Regional Airport
- Kicked off annexation study to analyze Pinal Airpark and surrounding land for future annexation
- Met with the CEO of the Arizona Commerce Authority to explore new partnering opportunities
- Launched the Marana Wild Foods Gastronomy Tour

- Leveraged the Marana Gastronomy Tour program and Marana archaeology sites to garner more than a dozen feature food and travel articles in Fodor's Travel Guide, Arizona Office of Tourism, *Arizona Daily Star*, *Tucson Foodie*, *Tucson Weekly*, and professional travel blogs
- Conducted national food journalist tasting event at The Ritz-Carlton, Dove Mountain and guided tour of wild foods in the Wild Burro Wash
- Conducted 16 familiarization tours for film location managers and scouts, and film producers, and helped to organize a film industry outreach event in partnership with the Arizona Film Program Director, Matthew Earl Jones
- Personally assisted 18 film projects, 12 of which were filmed in Marana
- Produced Marana Film Office promotional video to market Marana to outside producers

2019 – 2020 Goals & Objectives

- Complete the Pinal County/Airpark annexation study and begin the process to acquire those parcels into the Town of Marana
- Complete BR&E (Business Retention & Expansion) study and implement plan
- Successfully complete four current recruitment/expansion projects
- Continue to market and recruit/expand the four main business sectors as outlined in the Economic Development Strategic Plan
- Continue to promote the DMRF program and Downtown Overlay Zone for future Marana Main Street Businesses
- Complete the Marana Main Street roundabout landscaping/hardscape project
- Continue to recruit unique retail projects for the Marana Center and Marana Main Street projects
- Continue to identify growth areas of the town for infrastructure strategies
- Continue to work with the Marana Chamber of Commerce for collaboration/partnering opportunities
- Launch Tourism Master Plan
- Produce three TV episodes documenting film projects and locations to target new business from outside producers
- Develop comprehensive production crew database for Film Office website
- Continue to market the Town for tourism travel, dining, and shopping opportunities

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	To maintain a sustainable increase in living standards and quality of life in Marana	Connecting people with decision making tools	10% increase	10% YoY increase
		Provide response rate on RFI within 24 hours of unsolicited inquiries	100%	100%
		Increase the number of unsolicited inquiries	10%	10%
		Implementation of the Econ Dev Strategic Plan by marketing the four focus areas	Two campaigns	Two campaigns
Progress and Innovation	Influencing visitation and purchasing decisions in the Town of Marana	Increase website traffic through organic searches	10%	10%
		Increase personal responsive interactions	20%	15%
		Creating and innovating tourism products	One	One per year
		Influencing travel stays	15 marketing campaigns	Frequency & reach - 15 marketing campaigns

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	218,037	322,490	340,241	357,455
Contracted Services	279,408	179,384	186,701	364,080
Operating Supplies & Equipment	4,029	2,110	1,797	4,200
Total by Category	501,474	503,984	528,739	725,735

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	195,040	247,649	271,118	285,927
Bed Tax Fund	306,434	256,335	257,621	314,808
Downtown Reinvestment Fund	-	-	-	125,000
Total by Fund	501,474	503,984	528,739	725,735

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Director of Economic & Tourism Development	1.00	1.00	1.00	1.00
Tourism & Marketing Manager	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00
Graphic Designer	-	-	0.50	0.50
Marketing & Design Associate	0.50	0.50	-	-
Total Economic Development & Tourism	3.50	3.50	3.50	3.50

DEVELOPMENT SERVICES



Department Overview

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

Building Safety Division

The Building Safety division 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 division'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, and administration of that code through field inspection.

The Building Safety division, 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 the fire code. The is to maintain the vision of the town, by incorporating the strategic plan into our policies and procedures whenever possible.

The Building Safety division has a staff of 13 full time employees. Staff is committed in supporting the daily operations of Development Services. The department staff consists of 3 plan review staff members, 5 inspectors, 2 permitting clerks, 1 development coordinator, 1 assistant building official and the chief building official.

Planning Division

The Planning division 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. Planning is responsible for administering and implementing the General Plan and the Land Development Code. The division provides support and recommendations to the Town Council and Planning Commission to assist each in making decisions regarding land uses and development proposals. The division 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.

2018 – 2019 Accomplishments

Development Services

- Improved customer service experience - front remodel
- Improved department workflow through workspace modifications
- Flex room remodel to free up DSC Large for front counter overflow
- Increased involvement in the process of town initiated projects and events

Building Safety Division

- Implemented electronic inspection program
- Established on-line inspection requests and reports
- IBC/IFC 2018 adoption
- GPS units installed in all fleet vehicles
- 100% certified staff

Planning Division

- Planning staff began the management and development of the 2010 General Plan update. The first deliverable product of this work, the Make Marana 2040 General Plan Map Atlas, a 68 page document that is a snapshot of current conditions in the Town, was presented to the public and Town Council.
- Planning staff continues to work on the Land Development Code update. As a part of that work, a new, sign code has been adopted that is legally compliant with recent court rulings and replaces outdated standards with clear and concise regulations that will meet users' needs.
- Planning staff created a monthly report based on key metrics of commercial and residential development permit activity. The report identifies important trends that are easily identified through graphic representation.

2019 – 2020 Goals & Objectives

Development Services

- Continue to enhance the DSC website for use by the Town's residents, businesses and customers

- Evaluate new or upgraded software to improve workflow
- Evaluate staffing models based upon software improvements
- Through cross-training, enhance the DSC "Single Point of Contact" service provided to the Town's customers by the Development Coordinators

Building Safety Division

- Electronic plan review
- Electronic plan submittal – on-line submittals
- Simplify permit reviews where permit techs/coordinator complete general plan review (over the counter issuance)
- Public outreach and educational awareness (schools)

Planning Division

- Planning staff will work to adopt the revised Land Development Code and associated Town-wide rezoning of non-conforming parcels.
- Planning staff will lead the effort to coordinate and engage Town departments, local stakeholders and Marana citizens in the creation and completion of the new, Make Marana 2040 General Plan.
- Planning staff will continue to review, assess, revise and implement new development review policies and procedures in order to provide better service for our customers.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Progress and Innovation	Improve staff training, education, and certification levels	International Code Certifications received	N/A	4 staff
		Arizona Building Official Association code training sessions attended per year	N/A	8 staff
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	N/A	90%
		Model plan reviews completed within five days	N/A	70%
		Field inspections completed within one business day of request	N/A	100%
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	N/A	90%
Community	Perform inspections for building code compliance	Number of Build Code Compliance inspections performed	25	25
Community	To provide exceptional customer service through our Development and Utility Services	Higher submittal return time met through efficiency improvements	95% development of related projects reviewed within assigned time frame for first submittal	95% development of related projects reviewed within assigned time frame for first submittal
		Higher submittal approval time met through efficiency improvements	95% of permits approved within assigned time frame	95% of permits approved within assigned time frame

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	1,530,411	1,506,930	1,672,272	1,898,655
Contracted Services	319,433	267,239	336,419	282,400
Operating Supplies & Equipment	40,248	55,148	43,145	55,507
Total by Category	1,890,092	1,829,317	2,051,836	2,236,562

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	1,890,092	1,829,317	2,051,836	2,236,562
Total by Fund	1,890,092	1,829,317	2,051,836	2,236,562

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Development Services Administration				
Development Services Director	1.00	1.00	1.00	1.00
Business Process Analyst	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	-	-	-
Building Safety				
Chief Building Official	-	1.00	1.00	1.00
Assistant Building Official	-	-	1.00	1.00

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Building Safety Manager	1.00	1.00	-	-
Chief Building Inspector	1.00	1.00	1.00	1.00
Building Safety Coordinator	1.00	-	-	-
Senior Plans Examiner	1.00	2.00	2.00	1.00
Plans Examiner	1.00	-	1.00	2.00
Building Inspector II	2.00	3.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	2.00
Permit Clerk	3.00	3.00	3.00	2.00
Development Coordinator	2.00	1.00	1.00	1.00
Planning				
Planning Director	1.00	1.00	-	-
Environmental Project Manager	1.00	1.00	-	-
Principal Planner	1.00	1.00	1.00	1.00
Senior Planner	4.00	4.00	5.00	5.00
Planner	1.00	-	-	-
Total Development Services	24.00	23.00	22.00	22.00

POLICE



Department Overview

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

2018-2019 Accomplishments

- Completed the construction of a 23 million dollar police facility and moved into the building, beginning day to day operation out of the facility in October (2018)
- Became an active member of the Southern Arizona Law Enforcement Foundation, thereby making us eligible to receive funding for police equipment
- Completed a feasibility study on the creation of a new bike patrol unit, to be implemented in keeping with the strategic plan when staffing allows
- Reduced Worker's Compensation Injuries
- Raised \$16,000 for charity via our 3rd annual Pride for the Patch Golf Tournament
- Implemented the first Pride for the Patch Fitness Challenge with 188 public safety personnel participating
- Maintained current crime rates based on Part I crimes/thousand residents
- Maintained police response times at current levels

2019-2020 Goals and Objectives

- In conjunction with the University of AZ develop an Internship program whereby four Criminal Justice majors participate as interns for one semester (2 /semester)
- Begin the self-assessment phase of the Arizona Law Enforcement Accreditation Program as the first step toward becoming an accredited police agency
- Outsource Police Off-Duty management
- Transition from our current e-citation system to the new State system (AZ Tracs) to save \$20,000/year.
- Complete the Police shooting range
- Maintain clearance rates higher than the national average for crimes of violence according to the FBI publication, Crime in the United States.

- Maintain clearance rates for property offenses that are higher than the national average according to the FBI publication, Crime in the United States.
- Maintain or exceed department clearance rates for crimes of violence as compared to the previous year.
- Maintain or exceed department clearance rates for property crimes as compared to the previous year.

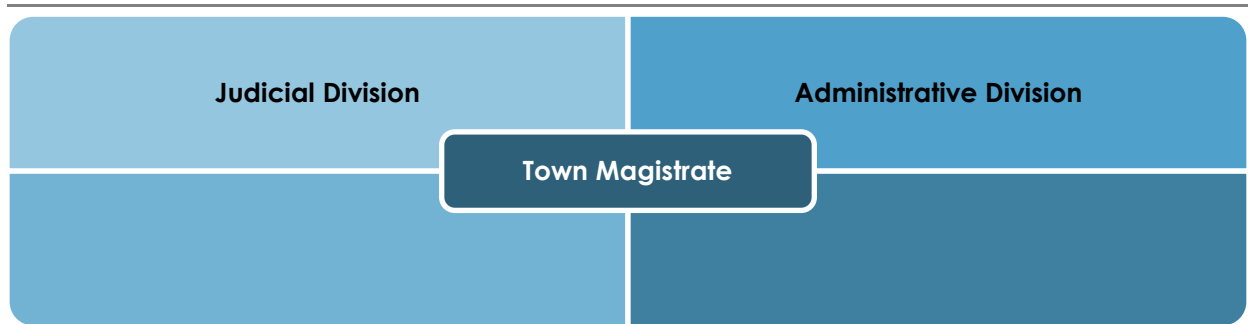
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	To maintain a safe community for all Marana residents, citizens, and visitors	Maintain or exceed department clearance rates for all part one crimes (Part 1 crimes as defined by the FBI Uniformed Crime Reporting codes) as compared to the previous year	48.10	48.00
		Maintain or reduce Part 1 crime rates based on total number of part 1 crimes (excluding shoplifting) per 1,000 residents as compared to the previous year	22.20	22.00
		Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year	5%	5%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	11,601,967	12,116,539	12,901,329	13,422,283
Contracted Services	559,032	563,390	494,047	707,359
Operating Supplies & Equipment	1,310,831	1,193,729	1,224,448	1,579,333
Total by Category	13,471,830	13,873,658	14,619,824	15,708,975

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	12,570,321	13,209,926	13,692,630	14,406,429
Grants & Contributions	782,416	570,033	894,290	1,121,846
RICO Fund	27,592	8,920	21,001	79,500
Police Impound Fund	25,452	21,634	-	30,200
Emergency Telecommunications Fund	66,049	63,145	11,903	71,000
Total by Fund	13,471,830	13,873,658	14,619,824	15,708,975

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00
Police Sergeant	11.00	11.00	11.00	11.00
Police Officer	69.00	71.00	71.00	74.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Telecommunications Manager	-	-	1.00	1.00
Police Telecommunications Supervisor	2.00	2.00	1.00	1.00
Dispatcher	12.00	12.00	13.00	13.00
Police Records Specialist	2.00	2.00	2.00	2.00
Police Records Clerk	4.00	4.00	4.00	4.00
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00
Property & Evidence Records Clerk	-	-	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00
Crime Scene Specialist	3.00	3.00	3.00	3.00
Administrative Supervisor	-	1.00	1.00	1.00
Customer Service Clerk	-	-	1.00	1.00
Executive Assistant	1.00	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00
Total Police	113.00	115.00	118.00	121.00

COURTS



Department Overview

Marana Municipal Court adjudicates civil and criminal traffic, Town ordinance, and criminal misdemeanor offenses that occur within the Town limits, as well as issuing civil orders of protection and injunctions against harassment. The mission of Marana Municipal Court is to provide a forum for the fair, impartial, and efficient adjudication of those violations in an environment that is respectful and safe for all who interact with the justice system.

2018 - 2019 Accomplishments

- Participated in multiple Saturday warrant court sessions at Pima County Justice Court, thereby providing improved access to the court system and reducing jail costs for the Town
- Provided defendants with active warrants the option of walking in to court during business hours to address their warrants, rather than requiring them to wait for the next official court session, thereby preventing unnecessary incarceration and reducing jail costs for the Town
- Provided judicial staffing during Marana Police Department warrant sweeps to prevent police officers from having to transport defendants to the jail, thereby increasing the efficiency of the program, preventing unnecessary incarceration, and reducing jail costs for the Town
- Began implementation of the Arizona Supreme Court's Security Standards Recommendations
- Participated in training and education regarding the Arizona Chief Justice's Fair Justice for All initiatives, with court staff both attending and presenting at various trainings
- Served as a pilot court for the implementation of text notifications of upcoming court dates and payments.

2019 – 2020 Goals & Objectives

- Continue updates to the Marana Court webpage to provide the public with additional resources for interacting with the court system
- Continue to seek methods to provide court users with greater access to justice

- Implement security policies, procedures, and training consistent with the Arizona Supreme Court's Court Security Standards Recommendations

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Provide for a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe	percentage of cases with customer service complaints	> 1%	less than 1%
		Percentage of cases adjudicated	100%	100%
		Percentage of cases referred to judicial commission	> 1%	less than 1%
Community	Provide participants in the court system with necessary services for the fair adjudication of cases	Percentage of qualified cases receiving court appointed cases	100%	100%
		Percentage of qualified cases receiving interpreter services	100%	100%
Community	Promptly disburse monies received by the court, which are held in trust and payable as restitution, bonds, or fees	Percentage of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services	100%	100%

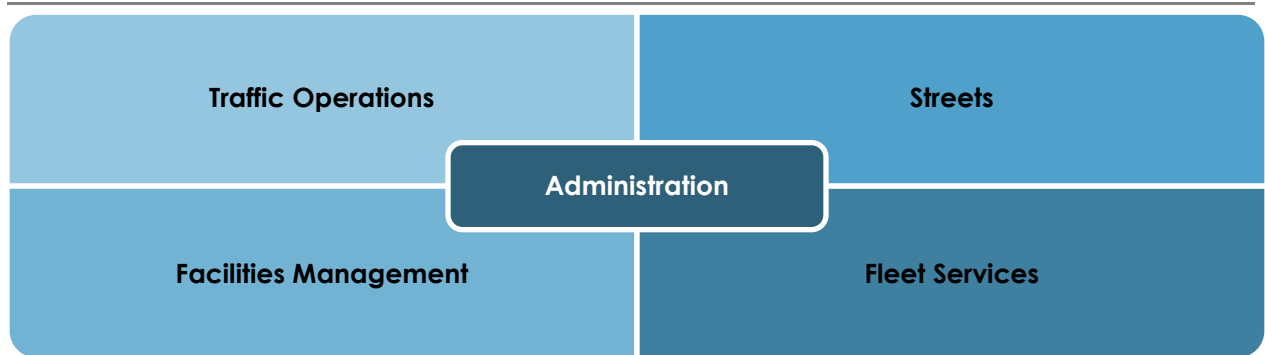
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	858,579	822,178	914,591	1,040,816
Contracted Services	133,846	118,549	120,549	261,600
Operating Supplies & Equipment	11,492	13,082	15,482	484,750
Total by Category	1,003,917	953,809	1,050,622	1,787,166

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	955,006	880,461	960,726	1,156,666
JCEF Fund	-	-	-	166,000
Fill the Gap Fund	-	-	-	34,500
Local Technology Fund	48,912	73,348	89,896	430,000
Total by Fund	1,003,918	953,809	1,050,622	1,787,166

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Town Magistrate	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Court Security Officer	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
Senior Courtroom Specialist	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00
Court Clerk	4.00	3.00	3.00	3.00
Senior Court Clerk	-	1.00	1.00	1.00
Total Courts	14.00	14.00	14.00	14.00

PUBLIC WORKS



Department Overview

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

2018-2019 Accomplishments

Facilities Management:

- Solar arrays have been started and/or completed at 4 Town sites (MMC Employee Parking, Police Secure Parking, Crossroads Basketball Court, and Marana Pool)
- B Building Remodel and Visitors Center Design have been started with the Project Manager and construction on the B Building Remodel will start in April and carry over through fiscal 2020
- Design for the HVAC upgrade at the MMC Chambers have been submitted and approved, project to start in fiscal 2020
- Remodeled the Wastewater Operation Building, replaced sub-floor and finished with LVT Flooring, painting and replaced fixtures
- Replaced half of the worn out and damaged carpet and VCT at the MOC Water Department Building with LVT that was effected by a water leak
- Repainted the Community Room at the MOC with Community Center colors and upgraded all the lighting to new LED inserts

Fleet Services:

- All Fleet employees obtained tire repair certification adopted by Federal and DOT standards
- All Fleet Employees gained the OSHA/SAE Certification towards Automotive Air Condition Standards for 609 and the new 1234YF refrigerant systems

- Car wash service in place to accept bar code reading for vehicles and billing thru vendor
- Continued asset management upgrades through Cartegraph
- Fleet has a GPS Pilot program in place for 5 town vehicles, and is working with management to see if this will be adopted by Town Government

Street Maintenance:

- ADA Ramp Repair and Upgrade Program. A subdivision is selected annually for ADA upgrades and repairs. Cortaro Ranch Subdivision Phase I scheduled to be completed by June 30th.
- Bridge Painting at Marana TI is scheduled to be completed by June 30th. (IGA ADOT)
- Implemented Annual Culvert Cleaning Program Contractor Services. (600 Town Wide)
- Implemented Annual Road Failure Repair Program. By identifying road failure issues ahead of time when possible will allow us the opportunity to work towards being proactive and not reactive.
- Landscape Beautification Project on Tangerine Farms Rd shoulders and walking path scheduled to be completed by June 30th. Install DG, trees and plants as needed.
- Continue Annual Maintenance Program for Orange Grove Pump Station.
- Implemented Bridge De-Icing Program. (Operation freeze)
- Implemented Storm Preparedness Plan.
- Completed (RLRRP) Regional Local Road Repair Program 1.1 million in crack seal.(Town Subdivisions)
- Pavement Preservation Program FY2019 in progress scheduled to be completed by June 30th.
- Interred into an (IGA) Intergovernmental Agreement with Pima County for Roadway Maintenance.
- Implemented Pavement Assessment Program.

Traffic Operations:

- Finalized installation and activation of flashing yellow arrows (FYA's) for all protective/permissive movements (17 in house conversions and 4 project activations).
- Completed the fiber optic installation along the Cortaro Road and Silverbell Road corridors.
- 100 street light luminaires converted/upgraded from high pressure sodium to LED.
- Replaced over 700 traffic signs due to age and damage.
- Restriped over 2 million linear feet of pavement markings throughout the Town.
- Upgraded the Dove Mountain Blvd./Moore Road intersection to radar activated LED traffic signs to enhance the traffic control.

- 11 Traffic Impact Analysis (TIA) reports accepted as of March 1 2019. Please note, some TIA's are part of planning development plan packages so there may be a few more.
- 90 traffic control plans (TCP's) reviewed as of March 1, 2019. The TCP's are for CIP projects, ROW permits, Special Events, etc.
- 10 traffic count studies performed as of March 1, 2019.
- 13 sight visibility studies performed as of March 1, 2019.

2019 - 2020 Goals & Objectives

Facilities Management:

- Finish remodel the 1st and 2nd floors of the MMC B Building for Marana Water and Parks and Recreation and add a Fleet bay at the Sally Port to be able to service vehicles at the MMC Complex
- Remodel the MOC A Building after Marana Water moves out for Public Works to utilize this space. Building is in need of carpet, VCT Flooring and paint
- Update Facilities Master Plan to add standard Town colors, asset inventory with replacement program and updated department needs assessments, need to identify ownership and responsibilities of all Town Assets
- Review the recommendations of the comprehensive energy audit from Wendel Energy and plan out a replacement plan based on the Town's best interest and practices
- Replace the HVAC System in the Chambers based on recommendations from Wendel Energy

Fleet Services:

- Continue to upgrade and enhance Cartegraph software to effectively run reports on productivity and cost associated with general fleet repair.
- GPS Tracking of Vehicles and Equipment to reduce ideal time, saving on fuel cost, allow departments to monitor activities based on equipment location, and prioritize equipment and vehicle assignments in the field
- Updates to the Equipment Replacement Program.
- Continued educational training in areas of maintenance and general tire repair

Street Maintenance:

- ADA Ramp Repair and Upgrade Program. A subdivision is selected annually for ADA upgrades and repairs. (Cortaro Ranch Subdivision Phase II)
- Bridge Painting and Maintenance Twin Peaks Bridge at Santa Cruz, and Cortaro TI touch up. (IGA ADOT)
- Continue Annual Culvert Cleaning Program Contractor Services. (600 Town Wide)

- Landscape Beautification Project on Cortaro Rd, Cortaro Farms Rd, and Ina Rd. Installing DG, trees and plants to restore medians and shoulders to original plans.
- Continue Annual Road Failure Repair Program. By identifying road failure issues ahead of time when possible will allow us the opportunity to work towards being proactive and not reactive.
- Continue Annual Maintenance Program for Orange Grove Pump Station.
- Continue Bridge De-Icing Program. (Operation freeze)
- Continue Improving Storm Preparedness Plan.
- Establish a Town Bridge Maintenance Program. Addressing any needed repairs identified by ADOT's National Bridge Inspection Program.
- Continue to work on overflow parking areas for Special Events and Facilities.
- Pavement Preservation Program FY2020.

Traffic Operations:

- Install automatic traffic data collection and traffic signal delay, progression and congestion and traffic performance management equipment along the Ina Road corridor that will communicate with Pima County existing traffic signals monitoring system.
- Install a Traffic Operations Center that will allow on-the-fly traffic management of all traffic signals operated by the Town of Marana.
- Install retro reflective yellow border on all signal heads throughout the town, to increase safety and visibility at all signalized intersections.
- Complete the remainder of the street name signs upgrade to comply with Federal regulations and requirements.
- Implement sign upgrade program along major corridors to comply with Federal regulations and requirements.
- Utilize Cartegraph to stream line Traffic Division workflow process between the engineering and maintenance areas.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Accurately assess town facilities and assets to determine ownership	Continual updating and maintaining of ownership assessment	100%	100%
Progress and Innovation	Reduce overhead and operating costs related to an aging fleet of vehicles	Replacement of vehicles greater than 15 years of age or near end of life as determined by Equipment Replacement Program	100%	100%
Community	To maintain the Town's streets at an acceptable high level	Continue with the Pavement Preservation approved five year plan	100%	100%
Community	Increase the capacity of roadway corridors through innovational use of technologies and decrease traffic delays	Percentage increase of roadway capacity plus percentage decrease of traffic delays	5%	5%

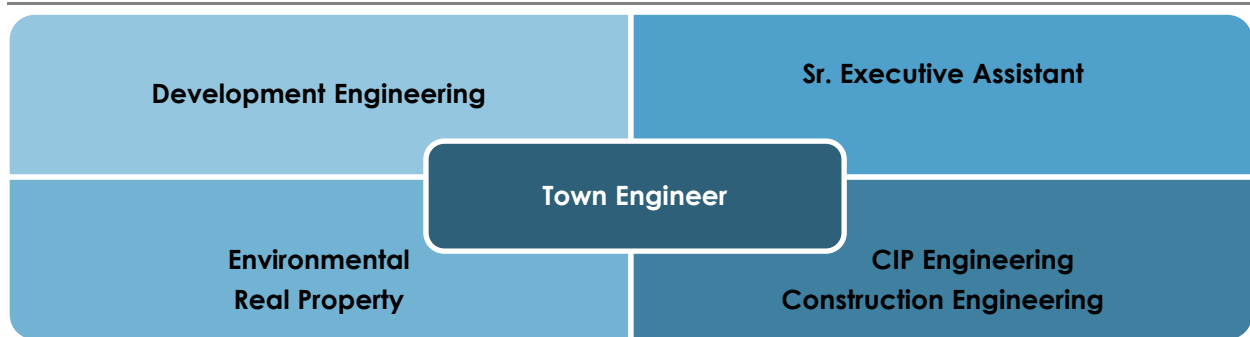
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	2,450,627	2,563,668	2,739,003	3,078,934
Contracted Services	3,465,547	2,563,886	1,801,313	5,600,023
Operating Supplies & Equipment	383,753	410,717	705,694	421,044
Total by Category	6,299,927	5,538,271	5,246,010	9,100,001

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	3,096,375	3,533,734	3,559,192	4,812,120
Highway User Revenue Fund	3,203,552	2,004,537	1,686,818	4,287,881
Total by Fund	6,299,927	5,538,271	5,246,010	9,100,001

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Public Works Director	1.00	1.00	1.00	1.00
Public Works Deputy Director	-	1.00	1.00	1.00
Traffic Manager	1.00	1.00	1.00	1.00
Community Response Manager	1.00	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Fleet Division				
Superintendent	1.00	1.00	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00
Fleet Technician II	2.00	2.00	2.00	2.00
Fleet Technician I	-	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Streets Division				
Superintendent	1.00	1.00	1.00	1.00
Traffic Technician III	1.00	1.00	1.00	1.00
Traffic Technician II	1.00	1.00	1.00	1.00
Traffic Technician I	-	1.00	-	-
Signs & Markings Technician	1.00	-	-	1.00
Signs & Markings Specialist	1.00	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	2.00	2.00
Equipment Operator II	1.00	1.00	1.00	1.00
Equipment Operator	1.00	1.00	2.00	3.00
Maintenance Associate III	6.00	7.00	7.00	7.00
Maintenance Associate II	4.00	3.00	4.00	4.00
Maintenance Associate I	2.00	2.00	1.00	1.00
Engineering Aide	-	-	1.00	1.00
Engineering Specialist	-	-	1.00	1.00
Assets Coordinator	-	1.00	1.00	1.00
Facilities Division				
Superintendent	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	1.00	1.00
Facilities Tradesman	1.00	1.00	2.00	2.00
Facilities Technician II	1.00	1.00	1.00	2.00
Facilities Technician I	1.00	1.00	1.00	1.00
Total Public Works	36.00	38.00	41.00	44.00

ENGINEERING



Department Overview

The Engineering Department is responsible for addressing the infrastructure needs throughout the Town. The Engineering department plans, designs, and constructs public infrastructure. The Engineering Department provides oversight of projects to ensure that private 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.

2018-2019 Accomplishments

- Completed construction of Tangerine Road Corridor Phase I
- Completed construction of the Marana Public Safety facility
- Completed construction of McDuff
- Completed construction of Coachline Blvd.
- Completed construction of Santa Cruz Shared Use Path Phase III
- Completed design and construction of a new traffic signal at Arizona Pavilions and WalMart
- Completed stabilization of Starry Night Settlement Repair
- Completed Ina Road Reconstruction
- Completed Aerie Road Reconstruction
- Completed a feasibility study for the SUP at CalPortland
- Completed design for the Nighthawk Memorial at the Airport
- Completed design for Camino de Oeste Road Restoration
- Completed design for Thornydale north widening
- Completed design and construction of Silverbell Road Sidewalks
- Completed design for Avra Valley Road
- Completed designs for El Rio Phase IA
- Increased the insurance benefit to residents by obtaining a higher certification classification in the CRS program
- Established a process for over-sized vehicles
- Revised and simplified the Real Property submittal process
- Streamlined the custom home building package
- Complete engineering related titles in the LDC

2018 – 2019 Goals & Objectives

- Develop standardized contracts and special provisions for CIP projects
- 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
- Complete the design and begin construction for Lon Adams
- Complete design and construction of Adonis Subdivision improvements
- Complete construction of Avra Valley Road
- Complete construction for Thornydale Road
- Complete construction Camino de Oeste
- Marana Main Street and Settlement Repair Completion
- Complete the Gladden Farms Hawk Signal

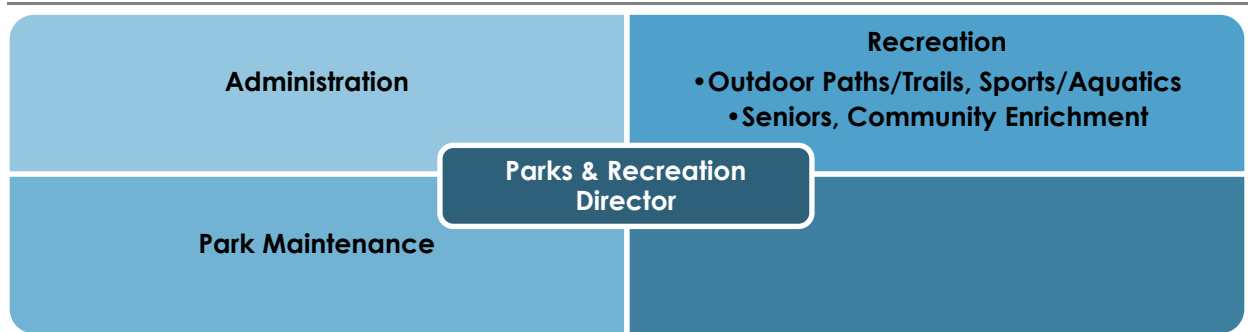
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Commerce	To ensure that capital improvement projects advance the community's economic development goals	Percent of projects that advance economic development goals	100%	100%
Commerce	To ensure that capital rehabilitation projects adhere to aesthetic standards	Percent of rehabilitation projects that are able to improve upon the aesthetics of the corridor	22%	25%
Commerce	To ensure that capital improvement projects adhere to aesthetic standards	Percent of projects that are able to improve upon the aesthetics of the corridor	100%	100%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	2,353,895	2,144,072	2,013,628	2,108,599
Contracted Services	114,872	86,476	375,755	286,585
Operating Supplies & Equipment	151,830	68,487	59,995	64,867
Total by Category	2,620,597	2,299,035	2,449,378	2,460,051

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	2,380,858	2,227,426	2,394,942	2,460,051
Highway User Revenue Fund	49,658	-	20,213	-
Transportation Fund	117,294	67,318	34,223	-
Northeast Benefit Area Impact Fee	72,787	4,291	-	-
Total by Fund	2,620,597	2,299,035	2,449,378	2,460,051

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Town Engineer	1.00	1.00	1.00	1.00
Engineering Deputy Director	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	-	-
Civil Engineer	1.00	1.00	1.00	-
Environmental Project Manager	1.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	2.00	2.00
Engineering Aide	1.00	1.00	-	-
Construction Manager	2.00	-	-	-
Development Engineering Division Manager	1.00	1.00	1.00	1.00
Development Coordinator	-	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	1.00
CIP Program				
CIP Engineering Division Manager	2.00	2.00	2.00	2.00
Project Manager	1.00	3.00	3.00	3.00
CIP Process Analyst	1.00	1.00	1.00	1.00
Construction Inspector	2.00	2.00	3.00	3.00
Right of Way Inspector	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	1.00	1.00	1.00	-
Project Coordinator - CIP	2.00	1.00	1.00	1.00
Engineering Document Clerk	-	1.00	1.00	1.00
Total Engineering	23.00	24.00	22.00	20.00

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.

2017 – 2018 Accomplishments

- Complete renovation of Ora Mae Harn District Park Ballfield #5
- Constructed and opened Tangerine Sky Community Park
- Designed, constructed, and opened a new splash pad at Crossroads District Park
- Constructed and opened a pocket park at Honea Heights neighborhood
- Constructed and opened a new portion of the Santa Cruz Shared Use Path – Gladden Farms to the Beard House
- Completed improvements at Marana Heritage River Park that included upgrading all lighting to LED, upgrading festival area with ¼" minus DG, and installing new irrigation, fencing, a sliding gate, and grass sod under pecan tree grove
- Increase number of recreation program offerings by 86%
- Implemented new lifeguard certification programs that provide instruction for aquatic professionals working throughout Southern Arizona
- Launched a new wellness education series to promote healthy lifestyles through partnerships with Pima County Public Library and Northwest Medical Center
- Diversified Outdoor Recreation programs to incorporate equestrian and mountain biking user groups and implemented a new trail running event

2018 – 2019 Goals and Objectives

- Construct Central Arizona Project (CAP) trailhead and trail from Tangerine Road to Pinal County
- Complete design and development of the Northwest Nature Park
- Pave maintenance yard parking lot
- Complete Ora Mae Harn District Park Master Plan
- Complete design for El Rio Recreation Area
- Incorporate paths in the Town's Pavement Preservation Plan

- Incorporate a seasonal print activity guide in the department's communications and marketing strategy
- Increase program participation by 15%
- Increase the number of inclusion program offerings by 15%

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Recreation	To provide high levels of service to program participants and public	Solicit and capture YoY increase in satisfaction from participants and partners through department feedback surveys	Increased the number of programs surveyed by 35%	Increase the number of programs surveyed by 40%
			4.5 out of 5 Stars Survey Results	4.8 out of 5 Stars Survey Results
Progress and Innovation	To increase management and tracking metrics of department assets	Utilize Cartegraph to track park maintenance via work orders analytics	66%	100%
Recreation	To promote healthy and active lifestyles through diverse recreation opportunities	Increase Outdoor Recreation and Special Interest programming offerings	60%	70%
		YoY increase the total number of participants registered in recreation programs and community events	13.5%	15%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	2,276,694	2,383,790	2,522,444	2,844,725
Contracted Services	419,146	520,366	546,608	898,570
Operating Supplies & Equipment	855,564	948,026	847,808	1,118,560
Total by Category	3,551,404	3,852,182	3,916,860	4,861,855

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	3,551,404	3,852,182	3,916,860	4,861,855
Total by Fund	3,551,404	3,852,182	3,916,860	4,861,855

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Parks & Recreation Director	1.00	1.00	1.00	1.00
Parks & Recreation Deputy Director	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Superintendent	-	1.00	1.00	1.00
Business Process Manager	-	-	-	1.00
Recreation Division				
Recreation Coordinator	3.00	3.00	1.00	1.00
Recreation Programmer	2.00	2.00	1.00	1.00

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Business Services Coordinator	1.00	-	-	-
Recreation Assistant	1.00	-	-	-
Maintenance Division				
Superintendent	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	2.00	2.00	2.00	3.00
Irrigation Control Specialist	1.00	2.00	2.00	2.00
Assets Coordinator	1.00	1.00	1.00	1.00
Maintenance Associate III	12.00	12.00	10.00	10.00
Maintenance Associate II	-	-	4.00	4.00
Maintenance Associate I	-	-	5.00	5.00
Attendant	10.00	10.00	-	-
Aquatics Division				
Recreation Coordinator	-	-	1.00	1.00
Recreation Programmer	-	-	1.00	1.00
Special Interests Division				
Parks & Recreation Services Clerk	2.75	2.00	2.00	2.00
Recreation Coordinator	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.00	1.00
Outdoor Division				
Recreation Coordinator	-	-	1.00	1.00
Maintenance Associate III	-	-	1.00	1.00
Maintenance Associate I	-	-	1.00	1.00
Total Parks & Recreation	41.75	41.00	40.00	42.00

COMMUNITY AND NEIGHBORHOOD SERVICES



Department Overview

Improving the quality of life for our residents and neighborhoods is the primary goal for Community and Neighborhood Services. 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 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, Housing Rehab, Animal Services, Transit Management, Code Enforcement, and Community-wide outreach.

2018 – 2019 Accomplishments

- Held five successful animal services programs for the community, to include the first doggy ice cream social
- Created a recycling section of the department web page and actively highlight recycling opportunities for the residents
- Held community electronic, paper shred, grease and Christmas tree recycling events
- We completed rehabilitation on six qualifying homes that included two AC units, two electrical upgrades, two roof replacements, a water leak, a new septic system and a termite treatment
- Moved the Sun Tran Express park-n-ride to the Crossroads Park and completed parking lot and sidewalk improvements for the riders
- Provided 51 dumpsters to the neighborhoods throughout the Town for neighborhood cleanups
- Held the Town's first three Council Connections, allowing the residents to come talk with their elected officials in a casual atmosphere
- Partnered with the Marana Food Bank, MUSD and MHC Healthcare to create the Marana Momentum Alliance and host the first Education and Employment Fair

2019 – 2020 Goals & Objectives

- Organize and hold the Town's first hazardous waste recycling event
- Continue to look for monthly community events or programs for the residents
- Improve and strengthen communications with neighborhoods and residents
- Provide the Animal Control Officers more opportunities to educate the residents of Marana on responsible pet ownership and animal safety
- Create a program for monitoring off-site donation bins throughout the Town
- Create a program for off-site shopping cart retrieval throughout the Town
- Increase opportunities and participation in the Community Restitution Program
- Improve communication of the Neighborhood Mediation Program to residents

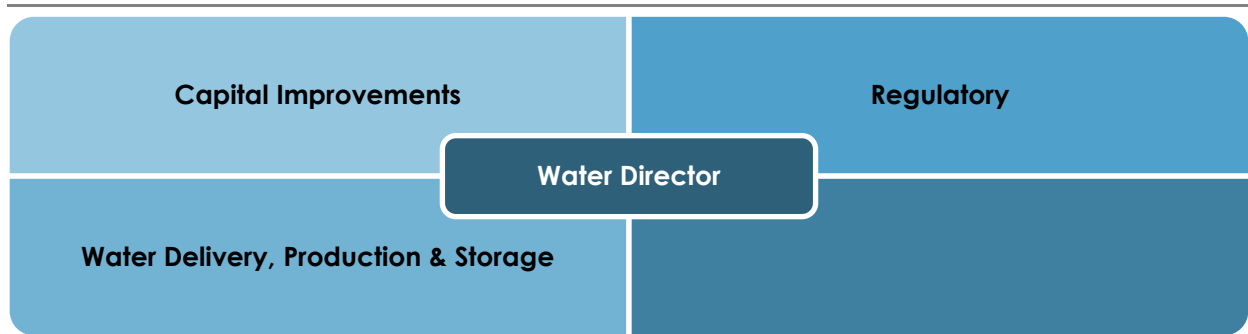
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	To enhance the community, protect property values, and engage the community	Increase the voluntary compliance by property owners on violation notices	94%	90%
		Tons of refuse collected from utilization of the Community Trailer by residents/communities	23 tons	25 tons
		Tons of refuse collected in community dumpsters provided in Neighborhoods	40 tons	60 tons
Commerce	To return lost pets to owners without the need for shelter intake	Number of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay & neuter clinics	108 pets	200 pets
		YoY increase registered users on Marana Pets App	355 users	400 users
		Increase the percentage of Return to Owner of strays encountered by staff	66%	55%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	520,687	657,834	732,228	837,534
Contracted Services	360,571	165,426	164,354	251,770
Operating Supplies & Equipment	74,645	123,070	128,568	264,848
Total by Category	955,903	946,330	1,025,150	1,354,152

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
General Fund	896,942	858,523	946,381	1,154,152
Community Development Block Grant	58,961	87,807	78,769	150,000
Revolving Affordable Housing Fund	-	-	-	50,000
Total by Fund	955,903	946,330	1,025,150	1,354,152

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Community Neighborhood Services Director	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	-	-	-
Community Outreach Coordinator	-	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00
Community Services Specialist	-	-	1.00	1.00
Code Enforcement				
Code Enforcement Official	1.00	-	-	-
Chief Code Enforcement & Animal Control Officer	-	1.00	1.00	1.00
Code Enforcement Officer II	2.00	1.00	1.00	1.00
Code Enforcement Officer I	-	-	-	1.00
Animal Services				
Animal Control Officer	2.00	3.00	3.00	3.00
Total Community & Neighborhood Services	8.00	8.00	9.00	10.00

WATER



Department Overview

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

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

2018 – 2019 Accomplishments

- Installed several hundred water meters as part of the annual replacement of aging meter program
- Final construction of the Marana Water Reclamation Facility Recharge Project
- Completion of construction of the San Lucas 16" Interconnect project
- Finish construction of the Pioneer Well compound
- Completed electrical system upgrades of two water system well sites to meet current safety guidelines and provide efficiencies
- Continue with Storage Tank maintenance program; three storage tanks coated.
- Continued partnerships with other local community water suppliers

2019 – 2020 Goals & Objectives

- Complete the design and start construction of the Picture Rocks Interconnect
- Complete construction of the W+ Zone booster station
- Begin the program management of the Northwest Recharge and Recovery Delivery System with Metro Water and Oro Valley
- Begin implementation of an updated asset management program
- Continue implementation program to replace the current SCADA system with updated infrastructure based on recommendations from the SCADA Master plan
- Develop conservation based messaging campaign for customer base

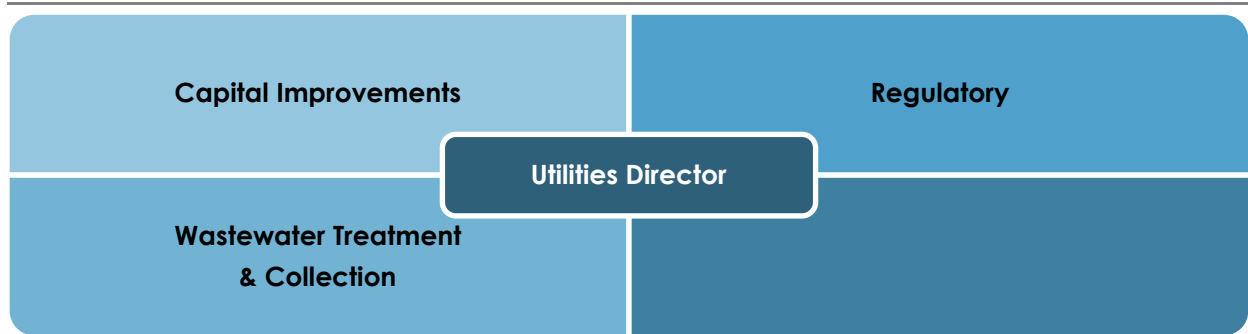
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Continuous increase in number of water customers	Number of new water customers	407	4
Community	Provide resources necessary to maintain the water distribution system and accurately account for water produced and consumed	Percent of lost and unaccounted for water	6%	5%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	1,821,367	1,889,563	1,970,469	2,155,330
Contracted Services	923,133	1,400,567	1,219,947	1,823,841
Operating Supplies & Equipment	1,214,437	1,389,539	1,637,124	1,914,778
Total by Category	3,958,937	4,679,669	4,827,540	5,893,949

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Water Operating Fund	3,958,937	4,679,669	4,827,540	5,893,949
Total by Fund	3,958,937	4,679,669	4,827,540	5,893,949

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Water Director	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00
Water Resource Coordinator	1.00	1.00	1.00	1.00
Water Quality Specialist	-	-	1.00	1.00
Water Quality Technician	1.00	1.00	-	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00
Electric Pump & Well Technician	1.00	-	-	-
Water Mechanic	1.00	1.00	-	-
Water Operator III	-	2.00	2.00	2.00
Water Operator II	6.00	6.00	6.00	6.00
Water Operator I	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Water Billing Specialist	2.00	2.00	2.20	2.60
SCADA Administrator	-	1.00	1.00	1.00
Water Technology Support Specialist II	1.00	-	1.00	1.00
Assets Coordinator	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Water Operations Manager	1.00	1.00	1.00	1.00
Total Water Department	23.00	24.00	25.20	27.60

Water Reclamation



Department Overview

Marana Water Department 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.

2018 – 2019 Accomplishments

- Passed Arizona Department of Environmental Quality Inspection (physical & regulatory) of Water Reclamation Facility (WRF). No deficiencies
- Evaluated, updated, and optimized the Preventative Maintenance Schedule and Program for the WRF
- Established CCTV, Cleaning, & GPSing Services Contract for the Sanitary Sewer System. Half of system completed
- Finalized Capacity Management, Operations, and Maintenance (CMOM) Program for the Sanitary Sewer System
- Completed construction of the Marana Water Reclamation Facility
- Acquired and assumed operation of the Adonis Sewer System. Cleaned, located and as-built Adonis conveyance system.

2019 – 2020 Goals & Objectives

- Vector Control Program all of Sanitary Sewer System
- 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
- Complete design and construction of the Adonis Sewer Lift Station and Force Main
- Implement asset management program utilizing a Computerized Maintenance Management System (CMMS)
- Reduce the amount of surface inflow to the sanitary sewer conveyance system
- Clean, CCTV, and GPS the last quarter of the sanitary sewer conveyance system
- SCADA Master Plan Implementation for the WRF and Lift Station(s)

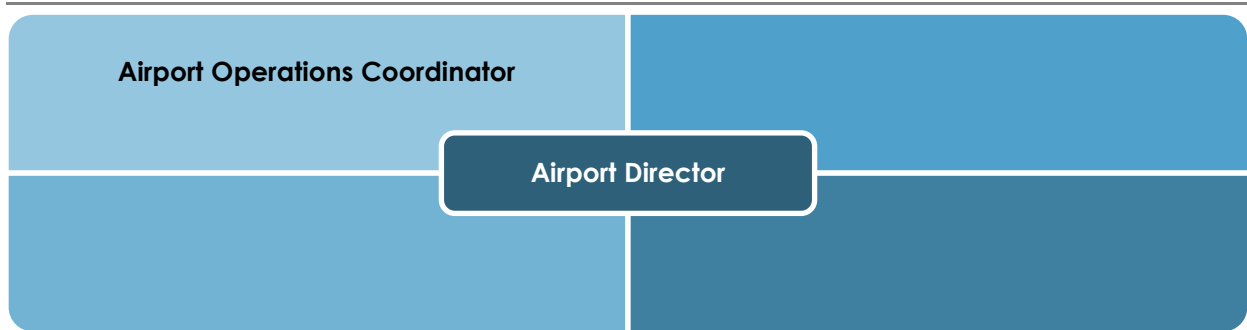
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Community	Continuous increase in number of sewer customers	Number of new sewer customers	331	320
Community	Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system	Number of sanitary sewer overflows	0	0

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	392,221	351,378	490,510	628,941
Contracted Services	573,597	647,235	221,812	549,885
Operating Supplies & Equipment	121,695	132,773	145,835	360,850
Total by Category	1,087,513	1,131,386	858,157	1,539,676

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Water Reclamation Operating Fund	1,087,513	1,131,386	858,157	1,539,676
Total by Fund	1,087,513	1,131,386	858,157	1,539,676

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00
Water Reclamation Operator II	1.00	2.00	2.00	2.00
Water Reclamation Operator I	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	-	-	1.00	1.00
Associate Water Reclamation Mechanic	-	-	1.00	1.00
Total Water Reclamation Department	4.00	5.00	7.00	7.00

AIRPORT



Department Overview

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

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

2018 – 2019 Accomplishments

- Increased public awareness of the airport's value to the town through airport events
- Ongoing marketing of available airport land parcels for additional business development

- Began ramp/taxiway rehabilitation project construction (FAA/ADOT grants)
- Completed FAA Air Traffic Control Tower benefit/cost analysis
- Entered into two new 25 year land leases with Pima Aviation
- Repainted taxiway centerlines/edge lines/hold lines
- Completed phase 1 Airport Marketing Plan
- Completed airport economic impact study
- Crack sealed 800,000 sq. ft. of ramp asphalt

2019 – 2020 Goals & Objectives

- Increase public awareness of the airport's value to the town through airport events
- Market land parcels available for additional business development
- Secure new corporate and maintenance hangar projects
- Continue to work with Pro Flight International with proposed development of a FAA Part 141 flight school
- Complete ramp/taxiway reconstruction project (August 2019)
- Begin implementation of Phase 1 of Airport Marketing Plan
- Conduct airport open house event (October 2019)

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2019 Actual	FY2020 Target
Commerce	To increase Airport business land leases	YoY increase in land lease revenue	\$254,000	\$275,000
Commerce	To increase Airport parking and fuel flowage revenue	YoY increase in corporate jet operations	1,353	1,500
Commerce	To increase aircraft parking fee revenue	YoY increase in parking fee revenue collected	10%	10%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Personnel & Benefits	268,131	277,869	274,194	291,331
Contracted Services	112,023	550,181	76,240	124,649
Operating Supplies & Equipment	68,889	57,834	66,095	73,900
Total by Category	449,043	885,884	416,529	489,880

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Airport Operating Fund	449,043	885,884	416,529	489,880
Total by Fund	449,043	885,884	416,529	489,880

AUTHORIZED POSITIONS				
Position	FY2017 Actual	FY2018 Actual	FY2019 Estimated	FY2020 Budget
Airport Director	1.00	1.00	1.00	1.00
Airport Operations Supervisor	1.00	1.00	1.00	1.00
Maintenance Associate III	-	1.00	1.00	1.00
Maintenance Associate I	1.00	-	-	-
Total Airport	3.00	3.00	3.00	3.00

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 2019 – 2020 CIP Plan

Overview

The Fiscal Year 2019-2020 Capital Improvement Plan (CIP) projects out the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a five 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.

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/or visual environment. At any given time 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.

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 CIP project beginning July 1 of the 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 and the public.

The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were forwarded to the Town Council by the Town Manager on February 26, 2019 at the Town Council CIP Study session. The CIP budget was adopted simultaneously with the Operating Budget on June 18, 2019.

Funding Sources

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 Dove mountain are constructed which will benefit all residents of the community.

Proceeds used to study, acquire, replace, design and construct various capital improvements are:

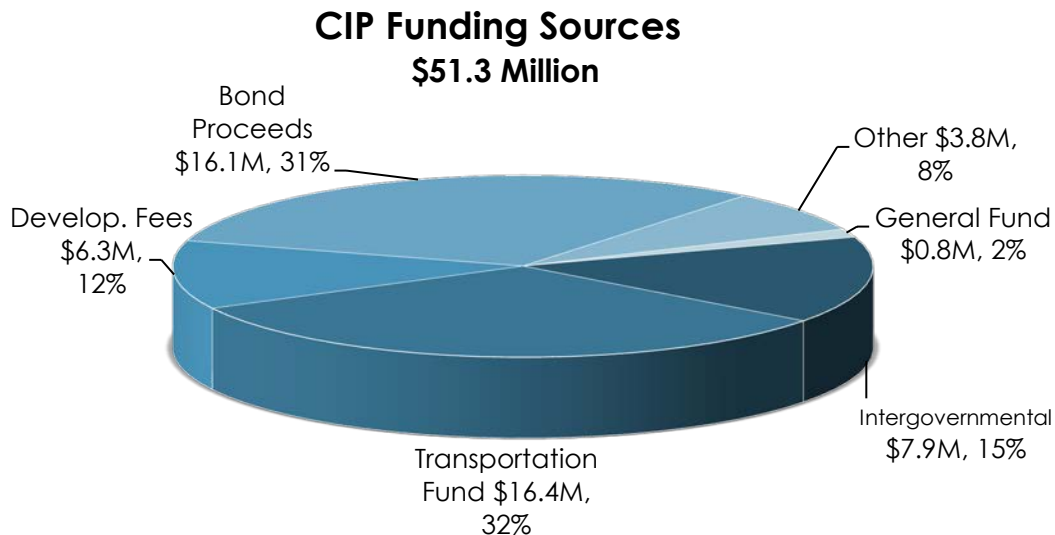
- Impact Fees and Improvement District bonds
- Municipal Property Corporation and Water Revenue Bonds
- Pima County General Obligation bonds

- Transportation Sales Tax funds (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Pima Association of Governments (PAG) funding
- Regional Transportation Authority (RTA) funds
- Pima County Flood Control District (PCFCD) funds
- Water Utility revenues
- General Fund dollars and various grant contributions

As shown by the following chart, the largest single CIP funding source comes from the Transportation Fund at \$16.4 million. This funding sources accounts for the majority of the Town's road infrastructure projects such as the restoration of Camino De Oeste Rd. and the reconstruction of neighborhood subdivisions.

Bond and loan proceeds are the second largest funding source in the fiscal year 2019-2020 CIP at \$16.1 million, the largest of which came from the Water Infrastructure Finance Authority (WIFA). On January 22, 2019, WIFA approved a loan to the Town of Marana for \$15 million for the design and construction of an advanced water treatment facility at two impacted systems. More information can be found about these projects on page 158 and page 160. The other remaining bond proceeds are related to sewer related improvements for a Marana colonia. More information about this project can be found on page 163.

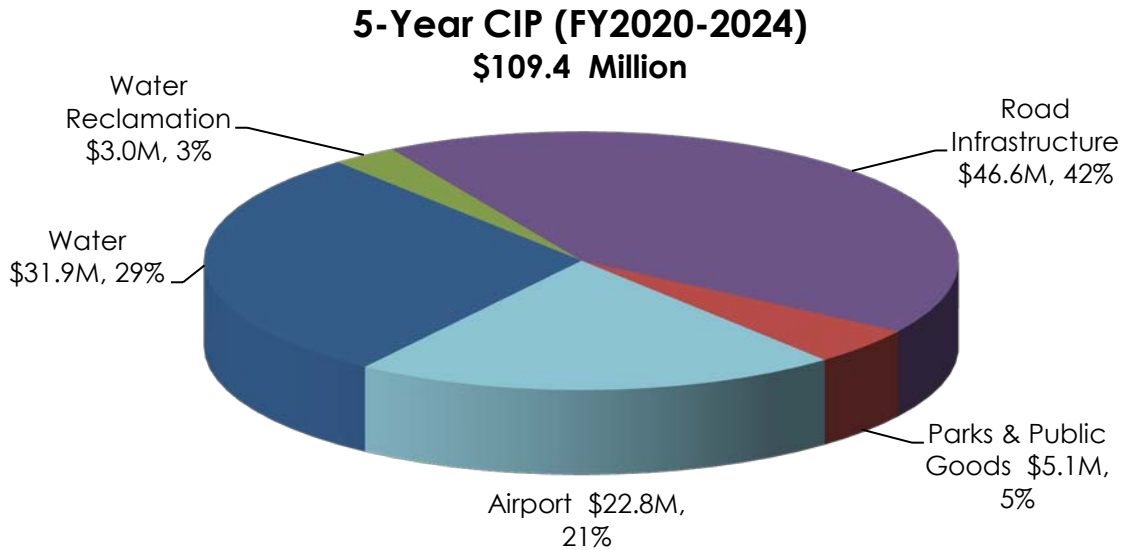
Intergovernmental revenues are another large funding source at \$7.9 million and contain RTA funds, HURF, and other agency type funds. Developer Fees at \$6.3 million are impact fee revenues associated with construction and development. Other CIP funding sources primarily contains funding sources for enterprise related projects.



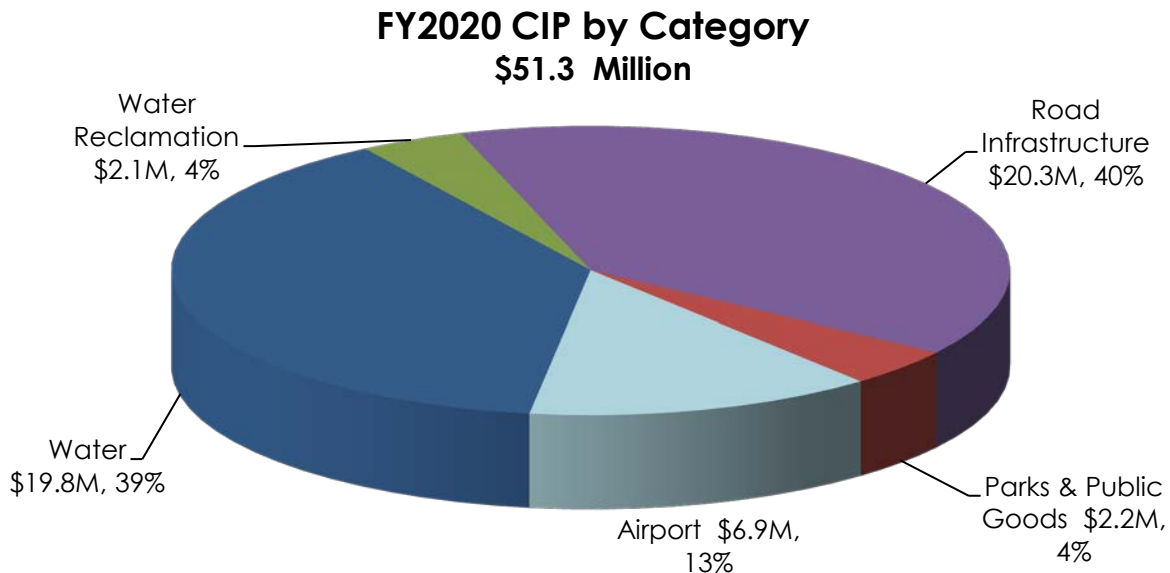
Capital Improvement Program Summary

The cumulative five-year CIP for the Town of Marana totals \$109.4 million from FY2020 through FY2024. The chart below shows the breakdown by CIP category for the five-

year period with road infrastructure being the largest of the categories at \$46.6 million and water related projects the second largest at \$31.9 million.



The adopted fiscal year 2019-2020 CIP totals \$51.3 million and is approximately 35% of the annual budget. Road infrastructure encompasses the largest portion of the adopted CIP at \$20.3 million. Water related projects are the second largest at \$19.8 million or 39% of the CIP program. A breakdown is shown below.



A detailed summary of all CIP projects encompassed in the Town of Marana's five-year CIP program can be found in the following table.

FISCAL YEAR 2019-2020
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Grand Total
Adonis Road Extension	1,071,787					1,071,787
Adonis Sewer Connection & Rehabilitation	1,258,636					1,258,636
Adonis Subdivision Drainage Improvements	1,448,565					1,448,565
Aierie Drive Pavement Resoration	128,615					128,615
Airline/Lambert Water Treatment Campus	7,474,809					7,474,809
Airport Drainage Study	175,000					175,000
Airport MIRL, Beacon PAPI Replacement	342,800	1,510,200				1,853,000
Airport Perimeter Fence and Gates	200,000					200,000
Airport Taxiway A Reconstruction		490,000	4,770,000			5,260,000
Airport Taxiway MITL Lights Upgrade		1,466,000				1,466,000
Airport West Apron Reconstruction			290,000			290,000
Avra Valley Road Pavement Reconstruction	3,081,121					3,081,121
Barnett Channel, Tangerine Farms Conarch	500,000					500,000
CAP Canal Trailhead Improvements	94,229					94,229
CAP Subcontract - NIA Reallocation	399,000	133,000	133,000	133,000		798,000
Clark Farms Flow Split	465,750					465,750
Camino De Oeste Road Restoration	1,660,303					1,660,303
Coachline Blvd. Reconstruction	697,083					697,083
Continental Ranch Parcel 18 Restoration			20,000	1,000,000		1,020,000
Continental Reserve 24 Inch Tie-In	1,468,771					1,468,771
Conveyance System Master Plan	92,771					92,771
Cortaro Road, Ceruis Stravenue Intersection				50,000	1,000,000	1,050,000
Downtown Visitor Center	200,000					200,000
El Rio Preserve Parking Lot		200,000				200,000
El Rio Riparian Restoration Project	262,893					262,893
Fair & Poor Manhole Replacement			314,962	327,560	340,663	983,185
Gladden Farms School HAWK Signal		280,000				280,000

FISCAL YEAR 2019-2020
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Grand Total
Honea Heights Park	272,592					272,592
Ina Road Bridge-ADOT Outstanding Invoices Only	5,366,376					5,366,376
Ina Road Pavement Reconstruction	452,240					452,240
Joplin Lane		150,000	1,200,000			1,350,000
Lon Adams Road Reconstruction	1,765,000	2,500,000				4,265,000
Maintenance Yard Parking Lot Paving	100,000	50,000				150,000
Mahole Replacement and Repair Program		200,000	200,000	200,000	200,000	800,000
Marana Main Street Settlement Repair	150,000					150,000
Marana Park Reservoir	1,251,896					1,251,896
Marana Park Well	667,317					667,317
Marana Road, Sanders Road 21 Inch Main	248,000					248,000
Marana Road Realignment	427,589					427,589
McDuff Road Reconstruction	170,235					170,235
Northwest Recharge Recovery and Delivery System	488,705	2,342,250	4,038,680	1,204,707		8,074,342
Oshrin Booster and Reservoir Upgrade	266,841					266,841
Parks and Recreation Department Master Plan	573,250					573,250
Picture Rocks Interconnect	100,000	1,195,200				1,295,200
Picture Rocks Water Treatment Campus	7,374,809					7,374,809
Potable Water System Master Plan Update	65,000					65,000
Rehab Transient, Tie Down Heli, Terminal Apron	6,178,663					6,178,663
Runway 3-21 and Taxiway B Extension				400,000		400,000
Runway 3-21, Taxiway B2, Hangar 6 Modifications		650,000	6,310,000			6,960,000
Saguaro Bloom Community Park			977,800			977,800
Sandario Road Drainage Improvements	20,000	150,000				170,000
Sanders Road 24 Inch Water Line		2,060,000				2,060,000
Santa Cruz Shared Use Path at CalPortland	295,422	1,760,000				2,055,422
SCADA and Intergrated Telemetry	225,000					225,000

FISCAL YEAR 2019-2020
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Grand Total
Scenic Drive Improvements		350,000				350,000
Silverbell Road Sidewalks	263,496					263,496
Subdivision Restorations				20,000	1,520,000	1,540,000
Tangerine Farms Road Intersections		400,000				400,000
Tangerine Road Corridor, I10 to Town	784,019					784,019
Tangerine Road Corridor, I10 to Dove Mountain	200,000	800,000	2,300,000	2,200,000	6,600,000	12,100,000
Tangerine W to X Zone Booster and PRV	34,000					34,000
Thornycroft Road North Widening	97,312					97,312
Tortolita Road Sidewalks	250,000					250,000
Twin Peaks Road, Rattlesnake Pass Widening	500,000	3,500,000	2,200,000			6,200,000
USMC Nighthawk-72 Memorial	500,000					500,000
Continental Ranch Phase III Reconstruct	1,200,000					1,200,000
Grand Total	51,309,894	20,186,650	22,754,442	5,535,267	9,660,663	109,446,916

Administration and Operating Budget 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 operation, 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 (GIS) 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 allows the Town 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 is used to plan for annual operating expenses related to maintaining the Town's infrastructure.

As part of the CIP process all project requests include anticipated operations and maintenance costs for the asset. These costs are calculated using industry standard metrics, project manager's approximation, and estimation from the respective department (if applicable). As new projects are discussed and reviewed by the CIP committee, operating costs are taken into consideration when deciding which projects to advance.

Operation and maintenance costs for all approved CIP projects are then programmed into the Town's annual operating budget for the respective fiscal year. The estimated costs for operations and maintenance of each CIP project is described in the project detail section.

TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

ADONIS ROAD EXTENSION				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,379,800	308,013	1,071,787	-
PROJECT TOTALS	1,379,800	308,013	1,071,787	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ROAD MAINTENANCE	7,240
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	7,240

Construction of a 2 lane roadway, providing secondary access for the Adonis and San Lucas communities, from west Grier Road to west Tangerine Road. The new road will be approximately 3 miles long and 24' wide with two 11' travel lanes and corresponding 4' shoulders. The access to Interstate 10 for the San Lucas and Adonis neighborhoods is regularly interrupted by the railroad crossing located at Cochie Canyon Trail and Interstate 10. This secondary access will allow travel directly to Tangerine Road, providing a vital safety outlet in the event of an emergency at the railroad crossing and opening up the area east of the Interstate for economic development.



ADONIS SUBDIVISION DRAINAGE IMPROVEMENTS				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	352,418	103,853	248,565	-
HIGHWAY USER REVENUE FUND	200,000	-	200,000	-
TRANSPORTATION FUND	1,000,000	-	1,000,000	-
PROJECT TOTALS	1,552,418	103,853	1,448,565	-



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ROAD MAINTENANCE	(60,000)
ESTIMATED ANNUAL OPERATING COSTS	(60,000)

Reconstruction of subdivision roadways to repair and improve the stormwater drainage and road damage. This includes constructing inverted roadways, construction of culverts, and/or recreating roadway ditches and drainage basins. This will provide a long term drainage solution to the Town's roads and improve the quality of the neighborhood.

**TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
ROAD INFRASTRUCTURE PROJECTS**

AIERIE DRIVE PAVEMENT RESTORATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	520,796	392,181	128,615	-
PROJECT TOTALS	520,796	392,181	128,615	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	(6,558)
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	1,050
ESTIMATED ANNUAL OPERATING COSTS	(5,508)

This project will mill top 2 inches asphalt, place stress absorbing membrane to mitigate reflective cracking, re-pave 2 inches asphalt and transition pedestrian facilities to current ADA standards.



AVRA VALLEY ROAD PAVEMENT RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	800,000	-	800,000	-
OTHER CAPITAL PROJECTS FUND	2,394,166	113,045	2,281,121	-
PROJECT TOTALS	3,194,166	113,045	3,081,121	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	11,475
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	11,475

Reconstruction of Avra Valley Road from Sanders Road to the western Town limits. The reconstruction will consist of milling 2" of the asphalt and replacing with 5" of asphalt. This thicker pavement structure will greatly increase the expected lifetime of this road. Upon completion of paving, the roadway shall be shouldered and adjacent guardrail raised to accommodate the new pavement elevation. As part of the developer agreement with Waste Management, this project is heavily funded through tipping fees generated at the Marana Regional Landfill.

BARNETT CHANNEL, TANGERINE CARMS CONARCH

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	500,000	-	500,000	-
PROJECT TOTALS	500,000	-	500,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	no foreseeable operating costs
ESTIMATED ANNUAL OPERATING COSTS	-

The Developer for Rancho Marana is required to construct Tangerine farms Rd to Barnett Rd, The town is require to construct a conarch over the Barnett Channel.



TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

CAMINO DE OESTE ROAD RESTORATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,773,969	113,666	1,660,303	-
PROJECT TOTALS	1,773,969	113,666	1,660,303	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	9,400
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	14,400
ESTIMATED ANNUAL OPERATING COSTS	23,800

Widening of the current Camino De Oeste roadway to 30 feet in width from Rain Cloud St to Moore Rd. This road will have 6 foot shoulders, a multi-use path, and landscape improvements, and will produce a uniform appearance consistent with the Tangerine Corridor Project.

COACHLINE BLVD. RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	2,530,087	1,833,004	697,083	-
RTA FUND	464,998	464,998	-	-
PROJECT TOTALS	2,995,085	2,298,002	697,083	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	(7,800)
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	1,100
ESTIMATED ANNUAL OPERATING COSTS	(6,700)

Pavement Restoration of Coachline Blvd. from Silverbell Road North of Linda Vista Blvd. to the intersection of Silverbell and Continental Reserve Loop. Project will mill out 2 inches of asphalt and replace with 2 inches of asphalt.



CONTINENTAL RANCH PARCEL 18 RESTORATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,020,000	-	-	1,020,000
PROJECT TOTALS	1,020,000	-	-	1,020,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	(480)
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	(480)

Reconstruction of Continental Ranch neighborhood subdivision based on OCI index and pavement preservation assesment.

TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

CORTARO ROAD, CERUIS STRAVENUE INTERSECTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,050,000	-	-	1,050,000
PROJECT TOTALS	1,050,000	-	-	1,050,000

POST PROJECT OPERATIONS & MAINTENANCE

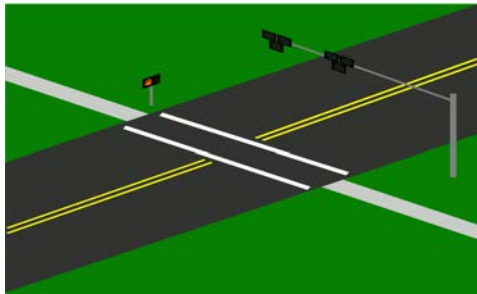
ESTIMATED YEARLY ROAD MAINTENANCE	-
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	640
ESTIMATED ANNUAL OPERATING COSTS	640

Reconstruction of the intersection at Cortaro Road and Ceruis Stravenue. Replacement of asphalt and enhanced landscaping.



GLADDEN FARMS SCHOOL HAWK SIGNAL

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	280,000	-	-	280,000
PROJECT TOTALS	280,000	-	-	280,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	450
ESTIMATED ANNUAL OPERATING COSTS	450

A HAWK beacon (High-Intensity Activated crossWalk beacon) is a traffic control device used to stop road traffic and allow pedestrians to cross safely. A HAWK will be installed at the intersection of Tangerine Farms Road and Heritage Park Drive in the vicinity of Gladden Farms Elementary School as a pedestrian safety measure.

INA ROAD BRIDGE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	8,895,888	3,577,627	5,318,261	-
OTHER AGENCY FUNDING	135,574	87,459	48,115	-
PROJECT TOTALS	9,031,462	3,665,086	5,366,376	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	8,800
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	8,800

Ina Road widening between Silverbell Road and Star Commerce Drive to 4-lane section with raised median, sidewalks and drainage improvements plus the removal of the existing Ina bridge over the Santa Cruz River and its replacement with two new 2-lane bridges. This project was transferred to ADOT to be designed and built with ADOT's Ina interchange project with Interstate 10. The Town is responsible for redesigns and construction of the original Town project from Silverbell Road to Star Commerce, including the bridge.



TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

INA ROAD PAVEMENT RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	4,090,526	3,638,286	452,240	-
PROJECT TOTALS	4,090,526	3,638,286	452,240	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	1,128
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	4,700
ESTIMATED ANNUAL OPERATING COSTS	5,828

Mill top 2 inches of asphalt, place stress absorbing membrane to mitigate reflective cracking, re-pave from the new grade separated I-10 Traffic Interchange match line to east town limits, add infill sidewalk and transition pedestrian facilities to meet current ADA standards. This project includes all adjacent north side streets from Ina Road to Town Limits. Provide landscape improvements to achieve a uniform and new landscape appearance to this vital economic corridor of the Town.

JOPLIN LANE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,350,000	-	-	1,350,000
PROJECT TOTALS	1,350,000	-	-	1,350,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	4,850
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	4,850

Construction of a 2 lane roadway, providing for expanded commercial and residential development. Joplin Lane to extend north from Cortaro Farms Road towards the outlet mall near Twin Peaks Road.



LON ADAMS ROAD RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	4,284,880	19,880	1,765,000	2,500,000
PROJECT TOTALS	4,284,880	19,880	1,765,000	2,500,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	11,450
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	1,150
ESTIMATED ANNUAL OPERATING COSTS	12,600

Reconstruct Lon Adams Road from Grier Road to Barnett Road (approx. 1/2 mile). This project will consist of replacing the existing pavement section, adding sidewalks, lighting, landscaping, and improving the drainage. It will accommodate for pedestrian improvements from the existing Marana Municipal Complex to the Ora Mae Harn Park.

TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

MAINTENANCE YARD PARKING LOT PAVING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	150,000	-	100,000	50,000
PROJECT TOTALS	150,000	-	100,000	50,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	800
ESTIMATED ANNUAL OPERATING COSTS	800

Paving of Parks & Recreation equipment maintenance yard adjacent to Ora Mae Harn Park. Yard is used to stage equipment and vehicles for parking and currently floods during monsoon season. Paving will alleviate mud and pooled water issues.



MARANA MAIN STREET SETTLEMENT REPAIR

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	150,000	-	150,000	-
PROJECT TOTALS	150,000	-	150,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	<i>no foreseeable operating costs</i>
ESTIMATED ANNUAL OPERATING COSTS	-

The scope of work for the project consists of repairing distressed roadway areas on Marana Main Street between the Marana Municipal Complex and Grier Road. Work includes pavement patches in several locations and possible repairs of curbing and concrete on the side of the road.

MARANA ROAD REALIGNMENT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
DOWNTOWN REINVESTMENT FUND	384,145	35,020	349,125	-
NORTH BENEFIT AREA IMPACT FEE FUND	1,418,528	1,418,528	-	-
NORTHWEST BENEFIT AREA IMPACT FEE FUND	214,886	214,886	-	-
TRANSPORTATION FUND	901,115	822,651	78,464	-
PROJECT TOTALS	2,918,674	2,491,085	427,589	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	2,700
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	4,800
ESTIMATED ANNUAL OPERATING COSTS	7,500

Realign Marana road such that its terminus with Sandario road will be relocated from just north of the Circle K to just south of the Marana Market. The relocated alignment will reside in the ultimate right of way for Marana road in a scenario where Tangerine Farms road is the primary roadway from the Marana interchange.



TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

McDUFF ROAD RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	429,240	259,005	170,235	-
PROJECT TOTALS	429,240	259,005	170,235	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS **-**

Pavement restoration of McDuff road. Pavment is beginning to fail due to increased traffic.



SANDARIO ROAD DRAINAGE IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	170,000	-	20,000	150,000
PROJECT TOTALS	170,000	-	20,000	150,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY LANDSCAPE MAINTENANCE 700

ESTIMATED ANNUAL OPERATING COSTS **700**

Installation of drainage improvements on Sandario Road, south of the Airport.

SCENIC DRIVE IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	350,000	-	-	350,000
PROJECT TOTALS	350,000	-	-	350,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 7,240

ESTIMATED YEARLY LANDSCAPE MAINTENANCE -

ESTIMATED ANNUAL OPERATING COSTS **7,240**

Road and infrastructure improvements to Scenic Drive in conjunction with future developer related improvements triggered by the construction of a new subdivision.



TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

SILVERBELL ROAD SIDEWALKS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	298,273	34,777	263,496	-
PROJECT TOTALS	298,273	34,777	263,496	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 1,000

ESTIMATED ANNUAL OPERATING COSTS

1,000

Construct a concrete sidewalk along the west side of Silverbell Road between Twin Peaks Road and Coachline Boulevard.

SUBDIVISION RESORATIONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,540,000	-	-	1,540,000
PROJECT TOTALS	1,540,000	-	-	1,540,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *unknown at this time*

ESTIMATED YEARLY LANDSCAPE MAINTENANCE -

ESTIMATED ANNUAL OPERATING COSTS

-

Anually, reconstruction of neighborhood subdivisions based on OCI index and pavement preservation assesment.



TANGERINE FARMS ROAD INTERSECTIONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	400,000	-	-	400,000
PROJECT TOTALS	400,000	-	-	400,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE -

ESTIMATED YEARLY LANDSCAPE MAINTENANCE -

ESTIMATED ANNUAL OPERATING COSTS

-

Reconstruction of intersections along Tangerine Farms road failing due to excessive use.

TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

TANGERINE ROAD CORRIDOR, I10 TO TOWN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	2,015,938	1,404,052	611,886	-
OTHER AGENCY FUND	7,257,975	7,095,838	162,137	-
RTA FUND	49,422,467	49,412,471	9,996	-
NORTHEAST BENEFIT IMPACT FEE FUND	3,645,700	3,645,700	-	-
PROJECT TOTALS	62,342,080	61,558,061	784,019	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	25,000
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	35,000
ESTIMATED ANNUAL OPERATING COSTS	60,000

On Tangerine Rd, from Dove Mountain Blvd to La Canada Dr. Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, Traffic Signals, Right-of-Way acquisitions, Utility relocations, Marana Water line extensions, and sewer modifications and additions.

TANGERINE ROAD CORRIDOR, I10 TO DOVE MOUNTAIN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	7,703,972	3,972	200,000	7,500,000
RTA FUND	4,400,000	-	-	4,400,000
PROJECT TOTALS	12,103,972	3,972	200,000	11,900,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	25,000
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	35,000
ESTIMATED ANNUAL OPERATING COSTS	60,000

On Tangerine Rd, from Interstate 10 to Dove Mountain Blvd. Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, Traffic Signals, Right-of-Way acquisitions, Utility relocations, Marana Water line extensions, and sewer modifications and additions.



**TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
ROAD INFRASTRUCTURE PROJECTS**

THORNYDALE ROAD NORTH WIDENING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	185,961	88,649	97,312	-
PROJECT TOTALS	185,961	88,649	97,312	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	4,700
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	5,050
ESTIMATED ANNUAL OPERATING COSTS	9,750

On Thornydale Road, from Tangerine Crossing Drive to Moore Road, widen the existing 20' roadway to a 28' - 30' roadway. Project will include a multiuse path from Tangerine Road to Moore Road. Project will include landscape improvements to achieve a uniform look consistent with the Tangerine Corridor Project.

TORTOLITA ROAD SIDEWALKS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	250,000	-	250,000	-
PROJECT TOTALS	250,000	-	250,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	800
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	800

Sidewalks infill along Tortolita Rd between Dove Mountain Fire Station and Bajada Drive.



TWIN PEAKS ROAD, RATTLESNAKE PASS WIDENING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
SOUTH BENEFIT IMPACT FEE FUND	6,200,000	-	500,000	5,700,000
PROJECT TOTALS	6,200,000	-	500,000	5,700,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	1,450
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	1,450

Widening of Twin Peaks Road over Rattlesnake Pass. Work to be done in conjunction with developer improvements to Twin Peaks Road. New roadway will be a divided four lane road with drainage improvements and wildlife crossings.

**TOWN OF MARANA FY2020 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
ROAD INFRASTRUCTURE PROJECTS**

CONTINENTAL RANCH PHASE II RECONSTRUCT				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,200,000	-	1,200,000	-
PROJECT TOTALS	1,200,000	-	1,200,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	-
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	-

Reconstruction of a subdivision in the Contentenal Ranch community. Reconstruction is required over preservation due to age and condition of pavement.



**TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
PARK AND PARK RELATED PROJECTS**

CAP CANAL TRAILHEAD IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	69,843	36,774	33,069	-
OTHER AGENCY FUND	61,160	-	61,160	-
PROJECT TOTALS	131,003	36,774	94,229	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 4,400

ESTIMATED ANNUAL OPERATING COSTS

4,400

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.

DOWNTOWN MARANA VISITOR CENTER

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	200,000	-	200,000	-
PROJECT TOTALS	200,000	-	200,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *unknown at this time*

ESTIMATED ANNUAL OPERATING COSTS

-

Initial project to contain site exploration and design concepts of a possible visitor center located in the Downtown Marana region.



EL RIO PRESERVE PARKING LOT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	200,000	-	-	200,000
PROJECT TOTALS	200,000	-	-	200,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 1,740

ESTIMATED ANNUAL OPERATING COSTS

1,740

Civil Design, rough grading, safety steel handrail, post & cable, ADA accessible parking spaces, 40 parking bumpers, placement of parking lot material (decomposed granite or comparable material), accessible concrete sidewalk from parking lot to SUP and a plaza at connection of SUP to allow for clear sight lines of on-coming bicycle traffic.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL PARK AND PARK RELATED PROJECTS

EL RIO RIPARIAN RESTORATION PROJECT				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
OTHER CAPITAL PROJECTS FUND	390,196	127,303	262,893	-
PROJECT TOTALS	390,196	127,303	262,893	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	32,990
ESTIMATED ANNUAL OPERATING COSTS	32,990

This project will protect important riparian habitat, provide examples of water harvesting, educational experiences. The final project will include a pollinator species garden, pond with island and walking trails.



HONEA HEIGHTS POCKET PARK				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
OTHER CAPITAL PROJECTS FUND	259,123	29,737	229,386	-
AFFORDABLE HOUSING FUND	96,723	53,517	43,206	-
PROJECT TOTALS	355,846	83,254	272,592	-



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY PARK MAINTENANCE	28,890
ESTIMATED ANNUAL OPERATING COSTS	28,890

Construction of a new neighborhood park for the Honea Heights neighborhood to include a play structure, ramada, turf area / open play area, parking lot, and other park amenities. This park will bring new amenities for all ages to enjoy.

PARKS AND RECREATION DEPARTMENT MASTER PLAN				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	223,250	-	223,250	-
PARKS IMPACT FEE FUND	350,000	-	350,000	-
PROJECT TOTALS	573,250	-	573,250	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ROAD MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	-

Master Plan for park infrastructure, with detailed focus on the following: El Rio Recreational Area, NW Marana Nature Park, Ora Mae Harn Park.



TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL PARK AND PARK RELATED PROJECTS

SAGUARO BLOOM COMMUNITY PARK

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	977,800	-	-	977,800
PROJECT TOTALS	977,800	-	-	977,800



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 60,000

ESTIMATED ANNUAL OPERATING COSTS 60,000

Design and construction of a community park in the Saguaro Bloom neighborhood. Total park size to be 29 acres with 20 developed acres. Amenities include a dog park, soccer field, ramadas, baseball fields and walking paths.

SANTA CRUZ SHARED USE PATH AT CALPORTLAND

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	1,615,757	60,335	295,422	1,260,000
OTHER AGENCY FUND	500,000	-	-	500,000
PROJECT TOTALS	2,115,757	60,335	295,422	1,760,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 400

ESTIMATED YEARLY LANDSCAPE MAINTENANCE -

ESTIMATED ANNUAL OPERATING COSTS 400

Obtain necessary easements, design & construct a 14' wide asphalt path with above grade crossing at CalPortland Haul Road and underpass at conveyor belt. Completion of this portion of the SUP 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.



USMC NIGHTHAWK-72 MEMORIAL

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
OTHER AGENCY FUND	510,000	10,000	500,000	-
PROJECT TOTALS	510,000	10,000	500,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE -

ESTIMATED YEARLY LANDSCAPE MAINTENANCE 300

ESTIMATED ANNUAL OPERATING COSTS 300

Construct parking lot, water lines, sewer lines, restroom facilities, sidewalk and monumentation for the USMC 19 service members who served and died under the call sign of Nighthawk-72 at the Marana Airport.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIRPORT DRAINAGE STUDY

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	175,000	-	175,000	-
PROJECT TOTALS	175,000	-	175,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS

-

Prepare a new Airport Drainage Study. Previous drainage study was done in 2007 and is out of date.

AIRPORT MIRL, BEACK PAPI LIGHT REPLACEMENT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	1,853,000	-	342,800	1,510,200
PROJECT TOTALS	1,853,000	-	342,800	1,510,200

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 880

ESTIMATED ANNUAL OPERATING COSTS

880

Design and Construct Airport Runway MIRL (Medium Intensity Runway Lights) upgrade, replace rotating Beacon, and replace PAPI's (Precision Approach Path Indicators) on Runway 12-30 and 3-21. Replacements due to current age. Upgrade for safety.



AIRPORT PERIMETER FENCE AND GATES

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	200,000	-	200,000	-
PROJECT TOTALS	200,000	-	200,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE -

ESTIMATED ANNUAL OPERATING COSTS

-

Complete perimeter fence and replace existing manual gates with powered gates. Requirement per 2016 Wildlife Hazard Mitigation Assessment.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIRPORT TAXIWAY A RECONSTRUCTION				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	5,260,000	-	-	5,260,000
PROJECT TOTALS	5,260,000	-	-	5,260,000



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ROAD MAINTENANCE	-
ESTIMATED ANNUAL OPERATING COSTS	
	-

Design and construction of Taxiway A (50'x 6,901') and MITL reconstruction.

AIRPORT TAXIWAY MITL LIGHTS UPGRADE				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	1,466,000	-	-	1,466,000
PROJECT TOTALS	1,466,000	-	-	1,466,000

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ROAD MAINTENANCE	(420)
ESTIMATED ANNUAL OPERATING COSTS	
	(420)

Design and Construct the Airport Taxiway MITL (Medium Intensity Taxiway Lighting) upgrades. Replacement due to current age. Upgrade for safety.



AIRPORT WEST APRON RECONSTRUCTION				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	290,000	-	-	290,000
PROJECT TOTALS	290,000	-	-	290,000



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY ASPHALT MAINTENANCE	3,000
ESTIMATED ANNUAL OPERATING COSTS	
	3,000

Design and Construction of the West Apron (476,758 sqft) Reconstruction and the East Apron (215,195 sqft).

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

REHAB TRANSIENT, TIE DOWN HELI, TERMINAL APRON

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	9,779,629	3,600,966	6,178,663	-
PROJECT TOTALS	9,779,629	3,600,966	6,178,663	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ASPHALT MAINTENANCE 4,500

ESTIMATED ANNUAL OPERATING COSTS 4,500

Design and Reconstruction of Aprons and a portion of Taxiway B.

RUNWAY 3-21 AND TAXIWAY B EXTENSION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
GENERAL FUND	400,000	-	-	400,000
PROJECT TOTALS	400,000	-	-	400,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 11,280

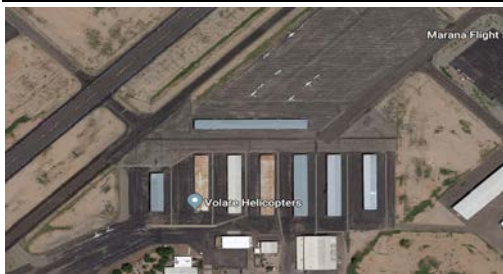
ESTIMATED ANNUAL OPERATING COSTS 11,280

Environmental Assessment for Runway 3-21 and Taxiway B extension and new parallel Taxiway.



RUNWAY 3-21, TAXIWAY B2, HANGAR 6 MODIFICATIONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL	6,960,000	-	-	6,960,000
PROJECT TOTALS	6,960,000	-	-	6,960,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ASPHALT MAINTENANCE 4,500

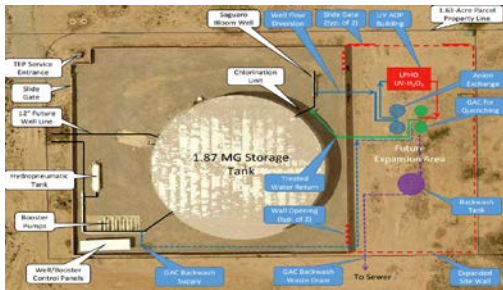
ESTIMATED ANNUAL OPERATING COSTS 4,500

Design and Construction/Reconstruction of Runway 3-21, Taxiway B2 and the removal of Hangar 6.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

AIRLINE/LAMBERT WATER TREATMENT CAMPUS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	7,672,620	197,811	7,474,809	-
PROJECT TOTALS	7,672,620	197,811	7,474,809	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY OPERATING COSTS	63,280
ESTIMATED ANNUAL OPERATING COSTS	63,280

Design and construct an advanced water treatment facility to destroy or significantly reduce levels of 1,4-dioxane and perfluorinated compounds from groundwater to provide finished water of the highest quality to our customers.

CAP SUBCONTRACT - NIA REALLOCATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
RENEWABLE RESOURCES FUND	798,000	-	399,000	399,000
PROJECT TOTALS	798,000	-	399,000	399,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	<i>no foreseeable costs</i>
ESTIMATED ANNUAL OPERATING COSTS	-

This provides funding to subcontract for the Town's portion of reallocated Non-Indian Agricultural (NIA) CAP water. Under the first phase reallocation, ADWR has recommended that 515 acre-feet be allocated to Marana. When Federal authorities approve this recommendation, Marana will be required to pay approx. \$665,000 over 5 years to subcontract for 515 acre-feet.



CONTINENTAL RESERVE 24 INCH TIE-IN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	1,557,539	88,768	1,468,771	-
PROJECT TOTALS	1,557,539	88,768	1,468,771	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	240
ESTIMATED ANNUAL OPERATING COSTS	240

The project will install approximately 6,200 linear feet of 24-inch transmission main combining existing water systems located on the east and west sides of I-10. The project will provide greater redundancy for the system by combining available source and storage capacities.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

MARANA PARK RESERVOIR

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER IMPACT FEE FUND	1,270,017	18,121	1,251,896	-
PROJECT TOTALS	1,270,017	18,121	1,251,896	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	4,100
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ESTIMATED ANNUAL OPERATING COSTS

4,100

Design and construction of a new 700,000 gallon reservoir at the existing Marana Park water facility. The new reservoir will provide additional storage required for new development.

MARANA PARK WELL

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER IMPACT FEE FUND	676,067	8,750	667,317	-
PROJECT TOTALS	676,067	8,750	667,317	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	5,210
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ESTIMATED ANNUAL OPERATING COSTS

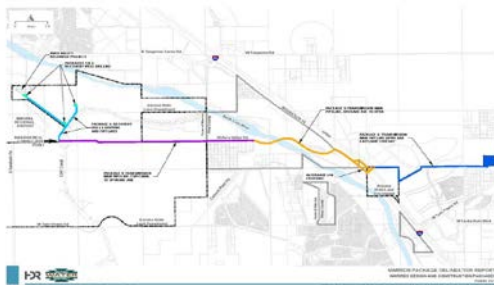
5,210

Drill and equip and a new production well near the Marana Park water facility to provide additional source capacity for future growth. The desired production is 650 gallons per minute.



NORTHWEST RECHARGE RECOVERY AND DELIVERY SYSTEM

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	8,182,304	107,962	488,705	7,585,637
PROJECT TOTALS	8,182,304	107,962	488,705	7,585,637



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	<i>unknown at this time</i>
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ESTIMATED ANNUAL OPERATING COSTS

-

Construction of approximately 10 miles of transmission main, booster stations and a storage reservoir. The project is collaborative effort between the Metropolitan Domestic Water Improvement District, the Town of Oro Valley and the Town of Marana to plan, design, and construct a delivery system to convey recovered CAP water to serve the respective water systems. The project is planned to be operational in 2023.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

OSHRIN BOOSTER AND RESERVOIR UPGRADE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	287,580	20,739	266,841	-
PROJECT TOTALS	287,580	20,739	266,841	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *unknown at this time*

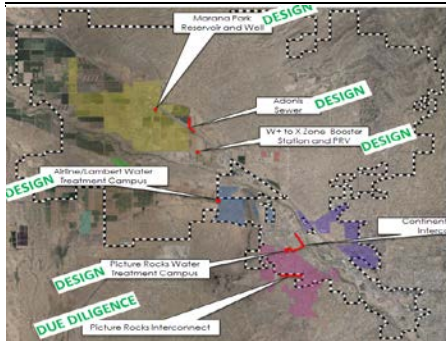
ESTIMATED ANNUAL OPERATING COSTS -

Design and construct an updated reservoir and booster station to replace the existing infrastructure in the Oshrin neighborhood.



PICTURE ROCKS INTERCONNECT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	1,295,200	-	100,000	1,195,200
PROJECT TOTALS	1,295,200	-	100,000	1,195,200



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 780

ESTIMATED ANNUAL OPERATING COSTS 780

Design and construction of approximately 6,600 linear feet of 12" water main in the Picture Rocks Service Area. The new main would convert an existing area of Continental Reserve to a different pressure zone. The zone change will allow the system to be operated more efficiently by allowing other portions of the system to be fed by gravity instead of a booster station, thereby reducing energy costs.

PICTURE ROCKS WATER TREATMENT CAMPUS

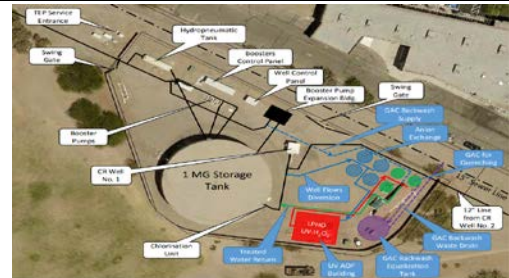
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	7,564,811	190,002	7,374,809	-
PROJECT TOTALS	7,564,811	190,002	7,374,809	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY OPERATING COSTS 63,280

ESTIMATED ANNUAL OPERATING COSTS 63,280

Design and construct an advanced water treatment facility to destroy or significantly reduce levels of 1,4-dioxane and perflourinated compounds from groundwater to provide finished water of the highest quality to our customers



TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

POTABLE WATER SYSTEM MASTER PLAN UPDATE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	65,000	-	65,000	-
PROJECT TOTALS	65,000	-	65,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS -



The Potable Water Master Plan is used as a comprehensive planning tool to project infrastructure and water resource requirements for the potable water system. This project will provide and update to the Town of Marana 2010 Potable Water System Master Plan based on actual growth and revised projections.

SANDERS ROAD 24 INCH WATER LINE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	2,060,000	-	-	2,060,000
PROJECT TOTALS	2,060,000	-	-	2,060,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 700

ESTIMATED ANNUAL OPERATING COSTS 700

Design and construct approximately 9,000 LF of 24-inch water line from Clark Farms Blvd. to Marana Road to support planned future development.

SCADA AND INTERGRATED TELEMTRY

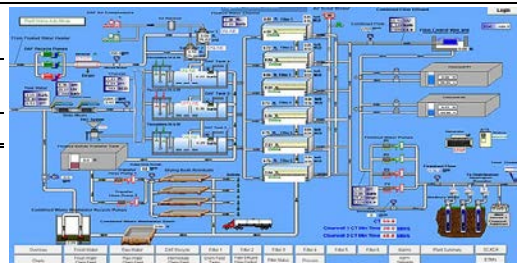
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	581,612	356,612	225,000	-
PROJECT TOTALS	581,612	356,612	225,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 35,780

ESTIMATED ANNUAL OPERATING COSTS 35,780

The SCADA Master Plan, developed by Aracdis, Inc., includes a project portfolio with 10 water distribution projects that will improve the Department's efficiency, control, communication, ability to control data and security while standardizing software/hardware installations in the water distribution system.



TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

TANGERINE W TO X ZONE BOOSTER AND PRV				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	61,228	27,228	34,000	-
PROJECT TOTALS	61,228	27,228	34,000	-
POST PROJECT OPERATIONS & MAINTENANCE				
ESTIMATED YEARLY MAINTENANCE		880		
ESTIMATED ANNUAL OPERATING COSTS		880		

Design and construction of a W+ to X Zone Booster Station and an X to W+ Zone pressure reducing valve (PRV) station approximately one mile west of I-10 on Tangerine Farms Road. The project is required to provide future water service to pressure zones on the east side of Interstate 10, and eventually the west side of Interstate 10. The project will also support the future use of gravity storage reservoir, thereby increasing operating efficiencies.



TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER RECLAMATION PROJECTS

ADONIS SEWER CONNECTION & REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	1,471,282	212,646	1,258,636	-
PROJECT TOTALS	1,471,282	212,646	1,258,636	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	5,600
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ESTIMATED ANNUAL OPERATING COSTS

5,600

Clean and rehabilitate the existing sanitary sewer conveyance system located in the neighborhood. Design and construct a new lift station and force main to convey flow from the existing Adonis neighborhood to the Town of Marana's conveyance system. Abandon the existing lift station and discontinue use of the existing lagoons.

CLARK FARMS FLOW SPLIT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER IMPACT FEE FUND	465,750	-	465,750	-
PROJECT TOTALS	465,750	-	465,750	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	440
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ESTIMATED ANNUAL OPERATING COSTS

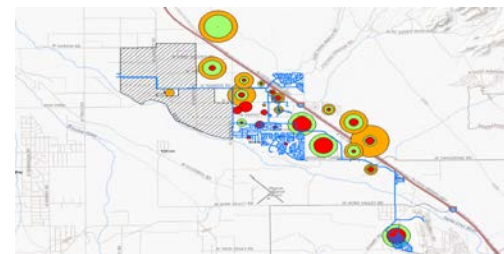
440

Modification of the existing wastewater collection system along Clark Farms Boulevard at Sandario Road and Tangerine Farms Road to split the incoming flows between Clark Farms and Sandario Road by replacing an existing weir with a control structure, replacing existing manholes, and installation of 12" gravity main. The project will allow better utilization of existing infrastructure and system capacity for new development, reducing the need for additional infrastructure.



CONVEYANCE SYSTEM MASTER PLAN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER IMPACT FEE FUND	172,005	79,234	92,771	-
PROJECT TOTALS	172,005	79,234	92,771	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	<i>no foreseeable costs</i>
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ESTIMATED ANNUAL OPERATING COSTS

-

The Conveyance System Master Plan will assist in effective expansion of the Town's wastewater conveyance system, allowing for future growth to continue.

TOWN OF MARANA FY2019 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER RECLAMATION PROJECTS

FAIR AND POOR MANHOLE REPLACEMENT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	983,185	-	-	983,185
PROJECT TOTALS	983,185	-	-	983,185



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *unknown at this time*

ESTIMATED ANNUAL OPERATING COSTS

-

Assessment and evaluation of all conveyance system manholes and replacement or rehabilitation of manholes deemed to be in poor or fair condition.

MANHOLE REPLACEMENT AND REPAIR PROGRAM

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	800,000	-	-	800,000
PROJECT TOTALS	800,000	-	-	800,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *unknown at this time*

ESTIMATED ANNUAL OPERATING COSTS

-

Assessment and evaluation of all conveyance system manholes and creation of a replacement and rehabilitation schedule.



MARANA ROAD, SANDERS ROAD 21 INCH MAIN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2019	FY2020 BUDGET	FUTURE BUDGET
WASTE WATER IMPACT FEE FUND	248,000	-	248,000	-
PROJECT TOTALS	248,000	-	248,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 7,240

ESTIMATED ANNUAL OPERATING COSTS

7,240

Remove approximately 90 LF of 18" gravity sewer main and replace with 21" gravity sewer main; Remove and replace two existing manholes

SUPPLEMENTAL SCHEDULES

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

REVENUE SCHEDULE

Revenue Schedule	2017 Actual	2018 Actual	2019 Estimates	2020 Adopted
General Fund				
Sales taxes	\$ 25,288,245	\$ 27,236,047	\$ 28,469,795	\$ 26,910,247
Intergovernmental	10,716,724	11,506,530	11,745,098	12,840,139
Licenses, fees and permits	4,840,177	5,593,212	5,116,465	4,881,012
Fines and forfeiture	574,884	612,638	450,602	402,000
Charges for services	383,321	449,802	424,343	369,750
Leases	112,338	135,589	147,204	125,000
Investment income	75,537	320,915	800,000	777,000
Miscellaneous	799,693	789,568	1,030,000	883,519
Total General Fund	42,790,919	46,644,301	48,183,507	47,188,667
Special Revenue Funds				
Highway User Revenue Fund	3,156,036	3,331,900	3,348,327	3,655,329
Community Development Block Grant	58,961	87,807	75,935	150,000
Affordable Housing	2,218	12,840	4,361	10,000
Judicial Collection Enhancement	13,967	8,691	9,696	8,000
Fill-the-Gap	4,666	5,301	3,490	4,500
Local Technology	89,602	63,376	60,613	45,000
Bed Tax	1,178,535	1,327,289	1,168,132	1,227,600
Other SRF	863,057	1,065,075	729,016	3,579,674
Total Special Revenue Funds	5,367,042	5,902,279	5,399,570	8,680,103
Capital Projects Funds				
Northwest Transportation Impact Fees	-	80,672	129,521	83,894
Northeast Transportation Impact Fees	378,882	603,419	459,826	138,240
South Transportation Impact Fees	775,910	1,020,191	1,937,388	907,555
Park Impact Fees	908,150	1,193,492	1,551,853	1,056,507
Transportation	5,749,243	7,539,604	7,313,440	5,421,050
RTA	22,949,236	14,117,969	4,595,212	35,000
1/2 Cent Sales Tax	5,148,622	5,537,475	3,432,977	-
Downtown Reinvestment	222,474	230,946	215,283	234,000
Other Capital Projects	6,149,370	3,826,658	249,860	1,171,903
Community Facilities Districts Capital	68,505	80,974	107,459	159,355
Total Capital Projects Funds	42,350,392	34,231,400	19,992,819	9,207,504

REVENUE SCHEDULE

Revenue Schedule	2017 Actual	2018 Actual	2019 Estimates	2020 Adopted
Debt Service Funds				
Tangerine Farms Improvement District	2,518,010	988,702	2,914,151	2,873,670
Community Facility Districts DSF	461,957	492,320	772,069	1,084,170
Other Debt Service	-	-	-	-
Total Debt Service Funds	2,979,967	1,481,022	3,686,220	3,957,840
Enterprise Funds				
Airport	1,129,708	350,954	1,171,377	6,730,663
Water Utility	8,510,749	7,957,450	8,752,839	9,116,785
Wastewater Utility	2,852,003	3,658,464	3,644,874	3,199,548
Total Enterprise Funds	12,492,460	11,966,868	13,569,090	19,046,996
Internal Service Funds				
Health Benefits	4,036,170	4,197,241	4,667,645	4,712,720
Dental Benefits	301,320	302,205	371,681	336,480
Total Internal Service Funds	4,337,490	4,499,446	5,039,326	5,049,200
Total ALL Funds	\$ 110,318,270	\$ 104,725,316	\$ 95,870,532	\$ 93,130,310

EXPENDITURE SCHEDULE

Expenditure Schedule	2017 Actual	2018 Actual	2019 Estimates	2020 Adopted
General Fund				
Personnel and Benefits	\$ 25,828,368	\$ 27,099,269	\$ 27,888,912	\$ 31,029,155
Contracted Services	4,766,734	4,719,132	5,241,384	7,192,057
Operating Supplies & Equipment	4,983,184	3,836,725	4,952,063	5,086,155
Capital Outlay	780,902	1,712,897	850,223	3,444,180
Other Financing Uses	594,574	370,000	-	5,000,000
Total General Fund	36,953,762	37,738,023	38,932,582	51,751,547
Special Revenue Funds				
Highway User Revenue Fund	3,607,506	2,836,562	2,306,185	5,106,881
Community Development Block Gr	58,961	87,807	86,354	150,000
Affordable Housing	-	14,736	35,005	93,206
JCEF	6,013	-	-	166,000
Fill-the-Gap	-	-	-	34,500
Local Technology	48,912	78,863	90,818	430,000
Bed Tax	862,367	831,818	962,288	1,227,600
Other SRF	967,501	663,732	1,912,520	3,727,546
Total Special Revenue Funds	5,551,260	4,513,518	5,393,170	10,935,733
Capital Projects Funds				
Northwest Transportation Impact Fe	186,353	1,282,389	130,952	-
Northeast Transportation Impact Fe	87,236	3,651,633	365,343	-
South Transportation Impact Fees	11,618	9,857	5,212	500,000
Park Impact Fees	1,183,432	3,488,845	961,233	678,491
Transportation	2,378,118	3,756,973	9,167,973	16,434,682
Regional Transportation Authority	24,472,752	13,831,324	2,635,809	44,996
1/2 Cent Sales Tax	1,370,186	11,508,382	5,834,008	200,000
Sales Tax Capital	-	-	-	-
Downtown Reinvestment	-	24,280	12,133	474,125
Other Capital Projects	4,928,114	2,932,468	1,333,382	3,919,812
Pima County Bonds	-	-	-	-
Community Facilities Distircts	417,944	328	7,565	849,650
Total Capital Projects Funds	35,035,753	40,486,479	20,453,610	23,101,756

EXPENDITURE SCHEDULE

Expenditure Schedule	2017 Actual	2018 Actual	2019 Estimates	2020 Adopted
Debt Service Funds				
2008 MMPC Bond	2,637,788	-	-	-
2013 MMPC Bond	3,031,725	3,031,425	3,638,810	3,042,113
2014 Excise Tax Bond	533,725	533,908	794,469	792,346
2017B Excise Tax Bond	260,841	655,602	1,764,300	2,098,900
Tangerine Farms Imprv. District	2,420,056	298,563	2,492,203	3,775,170
Gladden CFD Debt	1,056,541	485,863	476,713	532,313
Gladden II CFD Debt	-	-	-	1,261,757
Saguaro Springs CFD Debt	-	-	4,003,287	1,524,650
Total Debt Service Funds	9,940,676	5,005,361	13,169,782	13,027,249
Enterprise Funds				
Airport	896,205	935,313	6,315,911	7,541,343
Water	7,280,551	7,709,296	11,435,704	27,641,423
Wastewater	7,498,724	23,972,321	4,570,033	4,732,544
Total Enterprise Funds	15,675,480	32,616,930	22,321,648	39,915,310
Internal Service Funds				
Health Benefits	3,879,339	4,506,412	4,872,267	4,712,720
Dental Benefits	253,280	238,251	237,641	336,480
Total Internal Service Funds	4,132,619	4,744,663	5,109,908	5,049,200
Total ALL Funds	\$ 107,289,550	\$ 126,427,533	\$ 105,380,700	\$ 143,780,795

INTERFUND TRANSFERS Fiscal Year 2019-2020

TRANSFER SUMMARY								
Transfers From:								
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	North East Transportation Impact Fee Fund	Vanderbilt CFD	Water Resource	Wastewater Impact Fee Fund	Total
Other Grants	100,000	-	-	-	-	-	-	100,000
2013 Debt	1,259,750	-	-	-	-	905,275	905,275	3,070,300
2014 Debt	800,689	-	-	-	-	-	-	800,689
2017 Debt	440,107	691,899	499,352	484,541	-	-	-	2,115,899
Airport Operating	242,680	-	-	-	-	-	-	242,680
Airport Capital	668,000	-	-	-	-	-	-	668,000
Capital Projects	234,316	-	-	-	-	-	-	234,316
Water	750,000	-	-	-	-	222,298	-	972,298
Waste Water Capital	50,000	-	-	-	34,727	404,535	404,535	893,797
Total	4,545,542	691,899	499,352	484,541	34,727	1,532,108	1,309,810	9,097,979

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	AA
Saguaro Springs CFD General Obligation Bonds	AA

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2020	5,809,000	3,771,461	9,580,461
2021	6,094,000	3,607,971	9,701,971
2022	6,282,000	3,412,062	9,694,062
2023	6,999,000	3,187,316	10,186,316
2024	6,893,000	2,932,915	9,825,915
2025-2029	31,135,000	10,493,492	41,628,492
2030-2034	12,145,000	5,783,931	17,928,931
2035-2039	11,045,000	3,141,734	14,186,734
2040-2043	10,300,000	864,638	11,164,638
Totals	96,702,000	37,195,520	133,897,520

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.

2017 Series B – Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2020	1,200,000	896,900	2,096,900
2021	1,235,000	854,200	2,089,200
2022	1,290,000	797,250	2,087,250
2023	1,860,000	718,500	2,578,500
2024	1,955,000	623,125	2,578,125
2025-2029	11,485,000	1,499,625	12,984,625
Totals	19,025,000	5,389,600	24,414,600

2017 Series A&C – Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2020	0	809,069	809,069
2021	0	809,069	809,069
2022	0	809,069	809,069
2023	0	809,069	809,069
2024	0	809,069	809,069
2025-2029	0	4,045,344	4,045,344
2030-2034	585,000	3,991,969	4,576,969
2035-2039	10,050,000	2,813,484	12,863,484
2040-2042	9,145,000	749,300	9,894,300
Totals	19,780,000	15,645,442	35,425,442

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
2020	1,745,000	1,295,113	3,040,113
2021	1,795,000	1,237,400	3,032,400
2022	1,860,000	1,164,300	3,024,300
2023	1,940,000	1,088,300	3,028,300
2024	2,015,000	999,125	3,014,125
2025-2029	11,695,000	3,338,625	15,033,625
2030-2034	7,870,000	988,200	8,858,200
Totals	28,920,000	10,111,063	39,031,063

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2020	679,000	111,346	790,346
2021	696,000	93,815	789,815
2022	715,000	75,824	790,824
2023	735,000	57,337	792,337
2024	609,000	40,201	649,201
2025-2026	1,272,000	32,615	1,304,615
Totals	4,706,000	411,138	5,117,138

Gladden Farms Community Facilities District General Obligation Bonds

The Gladden Farms Community Facilities District (a component unit) issued general obligation (GO) 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 2019-20 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2016			
Fiscal Year	Principal	Interest	Total
2020	265,000	262,313	527,313
2021	410,000	255,563	665,563
2022	420,000	247,263	667,263
2023	430,000	236,613	666,613
2024	440,000	223,563	663,563
2025-2029	2,450,000	867,488	3,317,488
2030-2034	2,955,000	331,663	3,286,663
2035-2039	100,000	18,750	118,750
2040-2042	70,000	3,438	73,438
Totals	7,540,000	2,446,654	9,986,654

Saguaro Springs Community Facilities District General Obligation Bonds

The Saguaro Springs Community Facilities District (a component unit) issued general obligation (GO) 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 2019-20 the rate for debt service was \$2.50/\$100 of assessed valuation.

Saguaro Springs - CFD General Obligation Bonds - 2018			
Fiscal Year	Principal	Interest	Total
2020	100,000	142,150	242,150
2021	105,000	140,100	245,100
2022	105,000	138,000	243,000
2023	105,000	135,375	240,375
2024	110,000	132,150	242,150
2025-2029	605,000	602,800	1,207,800
2030-2034	735,000	472,100	1,207,100
2035-2039	895,000	309,500	1,204,500
2040-2042	1,085,000	111,900	1,196,900
Totals	3,845,000	2,184,075	6,029,075

Tangerine Farms Road Improvement District – 2017 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 – 2017 Series			
Fiscal Year	Principal	Interest	Total
2020	1,636,000	237,670	1,873,670
2021	1,667,000	205,604	1,872,604
2022	1,699,000	172,931	1,871,931
2023	1,732,000	139,630	1,871,630
2024	1,764,000	105,683	1,869,683
2025-2026	3,628,000	106,996	3,734,996
Totals	12,126,000	968,514	13,094,514

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
2020	184,000	16,900	200,900
2021	186,000	12,220	198,220
2022	193,000	7,426	200,426
2023	197,000	2,492	199,492
Totals	760,000	39,038	799,038

Water Infrastructure Finance Authority (WIFA) Loans

The Town has issued WIFA loans to acquire water wells, improve aging water treatment and conveyance systems, and complete water infrastructure improvements. These loans are payable solely from water revenues. For fiscal year 2019-2020, both 2019 series WIFA loans are showing estimated schedules based on the full loan amount. As of the start of the fiscal these loans have not been fully drawn down.

Water Infrastructure Finance Authority Loan - 2010			
Fiscal Year	Principal	Interest	Total
2020	232,707	84,862	317,569
2021	239,614	77,852	317,466
2022	246,726	70,635	317,361
2023	254,049	63,204	317,253
2024	261,589	55,551	317,140
2025-2029	1,429,117	154,787	1,583,904
2030	311,769	4,627	316,396
Totals	2,975,571	511,518	3,487,089

Water Infrastructure Finance Authority Loan - 2019 Adonis			
Fiscal Year	Principal	Interest	Total
2020	28,984	7,323	36,307
2021	29,711	7,027	36,738
2022	30,457	6,724	37,181
2023	31,220	6,413	37,633
2024	32,003	6,095	38,098
2025-2029	204,470	25,406	229,876
2030-2034	195,207	16,152	211,359
2035-2039	220,945	5,678	226,623
Totals	772,997	80,818	853,815

Water Infrastructure Finance Authority Loan - 2019			
Fiscal Year	Principal	Interest	Total
2020	590,762	181,937	772,699
2021	605,176	183,386	788,562
2022	619,943	175,423	795,366
2023	635,069	167,266	802,335
2024	650,565	158,909	809,474
2025-2029	3,498,822	661,882	4,160,704
2030-2034	3,947,023	420,173	4,367,196
2035-2039	4,452,640	147,501	4,600,141
Totals	15,000,000	2,096,477	17,096,477

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2019 - 2020

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Town Manager							
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	-	1.00	1.00	1.00	1.00	1.00	1.00
Management Assistant	3.00	-	-	-	-	-	-
Executive Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	1.13	1.13	1.00	1.00	1.00	-	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	-	-	1.00	1.00	1.00	2.00	-
Communication and Marketing Division							
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Specialist	-	1.00	1.00	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.00	1.00	1.50	1.50
Marketing & Design Associate (Tourism & Marketing)	-	-	0.50	0.50	0.50	-	-
Special Events Division							
Special Events Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Programmer	-	-	-	1.00	1.00	1.00	1.00
Total Town Manager Office	12.13	11.13	12.50	13.50	13.50	13.50	11.50
Town Clerk							
Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00	5.00	5.00	5.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Human Resources							
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety Division							
Emergency Management and Safety Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Human Resources	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Finance							
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Revenue & Customer Service Manager	-	-	-	-	-	-	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grants Manager	-	-	-	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Accounting Associate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Associate	1.75	1.75	0.75	0.75	0.75	0.75	0.75
Tax & License Specialist	-	-	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Asset Administrator	1.00	1.00	1.00	-	-	-	1.00
Customer Service Representative	-	-	-	-	-	-	2.00
Total Finance	12.25	12.25	12.25	12.25	12.25	12.25	16.25

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Legal Department							
Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Document Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Associate Town Attorney	-	-	-	-	1.00	1.00	1.00
Total Legal Department	6.50	6.50	6.50	6.50	7.50	7.50	7.50
Technology Services							
Technology Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Software Developer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Technology Support Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technology Support Specialist I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	1.00	1.00	1.00	1.00	-	-
Total Technology Services	14.00	14.00	14.00	14.00	14.00	14.00	14.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Office of Economic & Tourism Development							
Director of Economic and Tourism Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Tourism & Marketing Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	-	1.00	1.00	1.00	1.00	1.00	1.00
Graphic Designer	-	-	-	-	-	0.50	0.50
Marketing & Design Associate (Tourism & Marketing)	-	-	0.50	0.50	0.50	-	-
Total Office Economic & Tourism Development	2.00	3.00	3.50	3.50	3.50	3.50	3.50
Community & Neighborhood Services							
Community & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	1.00	1.00	-	-	-	-
Community Outreach Coordinator	-	-	-	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist	-	-	-	-	-	1.00	1.00
Code Enforcement Division							
Code Enforcement Official	1.00	1.00	1.00	-	-	-	-
Chief Code Enforcement & Animal Control Officer	-	-	-	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Code Enforcement Officer I	-	-	-	-	-	-	1.00
Animal Services Division							
Animal Control Officer	-	2.00	2.00	3.00	3.00	3.00	3.00
Total Community & Neighborhood Services	6.00	8.00	8.00	8.00	8.00	9.00	10.00
Development Services Administration							
Development Services Director	-	1.00	1.00	1.00	1.00	1.00	1.00
Development Services Center Manager	1.00	-	-	-	-	-	-
Business Process Analyst	-	-	-	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	-	-	-	-	-
Development Services General Manager	-	-	-	-	-	-	-
Economic Development Manager	-	-	-	-	-	-	-

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Building Safety							
Building Safety Director	1.00	-	-	-	-	-	-
Chief Building Official	-	-	-	1.00	1.00	1.00	1.00
Assistant Building Official	-	-	-	-	-	1.00	1.00
Building Safety Manager	-	1.00	1.00	1.00	1.00	-	-
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Safety Coordinator	1.00	1.00	1.00	-	-	-	-
Senior Plans Examiner	1.00	1.00	1.00	2.00	2.00	2.00	1.00
Plans Examiner	1.00	1.00	1.00	-	-	1.00	2.00
Building Inspector II	2.00	2.00	2.00	3.00	3.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Permit Clerk	3.00	3.00	3.00	3.00	3.00	3.00	2.00
Development Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning							
Planning Director	1.00	1.00	1.00	1.00	1.00	-	-
Environmental Project Manager	1.00	1.00	1.00	1.00	1.00	-	-
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	4.00	4.00	4.00	4.00	4.00	5.00	5.00
Planner	1.00	1.00	-	-	-	-	-
Business Process Analyst	-	-	1.00	-	-	-	-
Development Coordinator	1.00	1.00	1.00	-	-	-	-
Total GM - Development Services	24.00	24.00	23.00	23.00	23.00	22.00	22.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Engineering							
Town Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00	1.00	-	-
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	-
Environmental Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	3.00	3.00	2.00	2.00
Engineering Aide	1.00	1.00	1.00	1.00	1.00	-	-
Construction Manager	2.00	2.00	2.00	-	-	-	-
Construction Inspector	-	-	-	-	-	1.00	-
Development Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Development Coordinator	-	-	-	1.00	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Improvement Program							
CIP Engineering Division Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Project Manager	1.00	1.00	1.00	3.00	3.00	3.00	3.00
CIP Process Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Right of Way Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	1.00	1.00	1.00	1.00	1.00	1.00	-
Project Coordinator - CIP	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Engineering Document Clerk	-	-	1.00	1.00	1.00	1.00	1.00
Total Engineering	23.00	23.00	24.00	24.00	24.00	22.00	20.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Police							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Sergeant	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Police Officer	69.00	69.00	71.00	71.00	71.00	71.00	74.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Telecommunications Manager	-	-	-	-	-	1.00	1.00
Police Telecommunications Supervisor	2.00	2.00	2.00	2.00	2.00	1.00	1.00
Dispatcher	12.00	12.00	12.00	12.00	13.00	13.00	13.00
Police Records Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property & Evidence Records Clerk	-	-	-	-	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Scene Specialist	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	-	-	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	-	-	-	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	-	-	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Police Department	113.00	113.00	115.00	115.00	118.00	118.00	121.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Courts							
Town Magistrate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Security Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	4.00	4.00	4.00	3.00	3.00	3.00	3.00
Senior Court Clerk	-	-	-	1.00	1.00	1.00	1.00
Total Courts	14.00	14.00	14.00	14.00	14.00	14.00	14.00
Public Works							
Public Works Administration							
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Deputy Director	-	-	-	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Response Manager	1.00	1.00	1.00	-	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Technician I	-	-	1.00	1.00	1.00	1.00	1.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Streets Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Technician III	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Technician II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Technician I	-	-	-	1.00	1.00	-	1.00
Signs & Markings Technician	1.00	1.00	1.00	-	-	-	-
Signs & Marking Specialist	-	-	-	-	-	1.00	1.00
Public Works Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Equipment Operator II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Operator I	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Maintenance Associate II	3.00	4.00	4.00	3.00	3.00	4.00	4.00
Assets Coordinator	-	-	-	1.00	1.00	1.00	1.00
Maintenance Associate III	6.00	6.00	7.00	7.00	7.00	7.00	7.00
Maintenance Associate I	3.00	2.00	2.00	2.00	2.00	1.00	1.00
Engineering Aide		-	-	-	-	1.00	1.00
Engineering Specialist		-	-	-	-	1.00	1.00
Facilities Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Tradesman	-	-	-	1.00	2.00	2.00	2.00
Facilities Technician III	1.00	1.00	1.00	-	-	-	-
Facilities Technician II	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Facilities Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Public Works Department	36.00	36.00	38.00	38.00	39.00	41.00	44.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Parks & Recreation							
Admin							
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Superintendent	-	-	-	1.00	1.00	1.00	1.00
Business Process Manager	-	-	-	-	-	-	1.00
Recreation Division							
Recreation Coordinator	3.00	3.00	3.00	3.00	1.00	1.00	1.00
Recreation Programmer	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Business Services Coordinator	1.00	1.00	1.00	-	-	-	-
Recreation Assistant	1.00	1.00	1.00	-	-	-	-
Maintenance Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Irrigation Control Specialist	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Assets Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate III	12.00	12.00	12.00	11.00	10.00	10.00	10.00
Maintenance Associate II	-	-	-	-	-	4.00	4.00
Maintenance Associate I	-	-	-	-	-	5.00	5.00
Attendant	10.00	10.00	10.00	10.00	9.00	-	-
Aquatics Division							
Recreation Coordinator	-	-	-	-	1.00	1.00	1.00
Recreation Programmer	-	-	-	-	1.00	1.00	1.00
Special Interests Division							
Parks and Recreation Services Clerk	2.75	2.75	2.00	2.00	2.00	2.00	2.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outdoor Division							
Recreation Coordinator	-	-	-	-	1.00	1.00	1.00
Maintenance Associate III	-	-	-	-	1.00	1.00	1.00
Maintenance Associate I	-	-	-	-	1.00	1.00	1.00
Total Parks Department	41.75	41.75	41.00	40.00	40.00	40.00	42.00

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Water Department							
Water Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Superintendent	1.00	-	-	-	-	-	-
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Resource Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Quality Specialist	-	-	-	-	-	1.00	1.00
Water Quality Technician	1.00	1.00	1.00	1.00	1.00	-	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Electric Pump & Well Technician	1.00	1.00	-	-	-	-	-
Water Mechanic	1.00	1.00	1.00	1.00	-	-	-
Water Operator III	-	-	1.00	2.00	2.00	2.00	2.00
Water Operator II	6.00	6.00	7.00	6.00	6.00	6.00	6.00
Water Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Billing Specialist	2.00	2.00	2.00	2.00	2.20	2.20	2.60
SCADA Administrator	-	-	-	1.00	1.00	1.00	1.00
Water Technology Coordinator	1.00	1.00	1.00	-	-	-	-
Water Technology Support Specialist II	-	-	-	-	1.00	1.00	1.00
Assets Coordinator	-	-	-	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Operations Manager	-	1.00	1.00	1.00	1.00	1.00	1.00
Total Water Department	23.00	23.00	24.00	24.00	25.20	25.20	27.60

	2017 Adopted	2017 Actual	2018 Adopted	2018 Actual	2019 Adopted	2019 Estimated	2020 Budget
Waste Water Department							
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator II	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Water Reclamation Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	-	-	-	-	1.00	1.00	1.00
Associate Water Reclamation Mechanic	-	-	-	-	1.00	1.00	1.00
Total Waste Water Department	4.00	4.00	5.00	5.00	7.00	7.00	7.00
Airport Operations							
Airport Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Airport Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate III	-	-	-	1.00	1.00	1.00	1.00
Maintenance Associate	1.00	1.00	1.00	-	-	-	-
Total Airport Operations	3.00	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL TOWN AUTHORIZED POSITIONS	346.63	348.63	355.75	355.75	363.95	363.95	375.35



Salary Schedules Fiscal Year 2019-2020

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 108			\$45,484.57	\$56,855.44	\$68,227.40	Annual
476	Recreation Coordinator	Exempt				
210	Senior Accountant	Exempt				
GRADE 109			\$49,578.13	\$61,973.46	\$74,367.73	Annual
713	Airport Operations Supervisor	Exempt				
212	Budget Analyst	Exempt				
475	Business Process Supervisor	Exempt				
198	Communications Specialist	Exempt				
439	Executive Assistant to the Town Manager	Exempt				
252	Geographic Information Systems (GIS) Analyst	Exempt				
840	Graphic Designer	Exempt				
208	Human Resources Analyst	Exempt				
276	Management Assistant	Exempt				
752	Parks Maintenance Supervisor	Exempt				
712	Public Works Supervisor	Exempt				
322	Real Property Acquisition Agent	Exempt				
246	Senior Planner	Exempt				
440	Special Events Coordinator	Exempt				
722	Water Distribution Supervisor	Exempt				
723	Water Production Supervisor	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 110			\$54,536.48	\$68,170.60	\$81,804.72	Annual
719	Chief Water Reclamation Operator	Exempt				
237	CIP Process Analyst	Exempt				
330	Database Administrator	Exempt				
202	Economic Development Specialist	Exempt				
341	Network Administrator	Exempt				
214	Payroll Administrator	Exempt				
211	Procurement Officer	Exempt				
236	Project Control Specialist	Exempt				
285	Revenue and Customer Service Manager	Exempt				
325	Safety & Emergency Management Coordinator	Exempt				
206	Senior Human Resources Analyst	Exempt				
268	Technology Analyst	Exempt				
GRADE 111			\$60,535.37	\$75,668.66	\$90,803.04	Annual
655	Asset Systems Manager	Exempt				
222	Associate Town Attorney	Exempt				
124	Assistant Building Official	Exempt				
814	Crime Scene Property & Evidence Supervisor	Exempt				
400	Deputy Town Clerk	Exempt				
163	Environmental Project Manager	Exempt				
217	Grants Manager	Exempt				
164	Police Telecommunications Manager	Exempt				
467	SCADA Administrator	Exempt				
258	Senior GIS Analyst	Exempt				
340	Senior Network Administrator	Exempt				
320	Software Developer	Exempt				
502	Superintendent	Exempt				
201	Tourism & Marketing Manager	Exempt				
483	Water Business Services Coordinator	Exempt				
481	Water Resources Coordinator	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 112			\$67,799.82	\$84,749.50	\$101,699.19	Annual
261	Assistant Town Attorney	Exempt				
177	Chief Code Enforcement and Animal Control Officer	Exempt				
230	Civil Engineer	Exempt				
244	Principal Planner	Exempt				
161	Project Manager	Exempt				
240	Technology Manager	Exempt				
263	Traffic Manager	Exempt				
159	Water Operations Manager	Exempt				
153	Water Reclamation Operations Manager	Exempt				
GRADE 113			\$76,613.83	\$95,766.75	\$114,919.68	Annual
175	Chief Building Official	Exempt				
151	CIP Engineering Division Manager	Exempt				
170	Court Administrator	Exempt				
147	Development Engineering Division Manager	Exempt				
GRADE 114			\$86,573.40	\$108,216.73	\$129,860.08	Annual
157	Engineering Deputy Director	Exempt				
149	Finance Deputy Director	Exempt				
250	Human Resources Deputy Director	Exempt				
155	Parks & Recreation Deputy Director	Exempt				
158	Public Works Deputy Director	Exempt				
262	Senior Assistant Town Attorney	Exempt				
148	Water Deputy Director	Exempt				
GRADE 115			\$97,827.46	\$122,284.87	\$146,741.19	Annual
154	Deputy Town Attorney	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
Non-Exempt Positions						
GRADE 206			\$27,259.96	\$33,393.62	\$39,527.80	Annual
			\$13.1057	\$16.0546	\$19.0037	Hourly
700	Maintenance Associate I	Non-exempt				
GRADE 207			\$29,168.36	\$35,730.76	\$42,294.20	Annual
			\$14.0232	\$17.1783	\$20.3338	Hourly
436	Customer Service Clerk	Non-exempt				
GRADE 208			\$31,209.62	\$38,232.22	\$45,254.56	Annual
			\$15.0046	\$18.3809	\$21.7570	Hourly
417	Accounting Associate	Non-exempt				
406	Administrative Assistant	Non-exempt				
456	Court Clerk	Non-exempt				
680	Customer Service Representative	Non-exempt				
421	Engineering Document Clerk	Non-exempt				
600	Maintenance Associate II	Non-exempt				
430	Permit Clerk	Non-exempt				
444	Police Records Clerk	Non-exempt				
443	Property & Evidence Records Clerk	Non-exempt				
423	Records Clerk	Non-exempt				
GRADE 209			\$33,394.66	\$40,908.92	\$48,423.18	Annual
			\$16.0551	\$19.6677	\$23.2804	Hourly
463	Community Services Specialist	Non-exempt				
748	Facilities Technician I	Non-exempt				
427	Legal Document Specialist	Non-exempt				
419	License and Tax Specialist	Non-exempt				
442	Water Billing Specialist	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 210			\$35,732.84	\$43,772.04	\$51,812.28	Annual
			\$17,179.2	\$21,044.3	\$24,909.8	Hourly
660	Assets Coordinator	Non-exempt				
450	Court Collections Specialist	Non-exempt				
620	Courtroom Specialist	Non-exempt				
434	Development Coordinator	Non-exempt				
336	Engineering Aide	Non-exempt				
749	Facilities Technician II	Non-exempt				
614	Fleet Technician I	Non-exempt				
604	Maintenance Associate III	Non-exempt				
547	Project Coordinator-CIP	Non-exempt				
418	Senior Accounting Associate	Non-exempt				
GRADE 211			\$38,234.04	\$46,835.88	\$55,438.76	Annual
			\$18,381.8	\$22,517.3	\$26,653.2	Hourly
729	Associate Water Reclamation Mechanic	Non-exempt				
453	Court Operations Specialist	Non-exempt				
242	Court Probation Monitor	Non-exempt				
812	Court Security Officer	Non-exempt				
810	Crime Scene Specialist	Non-exempt				
448	Dispatcher	Non-exempt				
741	Equipment Operator I	Non-exempt				
438	Executive Assistant	Non-exempt				
508	Fleet Technician II	Non-exempt				
312	GIS Technician	Non-exempt				
744	Irrigation Control Technician	Non-exempt				
445	Police Records Specialist	Non-exempt				
466	Recreation Programmer	Non-exempt				
455	Senior Court Clerk	Non-exempt				
621	Senior Courtroom Specialist	Non-exempt				
704	Signs and Markings Technician I	Non-exempt				
441	Special Events Programmer	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 212			\$41,292.42	\$50,583.26	\$59,874.36	Annual
			\$19,852.1	\$24,318.9	\$28,785.7	Hourly
209	Accountant	Non-exempt				
527	Animal Control Officer	Non-exempt				
616	Equipment Mechanic	Non-exempt				
743	Equipment Operator II	Non-exempt				
219	Financial Specialist	Non-exempt				
414	Human Resources Specialist	Non-exempt				
426	Legal Assistant	Non-exempt				
309	Technology Support Specialist I	Non-exempt				
371	Traffic Technician I	Non-exempt				
736	Water Operator I	Non-exempt				
GRADE 213			\$44,596.50	\$54,629.90	\$64,664.34	Annual
			\$21,440.6	\$26,264.4	\$31,088.6	Hourly
518	Building Inspector I	Non-exempt				
315	Business Process Analyst	Non-exempt				
522	Code Enforcement Officer I	Non-exempt				
461	Community Outreach Coordinator	Non-exempt				
525	Construction Inspector	Non-exempt				
248	Crime Analyst	Non-exempt				
510	Lead Fleet Technician	Non-exempt				
520	Planner	Non-exempt				
302	Plans Examiner	Non-exempt				
526	Right of Way Inspector	Non-exempt				
632	Senior Executive Assistant	Non-exempt				
705	Signs and Markings Specialist	Non-exempt				
372	Traffic Technician II	Non-exempt				
532	Water Quality Technician	Non-exempt				
728	Water Reclamation Mechanic	Non-exempt				
730	Water Reclamation Operator I	Non-exempt				
737	Water Operator II	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 214			\$48,609.60	\$59,546.50	\$70,484.18	Annual
			\$23.3700	\$28.6281	\$33.8866	Hourly
471	Administrative Supervisor	Non-exempt				
516	Building Inspector II	Non-exempt				
521	Code Enforcement Officer II	Non-exempt				
560	Engineering Specialist	Non-exempt				
751	Facilities Tradesman	Non-exempt				
514	Housing Rehabilitation Specialist	Non-exempt				
470	Police Records Supervisor	Non-exempt				
464	Police Telecommunications Supervisor	Non-exempt				
215	Procurement Agent	Non-exempt				
313	Technology Support Specialist II	Non-exempt				
738	Water Operator III	Non-exempt				
533	Water Quality Specialist	Non-exempt				
731	Water Reclamation Operator II	Non-exempt				
469	Water Technology Support Specialist II	Non-exempt				
GRADE 215			\$53,470.30	\$65,501.28	\$77,532.52	Annual
			\$25.7069	\$31.4910	\$37.2752	Hourly
176	Chief Building Inspector	Non-exempt				
452	Court Supervisor	Non-exempt				
300	Senior Plans Examiner	Non-exempt				
373	Traffic Technician III	Non-exempt				

Additional Pay (Applies only to Non Exempt Positions)

Shift Differential Pay	\$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 when assigned.

Classified Sworn Positions

Non-Exempt Positions

Job Code	Grade	Job Title	FLSA ** Status			
807	POR	Police Recruit	Non-Exempt	Flat Rate		
			Annual		\$46,349.94	
			Hourly		\$22.2836	
806	PO	Police Officer	Non-Exempt	Minimum	Midpoint	Maximum
			Annual	\$49,594.22	\$59,688.98	\$69,783.74
			Hourly	\$23.8434	\$28.6966	\$33.5499
802	SGT	Police Sergeant	Non-Exempt	Minimum	Midpoint	Maximum
			Annual	\$71,627.66	\$79,345.50	\$87,063.08
			Hourly	\$34.4364	\$38.1469	\$41.8572

Exempt Positions

800	LT	Police Lieutenant	Exempt	Minimum	Midpoint	Maximum
			Annual	\$85,252.09	\$99,748.86	\$114,245.62
801	CAPT	Police Captain	Exempt	Minimum	Midpoint	Maximum
			Annual	\$93,776.76	\$112,865.39	\$131,954.01

Police Officer Special Assignments Pays

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

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.

Unclassified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
Grade A			\$67,799.82	\$84,749.50	\$101,699.19	Annual
260	Assistant to the Town Manager	Exempt				
Grade B			\$76,613.83	\$95,766.75	\$114,919.68	Annual
141	Communications Manager	Exempt				
Grade D			\$97,827.46	\$122,284.87	\$146,741.19	Annual
182	Deputy Chief of Police	Exempt				
Town Officers Grade I			\$94,123.96	\$120,008.76	\$145,892.48	Annual
144	Airport Director	Exempt				
114	Community and Neighborhood Services Director	Exempt				
115	Director of Economic Development and Tourism	Exempt				
127	Development Services Director	Exempt				
116	Human Resources Director	Exempt				
136	Parks and Recreation Director	Exempt				
180	Public Works Director	Exempt				
134	Technology Services Director	Exempt				
106	Town Clerk	Exempt				
146	Water Director	Exempt				
Town Officers Grade II			\$112,450.67	\$143,374.19	\$174,297.69	Annual
112	Assistant Town Manager	Exempt				
110	Deputy Town Manager	Exempt				
118	Finance Director	Exempt				
138	Chief of Police	Exempt				
120	Town Attorney	Exempt				
132	Town Engineer	Exempt				

Temporary Positions

Job Code	Job Title	FLSA** Status	Minimum		Midpoint		Maximum
826	*Lifeguard	Non-exempt	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00
828	*Lifeguard WSI	Non-exempt	\$12.50	\$12.75	\$13.00	\$13.25	\$13.50
824	*Recreation Aide	Non-exempt	\$12.00	\$12.25	\$12.50	\$12.75	\$13.00

*returning employees may receive a \$.25 (cents) increase each year

Job Code	Job Title	FLSA** Status	High School	College	Grad School	Law School
480	Intern	Non-exempt	\$11.00	\$12.00	\$13.00	\$14.00

Job Code	Job Title	FLSA** Status	half day session	full day session	
169	Judge Pro Tempore	Exempt	\$150.00	\$300.00	Flat Rate

*if less than half day session rate is \$50 per hour

Additional Pay (Applies only to Non-Exempt position)

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 \$1.00 per hour *Pay for employees who stand ready to work as assigned during non-work hours when assigned.*

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APPENDICES

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.

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MARANA RESOLUTION NO. 2019-061

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA’S FISCAL YEAR 2019-2020 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 21, 2019, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Marana; and

WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 18, 2019, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 18, 2019, 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 2019-2020.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 18th day of June 2019.



Mayor Ed Honea

ATTEST:

Cherry L. Lawson, Town Clerk

APPROVED AS TO FORM:

Frank Cassidy, Town Attorney

OFFICIAL BUDGET FORMS

TOWN OF MARANA

Fiscal Year 2020

TOWN OF MARANA
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Fiscal Year 2020

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TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020

Fiscal Year	S c h	FUNDS								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	49,816,341	9,425,278	8,094,144	44,579,914	0	25,523,037	4,231,566	141,670,280
2019	Actual Expenditures/Expenses**	E 2	39,670,417	5,374,694	13,169,782	18,972,369	0	12,016,207	4,539,118	93,742,587
2020	Fund Balance/Net Position at July 1***		32,368,948	6,853,205	5,648,523	24,142,398	0	8,522,448	660,426	78,195,948
2020	Primary Property Tax Levy	B 4	0							0
2020	Secondary Property Tax Levy	B 5			1,050,990	131,855				1,182,845
2020	Estimated Revenues Other than Property Taxes	C 6	47,188,667	8,580,103	2,906,850	8,916,333	0	19,046,996	5,049,200	91,688,149
2020	Other Financing Sources	D 7	0	0	2,505,000	0	0	16,108,636	0	18,613,636
2020	Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0
2020	Interfund Transfers In	D 9	0	100,000	5,986,888	234,316	0	2,776,775	0	9,097,979
2020	Interfund Transfers (Out)	D 10	4,545,542	0	0	1,710,519	0	2,841,918	0	9,097,979
2020	Reduction for Amounts Not Available:	11								
2020	LESS: Amounts for Future Debt Retirement:									0
2020	Future Capital Projects									0
2020	Maintained Fund Balance for Financial Stability									0
2020										0
2020										0
2020	Total Financial Resources Available	12	75,012,073	15,533,308	18,098,251	31,714,383	0	43,612,937	5,709,626	189,680,578
2020	Budgeted Expenditures/Expenses	E 13	51,751,547	10,935,733	13,027,249	23,101,756	0	39,915,310	5,049,200	143,780,795

EXPENDITURE LIMITATION COMPARISON

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

	2019	2020
1	\$ 141,670,280	\$ 143,780,795
2		
3	141,670,280	143,780,795
4		
5	\$ 141,670,280	\$ 143,780,795
6	\$	\$

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

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

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

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

TOWN OF MARANA Tax Levy and Tax Rate Information Fiscal Year 2020

	2019	2020
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	832,517	1,182,845
C. Total property tax levy amounts	\$ 832,517	\$ 1,182,845
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 831,768	
(2) Prior years' levies	749	
(3) Total primary property taxes	\$ 832,517	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ 832,517	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	2.8000	2.8000
(3) Total city/town tax rate	2.8000	2.8000
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>four</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
GENERAL FUND			
Local taxes			
Sales taxes	\$ 26,284,560	\$ 28,469,795	\$ 26,910,247
Licenses and permits			
Building and development fees	3,768,640	4,092,822	3,851,200
Business and license fees	160,000	156,735	160,000
Animal license fees	100,000	86,908	91,500
Franchise fees	489,450	480,000	495,000
Host fees	300,000	300,000	283,312
Intergovernmental			
State shared sales taxes	4,314,755	4,400,000	4,707,099
Urban revenue sharing	5,336,906	5,424,304	5,928,567
Auto lieu	2,096,535	1,920,794	2,204,473
Other			
Charges for services			
Charges for services	518,637	571,547	494,750
Fines and forfeits			
Court fines and fees	585,000	450,602	402,000
Interest on investments			
Interest	185,000	800,000	777,000
In-lieu property taxes			
Contributions			
Voluntary contributions	247,757	220,000	209,600
Miscellaneous			
Other miscellaneous	568,769	810,000	673,919
Total General Fund	\$ 44,956,009	\$ 48,183,507	\$ 47,188,667

* 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 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
SPECIAL REVENUE FUNDS			
Community development block grants	\$ 150,000	\$ 75,935	\$ 150,000
Affordable housing revolving	10,000	4,361	10,000
Other grants and contributions	2,846,591	620,169	3,384,974
RICO	34,500	89,583	37,500
	<u>\$ 3,041,091</u>	<u>\$ 790,048</u>	<u>\$ 3,582,474</u>
Impound	\$ 40,000	\$ 31,600	\$ 8,000
Bed tax	1,088,016	1,168,132	1,227,600
Emergency telecommunications	52,000	34,122	49,200
Local JCEF	15,000	9,696	8,000
	<u>\$ 1,195,016</u>	<u>\$ 1,243,550</u>	<u>\$ 1,292,800</u>
Fill the GAP	\$ 6,000	\$ 3,490	\$ 4,500
Local technology enhancement	140,000	60,613	45,000
Highway user revenue	3,276,078	3,348,327	3,655,329
	<u>\$ 3,422,078</u>	<u>\$ 3,412,430</u>	<u>\$ 3,704,829</u>
Total Special Revenue Funds	<u>\$ 7,658,185</u>	<u>\$ 5,446,028</u>	<u>\$ 8,580,103</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	\$ 1,992,337	\$ 2,914,151	\$ 2,873,670
Gladden farms CFD debt			29,149
Gladden farms II CFD debt			4,031
Saguaro springs CFD debt			
	<u>\$ 1,992,337</u>	<u>\$ 2,914,151</u>	<u>\$ 2,906,850</u>
Total Debt Service Funds	<u>\$ 1,992,337</u>	<u>\$ 2,914,151</u>	<u>\$ 2,906,850</u>

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
CAPITAL PROJECTS FUNDS			
Transportation	\$ 5,906,742	\$ 7,342,912	\$ 5,421,050
One-half cent sales tax	2,952,570	3,432,977	
Impact fee funds	1,546,093	4,301,089	2,186,196
Other capital projects	2,825,812	455,784	937,587
	\$ 13,231,217	\$ 15,532,762	\$ 8,544,833
Downtown reinvestment	\$ 223,600	\$ 215,283	\$ 234,000
Regional transportation authority	5,069,038	6,007,009	35,000
Pima association of governments			75,000
	\$ 5,292,638	\$ 6,222,292	\$ 344,000
Vanderbilt farms CFD capital	\$ 27,500		\$ 27,500
Saguaro springs CFD capital	106,833		
	\$ 134,333		\$ 27,500
Total Capital Projects Funds	\$ 18,658,188	\$ 21,755,054	\$ 8,916,333

* 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.

PERMANENT FUNDS

	\$	\$	\$
	\$	\$	\$
Total Permanent Funds	\$	\$	\$

ENTERPRISE FUNDS

Water utility	\$ 8,614,248	\$ 8,752,839	\$ 9,116,785
Airport	6,780,781	1,171,377	6,730,663
Wastewater utility	3,510,494	3,644,874	3,199,548
	\$ 18,905,523	\$ 13,569,090	\$ 19,046,996
Total Enterprise Funds	\$ 18,905,523	\$ 13,569,090	\$ 19,046,996

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2020**

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
* 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	\$ 3,943,000	\$ 4,667,645	\$ 4,712,720
Dental benefits	288,566	371,681	336,480
	<u>\$ 4,231,566</u>	<u>\$ 5,039,326</u>	<u>\$ 5,049,200</u>
Total Internal Service Funds	<u>\$ 4,231,566</u>	<u>\$ 5,039,326</u>	<u>\$ 5,049,200</u>
TOTAL ALL FUNDS	<u>\$ 96,401,808</u>	<u>\$ 96,907,156</u>	<u>\$ 91,688,149</u>

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

TOWN OF MARANA
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2020

FUND	OTHER FINANCING 2020		INTERFUND TRANSFERS 2020	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Other grants and contributions	\$	\$	\$	\$ 100,000
Other capital projects				234,316
2013 debt service				1,259,750
2014 debt service				800,689
2017 debt service				440,107
Airport				910,680
Water utility				750,000
Wastewater utility				50,000
Total General Fund	\$	\$	\$	\$ 4,545,542
SPECIAL REVENUE FUNDS				
Other grants and contributions	\$	\$	\$ 100,000	\$
Total Special Revenue Funds	\$	\$	\$ 100,000	\$
DEBT SERVICE FUNDS				
2013 debt service	\$	\$	\$ 3,070,300	\$
2014 debt service			800,689	
2017 debt service			2,115,899	
Gladden farms II CFD debt service	1,255,000			
Saguaro springs CFD debt service	1,250,000			
Total Debt Service Funds	\$ 2,505,000	\$	\$ 5,986,888	\$
CAPITAL PROJECTS FUNDS				
Transportation	\$	\$	\$	\$ 691,899
Impact fees				983,893
Other capital projects			234,316	
Vanderbilt CFD				34,727
Total Capital Projects Funds	\$	\$	\$ 234,316	\$ 1,710,519
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Airport	\$	\$	\$ 910,680	\$
Water utility	14,850,000		972,298	1,532,108
Wastewater utility	1,258,636		893,797	1,309,810
Total Enterprise Funds	\$ 16,108,636	\$	\$ 2,776,775	\$ 2,841,918
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 18,613,636	\$	\$ 9,097,979	\$ 9,097,979

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2020

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
GENERAL FUND				
Non-departmental	\$ 1,922,312	\$	\$ 1,898,540	\$ 2,074,932
Mayor and council	338,036		322,352	349,616
Town manager	1,898,946		1,679,901	1,870,089
Town clerk	583,948		428,943	534,528
Human resources	913,548		839,587	1,142,205
Finance	1,205,031		1,013,541	1,522,424
Legal	1,005,575		936,754	1,043,625
Technology services	3,452,181		3,011,242	3,006,286
Economic development and tourism	284,506		270,495	287,827
Development services	2,517,953		2,025,534	2,254,562
Engineering	2,948,922		2,336,098	2,585,051
Police	13,888,716		13,882,986	14,406,429
Courts	1,058,027		954,265	1,156,666
Public works	5,190,389		3,642,729	5,047,120
Parks and recreation	4,829,741		3,975,270	4,861,855
Community development	984,992		931,063	1,164,152
Capital outlay	1,793,518		1,521,117	3,444,180
Contingency	5,000,000			5,000,000
Total General Fund	\$ 49,816,341	\$	\$ 39,670,417	\$ 51,751,547
SPECIAL REVENUE FUNDS				
Highway user revenue	\$ 3,901,049	\$	\$ 2,306,185	\$ 5,106,881
Revolving affordable housing	50,000		35,005	93,206
Local JCEF	72,000			166,000
Fill the GAP	34,500			34,500
Local technology	289,549		90,818	430,000
Community development block gran	150,000		86,354	150,000
Bed tax	1,088,016		962,288	1,227,600
Other grants and contributions	2,946,591		816,065	3,546,846
RICO	782,573		1,038,035	79,500
Impound fees	40,000		4,327	30,200
Emergency telecommunications	71,000		35,617	71,000
Total Special Revenue Funds	\$ 9,425,278	\$	\$ 5,374,694	\$ 10,935,733
DEBT SERVICE FUNDS				
Series 2013 debt	\$ 3,032,525	\$	\$ 3,638,810	\$ 3,042,113
Series 2014 debt	794,469		794,469	792,346
Series 2017 debt	1,766,300		1,764,300	2,098,900
Tangerine farms ID debt	2,023,837		2,492,203	3,775,170
Gladden farms CFD debt	477,013		476,713	532,313
Saguaro springs CFD debt			4,003,287	1,524,650
Gladden farms II CFD debt				1,261,757
Total Debt Service Funds	\$ 8,094,144	\$	\$ 13,169,782	\$ 13,027,249

**TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2020**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
CAPITAL PROJECTS FUNDS				
Transportation	\$ 21,476,467	\$	\$ 5,890,174	\$ 16,434,682
One-half percent sales tax	6,506,234		6,009,414	200,000
Impact fee funds	3,056,757		1,659,406	1,178,491
Other capital projects	2,189,827		1,371,331	3,844,812
Downtown reinvestment	830,495		14,561	474,125
Pima association of governments				75,000
Regional transportation authority	5,069,037		4,018,942	44,996
Gladden farms CFD	528,500		2,600	678,500
Gladden farms II CFD	213		1,437	3,550
Saguaro springs CFD	4,892,000		2,987	139,500
Vanderbilt farms CFD	30,384		1,517	28,100
Total Capital Projects Funds	\$ 44,579,914	\$	\$ 18,972,369	\$ 23,101,756
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water utility	\$ 11,435,704	\$ 2,000,000	\$ 6,418,020	\$ 27,641,423
Airport	7,493,416		2,317,754	7,541,343
Wastewater utility	6,593,917	(2,000,000)	3,280,433	4,732,544
Total Enterprise Funds	\$ 25,523,037	\$	\$ 12,016,207	\$ 39,915,310
INTERNAL SERVICE FUNDS				
Health benefits	\$ 3,943,000	\$	\$ 4,255,095	\$ 4,712,720
Dental benefits	288,566		284,023	336,480
Total Internal Service Funds	\$ 4,231,566	\$	\$ 4,539,118	\$ 5,049,200
TOTAL ALL FUNDS	\$ 141,670,280	\$	\$ 93,742,587	\$ 143,780,795

* 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 2020**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2019	2019	2019	2020
Economic development and tourism				
General fund	\$ 284,506	\$	\$ 270,495	\$ 287,827
Bed tax fund	303,877		272,200	314,808
Department Total	\$ 588,383	\$	\$ 542,695	\$ 602,635
Police				
General Fund	\$ 13,894,716	\$	\$ 13,882,986	\$ 14,406,429
Grants and contributions	421,591		765,565	1,121,846
RICO	34,500		21,169	79,500
Impound fees	40,000		4,327	30,200
Emergency telecommunications	71,000		35,617	71,000
Department Total	\$ 14,461,807	\$	\$ 14,709,664	\$ 15,708,975
Court				
General Fund	\$ 1,058,027	\$	\$ 954,265	\$ 1,156,666
Local JCEF	72,000			166,000
Fill the GAP	34,500			34,500
Local tech enhancement	289,549		89,715	430,000
Department Total	\$ 1,454,076	\$	\$ 1,043,980	\$ 1,787,166
Public works				
General Fund	\$ 5,190,389	\$	\$ 3,642,729	\$ 5,047,120
Highway user revenue fund	3,065,957		1,744,012	4,487,881
Department Total	\$ 8,256,346	\$	\$ 5,386,741	\$ 9,535,001
Community development				
General Fund	\$ 984,992	\$	\$ 931,063	\$ 1,164,152
CDBG	150,000		86,354	150,000
Revolving affordable housing	50,000			50,000
Department Total	\$ 1,184,992	\$	\$ 1,017,417	\$ 1,364,152

* 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.

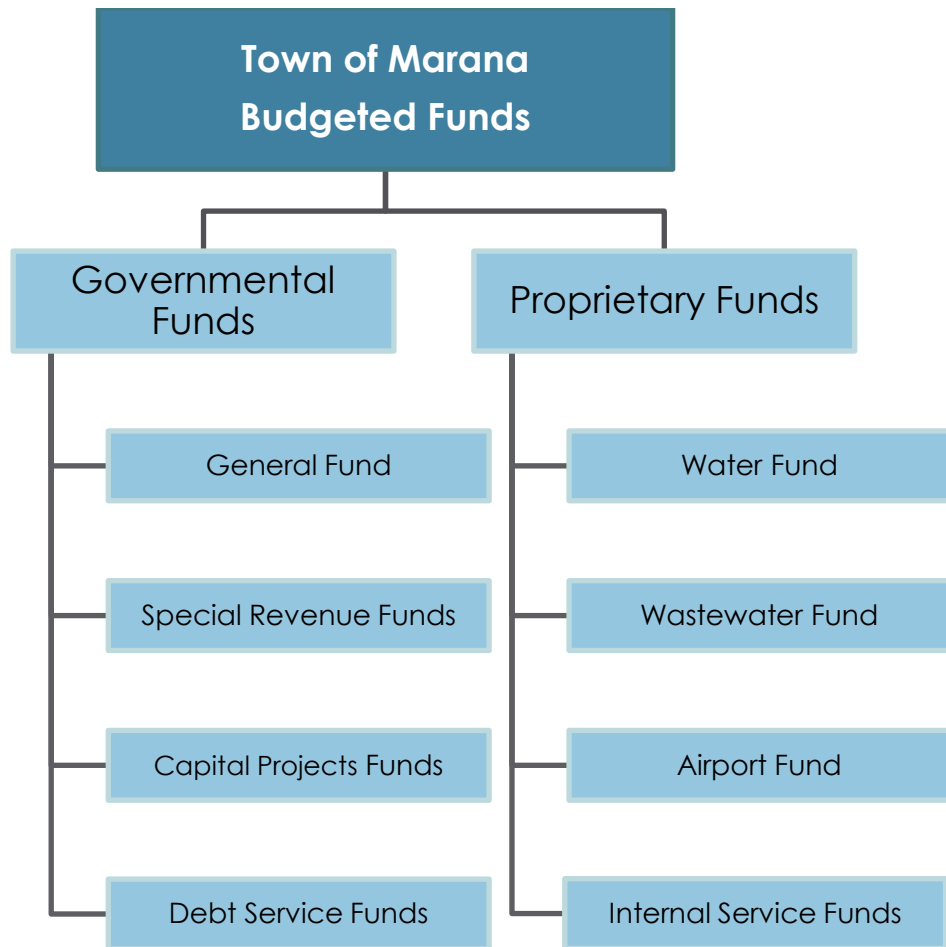
**Full-Time Employees and Personnel Compensation
Fiscal Year 2020**

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2020	2020	2020	2020	2020	2020
GENERAL FUND	336.75	\$ 21,298,474	\$ 3,701,072	\$ 3,993,592	\$ 2,036,017	\$ 31,029,155
SPECIAL REVENUE FUNDS						
Bed tax	1.00	\$ 96,923	\$ 11,502	\$ 13,080	\$ 7,603	\$ 129,108
Total Special Revenue Funds	1.00	\$ 96,923	\$ 11,502	\$ 13,080	\$ 7,603	\$ 129,108
ENTERPRISE FUNDS						
Water utility	27.60	\$ 1,559,978	\$ 182,853	\$ 269,203	\$ 143,296	\$ 2,155,330
Airport	3.00	203,274	24,141	38,822	25,094	291,331
Wastewater utility	7.00	429,337	50,429	105,645	43,530	628,941
Total Enterprise Funds	37.60	\$ 2,192,589	\$ 257,423	\$ 413,670	\$ 211,920	\$ 3,075,602
TOTAL ALL FUNDS	375.35	\$ 23,587,986	\$ 3,969,997	\$ 4,420,342	\$ 2,255,540	\$ 34,233,865

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, Engineering, Police, Courts, Public Works, Parks & Recreation, and Community & Neighborhood Services.

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, 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, water reclamation 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.

Audit – An examination of financial records and reporting activities to review accuracy and representation of financial activities and claims. An audit may be conducted for disclosure, compliance, taxation, legal or other purposes.

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 – A detailed plan with dollar amounts.

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/Carry-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.

Depreciation – A method of allocating the cost of an asset over its expected useful life.

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.

Governmental Fund - This fund type is used to account for general government operations and encompasses the majority of funds used in a municipal government. The types of funds considered as governmental are the general fund, special revenue funds, capital project funds, and debt service funds.

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.

Internal Service Funds - These funds consist of activities that are business-like in nature. However, customers are internal to government. Examples include the health and dental benefit funds.

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.

Proprietary Fund – These funds consist of activities that are business-like in nature and are considered self-supporting. Examples include Enterprise Funds and Internal Service Funds.

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.

Special Revenue Funds – These funds receive monies from special revenue sources and are earmarked for special purposes. An example of a special revenue fund would be the Highway User Revenue Fund (HURF).

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

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

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

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

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

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

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