

Fiscal Year

2018
—
2019

**ANNUAL
BUDGET &
FINANCIAL
PLAN**



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TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2018 – June 30, 2019

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

Starla Anderson, Interim Finance Director

Jason Angell, Development Services Director

Mohammad El-Ali, Public Works Director

Jocelyn Bronson, Town Clerk

John Kmiec, Water Director

Frank Cassidy, Town Attorney

Terry Rozema, Chief of Police

Laine Sklar, Town Magistrate

Trudi Shumate, Court Administrator

Jim Conroy, Parks & Recreation Director

Carl Drescher, Technology Services Director

Curry Hale, Human Resources Director

Lisa Shafer, Community & Neighborhood Services
Director

Steve Miller, Airport Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2017. 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, 2017

Christopher P. Morrill

Executive Director

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BUDGET MESSAGE



Honorable Mayor and Members of Council:

I am pleased to present to you the 2018-2019 budget for the Town of Marana. This document reflects the Town of Marana's commitment to sound fiscal policy and positive investment in our community. Strategic initiatives are balanced against existing priorities, resulting in a robust and efficient financial plan for the coming year. In developing this budget, Town staff were guided by the priority initiatives identified by the Council and the community in the recently adopted Strategic Plan IV. These guiding principles, along with the foundational principles of sound financial planning, combine to form the vision of this budget document.

Accomplishments and Goals

In September 2017 the Town of Marana released Strategic Plan IV. This document presents updated goals and initiatives outlining the vision for the future, and focuses on ensuring financial sustainability, quality public service, strategic partnerships, and local resource investment. The following five focus areas highlight the Town's most recent accomplishments and goals.

Commerce

The Town of Marana has begun implementing the Economic Development Strategic Plan in an effort to bring more businesses to the region. Strategies include increasing targeted marketing of select premiere properties to key site selectors, identifying prime employment corridors with plans for infrastructure development, and continued advocacy and marketing to attract new and retain existing retail and restaurant entities.

The Town worked with third-party consultant Placemakers to create a form-based zoning code specifically for Downtown Marana. The zone facilitates a walkable and bikeable area featuring zero lot lines for buildings and other traditional form-based aesthetic guidelines, and also institutes developer-friendly guidelines that minimize expenses.

The Marana Main Street Roundabout, featuring a unique landscape and hardscape design and including a future site for public artwork, will be completed this year. This critical piece of infrastructure will act as the gateway to Marana Main Street and establish Downtown Marana's identity.

In an effort to ensure quality customer service and a business-friendly environment, all Development Services applications and forms have been updated on the website and can be downloaded and/or submitted online. Future process improvements include expanding the online submittal process, and developing simple methods to assess customer satisfaction. Additionally, Development Services released

its new Current & Proposed Projects Map this year highlighting active projects in the community in an easy-to-navigate online format.

Marana Regional Airport is a valuable asset to the community. To encourage business and development growth, the Town of Marana is leading an effort to reconcile the Airport Master and Business Plan and Airport Marketing Plan for integrated and collaborative marketing strategies that will drive aeronautical business, distribution, and logistics development. Partnerships will also be explored with National Business Aviation Association, Arizona Commerce Authority and Zoom Prospector to bring in more businesses.

Community

With over 44,000 people living in Marana, the Town is dedicated to providing quality public services and opportunities for citizen engagement. Since its creation in 2012, the Marana Citizens' Forum has had a significant impact on Town initiatives and projects. This committee of residents and community partners meet regularly on various topics throughout the year before presenting a list of recommendations to Marana Town Council. Successfully implemented recommendations include civic engagement opportunities, job creation and retention, Development Services process improvements, technology use in the town, and the Tangerine Sky Park ad hoc committee for public art. For this fiscal year, Town staff will be working closely with the Marana Citizens' Form to begin the initial process in developing the Town's upcoming General Plan update.

This past year, the Town embarked on an initiative to establish its own Animal Services Division with the goal of providing enhanced service to the residents of Marana. In partnership with the Humane Society of Southern Arizona, the Town has been able to deliver the exceptional service that our citizens have come to expect, while realizing cost efficiency in operations as well. The success of Marana Animal Services speaks to the benefits of careful analysis and strategic planning, which are values we strive to inspire in the budgeting process.

This year has also seen the continued strategic expansion of the Town's infrastructure network. The Wastewater Treatment Facility has now been completed, creating additional sewer treatment capacity to support community growth and economic development for years to come. In this fiscal year's budget, also included are funds to study future development areas and assess their water and sewer infrastructure needs in order to plan for future capital programs.

Marana Police Department released its new education campaign in 2017 with a new digital series called "Focus." Police officers are now able to teach residents about the importance of public safety through a more modern and accessible platform. Residents can learn about the dangers of distracted driving, retail theft, and child safety.

Every year, the Town of Marana offers a variety of entertainment options for residents, business owners, and visitors. In 2017, Marana Star Spangled Spectacular brought in over 15,000 spectators to Crossroads at Silverbell District Park. Marana Farm Festival and Marana Holiday Festival grew in numbers as well, bringing in approximately 6,000 people each. For those wanting a more laid back and intimate environment, the Town of Marana brings free movies and music performances to its parks throughout the year.

Innovation

The Town of Marana's innovative workforce is dedicated to improved government transparency and customer service through the identification and evaluation of technological tools and applications. The Town currently offers four apps to the public: My Marana App, Project Ina, Marana Events, and Marana Animal Services. Each app offers a unique user experience that enhances the Town's customer service to its various residents.

One of the Town's commitments to innovation is through transparency, and it maintains internally-produced applications to help reach this commitment. The Financial Transparency Dashboard, an online feature which allows citizens to drill down through Town finances and track transactions from purchase order to fund category, is a tool that staff is consistently working to advance with Microsoft's Business Intelligence tools and other platforms. In the upcoming fiscal year, the Town will be able to provide an online dashboard of other critical indicators, furthering the goal of open and transparent local government.

The Town's Communications Division has ensured accurate and timely information is available to employees and the public through proactive use of the Town's website, social media accounts, media relations, and more.

Heritage

Marana's heritage plays a large role in today's development and special events. Marana Farm Festival and Marana Founders' Day showcase Marana's rodeo and agricultural history with an emphasis on people living in the community. This year, Marana Founders' Day had a record number of parade participants with 90 entries.

Planned for the upcoming fiscal year, the Town of Marana is working to get a policy in place to begin expanding conservation efforts of historical documents and artifacts.

Recreation

The Town of Marana is currently developing new facilities and programs as demonstrated with the construction of three capital projects: the new Tangerine Sky Community Park, Crossroads at Silverbell District Park Splash Pad, and Honea Heights Pocket Park. Recreation staff have also focused heavily on developing new outdoor recreational opportunities for our residents. Guided hikes, biking, horseback riding, and the Dirt Dash trail race in the Tortolita Mountains have been very well received by Marana Residents. The Recreation programming also expanded in the area of Arts & Culture Programs by starting the Marana Community Choir.

The Town of Marana continues to link trail systems throughout the community with the extension of the shared-use path from the El Rio Preserve on Coachline Road north to Avra Valley Road. Staff also continues to work with developers to provide quality green space and trails in their development plans.

Marana Parks and Recreation Department has maintained and developed relationships with community, government, and contracted partners to expand programming beyond internal capabilities. In addition to continued partnerships with sports little leagues, the American Youth Soccer Organization, and Marana unified School District, agreements have been established with Pima Community College, Leman Academy, Startline Racing, Northwest Medical and Banner Medical in 2018 in order to expand quality services for Marana residents.

The 2018-2019 budget seeks to support the dedication and innovation evidenced by these projects and programs, while expanding the Town's initiatives in areas of need. In this budget year, the Marana organization will use these resources to fulfill the expectations of Council as described in the Strategic Plan IV, adhering always to the core values of respect, teamwork, engaged innovation, and dedicated service.

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 the chair 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 two grandchildren and is a member of Sanctuary Methodist Church.

John Post, Vice Mayor

Term: 2013-2018

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

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





Herb Kai, Council Member

Term: 2013-2018

Born and raised in Marana, Kai is a self-employed pecan rancher and cotton farmer. He is married to Diana Kai and has a son and daughter.

Kai has served on the boards of the Cortaro Marana Irrigation District, the Southern Arizona Water Users Association and the Arizona Department of Water Resources.

John Officer, Council Member

Term: 2018-2018

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.

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 Southern Arizona Advisory Board.



Community Food Bank of



Roxanne Ziegler, Council Member

Term: 2016-2020

Councilmember 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 is currently employed by Pima County as a Contracts Officer. She has a Bachelor's in Business Administration from National University.

Councilmember Ziegler was elected to her third term in office in May 2011. 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: 2013-2018

Comerford has been elected to four terms on the Town Council, beginning in 2001. She was named Vice Mayor in 2011.

She served seven years on the Marana Planning and Zoning Commission, including time as the chair.

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



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



Dave Bowen, Council Member

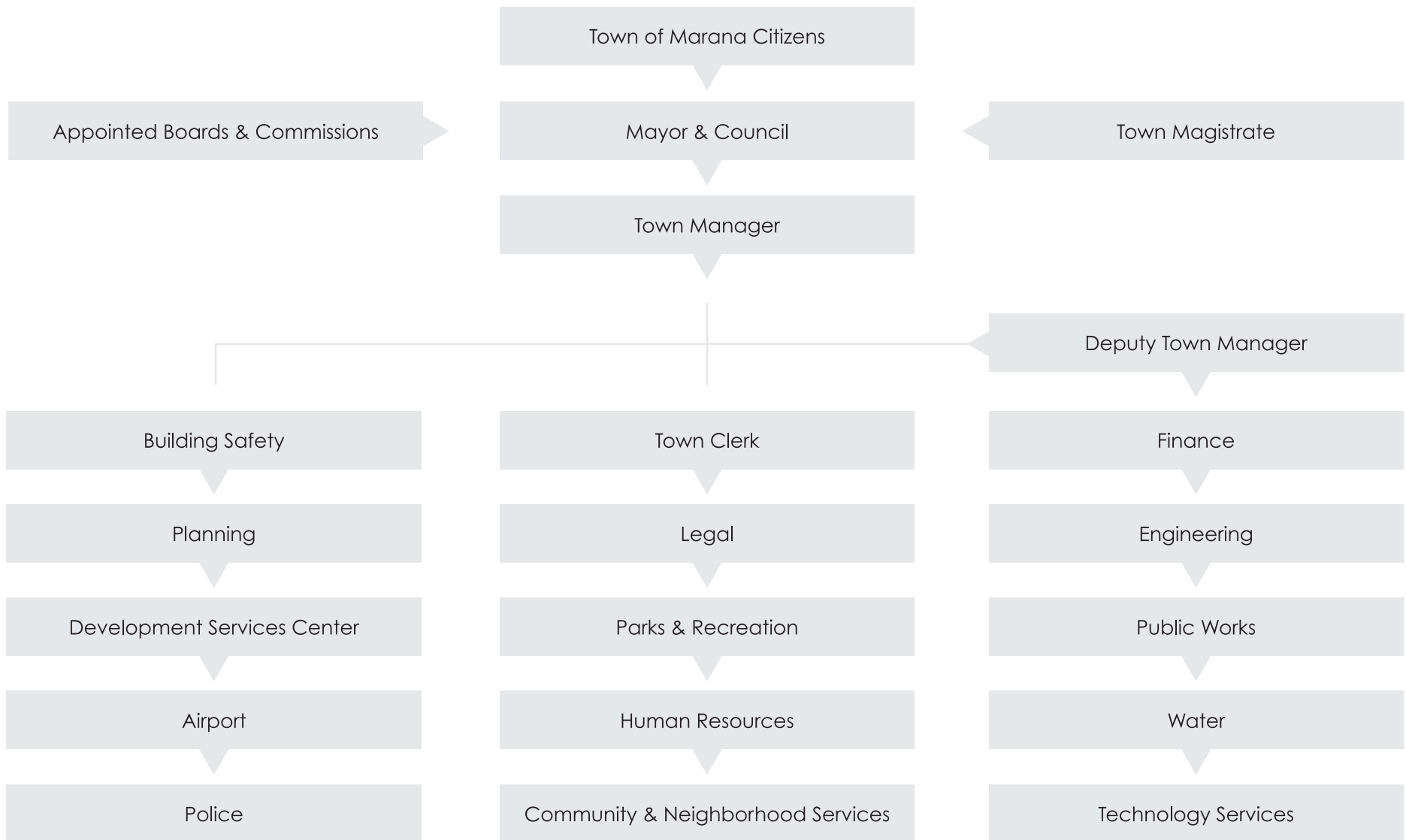
Term: 2016-2020

Council member Bowen was raised in the agricultural Midwest and graduated college in 1980 with a degree in education. Prior to coming to Marana in 1996, he lived in Ivory Coast, West Africa, for eight years, working as a government liaison and language teacher for a foreign missionary organization. Upon arriving in Marana, he made a career change and opened his own brokerage business. He earned the prestigious Certified Financial Planner designation in 2003.

Council member Bowen is married to Sherel and they have four grown children and two grandchildren. He is a member of the Marana Chamber of Commerce and a past president of the Marana Rotary Club.

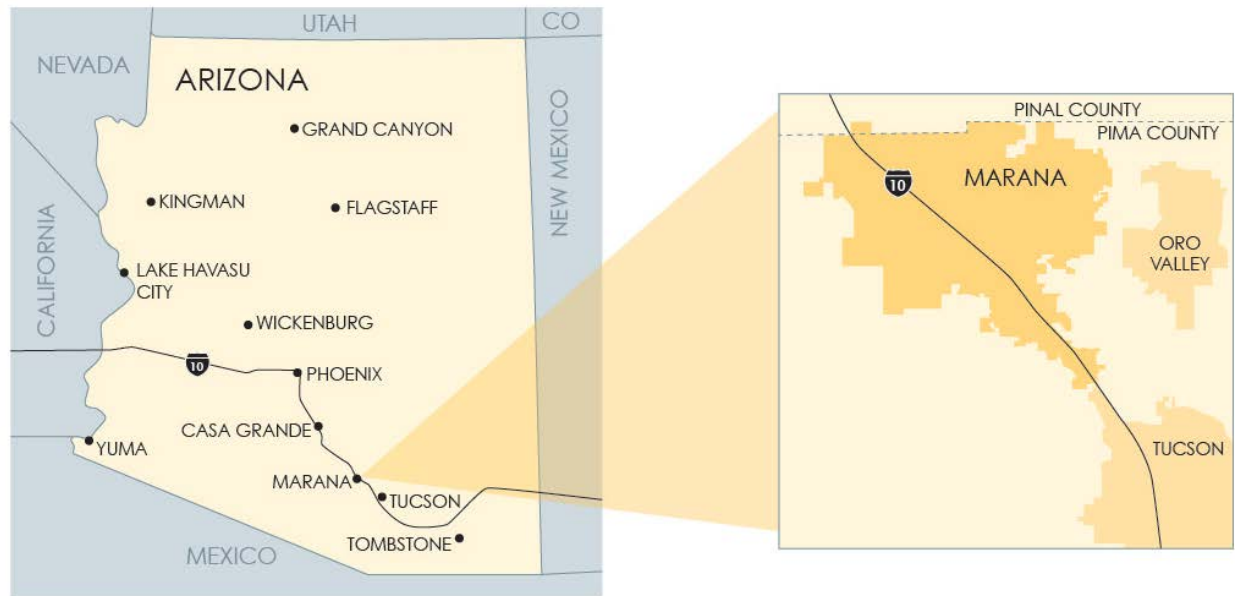


ORGANIZATIONAL CHART



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

HISTORY OF MARANA

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

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

GOVERNMENT & ORGANIZATION

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

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades and other municipal purposes. The Town Council appoints the Town Manager who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 395 (full-time equivalent) employees. An organizational chart is included on Page 11 of this book that depicts the current organizational structure of the Town.

QUALITY OF LIFE

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

People

Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life. The State of Arizona has been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investment that will find quality places to live and raise a family in Marana. The population today is approximately 43,474 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. Conservation and preservation of these assets are balanced with economic development and community sustainability.

Principal Economic Activities

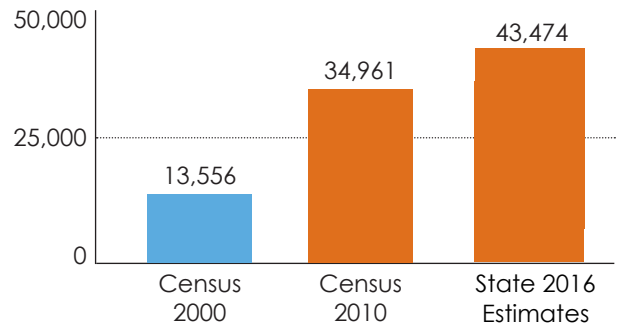
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred due to its location between Phoenix and Tucson along I-10 and Union Pacific Railroad, a business-friendly government and no Marana property taxes. To the south, adjacent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

DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

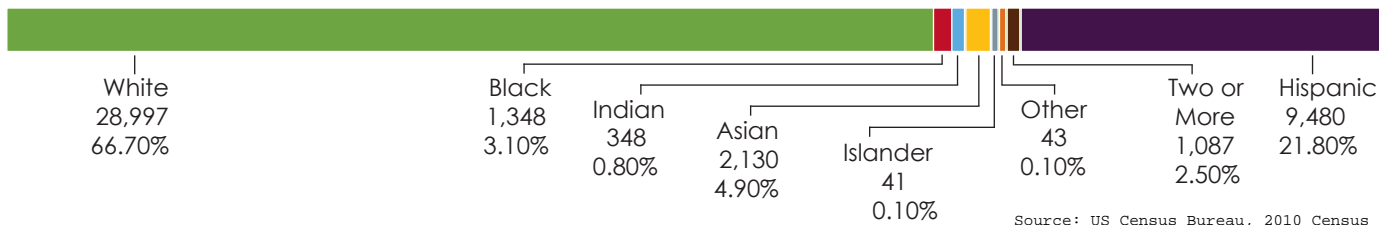
| | |
|-------------------------|-----------------|
| Date of Incorporation | March 20, 1977 |
| Form of Government | Council/Manager |
| 2010 population* | 34,961 |
| Median Home Value | \$212,600 |
| Median Household Income | \$78,180 |
| FY2018-2019 Budget | \$141,670,280 |
| Number of Employees | 363.95 |
| Area in Square Miles | 121 |
| Miles of Streets | 341 |

POPULATION



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

RACIAL DEMOGRAPHICS



Source: US Census Bureau, 2010 Census

QUALITY OF LIFE

PARK STATISTICS

| | |
|--------------------------|------|
| Baseball/Softball Fields | 17 |
| Basketball Courts | 10 |
| Community Swimming Pools | 1 |
| Park Acreage | 158 |
| Parks | 11 |
| Playgrounds | 12 |
| Ramadas | 30 |
| Community Center | 1 |
| Skate Parks | 1 |
| Soccer Fields | 10 |
| Tennis Courts | 7 |
| Trails in Miles | 51.3 |
| Splash Pads | 2 |

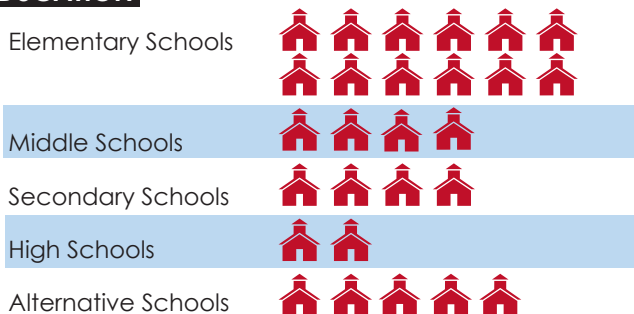
Source: Town of Marana Parks & Recreation Department

TOP 20 EMPLOYERS

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

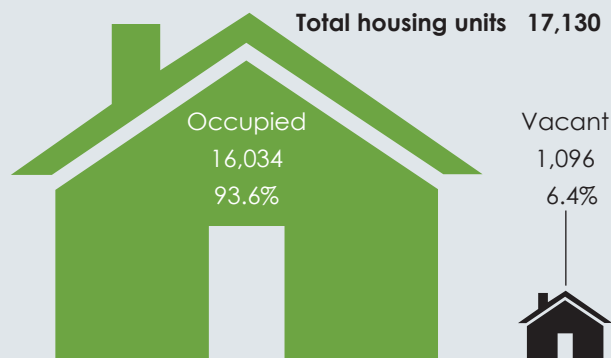
Source: Marana Chamber of Commerce, Arizona Star "Star 200" and Marana.com

EDUCATION



DEMOGRAPHICS continued...

HOUSING UNITS



HOUSEHOLDS

| Total households | 17,130 | |
|--|--------|--------|
| Family households (families) | 12,950 | 75.60% |
| With own children under 18 years | 5,619 | 32.80% |
| Married-couple family | 10,672 | 62.30% |
| With own children under 18 years | 4,420 | 25.80% |
| Male householder, no wife present, family | 771 | 4.50% |
| With own children under 18 years | 445 | 2.60% |
| Female householder, no husband present, family | 1,525 | 8.90% |
| With own children under 18 years | 754 | 4.40% |
| Nonfamily households | 4,180 | 24.40% |
| Householder living alone | 3,203 | 18.70% |
| 65 years and over | 925 | 5.40% |
| Households with one or more people under 18 years | 6,355 | 37.10% |
| Households with one or more people 65 years and over | 4,385 | 25.60% |

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

SCHOOL ENROLLMENT

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

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

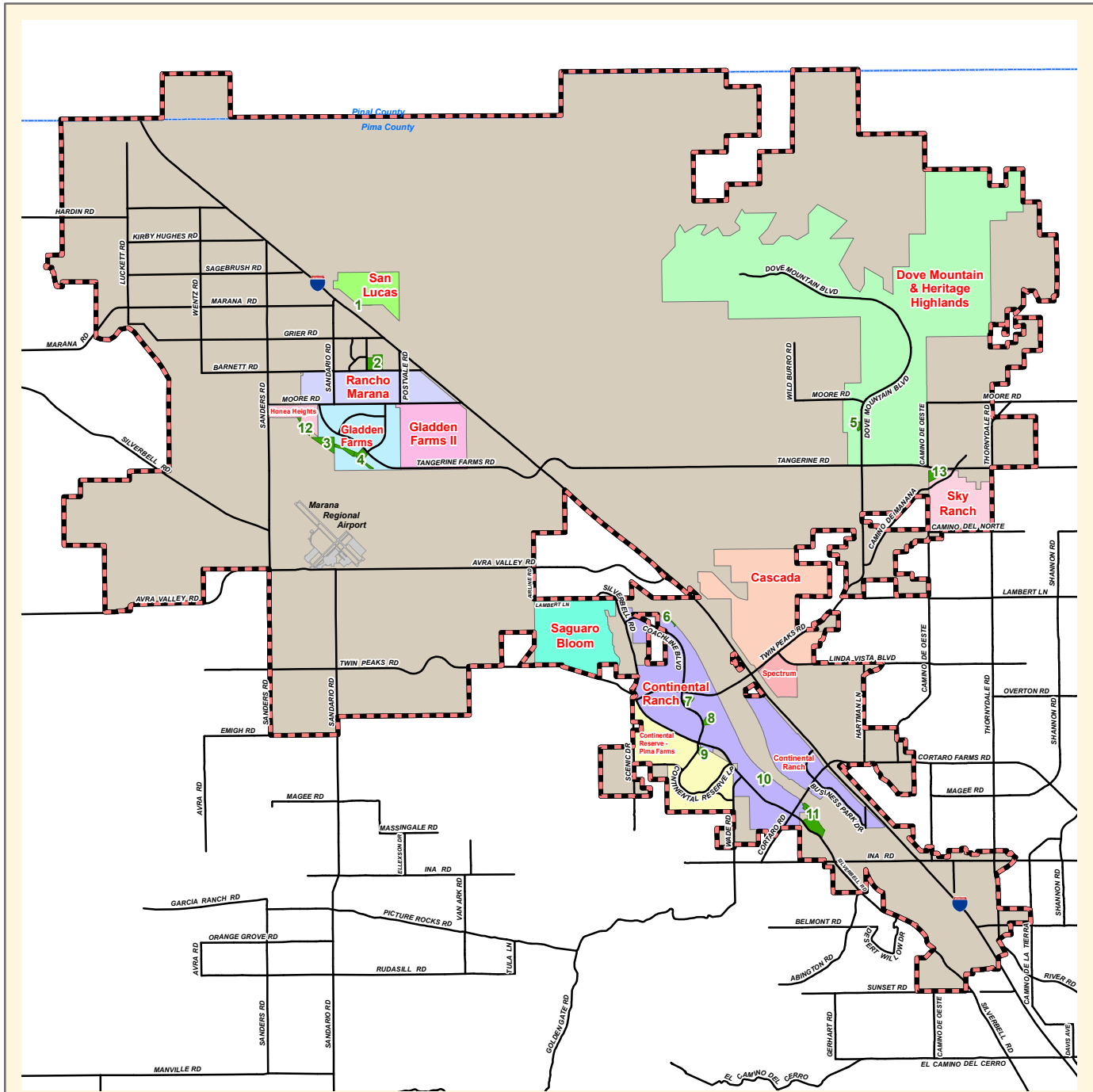
PLACE OF BIRTH

| Total Population | 43,474 | |
|---|--------|--------|
| Native | 39,561 | 91.00% |
| Born in US | 39,170 | 90.10% |
| State of residence | 13,564 | 31.20% |
| Different State | 25,606 | 58.90% |
| Born in Puerto Rico, U.S. Island areas, or abroad to American parent(s) | 391 | 0.90% |
| Foreign born | 3,913 | 9.00% |

ANCESTRY

| Total population | 43,474 | |
|------------------------|--------|--------|
| American | 4,260 | 9.80% |
| Arab | 43 | 0.10% |
| Czech | 304 | 0.70% |
| Danish | 391 | 0.90% |
| Dutch | 1,130 | 2.60% |
| English | 4,391 | 10.10% |
| French (except Basque) | 1,043 | 2.40% |
| French Canadian | 391 | 0.90% |
| German | 8,304 | 19.10% |
| Greek | 130 | 0.30% |
| Hungarian | 391 | 0.90% |
| Irish | 5,652 | 13.00% |
| Italian | 2,521 | 5.80% |
| Lithuanian | 130 | 0.30% |
| Norwegian | 1,000 | 2.30% |
| Polish | 1,695 | 3.90% |
| Portuguese | 434 | 1.00% |
| Russian | 609 | 1.40% |
| Scotch | 826 | 1.90% |
| Scottish | 1,130 | 2.60% |
| Slovak | 43 | 0.10% |
| Subsaharan African | 130 | 0.30% |
| Swedish | 1,478 | 2.00% |
| Swiss | 260 | 0.60% |
| Ukrainian | 87 | 0.20% |
| Other | 6,695 | 15.4% |

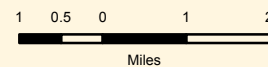
Source: US Census Bureau, 2010 Census



| 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



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 2018-2019 budget, beginning July 1, 2018 and ending June 30, 2019. 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 2016 and 2017 amounts, current year 2018 estimates, and the adopted 2019 budget.

Budget Philosophy

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

Budget Development

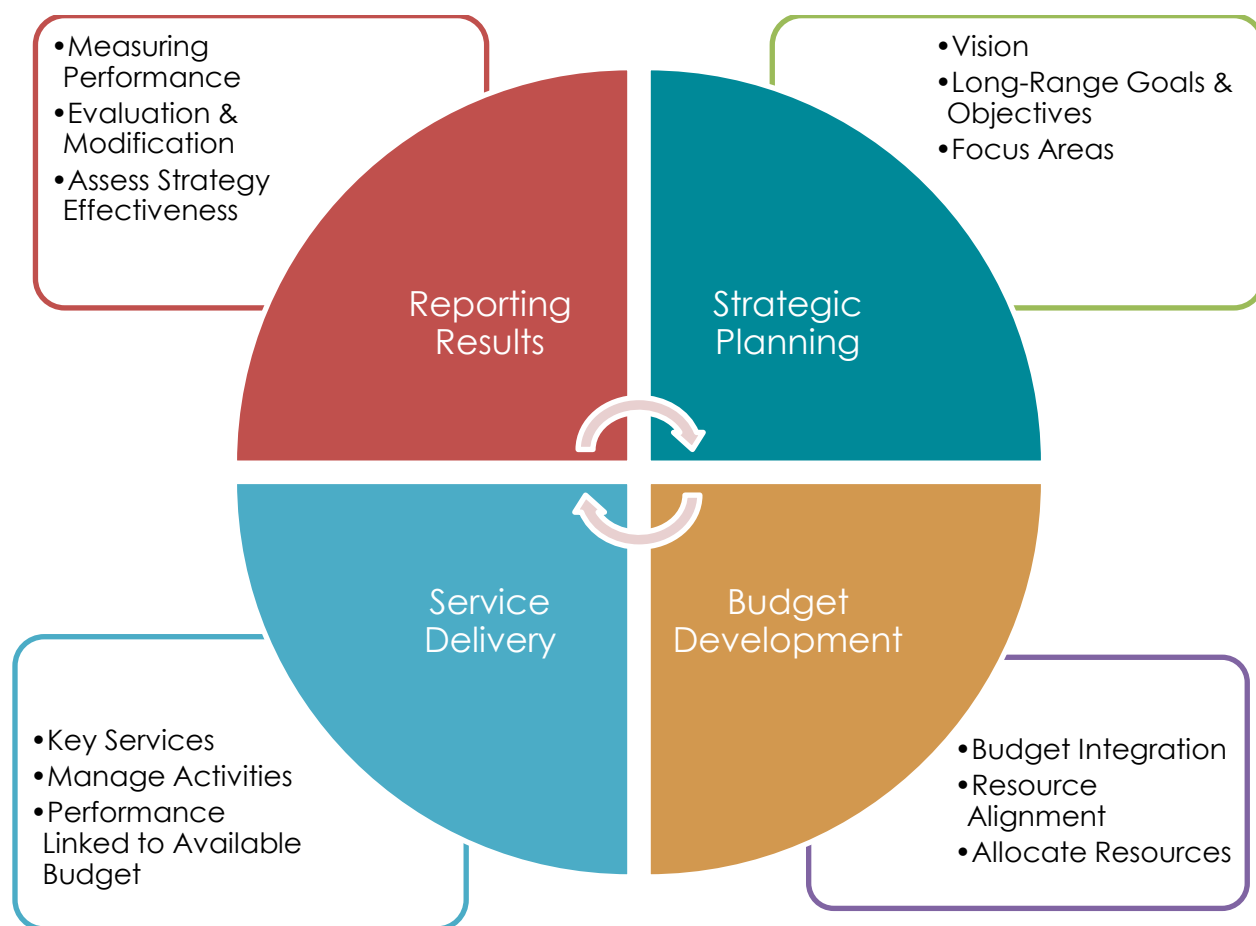
In essence, the budget process is an ongoing process throughout the year as new regulations, funding sources, new Town Council initiatives and policies and improved methods of delivering services to citizens are identified and brought forward to staff and Town Council. Beginning in August of each year,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

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

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

Strategic Planning & Budgeting

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

Budget Kick-Off

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

Department Budget Development

Each department within the Town develops their budget at the line-item level. During the development of their budget, they create a list of current year accomplishments, goals and objectives for the coming year, and 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 packet that is presented to the Executive Budget Team.

Budget Office

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

Executive Budget Team

The Executive budget team consists of the Town Manager, the Deputy Town Manager, the Finance Director, and the Budget Analyst. They meet to review and evaluate the comprehensive decision packet,

and then meet individually with each department to discuss the budget requests for the coming fiscal year. Ultimately, the team assists the Town Manager in assembling the recommended budget for Council consideration.

Budget Adoption

The Town Manager's recommended, balanced budget is delivered to Council for review and consideration in April. Finance compiles and finalizes the proposed tentative budget after making the recommended changes from Council. The proposed budget is presented to Council for tentative adoption in May. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. During this time, the budget is available to the general public for feedback and is presented in the local newspapers and the open to public comment via scheduled public hearings. The final budget is adopted by Council 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 heads develop the funding plan based on the additional funding needs of the specific program or project. Any adjustment to the Adopted Budget requires some level of approval. Budget transfers between accounts within a department require department head, Town Manager, and Finance Director approval. Budget amendments, or transfers between Town departments (as opposed to within a department) require Council approval.

BUDGET CALENDAR

| FISCAL YEAR 2018 - 2019 | | |
|--------------------------------|-------------------------|---|
| Dates: | Stage in Budget Process | Task Description |
| November 6, 2017 | Planning | New budget year planning with Manager's Office |
| October 30 – November 17, 2017 | Preparing | Departments formulate Performance Measures |
| November 17, 2017 | Preparing | Performance Measures due to Finance |
| December 5, 2017 | Planning | Budget refresher course, budget entry via Munis, and Q&A session |
| December 6, 2017 | Planning | Finance and CIP to discuss preliminary proposals for the coming fiscal year |
| December 11 – 22, 2017 | Preparing | Departments formulate revenue projections |
| December 22, 2017 | Preparing | Department revenue projections due to Finance |
| January 9, 2018 | Planning | Council Special Session – adoption of Council goals and objectives |
| January 11, 2017 | Preparing | Budget Session – organizational meeting, preliminary outlook, and operating budgets |
| January 18-25, 2017 | Preparing | Committee discussion and recommendations for new positions |
| February 2, 2018 | Preparing | Base department budgets, and preliminary carryover request all due to Finance |
| February 2 – 26, 2018 | Preparing | Budget Office review, compile department budgets, and assemble decision package |
| March 5, 2018 | Preparing | Final revenue estimates |
| March 6, 2018 | Preparing | Executive Budget Team initial meeting |
| March 7 – 15, 2018 | Preparing | Department budget presentations |
| March 16, 2018 | Preparing | Executive Budget Team meeting post department presentation |
| April 10, 2018 | Approving | Manager's Recommended Operating Budget |
| May 15, 2018 | Approving | Council Adoption of Tentative Budget |
| June 19, 2018 | 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.

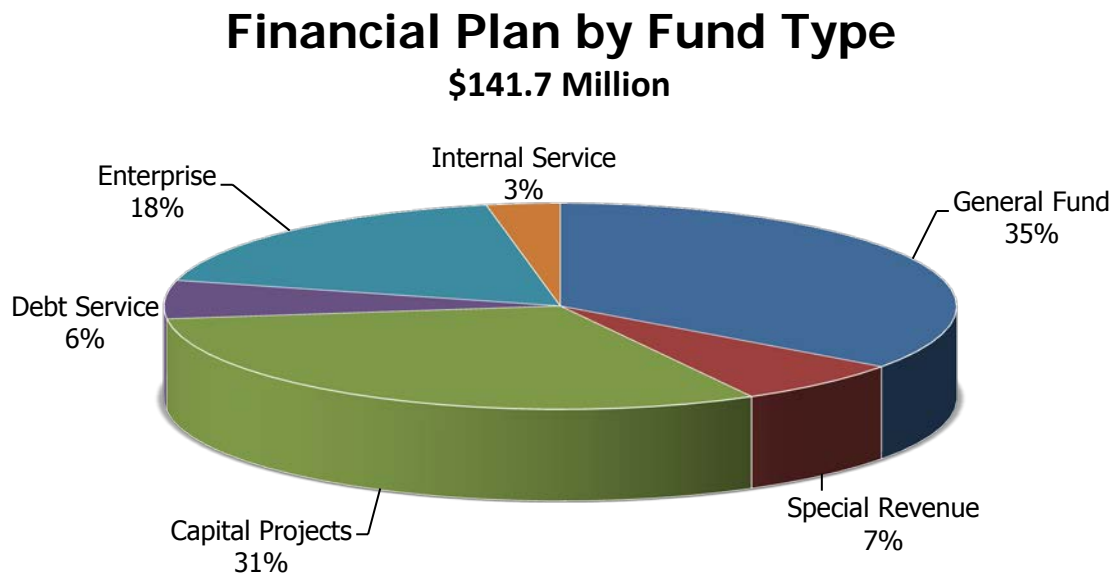
4. Fluctuating federal grants should not be used to finance ongoing programs.
5. Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.
6. Mid-year budget adjustments will be kept to a minimum to minimize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

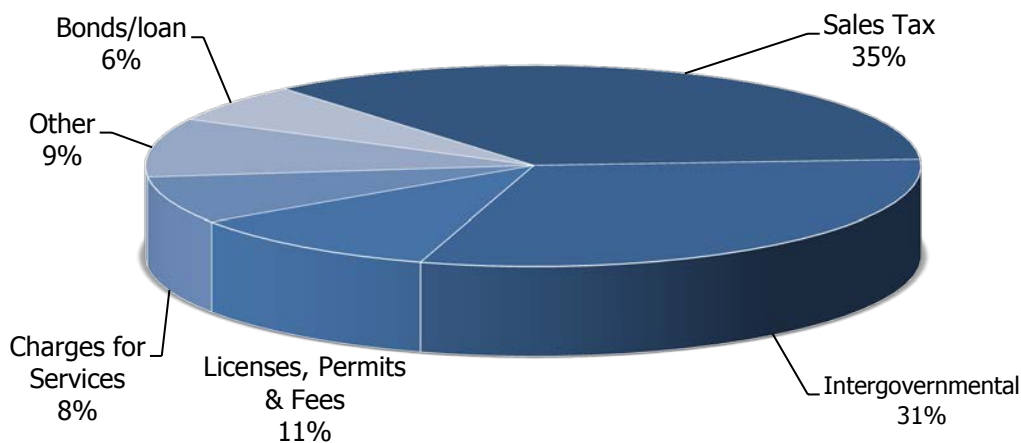
BUDGET SUMMARY

The annual budget for fiscal year 2018-2019 totals \$141.7 million. The following chart depicts appropriations by major fund type. The General Fund comprises 35% of the total budget and capital projects funds make up about 31%. Enterprise funds, including enterprise related capital projects, accounts for about 18%. Debt service funds and special revenue funds comprise only 6% and 7%, respectively.



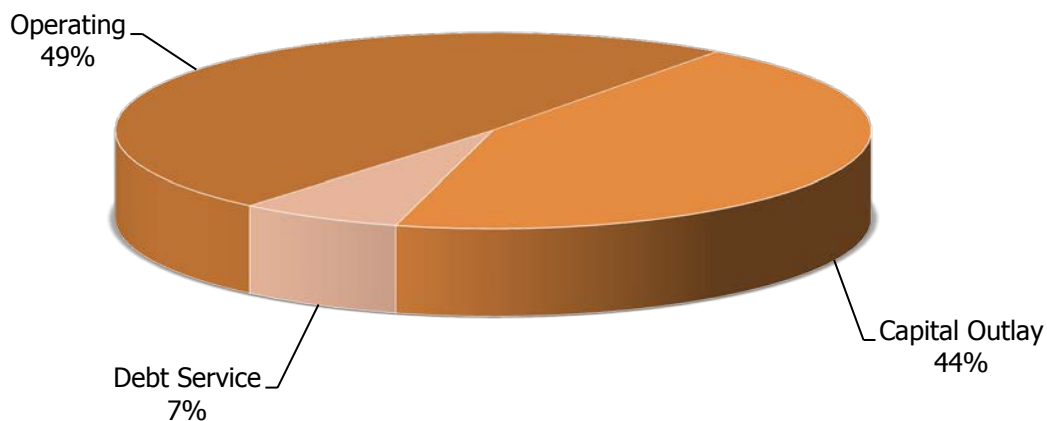
Revenues and other financing sources for fiscal year 2018-2019 are \$103.7 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$37.9 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures. As indicated by the chart below, the largest revenue source is local sales taxes which comprise \$36.5 million or 35% of budgeted revenues. Local intergovernmental revenues also make up a large portion of revenues for fiscal year 2018-2019 at \$31.8 million or 31%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and other governments. The capital improvement plan currently includes the sale of bonds for various water and infrastructure projects. Anticipated bond proceeds amount to \$6.5 million or 6% of total revenues. Charges for services comprise \$7.9 million or 8% of the budget and include all enterprise fund user fees. Licenses, permits and fees comprise \$11.2 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 \$9.8 million or 9% includes all other revenues such as interest earnings, donations, contributions, grant funding, and other miscellaneous revenues.

Revenue by Category \$103.7 Million



Operating costs are the largest category at \$69.4 million or 49% of the fiscal year 2018-2019 financial plan. Due primarily to the rapid growth in the Town of Marana in earlier years, capital outlay also comprises a large portion of the annual budget at \$56.2 million or 44%. Capital outlay includes major transportation, park, water, building and airport capital improvement projects. When compared to the previous year budget, this financial plan decreased by \$58.7 million or 29%. Most of that change is attributable to several major capital projects that have been or will soon be completed.

Expenditure by Category \$141.7 Million



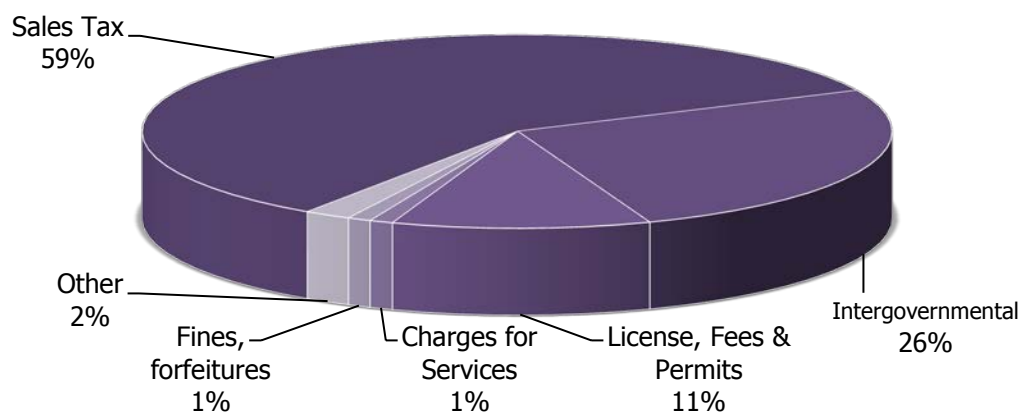
REVENUE SUMMARY

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

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

- Stabilization and modest improvement of key, ongoing revenues like certain sales tax revenues in fiscal year 2018-2019,
- Inflation rate holding at 2.2%, 4% population growth, 740 new homes, and
- 50% of contracting sales tax revenue, building permits and related fees deemed one-time revenue sources.

General Fund Revenue by Type \$45.0 Million



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund is \$45.0 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, development related revenues (permits and fees) as well as state shared revenues. Collectively, these revenues comprise 95 percent 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 2.2% or approximately \$954 thousand. A significant portion of this growth is associated with anticipated increases in residential building permits. Modest increases are also budgeted in local sales taxes and intergovernmental revenues. Additionally, we anticipate modest increases in future fiscal years.

The following charts show town-wide revenues by major categories for the last three years, and the current budgeted revenues.

Transaction Privilege (Sales) Tax

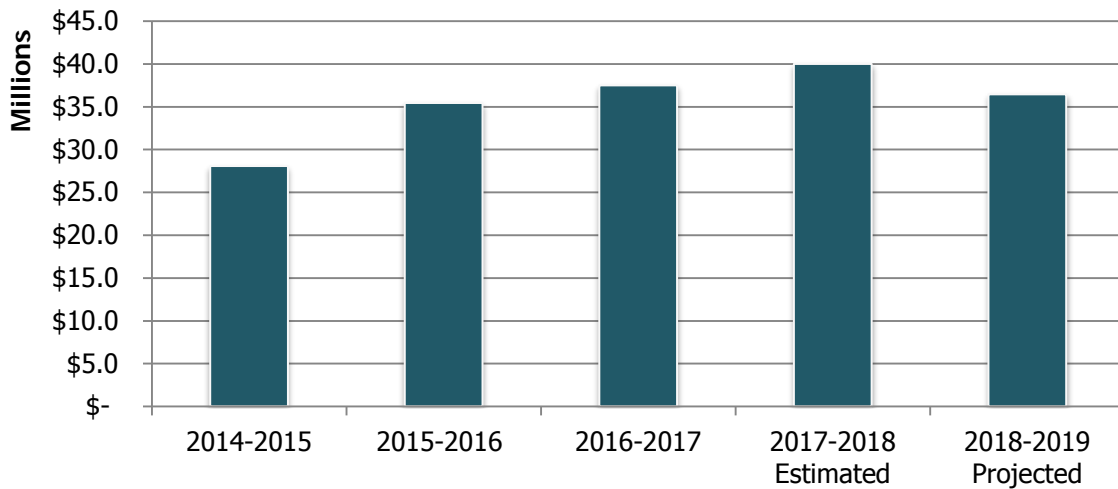
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

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

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

- Assumptions** Sales taxes are the Town’s largest revenue source and represent 59% of General Fund revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 22% of total sales taxes and, as such, 75% of these revenues fund one-time projects. The State and local economies have continued to improve over the past four fiscal years. Beginning in fiscal year 2015-2016 revenues sharply increased largely due to a temporary ½ cent sales tax increase which is being used to fund a new public safety facility. A total of \$18 million shall be collected and then the Town will notify the AZ Department of Revenue to cease collection, which is anticipated to be half way through fiscal year 2018-2019. This is what is attributing to the projected decrease in revenue. Overall this revenue growth is consistent with continued growth in sales tax base while maintaining conservative revenue projections.

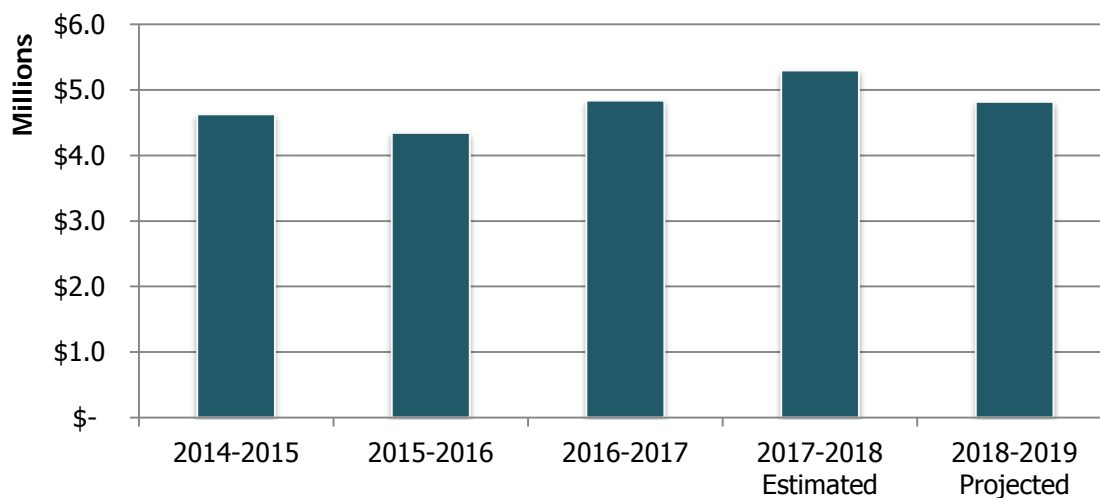
| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-------------|----------|
| 2014-2015 | 28,058,514 | 1,832,633 | 7% |
| 2015-2016 | 35,441,588 | 7,382,764 | 21% |
| 2016-2017 | 37,500,219 | 2,058,631 | 5% |
| 2017-2018 Estimated | 39,992,514 | 2,492,295 | 6% |
| 2018-2019 Projected | 36,455,488 | (3,537,026) | -10% |



Licenses, Fees and Permits

- Description** Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions as to usage for this revenue.
- Rate Structure** The rates vary based on the product or service provided. The current fee structure was adopted per Marana Ordinance No. 2018.011 and is available on the Town website.
- Assumptions** These fees are highly dependent on the residential and commercial development. The largest portions of these revenues are directly related to the number of single family residence (SFR) building permits issued. The current revenue projections for fiscal year 2018-2019 are based on the issuance of 740 SFR building permits. Issued SFR permits have stabilized to approximately 62 per month or 744 per fiscal year. We anticipate this level to continue for the next few fiscal years. As this revenue stream is sensitive to fluctuations in the economy a conservative forecasting model is applied. Fiscal year 2017-2018 is projected to exceed estimates by 150 permits.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 4,625,431 | 684,111 | 15% |
| 2015-2016 | 4,344,866 | (283,565) | -7% |
| 2016-2017 | 4,840,177 | 495,311 | 10% |
| 2017-2018 Estimated | 5,300,849 | 460,672 | 9% |
| 2018-2019 Projected | 4,818,090 | (482,759) | -10% |



State Shared Income Tax

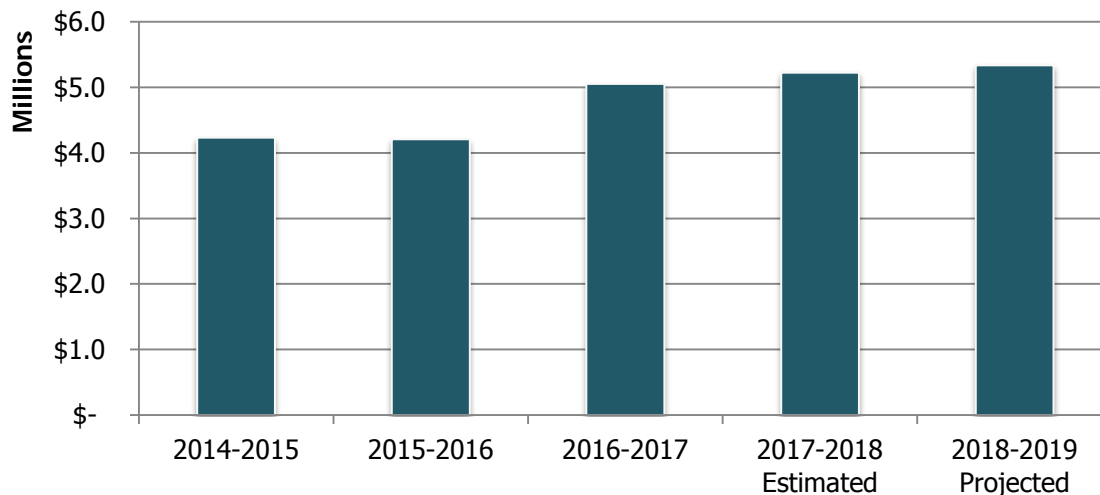
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also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

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

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

- Assumptions** This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This revenue source is also subject to changes made by the State legislature. The 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 |
|---------------------|------------|-----------|----------|
| 2014-2015 | 4,232,245 | 335,398 | 8% |
| 2015-2016 | 4,209,300 | (22,945) | -1% |
| 2016-2017 | 5,054,592 | 845,292 | 17% |
| 2017-2018 Estimated | 5,227,616 | 173,024 | 3% |
| 2018-2019 Projected | 5,336,906 | 109,290 | 2% |

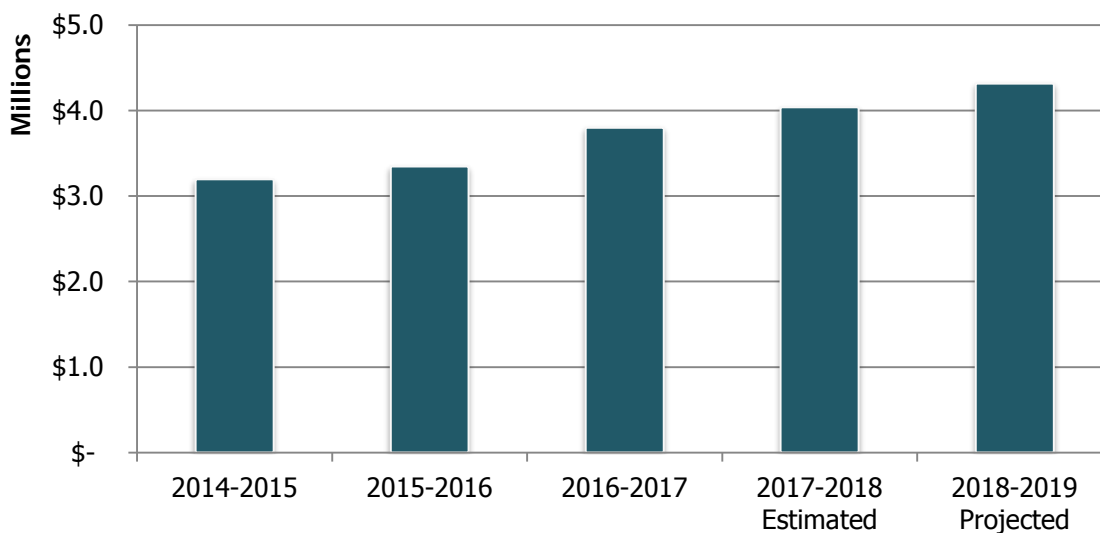


State Shared Sales Tax

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

Based on figures provided by the Arizona Department of Revenue, a 6% increase 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. This revenue is also subject to changes made by the State legislature.

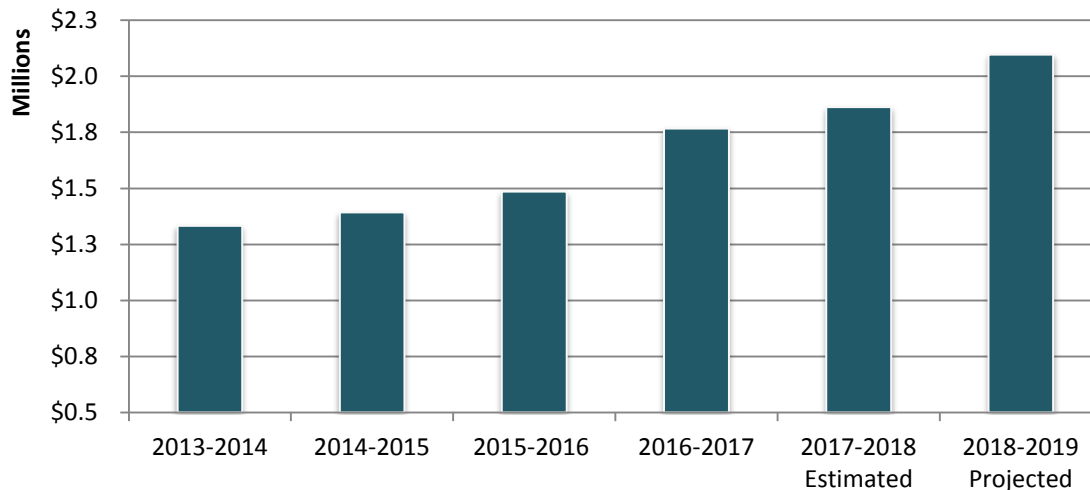
| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 3,195,042 | 151,480 | 6% |
| 2015-2016 | 3,344,679 | 149,637 | 4% |
| 2016-2017 | 3,798,503 | 453,824 | 12% |
| 2017-2018 Estimated | 4,036,645 | 238,142 | 6% |
| 2018-2019 Projected | 4,314,755 | 278,110 | 6% |



Vehicle License (Auto Lieu) Tax

- Description** This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.
- Permitted Use** Vehicle license tax revenues received by the Town can be used to pay any expense legally chargeable to the General Fund.
- Rate Structure** The vehicle tax is based on each \$100 of a vehicle’s value. The valuation base for the first year is 60% of the manufacturer’s base retail price and the depreciation rate for each succeeding year is 16.25%. The statute sets specific rates for each vehicle license to be charged for each distribution recipient. The rate for incorporated cities and towns is calculated at \$2.80 for a new vehicle and \$2.89 for used vehicles older than one year.
- Assumptions** An increased revenue collection of 5% is estimated for fiscal year 2017-2018 from the previous year which is primarily attributable to an improving economy. The budget projection for fiscal year 2018-2019 anticipates an 11% continued improvement in revenues.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 1,392,653 | 60,062 | 4% |
| 2015-2016 | 1,485,151 | 92,498 | 6% |
| 2016-2017 | 1,765,922 | 280,771 | 16% |
| 2017-2018 Estimated | 1,861,378 | 95,456 | 5% |
| 2018-2019 Projected | 2,096,535 | 235,157 | 11% |



Highway User Revenue

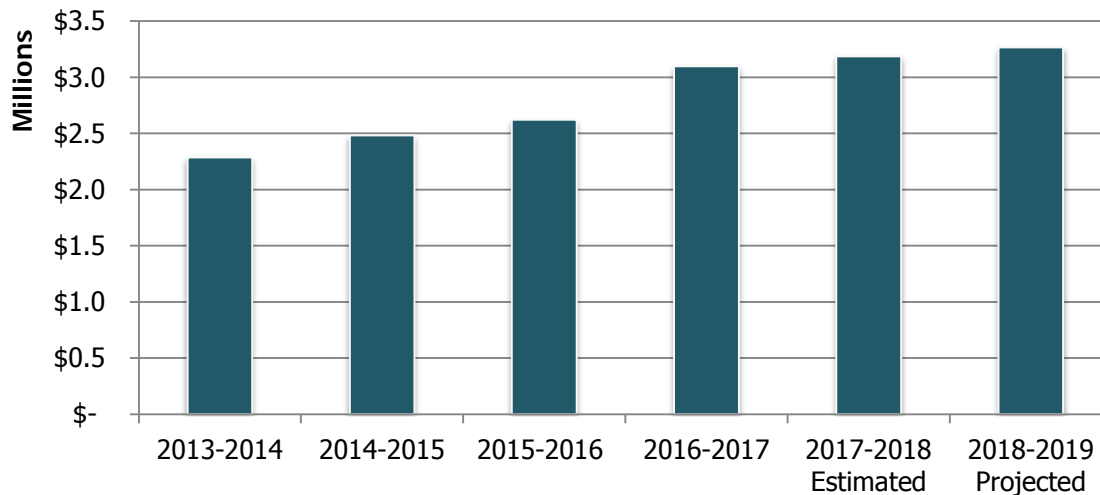
- Description** The State of Arizona collects various fees and taxes from users of the State’s roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the highway user revenue 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 a relatively improved fuel consumption due to lower gasoline prices and also 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 modestly for fiscal year 2018-2019.

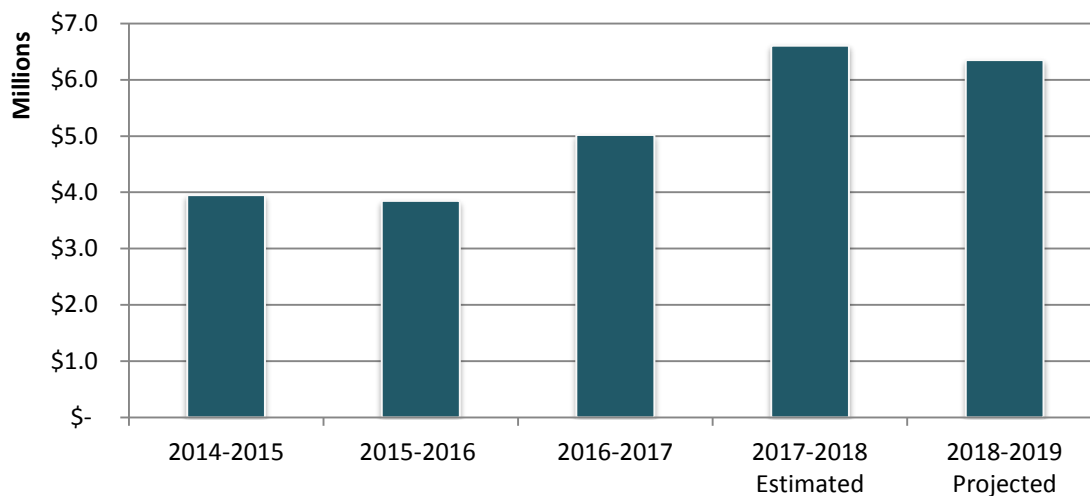
| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|-------------------|------------------|-----------------|
| 2014-2015 | 2,483,705 | 197,217 | 8% |
| 2015-2016 | 2,623,454 | 139,749 | 5% |
| 2016-2017 | 3,099,309 | 475,855 | 15% |
| 2017-2018 Estimated | 3,186,613 | 87,304 | 3% |
| 2018-2019 Projected | 3,268,578 | 81,965 | 3% |



Development Fees

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, engineering and architectural services, financing, other capital costs and associated appurtenances, and related equipment. The intent is to ensure that growth “pays for itself,” and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit.
- Permitted Use** This revenue is utilized to fund the Town’s capital improvement related to growth such as constructing new roads, building new parks and expanding water systems.
- Rate Structure** The Town charges development fees for transportation, parks, and water system and water renewable resources projects. Fees are assessed on each residential dwelling within the defined benefit area. Water system and water resource fees are charged to residential dwellings and commercial development based on the meter service size and number of connections.
- Assumptions** A 24% estimated increase in revenue collection for fiscal year 2017-2018 is due to higher Single Family Residence permits than budgeted. Current projections are based on an 740 homes being permitted in fiscal year 2018-2019. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 3,950,862 | 1,806,123 | 27% |
| 2015-2016 | 3,847,888 | (102,974) | -3% |
| 2016-2017 | 5,017,799 | 1,169,911 | 23% |
| 2017-2018 Estimated | 6,609,360 | 1,591,561 | 24% |
| 2018-2019 Projected | 6,349,651 | (259,709) | -4% |



Water Sales

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

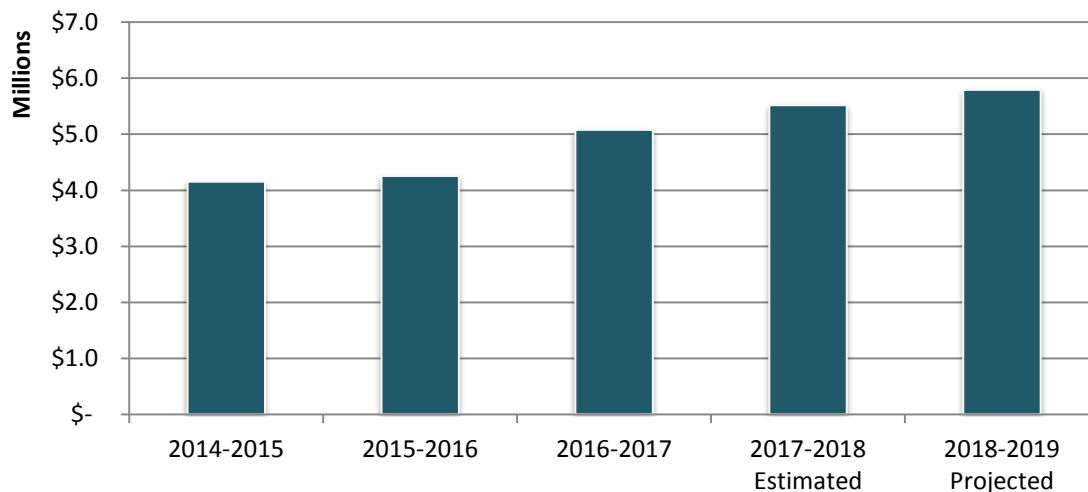
Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the water production and distribution system.

Rate Structure

| Monthly Service Fee | | Consumption Residential Rate | | Consumption Other than Residential Rate | |
|---------------------|-----------|------------------------------|-----------|---|-----------|
| Meter Size | Rate (\$) | Gallons | Rate (\$) | Type | Rate (\$) |
| 5/8" & 3/4" | 19.09 | 1 - 10,000 | 3.11 | Multi Family | 3.82 |
| 1" | 46.35 | 10,001 - 20,000 | 4.33 | Commercial | 3.82 |
| 1.5" | 50.44 | 20,001 - 30,000 | 5.63 | Industrial | 3.82 |
| 2" | 58.62 | 30,001 - 40,000 | 6.94 | Government | 3.82 |
| 4" | 139.05 | > 40,000 | 9.97 | Standpipe/hydrant/irrigation | 4.33 |

Assumptions The revenues projected are based on an anticipated increase of 490 customers.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 4,152,235 | 384,776 | 9% |
| 2015-2016 | 4,254,520 | 102,285 | 2% |
| 2016-2017 | 5,079,475 | 824,955 | 16% |
| 2017-2018 Estimated | 5,515,087 | 435,612 | 8% |
| 2018-2019 Projected | 5,791,582 | 276,495 | 5% |



Water Reclamation Fees

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

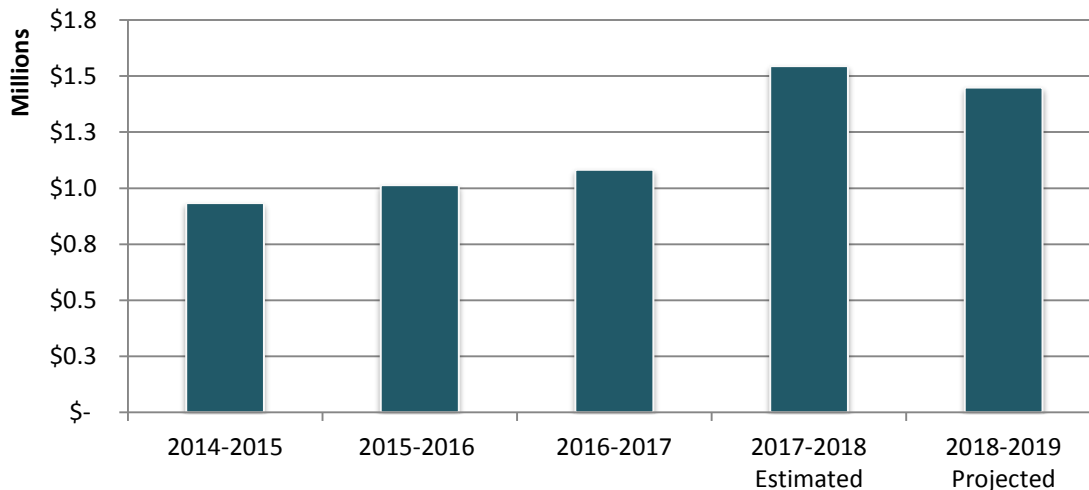
| Monthly Service Fee | |
|---------------------|----------|
| Meter Size | Rate |
| Per meter | \$ 12.63 |

| Volume Rate | |
|-------------------|---------|
| Rate | |
| Per 1,000 gallons | \$ 4.71 |

Assumptions

The Town took operational control over the Marana Water Reclamation Facility (MWRF) in January 2012. The MWRF was under the operational control of Pima County prior to that date and all revenues, rights and responsibilities were with Pima County. Revenues projected for fiscal year 2018-2019 are based on an anticipated increase of 445 customers. The overall anticipated revenue decrease is due to a large amount of investment income earned during fiscal year 2017-2018 as part of the MWRF Expansion. More information about this project can be found in the Capital Improvement Plan section on page 113.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 933,408 | 99,089 | 11% |
| 2015-2016 | 1,013,783 | 80,375 | 8% |
| 2016-2017 | 1,082,229 | 68,446 | 6% |
| 2017-2018 Estimated | 1,544,685 | 462,456 | 30% |
| 2018-2019 Projected | 1,449,602 | (95,083) | -7% |



Airport Fees

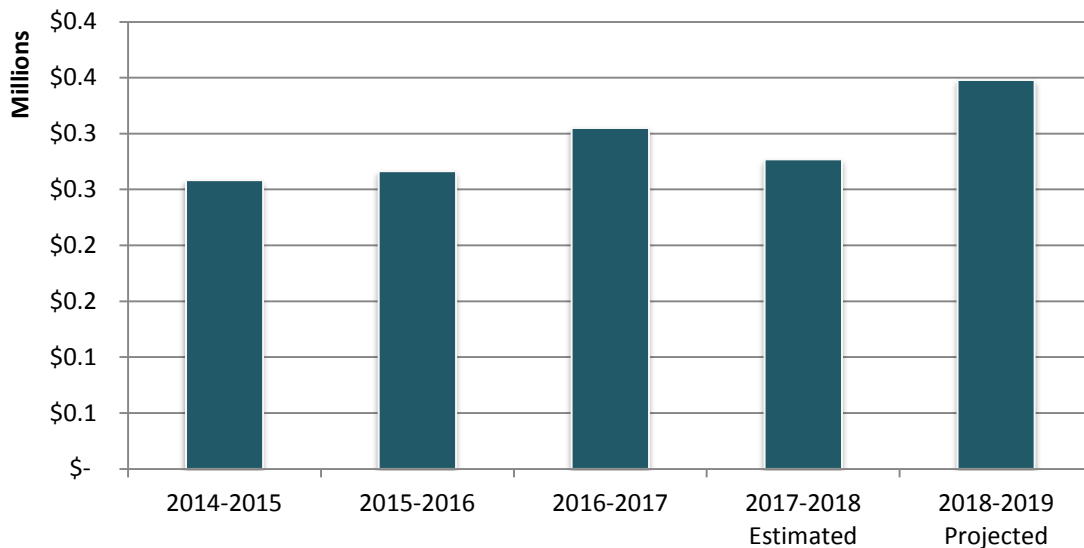
- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.

- 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. 2018-2019 revenue is expected to increase modestly as changes to several lease agreements are anticipated to generate additional revenue.

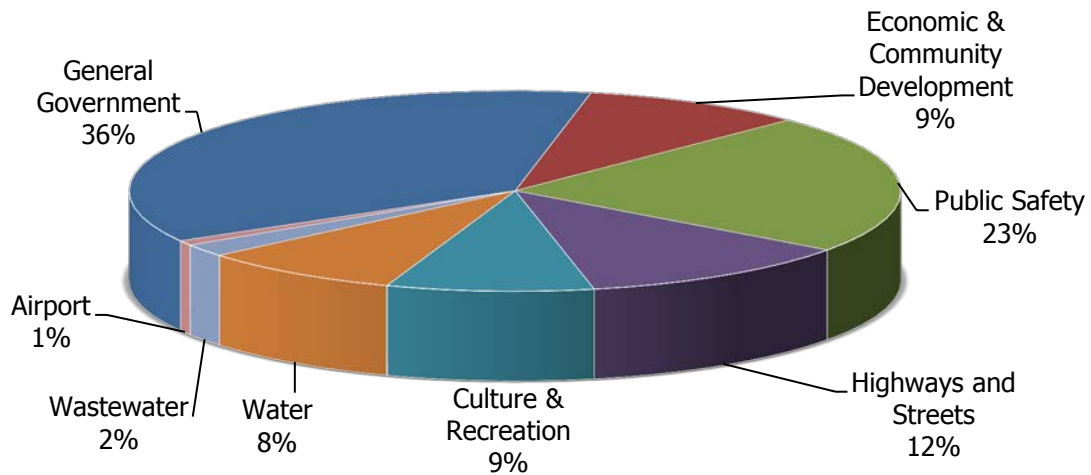
| Fiscal year | \$ Revenue | \$ Change | % Change |
|---------------------|------------|-----------|----------|
| 2014-2015 | 258,319 | (24,343) | -11% |
| 2015-2016 | 266,508 | 8,189 | 3% |
| 2016-2017 | 305,030 | 35,522 | 13% |
| 2017-2018 Estimated | 276,930 | (28,100) | -10% |
| 2018-2019 Projected | 348,068 | 71,138 | 20% |



EXPENDITURE SUMMARY

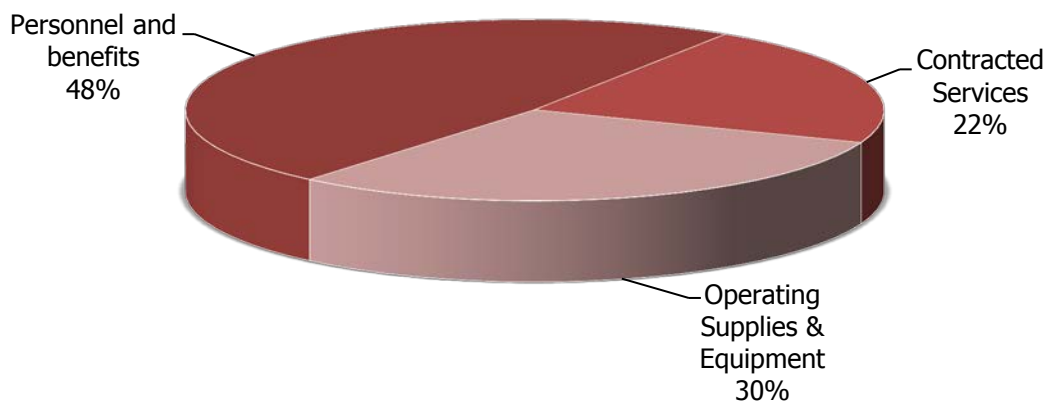
The budgeted expenditures include services and programs for the community such as general government, public safety, community and economic development, culture and recreation, highways and streets, airport and water services. While most operating costs are accounted for in the General Fund, some costs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

Operating Budget by Function \$69.4 Million



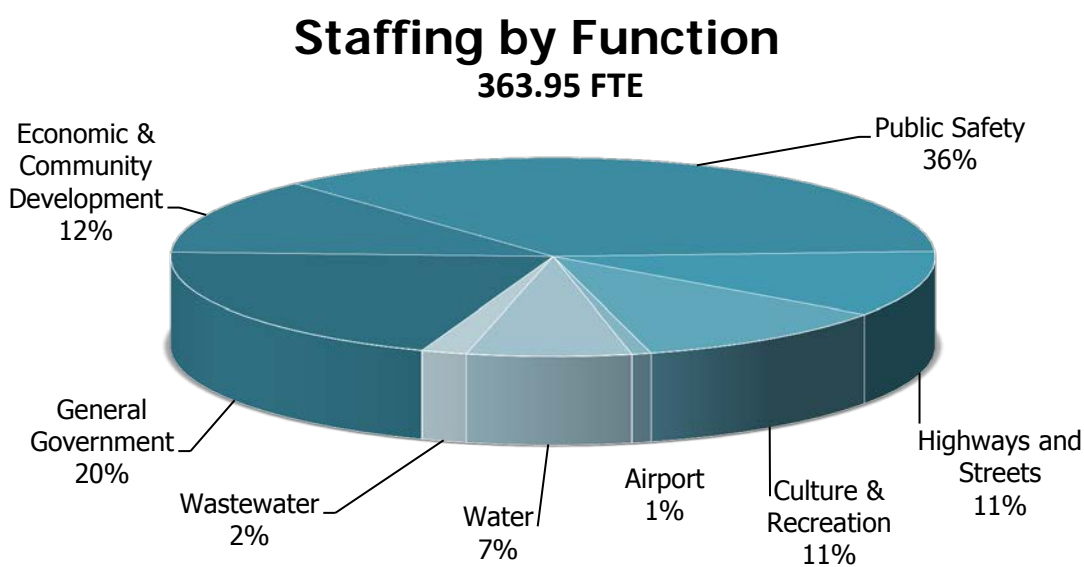
The major expenditures in the operating budget are personnel and benefits at 48%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 30% and 22%, respectively.

Operating Budget by Line Item \$69.4 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 8.2 full-time equivalent (FTE) positions through the budgetary process. Including all position adjustments and additions, staffing has increased from 355.75 positions to 363.95. These staffing numbers include increasing two Water positions from 0.5 FTE to 0.6 FTE to better accommodate customer needs.

| Functional Department | 2014-2015 Authorized FTE | 2015-2016 Authorized FTE | 2016-2017 Authorized FTE | 2017-2018 Authorized FTE | 2018-2019 Authorized FTE |
|----------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| General Government | 67.48 | 70.88 | 72.88 | 73.25 | 73.25 |
| Economic & Community Development | 40.35 | 40.35 | 43.00 | 46.50 | 45.50 |
| Public Safety | 122.00 | 123.00 | 125.00 | 127.00 | 131.00 |
| Highways and Streets | 35.00 | 36.00 | 34.00 | 36.00 | 39.00 |
| Culture & Recreation | 36.50 | 38.50 | 41.75 | 41.00 | 40.00 |
| Airport | 1.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Water | 22.00 | 23.00 | 23.00 | 24.00 | 25.20 |
| Wastewater | 4.00 | 4.00 | 4.00 | 5.00 | 7.00 |
| Total FTE | 328.33 | 338.73 | 346.63 | 355.75 | 363.95 |

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 changes for the new fiscal year:

| Position | FTE | Department | Funding Source |
|--|------------|-------------------|-------------------|
| Associate Town Attorney | 1.00 | Legal | General Fund |
| Dispatcher | 1.00 | Police | General Fund |
| Property & Evidence Records Clerk | 1.00 | Police | General Fund |
| Customer Service Clerk | 1.00 | Police | General Fund |
| Facilities Tradesman | 1.00 | Public Works | General Fund |
| Asset Coordinator | 1.00 | Water | Water Fund |
| Water Technology Support Specialist II | 1.00 | Water | Water Fund |
| Water Billing Specialist | 0.20 | Water | Water Fund |
| Associate Water Reclamation Mechanic | 1.00 | Water Reclamation | Water Reclamation |
| Total FTE Changes | 8.2 | | |

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

| Fund Group | June 30, 2018 Estimated Fund Balance | 2018-2019 Estimated Revenue | 2018-2019 Estimated Expenditures | Transfers In | Transfers Out | June 30, 2019 Estimated Fund Balance |
|------------------------|--|-----------------------------------|--|--------------------|--------------------|--|
| General Fund | \$ 26,262,353 | \$ 44,956,009 | \$ 49,816,341 | \$ - | \$ 3,681,371 | \$ 17,720,650 |
| Special Revenue | 6,081,146 | 7,658,185 | 9,425,279 | 100,000 | - | 4,414,052 |
| Capital Projects | 46,020,622 | 23,513,642 | 44,579,914 | 642,183 | 1,398,910 | 24,197,623 |
| Debt Service | 4,168,138 | 2,469,350 | 8,094,144 | 6,105,856 | - | 4,649,200 |
| Enterprise | 6,837,045 | 20,905,523 | 25,523,037 | 1,040,004 | 2,807,762 | 451,773 |
| Internal Service | 705,226 | 4,231,566 | 4,231,566 | - | - | 705,226 |
| Total All Funds | \$ 90,074,530 | \$103,734,275 | \$141,670,281 | \$7,888,043 | \$7,888,043 | \$52,138,524 |

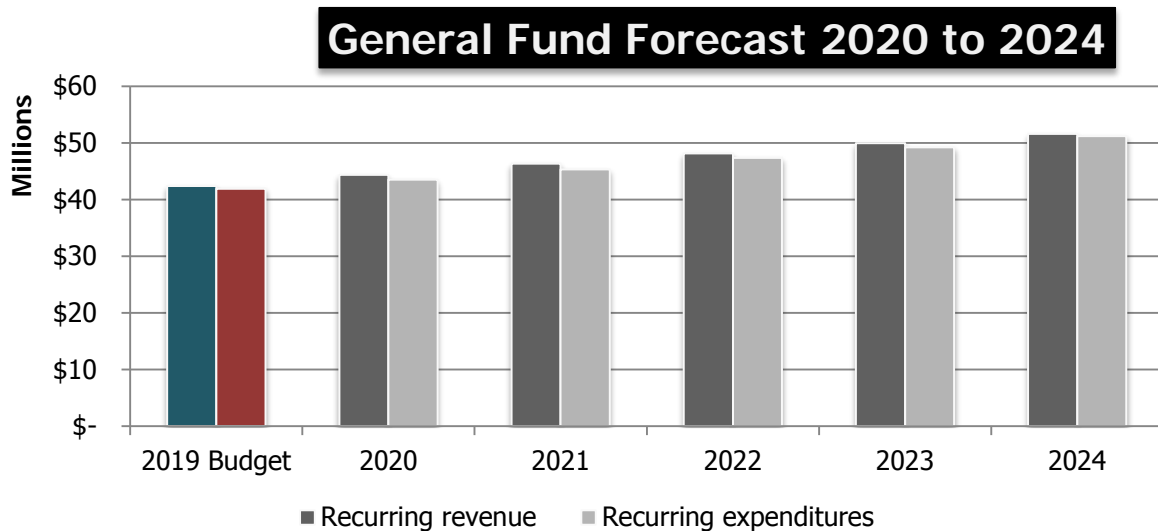
Town Funds and Fund Balance Detailed Information

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.

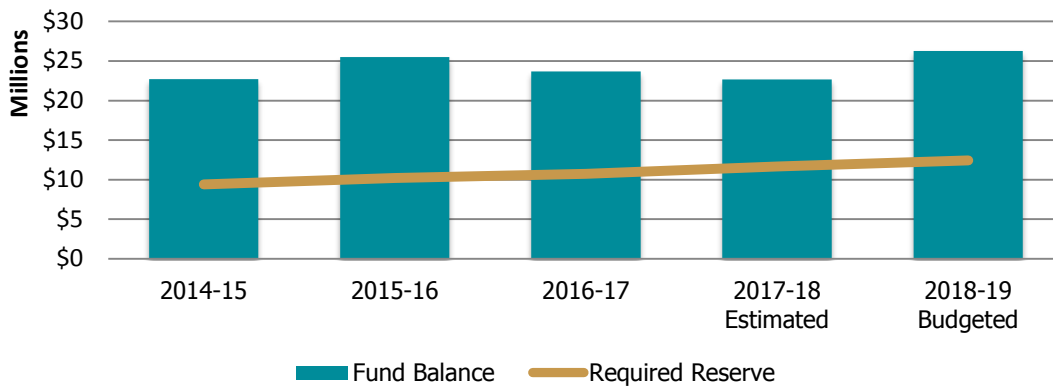
As described earlier, 95 percent of the General Fund’s operating revenues are extremely sensitive to fluctuations in the regional and national economies. This was very apparent during the multi-year national, state and local economic recession. The Town proactively managed its budget through the depths of the Great Recession and beyond. As a result of that effort, the Town has maintained healthy reserve balances and, in fact, has increased General Fund balances to prior Great Recession levels. The Town estimates that approximately \$3.6 million will be added for fiscal year 2017-2018.

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 2018-2019 fund balance is projected to be \$17.7 million. This projected number includes contingent expenditure budget authorization of \$5.0 million. By policy, uses of contingency require Council approval which is consistent with the Town’s financial policies and utilization of those resources. Estimated ending fund balance is approximately 39.5% 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 excluding fiscal year 2017 – 2018 \$5 million budgeted contingency along with the 25% reserve requirement target.

General Fund Reserve Balances

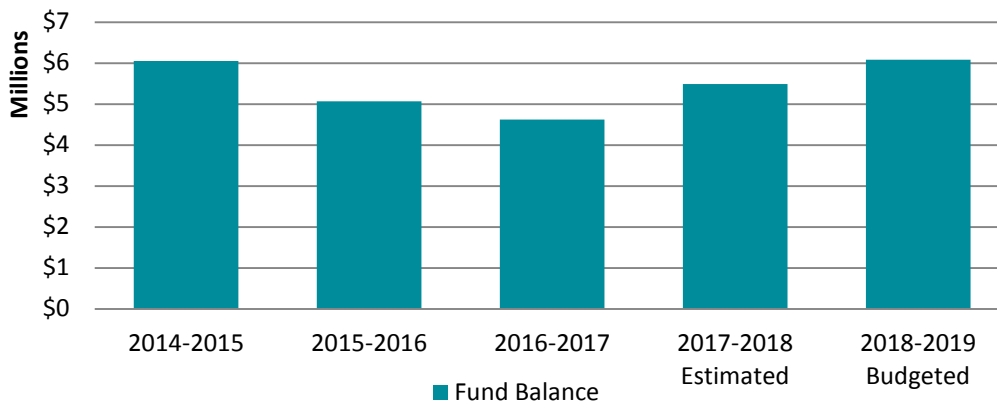


Special Revenue Funds

The special revenue funds account for the proceeds of specified revenue sources, other than major capital projects, legally restricted to expenditures for specific purposes. For fiscal year 2018-2019 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.

The largest sources of fund balance for special revenue funds are the Bed Tax at \$1.0 million and Highway User Revenue at \$1.4 million respectively. The ending fund balance for fiscal year 2018-2019 is projected to decrease by \$1.6 million due to the anticipated completion of existing capital projects and one time capital purchases.

Special Revenue Funds Reserve Balance

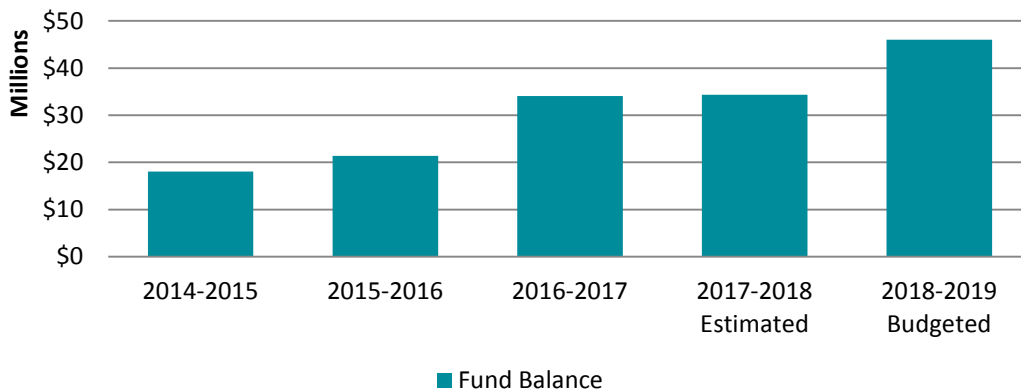


Capital Project Funds

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 2018-2019 is projected to decrease by \$21.8 million due to the anticipated completion of several large planned capital projects.

Capital Project Funds Reserve Balances

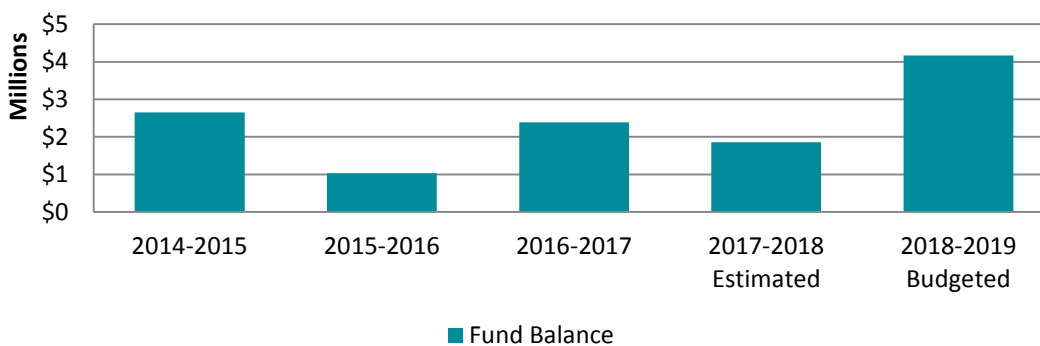


Debt Service Funds

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 2018-2019 is projected to be \$4.6 million, which is primarily associated with deposits held related to the Gladden Farms Community Facilities District (a discretely presented component unit).

Debt Service Funds Reserve Balances

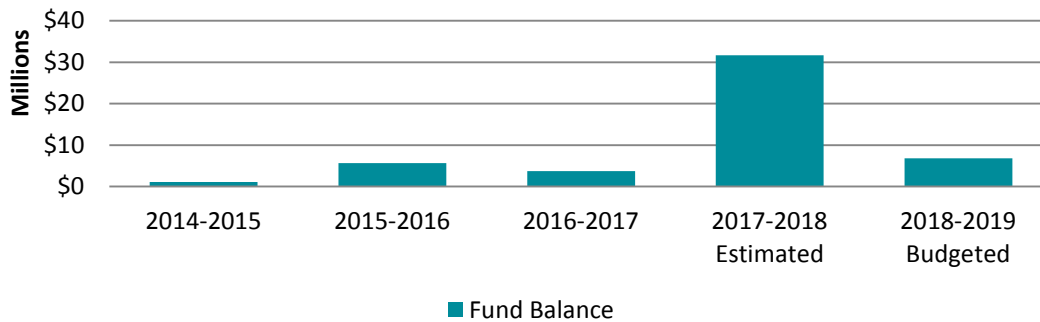


Enterprise Funds

The enterprise funds are used to account for operations that (1) are financed and operated in a manner similar to private business enterprises, where the intent of the Town Council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges, or (2) where the Council has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

For fiscal year 2018-2019, Enterprise Funds include a Water Utility Fund, Wastewater Utility Fund, and an Airport Fund to account for the activities of these enterprises. The estimated fund balance for fiscal year 2018-2019 in the enterprise funds are primarily attributable to the construction of a new wastewater treatment facility in construction began in fiscal year 2017-2018 and will be completed in fiscal year 2018-2019. The funding for that project is anticipated to be in the form of an inter-fund borrowing between funds and bond issuance.

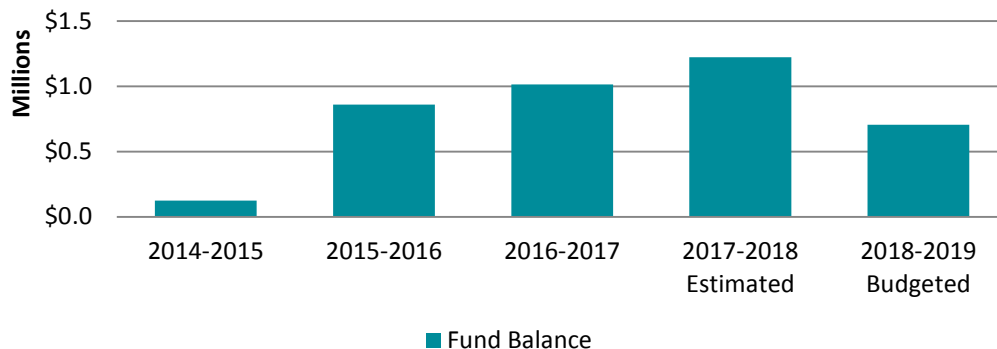
Enterprise Funds Reserve Balances



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 ending fund balance for fiscal year 2018-2019 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 2018-2019 Operating Budget by department. The table includes the source(s) of funding for each department by fund 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 department pages.

| Department | FTE Count | General Fund | Proprietary Funds | Special Revenue Funds | CFD/Special Component Districts | Grand Total |
|--|---------------|-------------------|-------------------|-----------------------|---------------------------------|-------------------|
| Mayor & Council | - | 338,036 | - | - | - | 338,036 |
| Town Manager | 13.50 | 1,866,946 | - | - | - | 1,866,946 |
| Town Clerk | 5.00 | 518,948 | - | - | - | 518,948 |
| Human Resources | 7.00 | 878,548 | - | - | - | 878,548 |
| Finance Department | 12.25 | 1,205,031 | - | - | - | 1,205,031 |
| Legal Department | 7.50 | 983,575 | - | - | - | 983,575 |
| Technology Services | 14.00 | 3,446,181 | - | - | - | 3,446,181 |
| Economic Development and Tourism | 3.50 | 276,606 | - | 489,196 | - | 765,802 |
| Development Services Administration | 3.00 | 399,354 | - | 285,161 | - | 684,515 |
| Building Safety | 13.00 | 1,183,846 | - | - | - | 1,183,846 |
| Planning Department | 7.00 | 935,753 | - | - | - | 935,753 |
| Engineering Department | 24.00 | 2,858,922 | - | 87,425 | - | 2,946,347 |
| Police Department | 118.00 | 13,888,716 | - | 567,091 | - | 14,455,807 |
| Magistrate Court | 14.00 | 1,058,027 | - | 396,049 | - | 1,454,076 |
| Public Works Department | 39.00 | 5,074,650 | - | 3,025,957 | - | 8,100,607 |
| Parks and Recreation | 40.00 | 4,500,235 | - | - | - | 4,500,235 |
| Community and Neighborhood Services | 8.00 | 969,992 | - | 200,000 | - | 1,169,992 |
| Water Department | 25.20 | 463,637 | 5,426,391 | - | - | 5,890,028 |
| Water Reclamation Department | 7.00 | - | 1,397,724 | - | - | 1,397,724 |
| Airport | 3.00 | - | 547,704 | - | - | 547,704 |
| Non-Departmental | - | 7,127,154 | 4,231,566 | 3,774,276 | 1,001,097 | 16,134,093 |
| Grand Total | 363.95 | 47,974,157 | 11,603,385 | 8,825,155 | 1,001,097 | 69,403,794 |

Key Performance Measurements

Beginning in the fall of 2017 and concluding 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. The resulting product was Key Performance Measurements for each department for the fiscal year 2018-2019 budget.

As many of these Key Performance Measurements and their tracking are new to the Town, realistic targets could not be determined for all for all performance measures without first gathering baseline information. Several targets are listed as "To Be Determined" (TBD). This is an indicator that fiscal year 2018-2019 will be the first time the department will be tracking and reporting on that performance measure. As departments 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.

2017 – 2018 Accomplishments

- Adopted a structurally balanced operating budget
- Joint Meeting with Town Council and the Town of Oro Valley Town Council
- Selected New Town Logo
- Participated with the Strategic Plan IV Update

2018 – 2019 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 | FY 2019 Target |
| Community | To promote and increase regionalism with neighboring communities | Number of yearly joint meetings with council members from neighboring communities | 5 |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|------------------|------------------|-------------------|------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Adopted |
| Personnel & Benefits* | \$249,541 | \$256,311 | \$257,866 | \$304,090 |
| Contracted Services | 6,706 | 4,981 | 7,034 | 20,461 |
| Operating Supplies & Equipment | 5,539 | 5,816 | 10,196 | 13,485 |
| Total by Category | \$261,786 | \$267,108 | \$275,096 | \$338,036 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|------------------|------------------|-------------------|------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Adopted |
| General Fund | \$261,786 | \$267,108 | \$275,096 | \$338,036 |
| Total by Fund | \$261,786 | \$267,108 | \$275,096 | \$338,036 |

**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

2017 – 2018 Accomplishments

- Maintained a structurally balanced budget
- Updated the Strategic Plan IV
- Developed and Implemented the Animal Care Services Division within the Town of Marana
- Commemorative the Town's 40th Anniversary
- Enhanced the esthetics and provided support with the Marana Chamber of Commerce for the State of the Town Address
- Developed the "Ina Business Program" to assist the Ina Road businesses during the interchange reconstruction project

2018 – 2019 Goals & Objectives

- Construction of a new police facility
- Continue to support efforts to encourage development in Marana's Downtown area
- Maintain a structurally balanced budget
- Continue to support the Ina Road businesses during construction of the I-10 overpass
- Sunset the half-cent sales tax
- Collaborating with Town Departments to centralize permitting and licensing system

COMMUNICATIONS AND MARKETING DIVISION

2017 – 2018 Accomplishments

- Standardized method of news releases for all departments.
- Standardized the Daily Mail for all internal communications.
- Established workflow calendar for Newsroom articles to include a regular stream of special interest stories and guest writers.
- Hired Marketing and Design Associate to specialize in parks and recreation and tourism projects.
- Created the Employee Portal on MaranaAZ.gov to be an easy-to-access resource for employees.

2018- 2019 Goals

- Standardize 3rd party work hiring processes, such as videographers and photographers.
- Address community identity confusion with identifiable visuals around Town that reinforce the Marana border.
- Establish a media tracking system that enables the Town to accurately track news coverage, and gauge community concerns and engagement online.

SPECIAL EVENTS DIVISION

2017 – 2018 Accomplishments

- Acquired and implemented Marcato Festival Management Software to manage vendors, performers and online forms for Cotton Festival and Holiday Festival
- Boosted attendance at Movies and Music in Marana series.
- Implemented a new Events Planning Team to plan and execute all signature events with representatives from each key department
- Implemented a new position, Special Events Programmer, to the Communications Division specifically for events.
- Significantly increased size of Cotton Festival attendance from 4,000 to 6,000 attendees

2018 - 2019 Goals

- Create 5-year plan for Special Events in relation to Town goals, growth, and opportunities
- Use new Special Events Program & Sponsorship book to network and acquire additional sponsorships for signature and community events
- Acquire and formalize volunteer opportunities within special events

| KEY PERFORMANCE MEASUREMENTS | | | |
|----------------------------------|---|--|---|
| Town Manager Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Innovation | Foster a culture of innovation throughout the Town organization. | Number of town-wide innovation seminars. | 2 |
| Community | Ensure Town information is easily accessible to the public. | Development of transparency apps and platforms. | Creation of Town performance dashboard. |
| Community | Invest in community input on Town services. | Development and deployment of survey instruments. | Administer town-wide citizen survey. |
| Community | To provide high level service to other Town departments for marketing and branding projects | Increase the frequency of project communications with departments during project timeline by 10% | TBD |
| | | Reduce the initial response time for project requests by 20% | TBD |
| Innovation | To increase accuracy in planning for special event growth | Accurately predict event attendance within 10% of actual/estimated post event | <10% |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Adopted |
|--------------------------------|---------------------|--------------------|----------------------|---------------------|
| Personnel & Benefits | \$1,172,219 | \$1,170,600 | \$ 1,271,664 | \$ 1,426,495 |
| Contracted Services | 152,960 | 128,304 | 101,268 | 163,496 |
| Operating Supplies & Equipment | 161,879 | 203,207 | 226,670 | 276,955 |
| Capital Outlay | 18,873 | - | - | - |
| Total by Category | \$ 1,499,681 | \$1,502,112 | \$ 1,599,603 | \$ 1,866,946 |

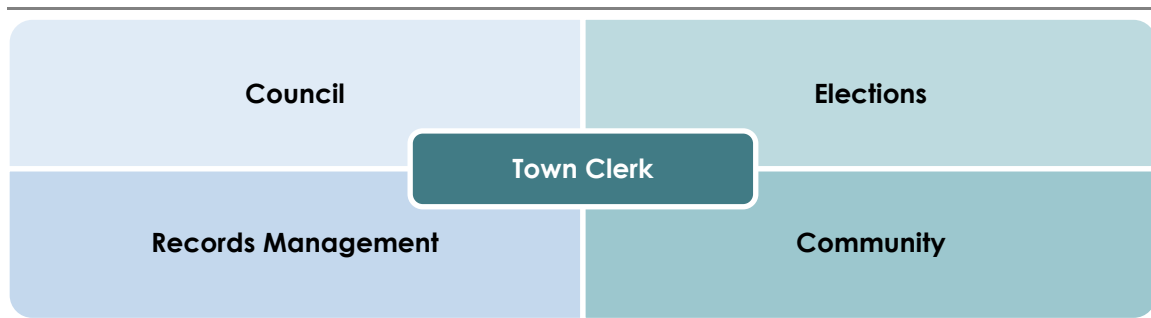
OPERATING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Adopted |
|---------------------------------|--------------------|--------------------|----------------------|--------------------|
| General Fund | \$1,477,338 | \$1,501,091 | \$1,599,074 | \$1,866,946 |
| Bed Tax Fund | 22,343 | 1,021 | 529 | - |
| Pima Association of Governments | 6,250 | - | - | - |
| Total by Fund | \$1,499,681 | \$1,502,112 | \$1,599,603 | \$1,866,946 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Adopted |
|---|-------------------|-------------------|----------------------|--------------------|
| 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 |
| Assistant to the Town Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Management Assistant | 2.00 | - | - | - |
| Graphic Designer | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Clerk | 1.13 | 1.13 | 1.00 | 1.00 |
| Customer Service Representative | - | - | 1.00 | 1.00 |
| Special Events Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Special Events Programmer | - | - | 1.00 | 1.00 |
| Communications Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications Specialist | - | 1.00 | 1.00 | 1.00 |
| Executive Assistant to the Town Manager | - | 1.00 | 1.00 | 1.00 |
| Marketing & Design Associate | - | - | 0.50 | 0.50 |
| Senior Executive Assistant | 1.00 | - | - | - |
| Total Town Manager | 11.13 | 11.13 | 13.50 | 13.50 |

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.

2017-2018 Accomplishments

Records Administration

- Laserfiche digital imaging clean-up continues with the removal of over 68,227 transitory and duplicate documents from the repository
- Launched public facing Laserfiche portal to increase citizen access to town archived records
- Reviewed and transferred over 70 permanent planning boxes to off-site storage
- Reviewed and transferred over 145 semi-permanent capital improvement project boxes to off-site storage
- Reviewed and transferred over 300 permanent flat plat files to off-site storage
- File room inventory of transitory and permanent public records ongoing

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

2018-2019 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.

- Complete outreach for 2018 elections via website and neighborhood meetings
- Continue Laserfiche and Versatile clean-up project to enhance software capabilities
- Complete the clean-up of the Public Works templates and other aspects of 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 | FY 2019 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 |
| 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 U of A, AZ State Museum, Sonoran Desert Coalition, and Old Pueblo Archaeology | First 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 |

OPEARTING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--------------------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel & Benefits | \$259,258 | \$377,255 | \$396,440 | \$400,093 |
| Contracted Services | 11,181 | 4,735 | 21,529 | 99,205 |
| Operating Supplies & Equipment | 4,841 | 84,194 | 5,462 | 19,650 |
| Total by Category | \$275,280 | \$466,184 | \$423,431 | \$518,948 |

OPEARTING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|----------------------|-------------------|-------------------|----------------------|-------------------|
| General Fund | \$275,280 | \$466,184 | \$423,431 | \$518,948 |
| Total by Fund | \$275,280 | \$466,184 | \$423,431 | \$518,948 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 |
| Records Clerk | 2.00 | 2.00 | 2.00 | 2.00 |
| Assistant to the Town Clerk | 1.00 | - | - | - |
| 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.

2017 – 2018 Accomplishments

Administration

- Enhanced the PERFORM interactive quarterly touch base process to align with the strategic plan
- Created workforce data report
- Created a classification source document
- Developed the Employee Portal with Communications department

Benefits

- Deadlines met for Affordable Care Act Reporting and disbursement of 1095C forms to all benefit eligible employees
- Created Total Compensation Statement for all benefits eligible employees
- Conducted benefits requests for proposals (medical/stop loss, EAP, Life, Disability, FSA, HSA, Cobra)

Compensation & Classification

- Created organizational Job Descriptions
- Updated and implemented the Reclassification and New Position Request Process

Organizational Development

- Enhanced Employee Appreciation and Recognition events
- Conducted Six Block training and development analysis throughout the organization
- Conducted leadership time and attendance training

Recruiting

- Enhanced the recruiting process and implemented pre-employment hiring process for applicable job classifications

Safety & Emergency Management

- Established motor vehicles records checks program
- Maintained 100% of National Incident Management System (NIMS) training
- Maintained 90% Safe Personnel Training completion rate
- Updated five year review of the Town's Emergency Operations Plan (EOP)
- Created Job Hazard Assessments (JHAs) for all job classifications

Wellness

- Held wellness clinics throughout the year, including the Flu Shot Clinic, Mobile On-Site Mammography Clinic and 10,000 Steps program
- Implemented new employee health fair

2018 – 2019 Goals & Objectives**Administration**

- Continue to be a driving force to cultivate and promote the Town's goals, strategic plan and cultural values
- Implement Human Resources scorecard
- Introduce the concept of an alternate work schedule

Benefits

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

Compensation & Classification

- Implement an interactive process with the organization for the Reclassification and New Position Request process

Organizational Development

- Assess organizational training needs and develop a strategic training plan based on organizational need
- Conduct Six Block training and development analysis throughout the organization

Recruiting

- Implement a new and enhanced recruiting process and Hiring Manager Toolkit
- Implement an updated interactive on-boarding 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)
- Update the Town's Emergency Operations Plan (EOP)

Wellness

- Hold wellness clinics throughout the year, including biometrics, a Flu Shot Clinic, Mobile On-Site Mammography Clinic and 10,000 Steps program
- Increase organizational participation

KEY PERFORMANCE MEASUREMENTS

| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
|------------------------------------|---|---|-----------------------|
| Progress & Innovation | To reduce the frequency and cost related to injuries. | Reduction in injury claims and reduction with associated injury costs | TBD |
| Progression & Innovation | To increase employee engagement | Increase in the number of touch base meetings | TBD |

OPERATING BUDGET SUMMARY

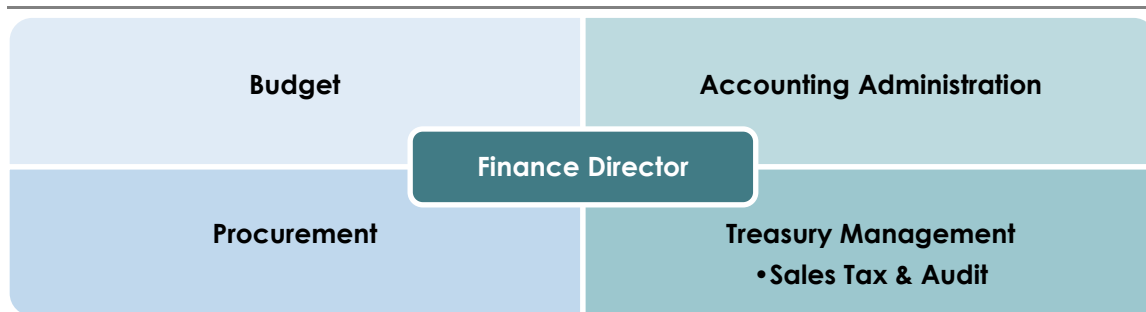
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|---|-----------------------|-----------------------|--------------------------|-----------------------|
| Personnel & Benefits | \$537,934 | \$ 646,613 | \$671,612 | \$683,141 |
| Contracted Services | 66,080 | 46,721 | 36,892 | 70,613 |
| Operating Supplies & Equipment | 95,955 | 88,520 | 113,391 | 124,794 |
| Capital Outlay | 12,963 | - | - | - |
| Total by Category | \$712,932 | \$781,854 | \$821,895 | \$878,548 |

OPERATING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|-----------------------------|-----------------------|-----------------------|--------------------------|-----------------------|
| General Fund | \$712,932 | \$781,854 | \$821,895 | \$878,548 |
| Total by Fund | \$712,932 | \$781,854 | \$821,895 | \$878,548 |

| AUTHORIZED POSITIONS | | | | |
|--|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 |
| Safety and Emergency Management 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.

2017 – 2018 Accomplishments

- Received 10th 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 9th consecutive year
- Developed a Budget Webpage that helps citizens stay up-to-date with key dates, information on budget development, and a citizens' voice section with FAQ'S as well as, a place where questions can be submitted.
- Assisted Courts in allowing online payments solutions for its customers
- Successfully implemented a Financial Transparency Searchable Database on the Town's Website

2018 – 2019 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
- Streamline payment processing to include the use of alternatives to paper checks such as (ACH, Wire, Pcard, Etc.)
- Acquire and implement a new business licensing software system

| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|--|--|------------------------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Progress and Innovation | Maintain or improve credit rating | Bond rating Excise Tax Revenue Obligations • Fitch | AA |
| | | Bond rating Excise Tax Revenue Obligations • Standard & Poor's | AA |
| Progress and Innovation | Receive a clean audit opinion without any findings or questioned costs | Unqualified audit opinion in financial statements by external CPA Firm | Yes |
| | Invest idle cash to achieve best investment results considering safety, liquidity and yield | Compliance with Town investment and financial policies | 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 (12 th consecutive) |
| | | Receipt of GFOA • Distinguished Budget Presentation Award | Yes (11 th consecutive) |
| Progress and Innovation | Ensure budgeted numbers are reasonably conservative and maximize use of available funds and a structurally balanced budget | Targeted variance in from budget to actual • Operating revenues • Operating expenses | ±5% ±5% |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|-------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$ 875,302 | \$ 876,479 | \$874,675 | \$1,055,031 |
| Contracted Services | 141,899 | 126,215 | 109,935 | 139,660 |
| Operating Supplies & Equipment | 7,112 | 10,151 | 6,607 | 9,690 |
| Total by Category | \$1,024,312 | \$1,012,845 | \$991,217 | \$1,205,031 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|--------------------|-------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$1,024,312 | \$1,012,845 | \$991,217 | \$1,205,031 |
| Total by Fund | \$1,024,312 | \$1,012,845 | \$991,217 | \$1,205,031 |

| AUTHORIZED POSITIONS | | | | |
|-------------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Budget Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Payroll Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Procurement Officer | 1.00 | 1.00 | 1.00 | 1.00 |
| Procurement Agent | - | 1.00 | 1.00 | 1.00 |
| 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 | 1.75 | .75 | .75 |
| Administrative Assistant | 0.50 | 0.50 | .50 | .50 |
| Asset System Administrator | - | 1.00 | - | - |
| Contracts Administrator | 1.00 | - | - | - |
| Tax & License Specialist | - | - | 1.00 | 1.00 |
| Grants Manager | - | - | 1.00 | 1.00 |
| Total Finance | 11.25 | 12.25 | 12.25 | 12.25 |

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.

2017 – 2018 Accomplishments

- **Commerce:** Completed comprehensive revision of the Town procurement code and the Town telecommunications code, both of which were adopted by Council and are now part of the Marana Town Code. Drafted amendments to all existing airport lease agreements. Provided technical feedback to outside consultants and staff for the creation of the Downtown and Mixed-Use zoning districts and for the Land Development Code revision process, to modernize, simplify, and shorten Town development requirements.
- **Community:** Completed the property rights acquisitions needed for the Tangerine Corridor project, Twin Peaks/Dove Mountain Boulevard to La Cañada Drive. Worked on the contracts and Town Code provisions required to bring Animal Control in-house. Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling nearly 1600 misdemeanor prosecutions.
- **Innovation:** Tested and implemented the new Legal Department software, developed by the Technology Services Department with input and feedback from the Legal Department, to streamline standard documentation and increase department productivity. Actively participated in and assisted in the regional roll-out of Coalition Against Retail Theft (CART) initiatives and strategies.
- **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:** Revised administrative directive regarding fingerprinting of Parks volunteers to adopt disqualification guidelines of the National Recreation & Parks Association. Assisted in the acquisition of property rights and the preparation and review of contracts necessary for the development of El Río Preserve. Prepared and reviewed agreements and documents for the future expansion of the Santa Cruz River Shared Use Path and the CAP Trail and trailhead.

2018 – 2019 Goals & Objectives

- **Commerce:** Update Business License code provisions.
- **Community:** Provide legal advice, prepare agreements, and acquire right of way for Adonis Road. 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 Town consultants and departments in reducing the size, bulk, and complexity of the Land Development Code, and bring them to public hearings before the Planning Commission and Council. Expand the use of the community restitution program for misdemeanor offenses. Update all administrative directives to improve efficiencies and effectiveness.
- **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 design and construction of the El Río Preserve, the Santa Cruz River Shared Use Path, and the CAP Trail and trailhead.

| KEY PERFORMANCE MEASUREMENTS | | | |
|---------------------------------|---|--|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Community | Efficiently and effectively prosecute misdemeanor cases | % of cases with initial victim notices sent out by first pretrial conference | 80% |
| | | % of cases with disclosure completed by first pretrial conference | 80% |
| Community/Progress & Innovation | Provide timely and accurate legal advice to the Town | % of successful outcomes in personnel matters | 95% |
| | | % of ordinances/ resolutions adopted by Council within 30 days of drafting | 90% |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--------------------------------|-------------------|-------------------|----------------------|-------------------|
| Personnel & Benefits | \$672,174 | \$ 712,310 | \$744,830 | \$862,768 |
| Contracted Services | 71,236 | 134,459 | 85,478 | 116,807 |
| Operating Supplies & Equipment | 4,125 | 3,234 | 3,467 | 4,000 |
| Total by Category | \$747,535 | \$850,003 | \$833,775 | \$983,575 |

OPERATING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|----------------------|-------------------|-------------------|----------------------|-------------------|
| General Fund | \$747,535 | \$850,003 | \$833,775 | \$983,575 |
| Total by Fund | \$747,535 | \$850,003 | \$833,775 | \$983,575 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 |
| Legal Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Legal Document Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 0.50 | 0.50 | .50 | .50 |
| Associate Town Attorney | - | - | - | 1.00 |
| Total Legal | 6.50 | 6.50 | 6.50 | 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.

2017-2018 Major Accomplishments

- Created the Animal Services App and Ina Rd App
- Updated technology continuity of operations plan
- Upgraded Firewalls to protect Town Data and System
- Created the new GIS portal for Town maps
- Completed a security audit of all Town systems, security policies and procedures

2018-2019 Goals & Objectives

- Create an Open Data Portal for Town data
- Create a transparency dashboard for the Town web site
- Create a solution to map documents to GIS maps
- Explore the use of Augmented Reality technology for department uses
- Upgrade the Town phone system
- Expand the Wi-Fi system to Heritage Park and Tangerine Sky park

| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|---|---|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Progress and Innovation | To increase the availability of Town network and server resources | Network and Servers available 99% of time | 99% |
| Progress and Innovation | Efficient resolution of Town technology issues | Increase Help Desk problem tickets resolved within 1 working day | 90% |
| 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 |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$1,214,723 | \$1,315,538 | \$ 1,294,222 | \$1,418,331 |
| Contracted Services | 791,392 | 904,991 | 988,443 | 1,192,350 |
| Operating Supplies & Equipment | 396,243 | 348,980 | 207,498 | 835,500 |
| Capital Outlay | 23,555 | 37,383 | - | - |
| Total by Category | \$2,425,914 | \$2,606,892 | \$2,490,163 | \$3,446,181 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$2,425,914 | \$2,606,892 | \$2,490,163 | \$3,446,181 |
| Total by Fund | \$2,425,914 | \$2,606,892 | \$2,490,163 | \$3,446,181 |

| AUTHORIZED POSITIONS | | | | |
|----------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Technology Services Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Technology Manager | 2.00 | 2.00 | 2.00 | 2.00 |
| Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Database Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Website Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Technology Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| 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 | 1.00 | 1.00 |
| Senior Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Technology Services | 14.00 | 14.00 | 14.00 | 14.00 |

DEVELOPMENT SERVICES ADMINISTRATION



Department Overview

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

2017 – 2018 Accomplishments

- Developed a Customer Satisfaction Survey and provided easy access via tablet and hard copy formats located at the front desk
- Enhanced the DSC portion of the Town's website by making it more user-friendly and interactive.
- Continued work on creating an online permitting system for the Town's customers
- Continued to optimize the applications available through CRW project and permitting software
- Transferred all record archives from Marana Operations Center to the new storage facility located on Sanders Road.
- Prepared SOP's for the processing of Public Records Requests and Business Licenses for a simplified and more efficient customer experience

2018 – 2019 Goals & Objectives

- Continue to enhance the DSC website for use by the Town's residents, businesses and customers
- Continue to find ways to assist new small businesses wishing to conduct e-commerce from home or office
- Continue to work on creating an online permitting system for the Town's customers
- Through cross-training, enhance the DSC "Single Point of Contact" service provided to the Town's customers by the Development Coordinators

| KEY PERFORMANCE MEASURES | | | |
|--------------------------------|---|--|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Indicator | FY 2019 Target |
| Progress & Innovation | Assist in the creation of an on-line permitting system for the Town of Marana | Percentage complete of on-line permitting system | >50% |
| Progress & Innovation Commerce | Improve staff training, education and certification levels | International Code Certifications received | TBD |
| | | Arizona Building Official Association code training sessions attended per year | TBD |
| 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 | TBD |
| Commerce | Ensure sufficient response to public for permitting and inspections | Single family dwelling plans reviewed within five days | TBD |
| | | Model plan reviews completed within five days | TBD |
| | | Field inspections completed within one business day of request | TBD |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|------------------|-----------------|-------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$208,414 | \$86,720 | \$53,167 | \$274,164 |
| Contracted Services | - | - | 104,947 | 404,351 |
| Operating Supplies & Equipment | 4,917 | 5,358 | 4,716 | 6,000 |
| Capital Outlay | - | - | 25,939 | 360,015 |
| Total by Category | \$213,331 | \$92,077 | \$188,769 | \$1,044,530 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|------------------|-----------------|-------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$213,331 | \$92,077 | \$162,830 | \$399,354 |
| Downtown Reinvestment Fund | - | - | 25,939 | 645,176 |
| Total by Fund | \$213,331 | \$92,077 | \$188,769 | \$1,004,530 |

| AUTHORIZED POSITIONS | | | | |
|--|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Development Services Director | - | 1.00 | 1.00 | 1.00 |
| Development Services Center Manager | 1.00 | - | - | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Clerk | 1.00 | 1.00 | - | - |
| Business Process Analyst | - | - | - | 1.00 |
| Total Development Services Admin | 3.00 | 3.00 | 2.00 | 3.00 |

BUILDING SAFETY



Department Overview

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

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

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

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

2017 – 2018 Accomplishments

- Refined Occupancy Compliance program
- Completed TRACKiT upgrades
- Updated all building process checklists including content and format
- Improved permit processing through concurrent reviews for the following: SFR permits, sign permits, change of copy signs.
- Improved Plan Review Timeframes
- Rolled out Bluebeam electronic plan review

2018 - 2019 Goals & Objectives

- Begin discussions with regional partners regarding 2018 building code update
- Field Inspections
- E-trakit
- Electronic Plan Review
- Seek educational opportunities for staff that helps develop their skill sets

| KEY PERFORMANCES MEASURES | | | |
|------------------------------------|--|--|-----------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Indicator | FY 2019 Target |
| Community | Perform building inspections | Total number of building inspections performed | 16,000 |
| Community | Perform inspections for building code compliance | Number of Building Code Compliance inspections performed | 25 |
| Commerce | Certificate of Occupancy inspections | Number of C of O inspections performed | 40 |

| OPERATING BUDGET SUMMARY | | | | |
|---|-----------------------|-----------------------|--------------------------|-----------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$940,479 | \$751,007 | \$808,826 | \$1,067,222 |
| Contracted Services | 17,054 | 84,901 | 19,728 | 65,695 |
| Operating Supplies & Equipment | 34,721 | 28,787 | 36,879 | 50,929 |
| Total by Category | \$992,255 | \$864,695 | \$865,433 | \$1,183,846 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|---|-----------------------|-----------------------|--------------------------|-----------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$ 992,255 | \$864,695 | \$865,433 | \$1,183,846 |
| Total by Fund | \$992,255 | \$864,695 | \$865,433 | \$1,183,846 |

| AUTHORIZED POSITIONS | | | | |
|------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Chief Building Official | - | - | - | 1.00 |
| Chief Building Inspector | 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 |
| Building Safety Manager | 1.00 | 1.00 | 1.00 | - |
| Plans Examiner | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Inspector II | 2.00 | 2.00 | 2.00 | 3.00 |
| Building Inspector I | 1.00 | 1.00 | 1.00 | 1.00 |
| Development Coordinator | 1.00 | 1.00 | 3.00 | 3.00 |
| Permit Clerk | 3.00 | 3.00 | 1.00 | 1.00 |
| Total Building Safety | 12.00 | 12.00 | 12.00 | 13.00 |

PLANNING



Department Overview

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

2017 – 2018 Accomplishments

- Planning staff has simplified the review and management of development projects by allowing customers to obtain comment reviews as they become available via web access.
- Planning staff continues to work on the Land Development Code update. A form-based code Downtown Overlay District and Blended Use Zone has been adopted and will promote the desire for a dynamic downtown housing and commercial market area.
- Planning staff has created an on-line, GIS-based, map identifying and detailing new and on-going development and engineering projects in the Town.

2018 – 2019 Goals & Objectives

- 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 of the new, 2020 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 | FY 2019 Target |
|-----------------------------|--|--|---|
| Community | To provide exceptional customer service through our Development and Utility Services | Higher submittal return time goals met through efficiency improvements of development services processes and procedures | 95% of development related projects (plats, development plans, landscape plans) reviewed within assigned time frame for first submittal |
| | | Higher submittal approval time goal met through efficiency improvements of development services processes and procedures | 95% of permits approved within assigned time frame |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--------------------------------|------------------|------------------|-------------------|------------------|
| Personnel & Benefits | \$654,667 | \$691,677 | \$674,807 | \$582,191 |
| Contracted Services | 19,926 | 127,321 | 148,784 | 350,212 |
| Operating Supplies & Equipment | 2,443 | 6,104 | 7,636 | 3,350 |
| Total by Category | \$677,036 | \$825,102 | \$831,227 | \$935,753 |

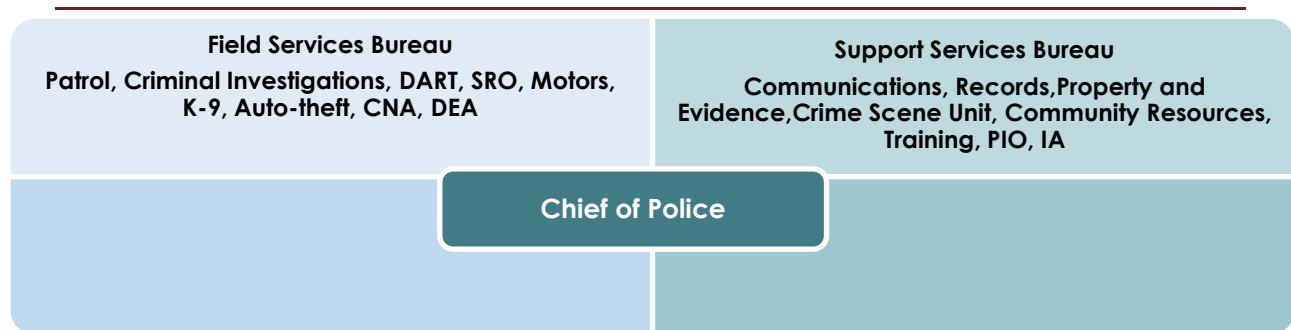
OPERATING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|----------------------|------------------|------------------|-------------------|------------------|
| General Fund | \$677,036 | \$825,102 | \$831,227 | \$935,753 |
| Total by Fund | \$677,036 | \$825,102 | \$831,227 | \$935,753 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|-------------------------------|----------------|----------------|-------------------|----------------|
| Planning Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Project Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Principal Planner | - | 1.00 | 1.00 | 1.00 |
| Senior Planner | 1.00 | 4.00 | 4.00 | 4.00 |
| Planner | 3.00 | 1.00 | - | - |
| Development Coordinator | 1.85 | 1.00 | 1.00 | - |
| Planner II | 2.00 | - | - | - |
| Business Process Analyst | - | - | 1.00 | - |
| Total Planning | 9.85 | 9.00 | 9.00 | 7.00 |

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.

2017-2018 Accomplishments

- Maintained or reduced current crime rates based on Part I crimes/thousand residents
- Improved and maintained police response times at current levels
- Implemented an information based targeting strategy for chronic offenders
- Implemented a new Mobile Video in-car camera system to supplement the body worn cameras for patrol officers
- Identified the BMW police motorcycle platform since Polaris will no longer be producing the Victory models
- Begin Construction of New Police Facility
- Reduce training related injuries by 50%

2018 - 2019 Goals and Objectives

- Complete Construction of New Police Facility
- Join the Southern Arizona Law Enforcement Foundation
- Complete a feasibility study on a new police bike unit
- 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 | FY 2019 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 | TBD |
| | | Maintain or reduce Part 1 crime rates based on total number of part 1 crimes (excluding shoplifting) per 1000 residents as compared to the previous year | TBD |
| | | Maintain or reduce traffic collision rates based on total number of collisions per 1000 residents as compared to the previous year | TBD |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|---------------------|----------------------|----------------------|---------------------|
| Expenditures by Category | FY2016 Actual | FY2017 Actual | FY2018 Projected | FY2019 Budget |
| Personnel & Benefits | \$10,955,587 | \$11,601,967 | \$12,376,765 | \$12,530,485 |
| Contracted Services | 589,183 | 559,032 | 476,963 | 658,080 |
| Operating Supplies & Equipment | 1,318,702 | 1,310,832 | 1,167,829 | 1,267,242 |
| Capital Outlay | 90,438 | 132,840 | 41,300 | - |
| Total by Category | \$12,953,911 | \$ 13,604,670 | \$ 14,062,857 | \$14,455,807 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|---------------------|----------------------|----------------------|---------------------|
| Expenditures By Fund | FY2016 Actual | FY2017 Actual | FY2018 Projected | FY2019 Budget |
| General Fund | \$12,050,724 | \$ 12,703,161 | \$ 13,444,568 | \$13,888,716 |
| Grants / Contribution | 606,972 | 782,416 | 584,278 | 421,591 |
| RICO Fund | 169,945 | 27,592 | 9,574 | 34,500 |
| Impound Fee | 63,987 | 25,452 | 23,365 | 40,000 |
| Emergency Telecommunication | 62,283 | 66,049 | 1,072 | 71,000 |
| Total by Fund | \$12,953,911 | \$ 13,604,670 | \$ 14,062,857 | \$14,455,807 |

| AUTHORIZED POSITIONS | | | | |
|---|--------------------------|--------------------------|-----------------------------|--------------------------|
| | FY2016 Actual | FY2017 Actual | FY2018 Projected | FY2019 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 | 67.00 | 69.00 | 71.00 | 71.00 |
| Police Telecommunications Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Dispatcher | 12.00 | 12.00 | 12.00 | 13.00 |
| Police Records Specialist | - | 2.00 | 2.00 | 2.00 |
| Police Records Clerk | 6.00 | 4.00 | 4.00 | 5.00 |
| Crime Scene/Property & Evidence Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Crime Scene Specialist | 3.00 | 3.00 | 3.00 | 3.00 |
| Crime Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Manager | - | - | 1.00 | 1.00 |
| Customer Service Specialist | - | - | - | 1.00 |
| Executive Assistant | 1.00 | 1.00 | - | - |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Police | 111.00 | 113.00 | 115.00 | 118.00 |
| *Does not include 5 Grant funded positions 2 SRO's, C.N.A., DEA, and ATF | | | | |

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.

2017 - 2018 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.

2018 – 2019 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 out 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

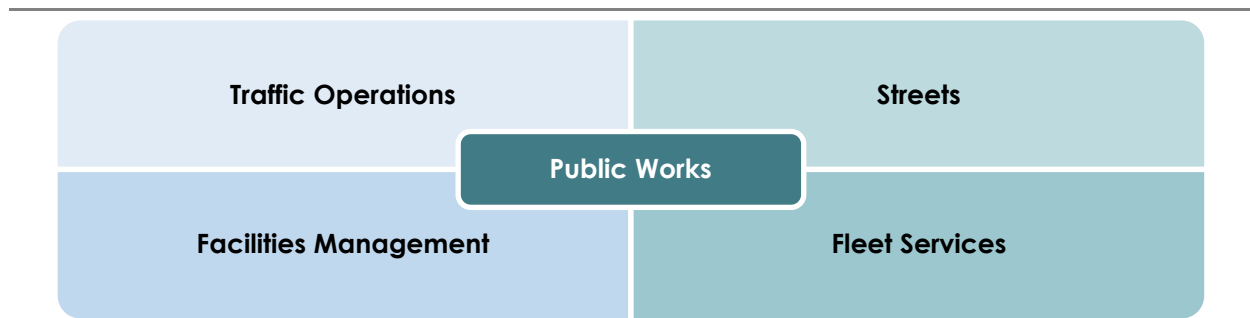
| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|--|---|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Community | Provide a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe. | % of cases with customer service complaints | Less than 1% |
| | | Percentage of cases adjudicated | 100% |
| | | Percentage of cases referred to judicial commission | Less than 1% |
| Community | Provide participants in the court system with necessary services for the fair adjudication of cases. | % of qualified cases receiving court appointed cases | 100% |
| | | Percentage of qualified cases receiving interpreter services | 100% |
| Community | Promptly disburse monies received by the court, which are held in trust and payable as restitution, bonds, or fees. | % of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services | 100% |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|-------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$922,936 | \$858,579 | \$838,773 | \$997,626 |
| Contracted Services | 120,888 | 133,846 | 106,915 | 289,650 |
| Operating Supplies & Equipment | 14,145 | 11,492 | 12,253 | 166,800 |
| Capital Outlay | - | 6,013 | - | - |
| Total by Category | \$1,057,969 | \$1,009,931 | \$992,929 | \$1,454,076 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|--------------------|-------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$1,057,969 | \$955,006 | \$884,965 | \$1,058,027 |
| JCEF Fund | - | 6,013 | - | 72,000 |
| FTG Court Fund | - | - | - | 34,500 |
| Local Technology Fund | 44,782 | 48,912 | 72,976 | 289,549 |
| Total by Fund | \$1,057,969 | \$1,009,931 | \$992,929 | \$1,454,076 |

| AUTHORIZED POSITIONS | | | | |
|------------------------------|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 |
| Court Security Guard | 2.00 | 2.00 | 2.00 | 2.00 |
| Court Collections Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Courtroom Specialist II | 1.00 | 1.00 | 1.00 | 1.00 |
| Courtroom Specialist I | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Clerk | 4.00 | 4.00 | 4.00 | 4.00 |
| 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.

2017 - 2018 Accomplishments

Facilities Management:

- Repaired blisters, patched and coated with elastomeric membrane all the roofs at the MMC A, B and C buildings
- Added HVAC controls and monitoring sensors to the MOC Server Room and Beacon Hill site to have the ability to receive alerts and control the system remotely
- Remodeled the 2nd Floor Reception area at the MMC A Building to make the space more functional for DSC
- Contracted Solon Solar to add solar arrays to 5 Town sites (MMC Parking, Wastewater Plant, Crossroads Basketball Court, Ora Mae Harn Park and Marana Pool)

Fleet Services:

- 11th year in a row the shop has achieved ASE Blue Seal Shop certification.
- All Fleet Employees gained the OSHA/SAE Certification towards Automotive Air Condition Standards for 609 and the new 1234YF refrigerant systems
- Completing updates for outside Car Wash system that will utilize bar coding for billing
- Continued asset management upgrades through Cartegraph
- Provided over 60 man hours of outside technical training for Fleet employees

Street Maintenance:

- Completed first half of Special Events overflow parking on Bill Gaudette Dr.
- Established ADA ramp repair and upgrade program.
- Completed the first annual maintenance program for Orange Grove Pump Station.
- Completed Los Morteros curb and drainage project.
- Completed painting of Town bridges Twin Peaks between Indian Summer Dr and Palm Canyon Dr, Sanders Rd and Santa Cruz River, Avra valley Rd and Brawley Wash.
- Established annual crack sealing program as part of Pavement Preservation Program.

Traffic Operations:

- Coordinated with ADOT and MPD to help with traffic mitigation and congestion at the Orange Grove Rd and Thronydale Rd traffic signal to help with the progression of traffic during peak hour traffic flows.
- Coordinated the activation of three traffic signals for the construction of the new Tangerine Road corridor.
- Installed over 750 street name signs to comply with Federal regulations
- Restriped over 1.6 million linear feet of pavement markings throughout the Town

2018 - 2019 Goals & Objectives**Facilities Management:**

- Remodel the 1st and 2nd floors of the MMC B Building after PD moves into their new facility 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
- Remodel the Wastewater Operation Building to replace flooring, new HVAC and repaint
- Review and plan out request from Courts to add a Jury Selection/Conference Center addition to the MMC C Building
- 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

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.

Street Maintenance:

- Complete second half of Special Events overflow parking on Bill Gaudette Dr.
- Establish annual culvert maintenance program contractor services.
- Establish annual road failure repair program this will minimize emergency repairs.
- Complete Landscape Beautification Project on Tangerine Farms Rd shoulders and walking path.

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.

- Eliminate all 5-section left-turn lane permissive-protective traffic signals, and convert them to the 4-section flashing-yellow arrow operation.
- Complete the remainder of the street name signs upgrade to comply with Federal regulations and requirements.

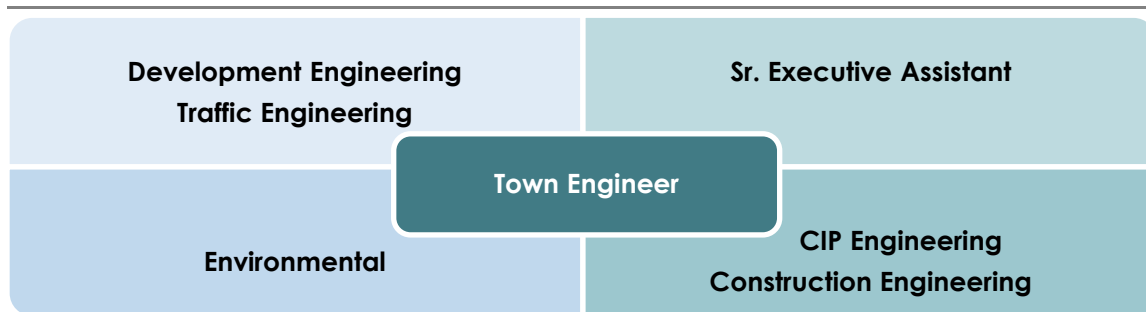
| KEY PERFORMANCE MEASURES | | | |
|-----------------------------|--|---|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Indicator | FY 2019 Target |
| Community | Accurately assess Town Facilities and Assets to determine ownership | Updating and maintaining of ownership assessment | 100% |
| Progress and Innovation | Update pool of vehicles and equipment that are over 15 years of age to reduce overhead operating costs | Stewardship of Equipment Replacement Program | 100% |
| Community | To Maintain the Town's Streets at an acceptable high level | Continue with the Pavement Preservation approved 5 year plan | 100% |
| Community | Increase the capacity of roadway corridor's through innovational use of technologies and decrease traffic delays | % Increase of Roadway Capacity and % decrease of Traffic Delays | TBD |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$ 2,326,925 | \$2,450,627 | \$2,622,479 | \$2,963,171 |
| Contracted Services | 2,896,144 | 3,465,547 | 1,782,028 | 4,734,287 |
| Operating Supplies & Equipment | 395,719 | 383,753 | 381,715 | 403,149 |
| Capital Outlay | 204,218 | 370,482 | 284,259 | 435,000 |
| Total by Category | \$5,823,006 | \$6,670,410 | \$5,070,481 | \$8,535,607 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|---------------------|--------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$3,144,761 | \$ 3,128,911 | \$3,427,133 | \$ 5,123,650 |
| Highway User Revenue Fund | 2,678,245 | 3,541,499 | 1,943,347 | 3,411,957 |
| Total by Fund | \$5,823,006 | \$ 6,670,410 | \$5,370,481 | \$8,535,607 |

| AUTHORIZED POSITIONS | | | | |
|--|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Public Works Administration | | | | |
| Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Operation Engineering Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Response Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Code Enforcement Officer | 2.00 | - | - | - |
| Fleet Division | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Fleet Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Equipment Mechanic | 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 |
| Streets Division | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Signal Technician III | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Signal Technician II | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Works Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Equipment Operator | | 1.00 | 1.00 | 1.00 |
| Equipment Operator | 3.00 | 2.00 | 2.00 | 2.00 |
| Maintenance Associate | 3.00 | 4.00 | 4.00 | 4.00 |
| Senior Maintenance Associate | - | 6.00 | 7.00 | 7.00 |
| Attendant | - | - | 2.00 | 2.00 |
| Signs & Markings Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Inmate Services Coordinator | 4.00 | - | - | - |
| Laborer | 5.00 | - | - | - |
| Facilities Division | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Works Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Tradesman | - | - | - | 2.00 |
| Senior Facilities Technician III | 1.00 | 1.00 | 1.00 | - |
| Senior Facilities Technician II | - | 1.00 | 1.00 | 1.00 |
| Senior Facilities Technician I | 2.00 | 1.00 | 1.00 | 1.00 |
| Total Public Works Administration | 38.00 | 36.00 | 38.00 | 39.00 |

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.

2017-2018 Accomplishments

- Formal adoption of 2018 Impact fee program for streets
- Completed construction of Cracker Barrel Rd. Pavement Restoration
- Completed construction of Tangerine Road Corridor Phase I, Twin Peaks to Thornydale, and a portion from Thornydale to La Canada
- Obtained \$3.6M in funding from Pima Association of Governments for Ina Road Bridge and Tangerine Road projects
- Began construction of the Marana Public Safety facility
- Completed construction of Tangerine Downtown Sewer Conveyance phase I and II
- Performed outreach to 400 elementary school students on engineering and water pollution prevention
- Completed construction of Transportation Art By Youth Deer Sculptures SE of Camino de Oeste and Tangerine
- Integrated the RWU Permit Process with RW License Agreements to facilitate smoother application processing
- Completed construction of the Tangerine Sky Community Park
- Completed construction of shared use path from El Rio Park to Avra Valley Road
- Completed design and construction of new splash pad at Crossroads Park
- Completed construction of Ora Mae Park Ball Field Improvements
- Completed construction of new pocket park in Honea Heights

2018 – 2019 Goals & Objectives

- Develop design policies, procedures, and standards for CIP project management

- 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 construction of the Public Safety Facility
- Continue to Work with ADOT for a successful conclusion to the Ina Interchange Project
- Complete the construction of Ina Road and Coachline Boulevard rehabilitation projects

KEY PERFORMANCE MEASUREMENTS

| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
|-----------------------------|---|---|----------------|
| Commerce | Ensure that capital improvement projects advance the community's economic development goals | Percent of projects that advance economic development goals | 100% |
| Commerce | Ensure that capital rehabilitation projects adhere to aesthetic standards | Percent of rehabilitation projects that are able to improve upon the aesthetics of the corridor | 25% |
| Commerce | Ensure that capital improvement projects adhere to aesthetic standards | Percent of projects that are able to improve upon the aesthetics of the corridor | 100% |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel & Benefits | \$1,902,532 | \$2,353,895 | \$2,202,980 | \$2,343,407 |
| Contracted Services | 53,116 | 114,872 | 82,569 | 532,400 |
| Operating Supplies & Equipment | 72,857 | 151,830 | 63,590 | 70,540 |
| Total by Category | \$2,028,505 | \$2,620,597 | \$2,349,139 | \$2,946,347 |

OPEARTING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|-------------------------------|--------------------|--------------------|----------------------|--------------------|
| General Fund | \$1,993,365 | \$2,380,858 | \$2,275,601 | \$2,858,922 |
| Highway User Revenue | - | 49,658 | - | 70,000 |
| Northeast Benefit Impact Area | - | 72,787 | 4,634 | - |
| Transportation Fund | 35,140 | 117,294 | 68,904 | 17,425 |
| Total by Fund | \$2,028,505 | \$2,620,597 | 2,349,139 | \$2,946,347 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--|-------------------|-------------------|----------------------|-------------------|
| Town Engineer | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 |
| CIP Engineering Division Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Division Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Civil Engineer | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Project Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Specialist | 3.00 | 3.00 | 3.00 | 3.00 |
| Engineering Aide | 1.00 | 1.00 | 1.00 | 1.00 |
| CIP Engineering Division Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Manager | 2.00 | 2.00 | 2.00 | 2.00 |
| Project Coordinator | 2.00 | 2.00 | 2.00 | 2.00 |
| Construction Inspector | 2.00 | 2.00 | 2.00 | 2.00 |
| Right of Way Inspector | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Control Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Real Property Acquisition Agent | 1.00 | 1.00 | 1.00 | 1.00 |
| Development Engineering Division Manager | - | 1.00 | 1.00 | 1.00 |
| Senior Executive Assistant | - | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | - | - | - |
| Real Property Document Clerk | - | - | 1.00 | 1.00 |
| Total Engineering | 22.00 | 23.00 | 24.00 | 24.00 |

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 1/4" 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 | FY 2019 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 | TBD |
| Progress and Innovation | To increase management and tracking metrics of department assets | Utilize Cartegraph to track park maintenance via work orders analytics | 100% work orders completed digitally |
| Recreation | To promote healthy and active lifestyles through diverse recreation opportunities | Increase Outdoor Recreation and Special Interest programming offerings | 1 |
| | | YoY increase the total number of participants registered in recreation programs and community events | TBD |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|---------------------|---------------------|--------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$2,291,499 | \$2,276,694 | \$2,423,822 | \$2,579,730 |
| Contracted Services | 434,536 | 419,146 | 468,392 | 855,575 |
| Operating Supplies & Equipment | 768,868 | 855,564 | 847,300 | 1,064,930 |
| Capital Outlay | 51,922 | 185,352 | 11,435 | 156,500 |
| Total by Category | \$ 3,546,825 | \$ 3,736,756 | \$3,750,949 | \$4,656,735 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|---|-----------------------|-----------------------|--------------------------|-----------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$ 3,546,825 | \$3,736,756 | \$3,750,949 | \$4,656,735 |
| Total by Fund | \$3,546,825 | \$3,736,756 | \$3,750,949 | \$4,656,735 |

| AUTHORIZED POSITIONS | | | | |
|--------------------------------------|-----------------------|-----------------------|--------------------------|-----------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Parks – Administration: | | | | |
| Parks and Recreation Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Recreation Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Recreation Services Clerk | 2.75 | 2.75 | 2.00 | 2.00 |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks – Recreation: | | | | |
| Recreation Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Coordinator | 3.00 | 3.00 | 3.00 | 3.00 |
| Recreation Programmer | 2.00 | 2.00 | 2.00 | 2.00 |
| Recreation Assistant | 0.75 | 1.00 | 1.00 | 1.00 |
| Parks – Maintenance: | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Maintenance Associate | 11.00 | 12.00 | 12.00 | 12.00 |
| Attendant | 8.00 | 10.00 | 10.00 | 10.00 |
| Irrigation Control Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks – Senior Programs | | | | |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Assistant | 1.00 | 1.00 | 1.00 | - |
| Total Parks | 38.50 | 41.75 | 41.00 | 40.00 |

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.

2017 – 2018 Accomplishments

- Created the Town's first Animal Services Division to include enforcement, shelter, licensing and community programs
- Held six successful animal services programs for the community
- Partnered with World Care on the first electronic recycling event
- Received \$350,000 in grant funding for critical programs and projects
- Completed rehabilitation projects on six qualifying homes that included five new HVAC units, water heater, and water line replacement/drywall repair.
- Created Sun Shuttle stops at the new Tucson Premium Outlet Mall.
- Provided 49 dumpsters to the neighborhoods throughout the Town for neighborhood cleanups
- Successfully rolled out the Marana Community Resource Network to all the participants of the Marana Hope Summit

2018 – 2019 Goals & Objectives

- Revamp the current department webpage to reflect the change in department name and better highlight the services offered to the citizens
- Offer monthly community events or programs at various locations
- Improve and strengthen communications with neighborhoods and residents
- Increase the number of dog licenses issued by 10%
- Continue to evaluate ridership needs in areas of new commercial development and evaluate the changes to be made to the current routes of the Sun Shuttle 410, 412 and 413

- Work to increase opportunities and participation in the Community Restitution Program
- Improve communication of the Town's Neighborhood Mediation Program to the residents

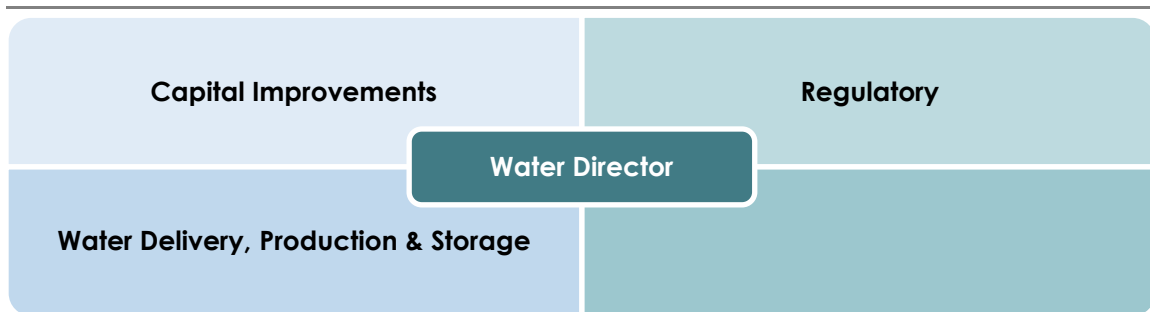
| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|---|---|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Community | To enhance the community, protect property values, and engage the community | Increase the voluntary Compliance by property owners on violation notices | 90% |
| | | Tons of refuse collected from utilization of the Community Trailer by residents/communities | 20 tons |
| | | Tons of refuse collected in Community Dumpsters provided in Neighborhoods | 80 tons |
| Community | To return lost pets to owners without the need for shelter intake | % of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay and Neuter clinics | 50% |
| | | YoY increase registered users on the Marana Pets App | 300 users |
| | | Increase the percentage of Return to Owner of all strays encountered by staff | 33% |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|------------------|--------------------|-------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$304,385 | \$535,803 | \$672,777 | \$647,885 |
| Contracted Services | 323,266 | 360,571 | 166,797 | 275,760 |
| Operating Supplies & Equipment | 72,238 | 93,016 | 112,599 | 246,347 |
| Capital Outlay | - | 116,995 | 39,724 | 11,250 |
| Total by Category | \$699,888 | \$1,106,384 | \$991,896 | \$1,181,242 |

| OPEARTING BUDGET SUMMARY BY FUND | | | | |
|--|-----------------------|-----------------------|--------------------------|-----------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| General Fund | \$595,412 | \$1,013,937 | \$907,359 | \$981,242 |
| Community Development Block Grant | 104,477 | 92,447 | 84,537 | 150,000 |
| Revolving Affordable Housing | - | - | - | 50,000 |
| Total by Fund | \$699,888 | \$1,106,384 | \$991,896 | \$1,181,242 |

| AUTHORIZED POSITIONS | | | | |
|--|-----------------------|-----------------------|--------------------------|-----------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Community Services Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Services Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Housing Rehabilitation Specialist | 1.00 | 1.00 | 1.0 | 1.0 |
| Code Enforcement Division (10) | | | | |
| Code Enforcement Official | - | 1.00 | 1.0 | 1.0 |
| Code Enforcement Officer | - | 2.00 | 1.0 | 1.0 |
| Animal Services Division (20) | | | | |
| Animal Control Officer | - | 2.00 | 3.00 | 3.00 |
| Total Community and Neighborhood Services | 3.00 | 8.00 | 8.00 | 8.00 |

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.

2017 – 2018 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

2018 – 2019 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 | FY 2019 Target |
| Community | Continuous increase in number of water customers | Number of new water customers | 400 |
| 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% |

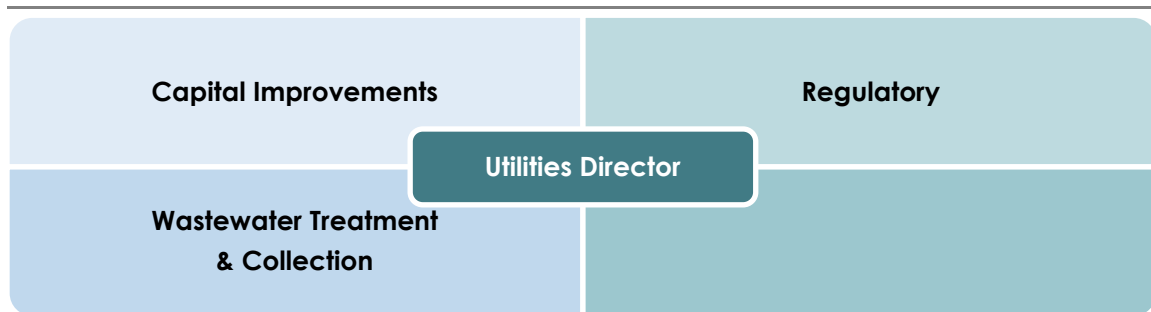
| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$1,610,546 | \$1,821,367 | \$1,935,067 | \$2,030,413 |
| Contracted Services | 623,194 | 1,058,773 | 907,491 | 1,733,699 |
| Operating Supplies & Equipment | 1,073,462 | 1,407,508 | 1,594,003 | 2,125,916 |
| Capital Outlay | - | - | 154,522 | 210,000 |
| Total by Category | \$3,307,201 | \$4,287,647 | \$4,591,084 | \$6,100,028 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Water Fund | \$3,150,473 | \$4,057,467 | \$4,446,244 | \$5,636,391 |
| Water Infrastructure Fund | 156,478 | 230,181 | 144,840 | 138,637 |
| Water Renewable Resources Fund | 250 | - | - | 325,000 |
| Total by Fund | \$3,307,201 | \$4,287,647 | \$5,265,184 | \$6,100,028 |

| AUTHORIZED POSITIONS | | | | |
|-------------------------------------|----------------|----------------|-------------------|----------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Distribution Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Production Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Resource Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Quality Inspector | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Inspector | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Pump & Well Technician | 1.00 | 1.00 | - | - |
| Water Mechanic | 1.00 | 1.00 | 1.00 | - |
| Water Operator III | - | - | 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 | 2.00 | 2.20 |
| SCADA Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Technology Support Specialist | - | - | - | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Assets Coordinator | - | - | - | 1.00 |
| Total Water Department | 23.00 | 23.00 | 24.00 | 25.20 |

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.

2017 – 2018 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
- Connected Saguaro Bloom lift station to the main system

2018 – 2019 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 the Expansion of Marana Water Reclamation Facility (1.5 MGD)
- 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 | FY 2019 Target |
| Community | Continuous increase in number of sewer customers | Number of new sewer customers | 320 |
| Community | Provide resources necessary maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system | Number of sanitary sewer overflows | 0 |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$402,712 | \$392,221 | \$367,113 | \$601,211 |
| Contracted Services | 529,704 | 620,824 | 608,078 | 438,965 |
| Operating Supplies & Equipment | 133,340 | 121,695 | 108,738 | 357,548 |
| Capital Outlay | - | - | 53,290 | 54,800 |
| Total by Category | \$1,065,755 | \$1,134,740 | \$1,137,219 | \$1,452,524 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Wastewater Fund | \$1,065,755 | \$1,087,514 | \$1,137,219 | \$1,452,524 |
| Wastewater – Impact Fees | - | 29,602 | - | - |
| Gladden Farms CFD Capital Fund | - | 17,625 | - | - |
| Total by Fund | \$1,065,755 | \$1,134,740 | \$1,137,219 | \$1,452,524 |

| AUTHORIZED POSITIONS | | | | |
|---|---------------------------|---------------------------|------------------------------|---------------------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 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 | 1.00 | 2.00 | 2.00 |
| Water Reclamation Operator I | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Reclamation Mechanic | - | - | - | 1.00 |
| Water Reclamation Mechanic Appr. | - | - | - | 1.00 |
| Total Wastewater Department | 4.00 | 4.00 | 5.00 | 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.

2017 – 2018 Accomplishments

- Increased public awareness of the airport's value to the town through airport events.
- Increase involvement with aviation educational opportunities including partnership with MUSD High School Aviation Program.
- Acquired two new airport tenants
- Completed airport rules and regulations revamp project.
- Completed ramp rehabilitation project design (\$425,000).
- Entered into two new 25 year land leases with Pima Aviation.
- Entered into new 2 year land lease with Maricopa Aircraft Service.
- Implemented new airfield driver's training program.
- Repainted runway/taxiway centerlines/edge lines/hold lines.
- Implemented new air traffic radio transmission recording system to record all radio transmissions and track aircraft operation counts.
- Conducted airport open house event (November 11, 2017).

2018 – 2019 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.
- Secure FAA grant for ramp/taxiway reconstruction (\$5.7 million).
- Ramp reconstruction project (May-Sep. 2018).
- Develop Phase 2 of Airport Marketing Plan.
- Begin implementation of Phase 1 of Airport Marketing Plan.
- Conduct annual airport open house event.

| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|--|---|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Commerce | To increase Airport Business Land Leases | YoY increase in Land Lease Revenue | \$254,000 |
| Commerce | To increased Aircraft Parking and Fuel Flowage Revenue | YoY increase in Corporate Jet Operation Count | 1,400 |
| Commerce | To increased Aircraft Parking Fee Revenue | YoY increase in Parking Fee Revenue Collected | 85% |

| OPERATING BUDGET SUMMARY | | | | |
|--------------------------------|------------------|------------------|-------------------|------------------|
| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Personnel & Benefits | \$224,113 | \$268,131 | \$279,069 | \$292,114 |
| Contracted Services | 258,233 | 112,023 | 114,129 | 176,090 |
| Operating Supplies & Equipment | 58,949 | 68,889 | 51,255 | 79,500 |
| Capital Outlay | - | - | - | 10,000 |
| Total by Category | \$541,295 | \$449,043 | \$444,454 | \$557,704 |

| OPERATING BUDGET SUMMARY BY FUND | | | | |
|----------------------------------|------------------|------------------|-------------------|------------------|
| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Airport Fund | \$541,295 | \$449,043 | \$444,454 | \$557,704 |
| Total by Fund | \$541,295 | \$449,043 | \$444,454 | \$557,704 |

| AUTHORIZED POSITIONS | | | | |
|---------------------------------|----------------|----------------|-------------------|----------------|
| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
| Airport Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Airport Operations Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Airport Maintenance Worker | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Airport Operations | 3.00 | 3.00 | 3.00 | 3.00 |

*The day-to-day operations of the airport are managed by a fixed-base operator (FBO) which provides aeronautical services such as fueling, aircraft rental and maintenance, flight instruction, etc

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.

2017 – 2018 Accomplishments

- Implemented a business seminar series in conjunction with the Arizona Center for Innovation, UA Tech Park, and Town of Marana
- Initiated the Downtown Marana Main Street visioning and planning process to forge partnerships with the private development industry that included the Downtown Overlay District
- Created an Education to Work Taskforce to successfully lobby for CTE/JTED programs involving a workforce pipeline for various industries
- Instituted a "Welcome Packet" for businesses in Marana
- Setup the ZoomProspector Enterprise Suite to market Marana assets and demographic intelligence for corporate and site selection searches
- Created the regional Gastronomy Tour to showcase the historical and modern day uses of foods grown in Marana and launched the first tours
- Conducted seven familiarization tours with national travel and food writers, travel operators from China, film officers, and national event planners
- Launched Made in Marana program to brand local producers
- Launched Marana Film Office and dedicated webpage on Discover Marana

2018 – 2019 Goals & Objectives

- Complete a dedicated incentive for Downtown Marana to incentivize the vision of the downtown experience
- Complete site certification process for key land assets within the town
- Develop merchandise for the Visitor Center

- Leverage Arizona Film Office partnership opportunities to attract more filming projects
- Launch Historic Dude Ranch District tourism map and website
- Implement a tourism dashboard highlighting impact upon community

| KEY PERFORMANCE MEASUREMENTS | | | |
|------------------------------|---|---|---|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2019 Target |
| Economic Development | To maintain a sustainable increase in living standards and quality of life in Marana. | Connecting people with decision making tools | 10% increase year over |
| | | Provide 100% response rate on RFI where applicable and 100% response rate within 24 hours of unsolicited inquiries. | 100% |
| | | Increase the number of unsolicited inquiries | 10% increase year over |
| | | Implementation of the Econ Dev Strategic Plan by marketing the four focus areas | Two campaigns per year |
| Tourism | Influencing visitation and purchasing decisions in the Town of Marana | Increase website traffic through organic searches | 10% increase |
| | | Increase personal responsive interactions | 20% |
| | | Creating and innovating tourism products | One per year |
| | | Influencing travel stays | Frequency & reach – 15 marketing campaigns per year |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|--------------------------------|------------------|------------------|-------------------|------------------|
| Personnel & Benefits | \$203,029 | \$218,037 | \$329,128 | \$332,133 |
| Contracted Services | 185,137 | 279,408 | 164,686 | 429,069 |
| Operating Supplies & Equipment | 3,802 | 4,029 | 2,123 | 4,600 |
| Total by Category | \$391,967 | \$441,474 | \$495,937 | \$765,802 |

OPERATING BUDGET SUMMARY BY FUND

| Expenditures By Fund | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|----------------------------|------------------|------------------|-------------------|------------------|
| General Fund | \$156,807 | \$195,040 | \$253,208 | \$276,606 |
| Bed Tax Fund | 235,160 | 246,434 | 242,729 | 303,877 |
| Downtown Reinvestment Fund | - | - | - | 185,319 |
| Grants and Contributions | - | 60,000 | - | - |
| Total by Fund | \$391,967 | \$501,474 | \$495,937 | \$765,802 |

AUTHORIZED POSITIONS

| | FY 2016 Actual | FY 2017 Actual | FY 2018 Projected | FY 2019 Budget |
|---|----------------|----------------|-------------------|----------------|
| Director of Economic Development and Tourism | 1.00 | 1.00 | 1.00 | 1.00 |
| Tourism and Marketing Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Economic Development Specialist | - | 1.00 | 1.00 | 1.00 |
| Marketing & Design Associate | - | - | 0.50 | 0.50 |
| Total Economic Development and Tourism | 2.00 | 3.00 | 3.50 | 3.50 |

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 2018 – 2019 CIP Plan

Overview

The Fiscal Year 2018-2019 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 5 year useful life, and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of on-going Town, County, State, and Federal planning programs and policies as well as the Town's General and Strategic Plans.

Capital improvements may include new construction or an expansion, upgrade, replacement, or other addition designed to improve, conserve, or maintain the value of Town assets or enhance service capacity and visual environment. 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 forward to the Town Council by the Town Manager on February 20, 2018 at the Town Council CIP Study session. The CIP budget was adopted simultaneously with the Operating Budget on June 19, 2018.

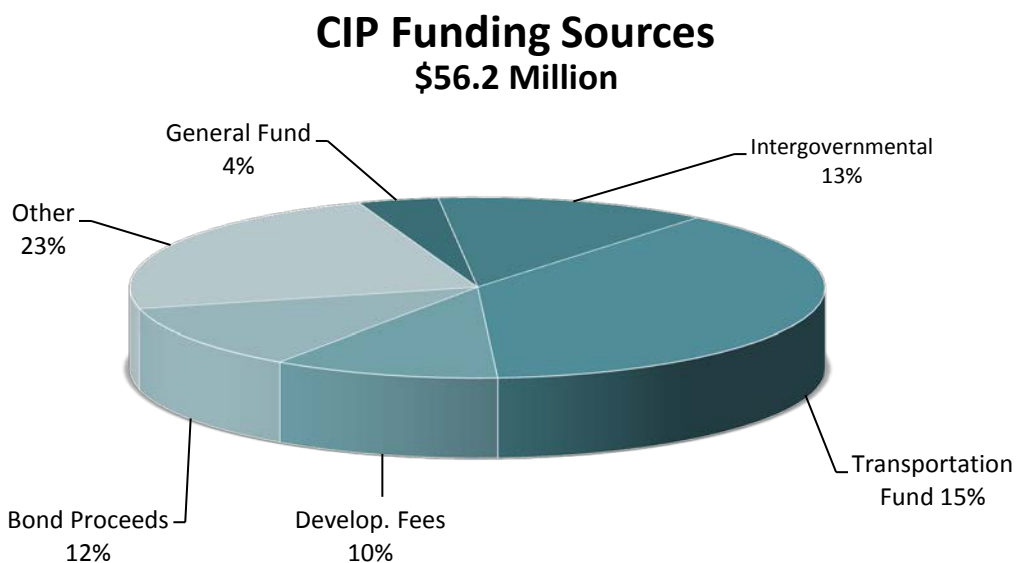
Funding Sources

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 La Canada are constructed which will benefit all residents of the community.

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

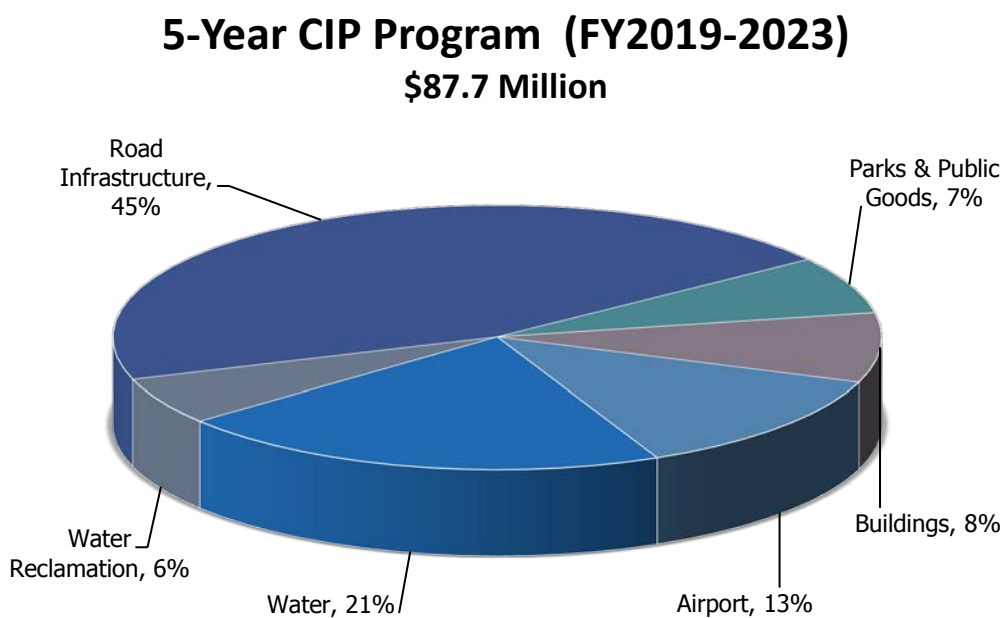
- Impact Fees and Improvement District bonds
- Municipal Property Corporation and Water Revenue Bonds
- Pima County General Obligation bonds
- Transportation Sales Tax funds (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Pima Association of Governments (PAG) funding
- Regional Transportation Authority (RTA) funds
- Pima County Flood Control District (PCFC) 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 \$21.5 million. Intergovernmental revenues are the second largest at \$7.2 million and contain RTA funds, HURF, and other agency type funds. Other CIP funding sources primarily contains funding sources for enterprise related projects.



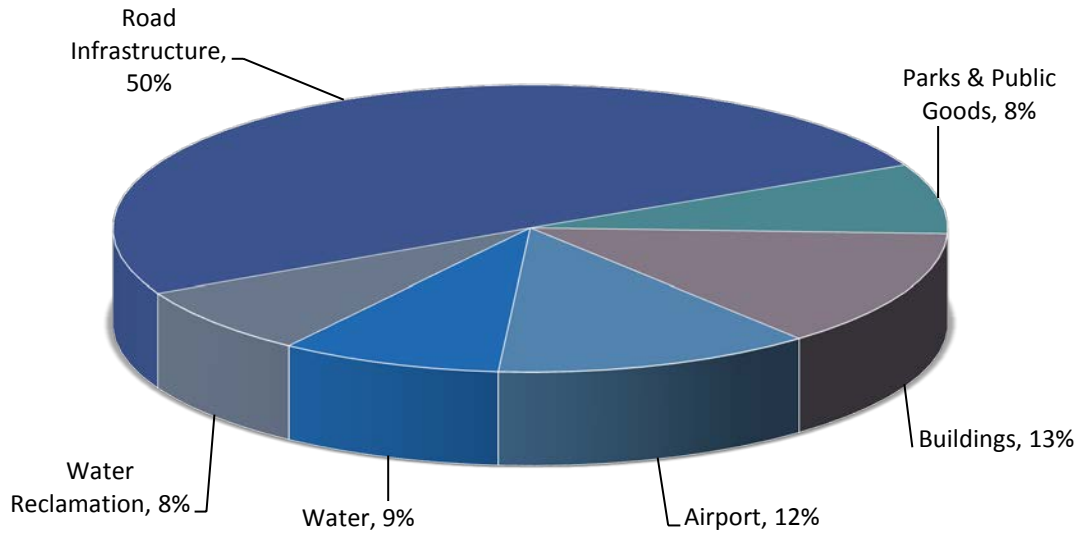
Capital Improvement Program Summary

The cumulative five-year CIP for the Town of Marana totals \$87.7 million from FY2019 through FY2023. The chart below shows the breakdown by CIP category for the five-year period. Road infrastructure being the largest of the categories at \$39.6 million with water related projects the second largest at \$23.3 million.



The adopted fiscal year 2018-2019 CIP totals \$56.2 million and is approximately 31% of the annual budget. Road infrastructure encompasses the largest portion of the adopted CIP at \$28.3 million. Water related projects are the second largest at \$9.2 million or 17% of the CIP program.

FY 2018-2019 CIP Program by Category \$56.2 Million



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

| PROJECT NAME | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | Grand Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| Adonis Road Extension | 1,305,667 | | | | | 1,305,667 |
| Adonis Subdivison Drainage Improvements | 454,949 | | | | | 454,949 |
| Aerie Drive Pavement Preservation | 836,176 | | | | | 836,176 |
| Airport Drainage Study | 175,000 | | | | | 175,000 |
| Avra Valley Road Pavement Reconstruction | 307,800 | | | | | 307,800 |
| AZ Pavillion Traffic Signal, Walmart | 500,000 | | | | | 500,000 |
| Barnett Channel, Tangerine Farms Conarch | 500,000 | | | | | 500,000 |
| CAP Canal Trailhead Improvement | 114,760 | | | | | 114,760 |
| CAP Subcontract - NIA Water Reallocation | 266,000 | 133,000 | 133,000 | | | 532,000 |
| Clark Farms Road Flow Split | | 465,750 | | | | 465,750 |
| Camino De Oeste Road Restoration | 260,000 | 1,200,000 | | | | 1,460,000 |
| Coachline Blvd Reconstruction | 3,992,578 | | | | | 3,992,578 |
| Constructed Recharge for Effluent | 650,355 | | | | | 650,355 |
| Continental Reserve 24 Inch Tie-In | 300,000 | | | | | 300,000 |
| Conveyance System Master Plan | 70,000 | | | | | 70,000 |
| Downtown Marana Vistor Center | 200,000 | | | | | 200,000 |
| El Rio Riparian Restoration Project | 279,684 | | | | | 279,684 |
| Honea Heights Pocket Park | 148,416 | | | | | 148,416 |
| Ina Road Bridge | 6,938,363 | | | | | 6,938,363 |
| Ina Road Pavement Reconstruction | 4,382,172 | | | | | 4,382,172 |
| Lon Adams Road Reconstruction | 330,000 | 2,000,000 | | | | 2,330,000 |
| Maintenance Yard Parking Lot | 100,000 | | | | | 100,000 |
| Marana Park Reservoir | 141,000 | 1,128,000 | | | | 1,269,000 |
| Marana Park Well | 75,000 | 600,000 | | | | 675,000 |
| Marana Public Safety Facility | 7,248,074 | | | | | 7,248,074 |
| Marana Road, Sanders Road 21 Inch Main | | 248,000 | | | | 248,000 |
| Marana Road Realignment | 707,267 | | | | | 707,267 |
| Marana Water Reclamation 1.5 MGD Expansion | 3,987,324 | | | | | 3,987,324 |
| McDuff Road Reconstruction | 750,000 | | | | | 750,000 |
| North Marana Soccer Field | | | | | 350,000 | 350,000 |
| Northwest Recharge, Recover, Delivery System | 567,615 | 672,308 | 2,282,308 | 2,254,546 | 702,308 | 6,479,085 |

| PROJECT NAME | 2018-2019 | 2019-2020 | 2020-2021 | 2021-2022 | 2022-2023 | Grand Total |
|---|-------------------|-------------------|------------------|------------------|------------------|-------------------|
| Parks Department Master Plan | 350,000 | | | | | 350,000 |
| Picture Rocks Interconnect | 1,295,395 | | | | | 1,295,395 |
| Potable Water System Master Plan Update | 15,000 | 60,000 | | | | 75,000 |
| Rehab Transnt, TD, Heli, Terminal Apr | 6,760,712 | | | | | 6,760,712 |
| Runway 3-21, and Taxiway B Extension | | | | | 400,000 | 400,000 |
| Rwy 3-21, Twy B2, Hanger 6, Modify | | | 435,000 | 3,300,000 | | 3,735,000 |
| Sanders Road 24 Inch Water Line | | | 2,060,000 | | | 2,060,000 |
| Santa Cruz Shared Use Path III | 221,560 | | | | | 221,560 |
| Santa Cruz Shared Use Path at Cal Portland | 90,000 | | 1,500,000 | | | 1,590,000 |
| SCADA and Intergrated Telemetry | 1,449,509 | 911,000 | 689,000 | 474,000 | 474,000 | 3,997,509 |
| Sewer Conveyance System Rehab | 275,000 | | | | | 275,000 |
| Silverbell Road Sidewalk, Twin Peaks to Coachline | 300,526 | | | | | 300,526 |
| Splash Pad at Crossroads-Silverbell | 441,719 | | | | | 441,719 |
| Starry Night Lane, Settlement Repair | 179,092 | | | | | 179,092 |
| Tangerine Corridor Community Park | 2,177,681 | | | | | 2,177,681 |
| Tangerine Road Corridor, I10 to Town | 6,131,746 | | | | | 6,131,746 |
| Tangerine Road Widening, I10 to Dove Mountain | 126,518 | 1,000,000 | 2,000,000 | 1,930,000 | 1,930,000 | 6,986,518 |
| Tangerine W, X-Zone Booster and PRV | 58,259 | 900,000 | | | | 958,259 |
| Thornydale Road North Widening | 260,000 | 1,200,000 | | | | 1,460,000 |
| USMC Nighthawk 72 Memorial | 510,000 | | | | | 510,000 |
| Grand Total | 56,230,914 | 10,518,058 | 9,099,308 | 7,958,546 | 3,856,308 | 87,663,134 |

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

As 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, these costs are taken into consideration when deciding which projects to fund.

Operation and maintenance costs for all approved CIP projects are then programmed into the Town's annual operating budget for the respective fiscal year.

ADONIS ROAD EXTENSION

This project will construct a two lane roadway, providing secondary access to the Adonis and San Lucas communities, from West Grier Road to West Tangerine Road. The new road will be approximately three miles long and 24' wide with two 11' travel lanes and corresponding 4' shoulders

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|------------------|------------------|
| TRANSPORTATION FUND | 1,356,858 | 101,191 | 1,255,667 | - |
| RTA | 50,000 | - | 50,000 | - |
| PROJECT TOTALS | 1,406,858 | 101,191 | 1,305,667 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 7,240 |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | - |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 7,240 |

ADONIS SUBDIVISION DRAINAGE IMPROVEMENTS

Reconstruction of subdivision roadways to repair and improve the storm water drainage and road damage. This includes constructing inverted roadways, construction of culverts, and/or recreating roadway ditches and drainage basins

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|----------------|----------------------|----------------|------------------|
| GENERAL FUND | 324,641 | 69,692 | 254,949 | - |
| HIGHWAY USER REVENUE FUND | 200,000 | - | 200,000 | - |
| PROJECT TOTALS | 524,641 | 69,692 | 454,949 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|-----------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | (60,000) |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | (60,000) |

AERIE DRIVE PAVEMENT PRESERVATION

Mill top 2" of asphalt, place stress absorbing membrane to mitigate reflective cracking, re-pave 2" asphalt and transition pedestrian facilities to current ADA standards

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 856,037 | 19,861 | 836,176 | - |
| PROJECT TOTALS | 856,037 | 19,861 | 836,176 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|----------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | (6,558) |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | (6,558) |

AIRPORT DRAINAGE STUDY

New Airport Drainage Study. Previous drainage study was done in 2007 and is no longer current

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| AIRPORT OPERATING | 17,500 | - | 17,500 | - |
| AIRPORT CAPITAL | 157,500 | - | 157,500 | - |
| PROJECT TOTALS | 175,000 | - | 175,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---|
| ESTIMATED YEARLY MAINTENANCE | No foreseeable costs associated with the drainage study |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - |

AVRA VALLEY ROAD PAVEMENT RECONSTRUCTION

Reconstruction of the Avra Valley Road from Sanders Road to the Western Town limits. The work will repair 62,000 square yards of failing pavement. The reconstruction will consist of a 2" mill and 5" replacement pavement structure. Upon completion of paving, the roadway shall be shouldered and adjacent guardrail raised to accommodate the new pavement elevation.

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------------|----------------|----------------------|----------------|------------------|
| OTHER CAPITAL PROJECTS FUND | 307,800 | - | 307,800 | - |
| PROJECT TOTALS | 307,800 | - | 307,800 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|----------|
| ESTIMATED YEARLY ROAD MAINTENANCE | - |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | - |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - |

AZ PAVILLION TRAFFIC SIGNAL, WALMART

Design and construction of the traffic signal including the necessary traffic signal equipment, upgrades to eight sidewalk ramps to meet ADA requirements and upgrading the pedestrian pad on the existing median on the North leg of the intersection. *Consultant is currently analysing this intersection to determine the appropriate traffic control application*

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 500,000 | - | 500,000 | - |
| PROJECT TOTALS | 500,000 | - | 500,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 2,270 |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | - |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 2,270 |

BARNETT CHANNEL , TANGERINE FARMS CONARCH

The developer for Rancho Marana is required to construct Tangerine Farms Road to Barnett Road. The Town is required to construct a conarch over the Barnett Channel

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 500,000 | - | 500,000 | - |
| PROJECT TOTALS | 500,000 | - | 500,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--|
| ESTIMATED YEARLY ROAD MAINTENANCE | <i>No foreseeable costs associated with this project</i> |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - |

CAP CANAL TRAILHEAD IMPROVEMENT

Develop a segment of the Central Arizona Project (CAP) trail including the development of a trailhead

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| PARK IMPACT FEE FUND | 142,087 | 27,327 | 114,760 | - |
| PROJECT TOTALS | 142,087 | 27,327 | 114,760 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY TRAIL & LANDSCAPE MAINTENANCE | 8,840 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 8,840 |

CAP SUBCONTRACT - NIA WATER REALLOCATION

Acquire additional water resources to meet Town growth. Since 2012, the Town has been participating in a process to reallocate a pool of Non-Indian Agricultural priority CAP water. The AZ Department of Water Resources has recommended that 515 acre-feet per year of this NIA water be re-allocated to the Town of Marana

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--------------------------|----------------|----------------------|----------------|------------------|
| RENEWABLE RESOURCES FUND | 532,000 | - | 266,000 | 266,000 |
| PROJECT TOTALS | 532,000 | - | 266,000 | 266,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--|
| ESTIMATED YEARLY MAINTENANCE | <i>No foreseeable costs associated with this project</i> |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - |

CAMINO DE OESTE ROAD RESTORATION

On Camino De Oeste, widen existing 20' roadway to a 28'-30' roadway. Project will include a multiuse path from Tangerine Road to Moore Road. Project will also include landscape improvements to achieve a uniform look consistent with the Tangerine Corridor area

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 1,460,000 | - | 260,000 | 1,200,000 |
| PROJECT TOTALS | 1,460,000 | - | 260,000 | 1,200,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 9,400 |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | 14,400 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 23,800 |

COACHLINE BLVD RECONSTRUCTION

Pavement restoration of Coachline Blvd. Pavement is beginning to fail due ot the increased traffic from the Twin Peaks Interchange

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|------------------|------------------|
| TRANSPORTATION FUND | 3,675,495 | 138,992 | 3,536,503 | - |
| RTA | 465,000 | 8,925 | 456,075 | - |
| PROJECT TOTALS | 4,140,495 | 147,917 | 3,992,578 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|----------------|
| ESTIMATED YEARLY ADDITIONAL ROAD MAINTENANCE | (7,800) |
| ESTIMATED YEARLY ADDITIONAL LANDSCAPE MAINTENANCE | 4,840 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | (2,960) |

CONSTRUCTED RECHARGE FOR EFFLUENT

The new recharge facility will allow the Town to recharge up to 1.5 million gallons of treated wastewater from the Marana Water Reclamation Facility to the aquifer allowing the Town to receive water credits to help offset groundwater pumpage. The recharge facility was designed such that it could be a Town park as a destination for hiking/walking trails, ramadas, and educational information about the value of water

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|------------------------------------|------------------|----------------------|----------------|------------------|
| RENEWABLE RESOURCE IMPACT FEE FUND | 3,137,676 | 2,487,321 | 650,355 | - |
| PROJECT TOTALS | 3,137,676 | 2,487,321 | 650,355 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|---------------|--|
| ESTIMATED YEARLY VEGETATION REMOVAL & DISCING | | | 40,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 40,000 | |

CONTINENTAL RESERVE 24 INCH TIE-IN

This project will install approximately 6,200 linear feet of 24" 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 sources and storage capacities

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|----------------|----------------------|----------------|------------------|
| WATER INFRASTRUCTURE FUND | 300,000 | - | 300,000 | - |
| PROJECT TOTALS | 300,000 | - | 300,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|--------------|--|
| ESTIMATED YEARLY MAINTENANCE | | | 1,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 1,000 | |

CONVEYANCE SYSTEM MASTER PLAN

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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--------------------------------|----------------|----------------------|---------------|------------------|
| WASTEWATER INFRASTRUCTURE FUND | 70,000 | - | 70,000 | - |
| PROJECT TOTALS | 70,000 | - | 70,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|----------|--|
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | | <i>No foreseeable costs associated with this project</i> | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | - | |

DOWNTOWN MARANA VISITOR CENTER

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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| GENERAL FUND | 200,000 | - | 200,000 | - |
| PROJECT TOTALS | 200,000 | - | 200,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|----------|--|
| ESTIMATED YEARLY MAINTENANCE | | <i>Unknown at this time, pending project scope</i> | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | - | |

EL RIO RIPARIAN RESTORATION PROJECT

Once completed, 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.

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------------|----------------|----------------------|----------------|------------------|
| OTHER CAPITAL PROJECTS FUND | 353,550 | 73,866 | 279,684 | - |
| PROJECT TOTALS | 353,550 | 73,866 | 279,684 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY OPERATIONAL MAINTENANCE | 32,990 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 32,990 |

HONEA HEIGHTS POCKET PARK

The development of a small pocket park in the Honea Heights neighborhood will provide the community with park amenities common in newer developments

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------------|----------------|----------------------|----------------|------------------|
| OTHER CAPITAL PROJECTS FUND | 149,100 | 684 | 148,416 | - |
| PROJECT TOTALS | 149,100 | 684 | 148,416 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY PARK MAINTENANCE | 20,000 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 20,000 |

INA ROAD BRIDGE

Removal of the existing Ina Road bridge over the Santa Cruz River and construction of two new 2-lane bridges. This project will also include the widening of Ina Road between Silverbell Road and Star Commerce Drive to a 4-lane road with raised medians, sidewalks, and drainage improvements

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|------------------|------------------|
| TRANSPORTATION FUND | 7,660,850 | 770,602 | 6,890,248 | - |
| OTHER AGENCY FUNDS | 130,617 | 82,502 | 48,115 | - |
| RTA | 4,957 | 4,957 | - | - |
| PROJECT TOTALS | 7,796,424 | 858,061 | 6,938,363 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY BRIDGE MAINTENANCE | 8,800 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 8,800 |

INA ROAD PAVEMENT RECONSTRUCTION

Pavement restoration, ADA upgrades and sidewalk infill on Ina Road from Camino de Oeste to Meredith Blvd. Project will also include pavement restoration of adjacent roads from Ina Road to north Town limits. Provide landscape improvements to achieve a uniform appearance to this vital economic corridor of the Town

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|------------------|------------------|
| TRANSPORTATION FUND | 4,519,506 | 137,334 | 4,382,172 | - |
| PROJECT TOTALS | 4,519,506 | 137,334 | 4,382,172 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 4,700 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 4,700 |

LON ADAMS ROAD RECONSTRUCTION

Reconstruct Lon Adams Road from Grier Road to Barnett Road. 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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 2,330,000 | - | 330,000 | 2,000,000 |
| PROJECT TOTALS | 2,330,000 | - | 330,000 | 2,000,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 11,450 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 11,450 |

MAINTENANCE YARD PARKING LOT

Develop a gravel lot at the Parks and Recreation maintenance yard to mitigate safety concerns, reduce dust, muddy conditions caused by rain, and allow for a porous parking lot that is not contributing to additional runoff

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| GENERAL FUND | 100,000 | - | 100,000 | - |
| PROJECT TOTALS | 100,000 | - | 100,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | 800 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 800 |

MARANA PARK RESERVOIR

Design and construct a new 700,000 gallon reservoir at the existing Marana Park Well Site. The project will provide additional storage required for future development

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|------------------|----------------------|----------------|------------------|
| WATER INFRASTRUCTURE FUND | 1,269,000 | - | 141,000 | 1,128,000 |
| PROJECT TOTALS | 1,269,000 | - | 141,000 | 1,128,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY MAINTENANCE | 18,000 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 18,000 |

MARANA PARK WELL

Drill and equip 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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|----------------|----------------------|---------------|------------------|
| WATER INFRASTRUCTURE FUND | 675,000 | - | 75,000 | 600,000 |
| PROJECT TOTALS | 675,000 | - | 75,000 | 600,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY MAINTENANCE | 18,000 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 18,000 |

MARANA PUBLIC SAFETY FACILITY

Design and construct a 55,000 square foot police facility to serve Marana's Police Department. The facility will be a new building at the Marana Municipal Complex located at 11555 W. Civic Center Drive, Marana, AZ 85653

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|-------------------|----------------------|------------------|------------------|
| 1/2 CENT SALES TAX FUND | 15,968,490 | 9,962,257 | 6,006,233 | - |
| OTHER CAPITAL PROJECTS FUND | 2,243,912 | 1,750,145 | 493,767 | - |
| RICO FUND | 1,002,603 | 254,529 | 748,074 | - |
| PROJECT TOTALS | 19,215,005 | 11,966,931 | 7,248,074 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY FACILITY OPERATIONS | | | 152,160 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 152,160 | |

MARANA ROAD REALIGNMENT

This project will realign Marana Road such that its terminus with Sandario 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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|------------------|----------------------|----------------|------------------|
| DOWNTOWN REINVESTMENT FUND | 384,033 | 24,018 | 360,015 | - |
| NW. BENEFIT AREA IMPACT FEE | 1,664,621 | 1,630,704 | 33,917 | - |
| TRANSPORTATION FUND | 883,810 | 570,474 | 313,336 | - |
| PROJECT TOTALS | 2,932,464 | 2,225,196 | 707,268 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY ROAD MAINTENANCE | | | 2,700 | |
| ESTIMATED YEARLY ROUNDABOUT MAINTENANCE | | | 4,800 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 7,500 | |

MARANA WATER RECLAMATION 1.5 MGD EXPANSION

This project will expand the existing treatment capacity at the Marana Water Reclamation Facility from 0.5 MGD to 1.5 MGD

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|-------------------|----------------------|------------------|------------------|
| WATE WATER CAPITAL FUND | 28,360,038 | 24,372,714 | 3,987,324 | - |
| PROJECT TOTALS | 28,360,038 | 24,372,714 | 3,987,324 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY MAINTENANCE OF FACILITY | | | (76,923) | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | (76,923) | |

McDUFF ROAD RECONSTRUCTION

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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 750,000 | - | 750,000 | - |
| PROJECT TOTALS | 750,000 | - | 750,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|---|--|--|--|
| ESTIMATED YEARLY ROAD MAINTENANCE | <i>Unknown at this time, finalizing project scope</i> | | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - | | | |

NORTHWEST RECHARGE, RECOVER, DELIVERY SYSTEM

The project is collaborative effort between MDWID, the Town of Oro Valley to plan, design, and construct a delivery system to convey recovered CAP water to serve the respective systems. The project will include the construction of approximately 10 miles of transmission main, booster stations and a storage reservoir. The project is planned to be operational in 2023

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|----------------|------------------|
| WATER CAPITAL FUND | 6,479,085 | - | 567,615 | 5,911,470 |
| PROJECT TOTALS | 6,479,085 | - | 567,615 | 5,911,470 |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|---|--|--|--|
| ESTIMATED YEARLY MAINTENANCE | <i>Unknown at this time, finalizing project scope</i> | | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - | | | |

PARKS DEPARTMENT MASTER PLAN

Develop a comprehensive plan of action for the town-wide park system, El Rio recreation area, and Ora Mae Harn District Park to include a recreation and aquatic facility

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| PARK IMPACT FEE FUND | 350,000 | - | 350,000 | - |
| PROJECT TOTALS | 350,000 | - | 350,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|--|--|
| ESTIMATED YEARLY ROAD MAINTENANCE | <i>No foreseeable costs associated with this project</i> | | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - | | | |

PICTURE ROCKS INTERCONNECT

Construct approximately 6,600 linear feet of 12 inch water main in the Picture Rocks service area. The main would connect three blocks of Continental Reserve development currently in the Continental Reserve service area that are experience pressure related issues due to their location within the zone

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|------------------|----------------------|------------------|------------------|
| WATER INFRASTRUCTURE FUND | 1,332,295 | 36,900 | 1,295,395 | - |
| PROJECT TOTALS | 1,332,295 | 36,900 | 1,295,395 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|--------------|--|
| ESTIMATED YEARLY MAINTENANCE | | | 1,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 1,000 | |

POTABLE WATER SYSTEM MASTER PLAN UPDATE

Provide an update to the 2010 Potable Water System Master Plan

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|--|----------------------|---------------|------------------|
| WATER CAPITAL FUND | 75,000 | - | 15,000 | 60,000 |
| PROJECT TOTALS | 75,000 | - | 15,000 | 60,000 |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY MAINTENANCE | <i>No foreseeable costs associated with this project</i> | | | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | - | | | |

REHAB TRANSNT, TD, HELI, TERMINAL APR

This project is to reconstruct approximately 1,650,000 square feet of apron and taxiway pavement. Project includes 1,600 feet of Taxiway B, open-tie down ramp, terminal ramp, south hangar ramp, and helicopter ramp

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|------------------|----------------------|------------------|------------------|
| AIRPORT FUND | 17,923 | 17,923 | - | - |
| AIRPORT CAPITAL FUND | 7,177,836 | 417,124 | 6,760,712 | - |
| PROJECT TOTALS | 7,195,759 | 435,047 | 6,760,712 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY MAINTENANCE | | | | (10,500) |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | | (10,500) |

SANTA CRUZ SHARED USE PATH, PHASE III

Construction of a 2.7 mile long stretch of trail running along the northeastern bank protection of the Santa Cruz River. The northern boundary will link to previously completed segments of shared use path. Completion of these sections will connect existing neighborhoods, new residential development, and schools to commercial development providing residents of North Marana an alternate transportation route of work, play, and shopping.

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|----------------|----------------------|----------------|------------------|
| OTHER AGENCY | 69,756 | 69,756 | - | - |
| PARK IMPACT FEES | 833,618 | 612,058 | 221,560 | - |
| TRANSPORTATION FUND | 48,982 | 48,982 | - | - |
| PROJECT TOTALS | 952,356 | 730,796 | 221,560 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY MAINTENANCE | | | | 4,095 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | | 4,095 |

SANTA CRUZ SHARED USED PATH AT CAL PORTLAND

Design and construct a 14 foot wide asphalt path with above grade crossing at CalPortland Haul Road and underpass at conveyor belt. Path is located along the north bank protection structure north of Avra Valley Road to Pima County parcel 21614005B

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|------------------|----------------------|---------------|------------------|
| PARK IMPACT FEES | 1,590,000 | - | 90,000 | 1,500,000 |
| PROJECT TOTALS | 1,590,000 | - | 90,000 | 1,500,000 |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY MAINTENANCE | | | | 4,095 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | | 4,095 |

SCADA AND INTERGRATED TELEMTRY

The SCADA Master Plan, developed by Arcadis Inc. includes a 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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|------------------|------------------|
| WATER CAPITAL FUND | 4,836,157 | 838,648 | 1,449,509 | 2,548,000 |
| PROJECT TOTALS | 4,836,157 | 838,648 | 1,449,509 | 2,548,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY HARDWARE MAINTENANCE | 7,500 |
| ESTIMATED YEARLY SOFTWARE MAINTENANCE | 11,500 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 19,000 |

SEWER CONVEYANCE SYSTEM REHAB

The scope of the project includes performing condition assessment using the National Association of Sewer Service Companies (NASSCO) guidelines and rehabilitating or potentially replacing deficient infrastructure

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-------------------------|----------------|----------------------|----------------|------------------|
| WASTEWATER CAPITAL FUND | 275,000 | - | 275,000 | - |
| PROJECT TOTALS | 275,000 | - | 275,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|-----------------|
| ESTIMATED YEARLY ROAD MAINTENANCE | (15,000) |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | (15,000) |

SILVERBELL ROAD SIDEWALK, TWIN PEAKS TO COACHLINE

Construct approximately 4,000 linear feet of 5 foot wide concrete sidewalk along the south side of Silverbell Road between Twin Peaks Road and Coachline Boulevard at various locations where none currently exists. Additionally, the pedestrian access ramps will be installed/upgraded as needed to comply with current ADA standards. This project is considered to be part of the Town's safe routes to school endeavor

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 300,526 | - | 300,526 | - |
| PROJECT TOTALS | 300,526 | - | 300,526 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|--------------|
| ESTIMATED YEARLY MAINTENANCE | 1,000 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 1,000 |

SPLASH PAD AT CROSSROADS-SILVERBELL PARK

The development of a park water feature in the popular Crossroads at Silverbell District Park

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| GENERAL FUND | 579,953 | 268,234 | 311,719 | - |
| PARK IMPACT FEE FUND | 140,184 | 10,184 | 130,000 | - |
| PROJECT TOTALS | 720,137 | 278,418 | 441,719 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | |
|--|---------------|
| ESTIMATED YEARLY MAINTENANCE AND OPERATIONS | 28,830 |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | 28,830 |

STARRY NIGHT LANE SETTLEMENT REPAIR

Settlement and repair of asphalt subsidence on Starry Night Lane

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|----------------|----------------------|----------------|------------------|
| HIGHWAY USER REVENUE FUND | 179,092 | - | 179,092 | - |
| PROJECT TOTALS | 179,092 | - | 179,092 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY ROAD MAINTENANCE | | | - | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | - | |

TANGERINE CORRIDOR COMMUNITY PARK

Design and Construct an 18 acre community park with multi-use field, court, shaded play area, ramadas, perimeter path, parking, restroom, security lighting, and associated amenities

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|------------------|----------------------|------------------|------------------|
| DESERT EDUCATION FUND | 378,395 | 378,395 | - | - |
| PARK IMPACT FEE FUND | 3,771,009 | 1,593,328 | 2,177,681 | - |
| PROJECT TOTALS | 4,219,160 | 2,041,479 | 2,177,681 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY PARK & TRAIL MAINTENANCE | | | 60,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 60,000 | |

TANGERINE ROAD CORRIDOR - I10 TO TOWN

This project is to provide 4 lanes with raised medians, drainage improvements, sidewalks, ADA facilities, multi-use path and lanes, traffic signals, right-of-way acquisitions, utility relocations, Marana Water line extensions, and sewer modifications and additions

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|-------------------|----------------------|------------------|------------------|
| TRANSPORTATION FUND | 2,664,477 | 1,320,062 | 1,344,415 | - |
| OTHER AGENCY FUNDS | 7,230,936 | 6,880,051 | 350,885 | - |
| RTA FUNDS | 51,228,869 | 46,792,424 | 4,436,445 | - |
| NE. BENEFIT AREA IMPACT FEE | 3,645,521 | 3,645,521 | - | - |
| PROJECT TOTALS | 64,769,803 | 58,638,058 | 6,131,745 | - |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY ROAD MAINTENANCE | | | 25,000 | |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | | | 35,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 60,000 | |

TANGERINE ROAD WIDENING - I10 TO DOVE MOUNTAIN

On Tangerine Road, from I10 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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|--|------------------|----------------------|----------------|------------------|
| RTA FUNDS | 130,491 | 3,973 | 126,518 | - |
| NE. BENEFIT AREA IMPACT FEE | 1,790,000 | - | - | 1,790,000 |
| TRANSPORTATION FUND | 7,000,000 | - | - | 7,000,000 |
| PROJECT TOTALS | 8,920,491 | 3,973 | 126,518 | 8,790,000 |
| POST PROJECT OPERATIONS & MAINTENANCE | | | | |
| ESTIMATED YEARLY ROAD MAINTENANCE | | | 25,000 | |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | | | 35,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 60,000 | |

TANGERINE W TO X-ZONE BOOSTER AND PRV

Design and construct a W+ to X Zone booster station and an X to W+ Zone PRV station approximately one mile east of I10 on Tangerine Farms Road. The booster station will allow water service to expand east of I10 upon installation of the pipeline and support future gravity storage reservoirs

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|---------------------------|----------------|----------------------|---------------|------------------|
| WATER INFRASTRUCTURE FUND | 982,425 | 24,166 | 58,259 | 900,000 |
| PROJECT TOTALS | 982,425 | 24,166 | 58,259 | 900,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|---------------|--|
| ESTIMATED YEARLY MAINTENANCE | | | 8,000 | |
| ESTIMATED YEARLY OPERATIONS | | | 10,000 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 18,000 | |

THORNYDALE ROAD NORTH WIDENING

On Thornydale Road, from Tangerine Crossing Drive to Moore Road. Widen the existing 20 foot roadway to a 28 - 30 foot roadway. Project will include a multiuse path from Tangerine Road to Moore Road. Project will also include landscaping

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|------------------|----------------------|----------------|------------------|
| TRANSPORTATION FUND | 1,460,000 | - | 260,000 | 1,200,000 |
| PROJECT TOTALS | 1,460,000 | - | 260,000 | 1,200,000 |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|--------------|--|
| ESTIMATED YEARLY ROAD MAINTENANCE | | | 4,700 | |
| ESTIMATED YEARLY LANDSCAPE MAINTENANCE | | | 5,050 | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | 9,750 | |

USMC NIGHTHAWK 72 MEMORIAL

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

| FUNDING SOURCES | PROJECT BUDGET | EXPENDED THRU FY2018 | FY2019 BUDGET | REMAINING BUDGET |
|-----------------------|----------------|----------------------|----------------|------------------|
| GENERAL FUND | 10,000 | - | 10,000 | - |
| OTHER AGENCY FUNDS | 500,000 | - | 500,000 | - |
| PROJECT TOTALS | 510,000 | - | 510,000 | - |

POST PROJECT OPERATIONS & MAINTENANCE

| | | | | |
|--|--|--|---|--|
| ESTIMATED YEARLY MAINTENANCE | | | <i>Unknown at this time, finalizing scope</i> | |
| ESTIMATED TOTAL ANNUAL FUTURE OPERATING COSTS | | | - | |

SUPPLEMENTAL SCHEDULES

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

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REVENUE SCHEDULE

| Revenue Schedule | 2016 Actual | 2017 Actual | 2018 Estimates | 2019 Adopted |
|--|-------------------|-------------------|-------------------|-------------------|
| General Fund | | | | |
| Sales taxes | \$ 24,180,543 | \$ 25,288,245 | \$ 25,455,921 | \$ 26,284,560 |
| Intergovernmental | 9,139,027 | 10,716,724 | 10,840,112 | 11,748,196 |
| Licenses, fees and permits | 4,344,866 | 4,840,177 | 5,555,369 | 4,818,090 |
| Fines and forfeiture | 579,369 | 574,884 | 589,175 | 585,000 |
| Charges for services | 465,432 | 383,321 | 513,202 | 393,637 |
| Leases | 88,798 | 112,338 | 145,930 | 125,000 |
| Investment income | 46,158 | 75,537 | 267,620 | 185,000 |
| Miscellaneous | 938,016 | 799,693 | 833,723 | 816,526 |
| Total General Fund | 39,782,209 | 42,790,919 | 44,201,052 | 44,956,009 |
| Special Revenue Funds | | | | |
| Highway User Revenue Fund | 2,629,569 | 3,156,036 | 3,118,405 | 3,276,078 |
| Local Transportation Assistance Fund | - | - | - | - |
| Community Development Block Grant | 106,029 | 93,112 | 83,677 | 150,000 |
| Affordable Housing | 2,218 | 2,218 | 14,573 | 10,000 |
| Judicial Collection Enhancement | 11,432 | 13,967 | 40,917 | 15,000 |
| Fill-the-Gap | 6,733 | 4,666 | 4,205 | 6,000 |
| Local Technology | 103,259 | 89,602 | 65,180 | 140,000 |
| Bed Tax | 1,068,554 | 1,178,535 | 1,198,622 | 1,088,016 |
| Other SRF | 986,394 | 848,068 | 593,421 | 2,973,091 |
| Total Special Revenue Funds | 4,914,188 | 5,386,204 | 5,119,000 | 7,658,185 |
| Capital Projects Funds | | | | |
| Northwest Transportation Impact Fees | - | - | 71,174 | 38,500 |
| Northeast Transportation Impact Fees | 394,367 | 377,585 | 561,552 | 297,820 |
| South Transportation Impact Fees | 620,235 | 775,910 | 859,522 | 599,445 |
| Park Impact Fees | 596,290 | 906,903 | 1,248,987 | 610,328 |
| Transportation | 5,266,828 | 5,749,243 | 7,097,425 | 5,906,742 |
| RTA | 7,334,393 | 22,949,236 | 12,969,311 | 5,069,038 |
| 1/2 Cent Sales Tax | 4,788,478 | 5,148,622 | 5,194,307 | 2,952,570 |
| Sales Tax Capital | - | - | - | - |
| Downtown Reinvestment | 254,209 | 222,474 | 210,552 | 223,600 |
| Other Capital Projects | 1,457,067 | 6,149,370 | 862,876 | 2,825,812 |
| Pima County Bonds | - | - | - | - |
| Community Facilities Districts Capital | 62,391 | 68,450 | 88,904 | 134,333 |
| Total Capital Projects Funds | 20,774,258 | 42,347,793 | 29,164,610 | 18,658,188 |

REVENUE SCHEDULE

| Revenue Schedule | 2016 Actual | 2017 Actual | 2018 Estimates | 2019 Adopted |
|--------------------------------------|----------------------|-----------------------|----------------------|----------------------|
| Debt Service Funds | | | | |
| 2008 MMPC Bond | 2,636,300 | 1,253,656 | - | - |
| Tangerine Farms Improvement District | 2,128,613 | 16,763,142 | 554,496 | 1,992,337 |
| Community Facility Districts DSF | 848,459 | 8,986,732 | 539,525 | - |
| Other Debt Service | - | - | - | - |
| Total Debt Service Funds | 5,613,372 | 27,003,530 | 1,094,021 | 1,992,337 |
| Enterprise Funds | | | | |
| Airport | 558,492 | 1,129,708 | 313,339 | 6,780,781 |
| Water Utility | 5,722,220 | 7,577,910 | 8,083,267 | 8,614,248 |
| Wastewater Utility | 1,801,674 | 2,209,179 | 3,723,373 | 3,510,494 |
| Total Enterprise Funds | 8,082,386 | 10,916,797 | 12,119,979 | 18,905,523 |
| Internal Service Funds | | | | |
| Health Benefits | 3,796,340 | 4,036,170 | 4,444,064 | 3,943,000 |
| Dental Benefits | 280,311 | 301,320 | 328,620 | 288,566 |
| Total Internal Service Funds | 4,076,651 | 4,337,490 | 4,772,684 | 4,231,566 |
| Total ALL Funds | \$ 83,243,064 | \$ 132,782,733 | \$ 96,471,346 | \$ 96,401,808 |

EXPENDITURE SCHEDULE

| Expenditure Schedule | 2016 Actual | 2017 Actual | 2018 Estimates | 2019 Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | | | | |
| Personnel and Benefits | \$ 24,364,529 | \$ 25,828,368 | \$ 27,887,401 | \$ 29,860,421 |
| Contracted Services | 5,575,935 | 5,064,021 | 4,943,761 | 7,644,710 |
| Operating Supplies and Equipment | 4,770,055 | 5,280,471 | 4,447,898 | 5,469,026 |
| Capital Outlay | 561,614 | 780,902 | 828,689 | 1,842,183 |
| Other Financing Uses | 736,511 | 594,574 | 370,000 | 5,000,000 |
| Total General Fund | 36,008,644 | 37,548,336 | 38,477,749 | 49,816,340 |
| Special Revenue Funds | | | | |
| Highway User Revenue Fund | 2,767,667 | 3,607,506 | 3,175,327 | 3,901,049 |
| Local Transportation Fund | - | - | - | - |
| Community Development Block Grant | 104,477 | 92,447 | 88,111 | 150,000 |
| Affordable Housing | - | - | - | 50,000 |
| JCEF | - | 6,013 | - | 72,000 |
| Fill-the-Gap | - | - | - | 34,500 |
| Local Technology | 44,782 | 48,912 | 74,495 | 289,549 |
| Bed Tax | 956,600 | 862,367 | 903,407 | 1,088,016 |
| Other SRF | 906,925 | 967,501 | 911,448 | 3,840,165 |
| Total Special Revenue Funds | 4,780,451 | 5,584,746 | 5,152,788 | 9,425,279 |
| Capital Projects Funds | | | | |
| Northwest Transportation Impact Fees | 178,230 | 186,353 | 1,455,512 | 33,917 |
| Northeast Transportation Impact Fees | 603,947 | 389,039 | 4,163,672 | 404,483 |
| South Transportation Impact Fees | 412,922 | 629,440 | 28,225 | 416,847 |
| Park Impact Fees | 511,316 | 1,183,432 | 2,259,074 | 2,892,840 |
| Transportation | 2,755,505 | 2,580,998 | 3,119,358 | 22,054,047 |
| Regional Transportation Authority | 6,921,321 | 24,472,752 | 13,628,795 | 5,069,037 |
| 1/2 Cent Sales Tax | 230,950 | 1,370,186 | 9,465,428 | 6,506,234 |
| Sales Tax Capital | - | - | - | - |
| Downtown Reinvestment | - | - | 27,260 | 830,495 |
| Other Capital Projects | 265,543 | 3,521,264 | 7,318,181 | 920,917 |
| Pima County Bonds | - | - | - | - |
| Community Facilities Distirctcs | 42 | 514,762 | 63 | 5,451,097 |
| Total Capital Projects Funds | 11,879,776 | 34,848,226 | 41,465,568 | 44,579,914 |

EXPENDITURE SCHEDULE

| Expenditure Schedule | 2016 Actual | 2017 Actual | 2018 Estimates | 2019 Adopted |
|--------------------------------------|----------------------|----------------------|-----------------------|-----------------------|
| Debt Service Funds | | | | |
| 2008 MMPC Bond | 2,642,275 | 2,637,788 | - | - |
| 2013 MMPC Bond | 2,223,225 | 3,031,725 | 3,034,816 | 3,032,525 |
| 2014 MMPC Bond | 516,071 | 533,725 | 605,985 | 794,469 |
| 2017 MMPC Bond | - | 260,841 | 655,602 | 1,766,300 |
| Tangerine Farms Improvement District | 2,111,393 | 2,420,056 | 2,356,952 | 2,023,837 |
| Gladden CFD DSF | 711,272 | 1,056,541 | 501,163 | 477,013 |
| Saguaro Springs CFD Debt | - | - | - | - |
| Total Debt Service Funds | 8,204,236 | 9,940,676 | 7,154,518 | 8,094,144 |
| Enterprise Funds | | | | |
| Airport | 894,375 | 519,969 | 514,973 | 7,493,416 |
| Utilities | 3,447,779 | 4,418,458 | 8,248,382 | 11,435,704 |
| Wastewater | 1,065,787 | 1,380,507 | 23,407,540 | 6,593,917 |
| Total Enterprise Funds | 5,407,941 | 6,318,934 | 32,170,895 | 25,523,037 |
| Internal Service Funds | | | | |
| Health Benefits | 3,899,309 | 3,879,339 | 4,054,085 | 3,943,000 |
| Dental Benefits | 209,334 | 253,280 | 201,652 | 288,566 |
| Total Internal Service Funds | 4,108,643 | 4,132,619 | 4,255,737 | 4,231,566 |
| Total ALL Funds | \$ 70,389,691 | \$ 98,373,537 | \$ 128,677,255 | \$ 141,670,280 |

INTERFUND TRANSFERS FY 2018-2019

| TRANSFER SUMMARY | | | | | | | |
|------------------------|------------------|---------------------|---------------------------|---|------------------|------------------------|------------------|
| | Transfers From: | | | | | | |
| Transfers To: | General Fund | Transportation Fund | South Transportation Fund | North East Transportation Impact Fee Fund | Water Resource | Wastewater Impact Fund | Total |
| Other Grants | 100,000 | | | | | | 100,000 |
| 2013 Debt | 1,256,200 | | | | 888,163 | 888,162 | 3,032,525 |
| 2014 Debt | 794,469 | | | | | | 794,469 |
| 2017 Debt | 70,883 | 577,580 | 416,847 | 404,483 | 404,535 | 404,534 | 2,278,862 |
| Water Operating | | | | | 222,368 | | 222,368 |
| Airport Operating | 209,636 | | | | | | 209,636 |
| Airport Capital | 608,000 | | | | | | 608,000 |
| Other Capital Projects | 642,183 | | | | | | 642,183 |
| Total | 3,681,371 | 577,580 | 416,847 | 404,483 | 1,515,066 | 1,292,696 | 7,888,043 |

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 |

| Total Bonded Debt | | | |
|-------------------|-------------------|-------------------|--------------------|
| Fiscal Year | Principal | Interest | Total |
| 2019 | 5,334,132 | 3,856,495 | 9,190,627 |
| 2020 | 5,751,000 | 3,635,346 | 9,386,346 |
| 2021 | 6,031,000 | 3,473,083 | 9,504,083 |
| 2022 | 6,221,000 | 3,278,452 | 9,499,452 |
| 2023 | 6,937,000 | 3,055,468 | 9,992,468 |
| 2024-2028 | 31,775,000 | 11,261,036 | 43,036,036 |
| 2029-2033 | 14,550,000 | 5,902,356 | 20,452,356 |
| 2034-2038 | 10,570,000 | 3,268,506 | 13,838,506 |
| 2039-2042 | 11,330,000 | 1,161,772 | 12,491,772 |
| Totals | 98,499,132 | 38,892,514 | 137,391,646 |

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 |
| 2019 | 840,000 | 923,300 | 1,763,300 |
| 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 |
| 2024-2028 | 10,860,000 | 2,058,250 | 12,918,250 |
| 2029 | 2,580,000 | 64,500 | 2,644,500 |
| Totals | 19,865,000 | 6,312,900 | 26,177,900 |

| 2017 Series A&C – Revenue Bonds | | | |
|--|-------------------|-------------------|-------------------|
| Fiscal Year | Principal | Interest | Total |
| 2019 | 0 | 809,069 | 809,069 |
| 2020 | 0 | 809,069 | 809,069 |
| 2021 | 0 | 809,069 | 809,069 |
| 2022 | 0 | 809,069 | 809,069 |
| 2023 | 0 | 809,069 | 809,069 |
| 2024-2028 | 0 | 4,045,344 | 4,045,344 |
| 2029-2033 | 41,000 | 4,016,844 | 4,057,844 |
| 2034-2038 | 8,150,000 | 3,194,269 | 11,344,269 |
| 2039-2042 | 11,220,000 | 1,152,709 | 12,372,709 |
| Totals | 19,411,000 | 16,454,511 | 35,865,511 |

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 |
| 2019 | 1,680,000 | 1,350,525 | 3,030,525 |
| 2020 | 17,456,000 | 1,295,113 | 18,751,113 |
| 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 |
| 2024-2028 | 11,140,000 | 3,909,500 | 15,049,500 |
| 2029-2033 | 8,720,000 | 1,373,450 | 10,093,450 |
| 2034 | 1,720,000 | 43,000 | 1,763,000 |
| Totals | 46,311,000 | 11,461,588 | 56,009,588 |

| 2014 Series – Excise Tax Revenue Obligations | | | |
|---|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2019 | 664,000 | 128,469 | 792,469 |
| 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 |
| 2024-2026 | 1,881,000 | 72,815 | 1,953,815 |
| Totals | 5,370,000 | 539,606 | 5,909,606 |

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 2018-19 the rate for debt service was \$2.44/\$100 of assessed valuation.

| Gladden Farms – CFD General Obligation Bonds - 2016 | | | |
|--|------------------|------------------|-------------------|
| Fiscal Year | Principal | Interest | Total |
| 2019 | 205,000 | 267,013 | 472,013 |
| 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 |
| 2024-2028 | 2,365,000 | 957,038 | 3,322,038 |
| 2029-2033 | 2,840,000 | 447,563 | 3,287,563 |
| 2034-2038 | 700,000 | 31,238 | 731,238 |
| 2039-2042 | 110,000 | 9,063 | 119,063 |
| Totals | 7,745,000 | 2,713,667 | 10,458,667 |

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 |
| 2019 | 1,766,132 | 356,627 | 2,122,759 |
| 2020 | 1,678,000 | 243,706 | 1,921,706 |
| 2021 | 1,709,000 | 210,818 | 1,919,818 |
| 2022 | 1,743,000 | 177,321 | 1,920,321 |
| 2023 | 1,775,000 | 143,158 | 1,918,158 |
| 2024-2026 | 5,529,000 | 218,089 | 5,747,089 |
| Totals | 14,200,132 | 1,349,719 | 15,549,851 |

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 |
| 2019 | 179,000 | 21,492 | 200,492 |
| 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 | 939,000 | 60,530 | 999,530 |

Water Infrastructure Finance Authority (WIFA) Loan

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

| Water Infrastructure Finance Authority Loan | | | |
|--|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2019 | 226,000 | 45,340 | 271,340 |
| 2020 | 232,707 | 41,973 | 274,680 |
| 2021 | 239,614 | 38,506 | 278,120 |
| 2022 | 246,726 | 34,937 | 281,663 |
| 2023 | 254,049 | 31,261 | 285,310 |
| 2024-2028 | 1,387,923 | 97,236 | 1,485,159 |
| 2029-2030 | 614,552 | 9,088 | 623,640 |
| Totals | 3,201,571 | 298,341 | 3,499,912 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 |
| Management Assistant | 2.00 | 2.00 | 3.00 | - | - | - | - |
| Executive Assistant to the Town Manager | - | - | 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 | 1.13 | 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 |
| Communication and Marketing Division | | | | | | | |
| Communications Manager | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications Specialist | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Graphic Designer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Information Officer (PIO) | 1.00 | 1.00 | - | - | - | - | - |
| 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 |
| Safety Division | | | | | | | |
| Emergency Management and Safety Coordinator | 1.00 | - | - | - | - | - | - |
| Total Town Manager Office | 12.13 | 11.13 | 12.13 | 11.13 | 12.50 | 13.50 | 13.50 |
| 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 |
| Executive Assistant | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Records Clerk | - | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Records Administrator | 1.00 | - | - | - | - | - | - |
| Assistant to the Town Clerk | 1.00 | 1.00 | - | - | - | - | - |
| Total Town Clerk | 3.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|---|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 |
| 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 |
| Assistant Human Resources Director | 1.00 | 1.00 | - | - | - | - | - |
| Safety Division | | | | | | | |
| Emergency Management and Safety Coordinator | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Human Resources | 6.00 | 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 |
| Finance Manager | 1.00 | 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 |
| 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 | 1.75 | 1.75 | 0.75 | 0.75 | 0.75 |
| Tax & License Specialist | - | - | - | - | 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 | - | - |
| Grants Manager | - | - | - | - | - | 1.00 | 1.00 |
| Contracts Administrator | 1.00 | 1.00 | - | - | - | - | - |
| Total Finance | 11.25 | 11.25 | 12.25 | 12.25 | 12.25 | 12.25 | 12.25 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--------------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 Clerk | 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 |
| Total Legal Department | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 | 6.50 | 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 |
| Website Administrator | 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 | 1.00 | 1.00 |
| Technology Support Specialist II | - | - | 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 | 1.00 | 1.00 |
| Senior Technology Support Specialist | 2.00 | 2.00 | - | - | - | - | - |
| Total Technology Services | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| Director of Economic and Tourism Development | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Tourism Development 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 |
| Marketing & Design Associate (Tourism & Marketing) | - | - | - | - | 0.50 | 0.50 | 0.50 |
| Total Office Economic & Tourism Development | 2.00 | 2.00 | 2.00 | 3.00 | 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 | 1.00 | 1.00 | - | - |
| Community Outreach Coordinator | - | - | - | - | - | 1.00 | 1.00 |
| Housing Rehabilitation Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 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 |
| Code Enforcement Officer II | - | - | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 |
| Animal Services Division | | | | | | | |
| Animal Control Officer | - | - | - | 2.00 | 2.00 | 3.00 | 3.00 |
| Total Community & Neighborhood Services | 3.00 | 3.00 | 6.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Development Services Administration | | | | | | | |
| Development Services Director | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Development Services Center Manager | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Business Process Analyst | - | - | - | - | - | 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 | 1.00 | 1.00 | - | - | - |
| Total GM - Development Services | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 3.00 | 3.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| Records Center | | | | | | | |
| Records Clerk | 1.00 | - | - | - | - | - | - |
| Document Imaging Clerk | 0.50 | 0.50 | - | - | - | - | - |
| Total Records Center | 1.50 | 0.50 | - | - | - | - | - |
| Building Safety | | | | | | | |
| Building Safety Director | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Chief 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 | 1.00 | - | - |
| Senior Plans Examiner | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 2.00 |
| Plans Examiner | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Building Inspector II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |
| Building Inspector I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Permit Clerk | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Development Coordinator | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Permit Clerk | 1.00 | - | - | - | - | - | - |
| Plan Review Technician | 1.00 | - | - | - | - | - | - |
| Total Building Safety | 13.00 | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 | 13.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| Planning Department | | | | | | | |
| Planning Director | 1.00 | 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 |
| Principal Planner | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Planner | 1.00 | - | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Planner | - | - | 1.00 | 1.00 | - | - | - |
| Business Process Analyst | - | - | - | - | 1.00 | - | - |
| Development Coordinator | 1.85 | 1.85 | 1.00 | 1.00 | 1.00 | - | - |
| Planner II | 2.00 | 3.00 | - | - | - | - | - |
| Planner I | 3.00 | 3.00 | - | - | - | - | - |
| Total Planning Department | 9.85 | 9.85 | 9.00 | 9.00 | 9.00 | 7.00 | 7.00 |
| 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 |
| Assistant Director of Engineering | 1.00 | 1.00 | - | - | - | - | - |
| Traffic Division Manager | 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 |
| 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 | 3.00 | 3.00 |
| Engineering Aide | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Manager | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | - | - |
| Development Engineering Division Manager | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Development Coordinator | - | - | - | - | - | 1.00 | 1.00 |
| Senior Executive Assistant | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | - | - | - | - | - |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 | 1.00 | 1.00 | 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 | 2.00 |
| 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 | 1.00 |
| Project Coordinator - CIP | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 | 1.00 |
| Engineering Document Clerk | - | - | - | - | 1.00 | 1.00 | 1.00 |
| Total Engineering | 22.00 | 22.00 | 23.00 | 23.00 | 24.00 | 24.00 | 24.00 |
| 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 | 67.00 | 67.00 | 69.00 | 69.00 | 71.00 | 71.00 | 71.00 |
| Police Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Telecommunications Supervisor | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Dispatcher | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 | 13.00 |
| Police Records Specialist | - | - | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Records Clerk | 6.00 | 6.00 | 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 |
| 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 |
| Customer Service Clerk | - | - | - | - | - | - | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - | - | - |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Police Department | 111.00 | 111.00 | 113.00 | 113.00 | 115.00 | 115.00 | 118.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 | 4.00 | 4.00 | 3.00 | 3.00 |
| Senior Court Clerk | - | - | - | - | - | 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 |
| Traffic Operations Engineering Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Response Manager | 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 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Code Enforcement Division | | | | | | | |
| Code Enforcement Officer | 2.00 | 2.00 | - | - | - | - | - |
| 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 |
| Equipment Mechanic | - | - | 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 |
| Small Engine Mechanic | 1.00 | 1.00 | - | - | - | - | - |
| Foreman | 1.00 | 1.00 | - | - | - | - | - |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--------------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 |
| Public Works Supervisor | - | - | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Senior Equipment Operator | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Equipment Operator | 3.00 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Maintenance Associate | - | - | 3.00 | 4.00 | 4.00 | 3.00 | 3.00 |
| Assets Coordinator | - | - | - | - | - | 1.00 | 1.00 |
| Signs & Markings Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Senior Maintenance Associate | - | - | 6.00 | 6.00 | 7.00 | 7.00 | 7.00 |
| Attendant | - | - | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Foreman | 2.00 | 2.00 | - | - | - | - | - |
| Inmate Services Coordinator | 4.00 | 4.00 | - | - | - | - | - |
| Maintenance Worker | 3.00 | 3.00 | - | - | - | - | - |
| Laborer | 5.00 | 5.00 | - | - | - | - | - |
| 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 |
| Facilities Tradesman | - | - | - | - | - | 1.00 | 2.00 |
| Facilities Technician III | - | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Facilities Technician II | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Technician I | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Foreman | 1.00 | 1.00 | - | - | - | - | - |
| Senior Facilities Technician | 1.00 | - | - | - | - | - | - |
| Facilities Technician | 2.00 | - | - | - | - | - | - |
| Total Public Works Department | 38.00 | 38.00 | 36.00 | 36.00 | 38.00 | 38.00 | 39.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|---|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| Parks & Recreation | | | | | | | |
| 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 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Recreation Services Clerk | 2.75 | 2.75 | 2.75 | 2.75 | 2.00 | 2.00 | 2.00 |
| Assistant Parks and Recreation Director | 1.00 | 1.00 | - | - | - | - | - |
| Recreation Division | | | | | | | |
| Business Services Coordinator | - | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Superintendent | - | - | - | - | - | 1.00 | 1.00 |
| Recreation Coordinator | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Recreation Programmer | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 | 3.00 |
| Recreation Assistant | 0.75 | 0.75 | 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 | 2.00 |
| Irrigation Control Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 2.00 |
| Senior Maintenance Associate | - | - | 12.00 | 12.00 | 12.00 | 11.00 | 11.00 |
| Attendant | - | - | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |
| Senior Maintenance Worker | 11.00 | 11.00 | - | - | - | - | - |
| Laborer | 8.00 | 8.00 | - | - | - | - | - |
| Senior Programs Division | | | | | | | |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Total Parks Department | 38.50 | 38.50 | 41.75 | 41.75 | 41.00 | 40.00 | 40.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 |
| Water Business Services Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Superintendent | 1.00 | 1.00 | 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 Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| 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 | 1.00 | 1.00 | - | - | - |
| Water Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Operator III | - | - | - | - | 1.00 | 2.00 | 2.00 |
| Water Operator II | 6.00 | 6.00 | 6.00 | 6.00 | 7.00 | 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 | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.20 |
| SCADA Administrator | - | - | - | - | - | 1.00 | 1.00 |
| Water Technology Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Water Technology Support Specialist II | - | - | - | - | - | - | 1.00 |
| Assets Coordinator | - | - | - | - | - | - | 1.00 |
| Executive Assistant | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Director of Utilities | 1.00 | 1.00 | - | - | - | - | - |
| Water Operations Manager | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Water Department | 23.00 | 23.00 | 23.00 | 23.00 | 24.00 | 24.00 | 25.20 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2018 - 2019 FINAL BUDGET

| | 2016 Adopted | 2016 Actual | 2017 Adopted | 2017 Actual | 2018 Adopted | 2018 Estimated | 2019 Adopted |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|-----------------|
| 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 | 1.00 | 1.00 | 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 |
| Associate Water Reclamation Mechanic | - | - | - | - | - | - | 1.00 |
| Total Waste Water Department | 4.00 | 4.00 | 4.00 | 4.00 | 5.00 | 5.00 | 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 |
| Senior Maintenance Associate | - | - | - | - | - | 1.00 | 1.00 |
| Maintenance Associate | - | - | 1.00 | 1.00 | 1.00 | - | - |
| Airport Maintenance Worker | 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 | 338.73 | 338.73 | 346.63 | 348.63 | 355.75 | 355.75 | 363.95 |



Salary Schedules Fiscal Year 2018-2019

Classified Positions

Exempt Positions

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum |
|------------------|--|---------------|-------------|-------------|--------------------|
| | | | \$44,159.78 | \$55,199.46 | \$66,240.19 Annual |
| GRADE 108 | | | | | |
| 208 | Human Resources Analyst | Exempt | | | |
| 476 | Recreation Coordinator | Exempt | | | |
| 210 | Senior Accountant | Exempt | | | |
| | | | \$48,134.11 | \$60,168.41 | \$72,201.68 Annual |
| GRADE 109 | | | | | |
| 713 | Airport Operations Supervisor | Exempt | | | |
| 212 | Budget Analyst | Exempt | | | |
| 198 | Communications Specialist | Exempt | | | |
| 439 | Executive Assistant to the Town Manager | Exempt | | | |
| 252 | Geographic Information Systems (GIS) Analyst | Exempt | | | |
| 840 | Graphic Designer | Exempt | | | |
| 276 | Management Assistant | Exempt | | | |
| 752 | Parks Maintenance Supervisor | Exempt | | | |
| 214 | Payroll Administrator | 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 | | | \$52,948.04 | \$66,185.05 | \$79,422.06 Annual |
| 655 | Assets Systems Administrator | Exempt | | | |
| 473 | Business Services Coordinator | Exempt | | | |
| 719 | Chief Water Reclamation Operator | Exempt | | | |
| 237 | CIP Process Analyst | Exempt | | | |
| 330 | Database Administrator | Exempt | | | |
| 202 | Economic Development Specialist | Exempt | | | |
| 341 | Network Administrator | Exempt | | | |
| 211 | Procurement Officer | Exempt | | | |
| 236 | Project Control Specialist | Exempt | | | |
| 325 | Safety & Emergency Management Coordinator | Exempt | | | |
| 206 | Senior Human Resources Analyst | Exempt | | | |
| 268 | Technology Analyst | Exempt | | | |
| GRADE 111 | | | \$58,772.20 | \$73,464.72 | \$88,158.29 Annual |
| 222 | Associate Town Attorney | Exempt | | | |
| 171 | Building Safety Manager | Exempt | | | |
| 814 | Crime Scene Property & Evidence Supervisor | Exempt | | | |
| 400 | Deputy Town Clerk | Exempt | | | |
| 163 | Environmental Project Manager | Exempt | | | |
| 217 | Grants Manager | Exempt | | | |
| 467 | SCADA Administrator | Exempt | | | |
| 258 | Senior GIS Analyst | Exempt | | | |
| 340 | Senior Network Administrator | Exempt | | | |
| 502 | Superintendent | Exempt | | | |
| 201 | Tourism & Marketing Manager | Exempt | | | |
| 483 | Water Business Services Coordinator | Exempt | | | |
| 481 | Water Resources Coordinator | Exempt | | | |
| 321 | Website Administrator | Exempt | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum |
|------------------|---|---------------|-------------|--------------|---------------------|
| GRADE 112 | | | \$65,825.07 | \$82,281.07 | \$98,737.08 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 | | | |
| 159 | Water Operations Manager | Exempt | | | |
| 153 | Water Reclamation Operations Manager | Exempt | | | |
| GRADE 113 | | | \$74,382.36 | \$92,977.43 | \$111,572.50 Annual |
| 175 | Chief Building Official | Exempt | | | |
| 151 | CIP Engineering Division Manager | Exempt | | | |
| 170 | Court Administrator | Exempt | | | |
| 147 | Development Engineering Division Manager | Exempt | | | |
| 174 | Traffic Division Manager | Exempt | | | |
| 265 | Traffic Operations Engineering Manager | Exempt | | | |
| GRADE 114 | | | \$84,051.84 | \$105,064.79 | \$126,077.75 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 | | | \$94,978.12 | \$118,723.17 | \$142,467.17 Annual |
| 154 | Deputy Town Attorney | Exempt | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum |
|-----------------------------|-------------------------------------|---------------|-------------|-------------|--------------------|
| Non-Exempt Positions | | | | | |
| GRADE 205 | | | \$24,734.84 | \$30,299.62 | \$35,865.96 Annual |
| | | | \$11.8917 | \$14.5671 | \$17.2432 Hourly |
| 422 | Office Support Assistant | Non-exempt | | | |
| GRADE 206 | | | \$26,465.92 | \$32,420.96 | \$38,376.52 Annual |
| | | | \$12.7240 | \$15.5870 | \$18.4502 Hourly |
| 700 | Attendant | Non-exempt | | | |
| GRADE 207 | | | \$28,318.68 | \$34,690.24 | \$41,062.58 Annual |
| | | | \$13.6148 | \$16.6780 | \$19.7416 Hourly |
| 436 | Customer Service Clerk | Non-exempt | | | |
| GRADE 208 | | | \$30,300.66 | \$37,118.64 | \$43,936.36 Annual |
| | | | \$14.5676 | \$17.8455 | \$21.1233 Hourly |
| 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 | | | |
| 425 | Legal Document Clerk | Non-exempt | | | |
| 600 | Maintenance Associate | Non-exempt | | | |
| 845 | Marketing and Design Associate | Non-exempt | | | |
| 825 | Parks and Recreation Services Clerk | 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 | | | \$32,422.00 | \$39,717.34 | \$47,012.68 Annual |
| | | | \$15.5875 | \$19.0949 | \$22.6023 Hourly |
| 812 | Court Security Officer | Non-exempt | | | |
| 748 | Facilities Technician I | 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 | | | \$34,691.80 | \$42,497.26 | \$50,303.24 Annual |
| | | | \$16.6788 | \$20.4314 | \$24.1843 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 | | | |
| 547 | Project Coordinator-CIP | Non-exempt | | | |
| 418 | Senior Accounting Associate | Non-exempt | | | |
| 604 | Senior Maintenance Associate | Non-exempt | | | |
| GRADE 211 | | | \$37,120.46 | \$45,471.92 | \$53,823.90 Annual |
| | | | \$17.8464 | \$21.8615 | \$25.8769 Hourly |
| 729 | Associate Water Reclamation Mechanic | Non-exempt | | | |
| 453 | Court Operations Specialist | Non-exempt | | | |
| 242 | Court Probation Monitor | Non-exempt | | | |
| 810 | Crime Scene Specialist | Non-exempt | | | |
| 448 | Dispatcher | Non-exempt | | | |
| 741 | Equipment Operator | Non-exempt | | | |
| 438 | Executive Assistant | Non-exempt | | | |
| 508 | Fleet Technician II | Non-exempt | | | |
| 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 | | | |
| 441 | Special Events Programmer | Non-exempt | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum |
|------------------|-----------------------------------|---------------|-------------|-------------|--------------------|
| GRADE 212 | | | \$40,089.66 | \$49,110.10 | \$58,130.28 Annual |
| | | | \$19.2739 | \$23.6106 | \$27.9473 Hourly |
| 209 | Accountant | Non-exempt | | | |
| 527 | Animal Control Officer | Non-exempt | | | |
| 616 | Equipment Mechanic | Non-exempt | | | |
| 426 | Legal Assistant | Non-exempt | | | |
| 743 | Senior Equipment Operator | Non-exempt | | | |
| 309 | Technology Support Specialist I | Non-exempt | | | |
| 371 | Traffic Technician I | Non-exempt | | | |
| 736 | Water Operator I | Non-exempt | | | |
| GRADE 213 | | | \$43,297.54 | \$53,038.70 | \$62,780.90 Annual |
| | | | \$20.8161 | \$25.4994 | \$30.1831 Hourly |
| 518 | Building Inspector I | Non-exempt | | | |
| 315 | Business Process Analyst | Non-exempt | | | |
| 522 | Code Enforcement Officer I | Non-exempt | | | |
| 461 | Community Development 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 | | | |
| 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 | | | \$47,193.64 | \$57,812.04 | \$68,431.22 Annual |
| | | | \$22.6893 | \$27.7943 | \$32.8996 Hourly |
| 471 | Administrative Supervisor | Non-exempt | | | |
| 516 | Building Inspector II | Non-exempt | | | |
| 521 | Code Enforcement Officer II | Non-exempt | | | |
| 540 | Community Response Manager | 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 | | | |
| 731 | Water Reclamation Operator II | Non-exempt | | | |
| 469 | Water Technology Support Specialist II | Non-exempt | | | |
| GRADE 215 | | | \$51,913.16 | \$63,593.40 | \$75,274.16 Annual |
| | | | \$24.9582 | \$30.5738 | \$36.1895 Hourly |
| 519 | Building Safety Coordinator | Non-exempt | | | |
| 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 | \$45,000.00 | | |
| | | | Hourly | \$21.6346 | | |
| 806 | PO | Police Officer | Non-Exempt | Minimum | Midpoint | Maximum |
| | | | Annual | \$48,149.66 | \$57,950.46 | \$67,751.22 |
| | | | Hourly | \$23.1489 | \$27.8608 | \$32.5727 |
| 802 | SGT | Police Sergeant | Non-Exempt | Minimum | Midpoint | Maximum |
| | | | Annual | \$69,541.42 | \$77,034.36 | \$84,527.30 |
| | | | Hourly | \$33.4334 | \$37.0358 | \$40.6381 |

Exempt Positions

| | | | | | | |
|-----|------|-------------------|------------------|------------------------|--------------------------|-------------------------|
| 800 | LT | Police Lieutenant | Exempt Annual | Minimum \$82,769.02 | Midpoint \$96,843.55 | Maximum \$110,918.08 |
| 801 | CAPT | Police Captain | Exempt Annual | Minimum \$91,045.40 | Midpoint \$109,578.05 | Maximum \$128,110.69 |

Police Officer Special Assignments Pays

- 10% 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 | | | \$65,825.07 | \$82,281.07 | \$98,737.08 Annual |
| 260 | Assistant to the Town Manager | Exempt | | | |
| Grade B | | | \$74,382.36 | \$92,977.43 | \$111,572.50 Annual |
| 141 | Communications Manager | Exempt | | | |
| Grade D | | | \$94,978.12 | \$118,723.17 | \$142,467.17 Annual |
| 182 | Deputy Chief of Police | Exempt | | | |
| Town Officers Grade I | | | \$91,382.49 | \$116,513.36 | \$141,643.18 Annual |
| 144 | Airport Director | Exempt | | | |
| 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 | | | \$109,175.41 | \$139,198.24 | \$169,221.06 Annual |
| 112 | Assistant Town Manager | Exempt | | | |
| 110 | Deputy Town Manager | Exempt | | | |
| 118 | Finance Director | Exempt | | | |
| 138 | Chief of Police | Exempt | | | |
| 120 | Town Attorney | Exempt | | | |
| 132 | Town Engineer | Exempt | | | |

Temporary Positions

| Job Code | Job Title | FLSA* Status | Minimum | Midpoint | Maximum | | |
|----------|------------------|--------------|---------|----------|---------|---------|---------|
| 824 | *Recreation Aide | Non-exempt | \$11.50 | \$11.75 | \$12.00 | \$12.25 | \$12.50 |
| 826 | *Lifeguard | Non-exempt | \$11.50 | \$11.75 | \$12.00 | \$12.25 | \$12.50 |
| 828 | *Lifeguard WSI | Non-exempt | \$12.00 | \$12.25 | \$12.50 | \$12.75 | \$13.00 |

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

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. 2018-067

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA’S FISCAL YEAR 2018-2019 FINAL BUDGET

WHEREAS in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Marana Town Council did, on May 15, 2018, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Marana; and

WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 19, 2018, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 19, 2018, 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 2018-2019.

PASSED AND ADOPTED by the Mayor and Council of the Town of Marana, Arizona, this 19th day of June 2018.



Ed Honea

Mayor Ed Honea

ATTEST:

APPROVED AS TO FORM:

Jocelyn C. Bronson

Jocelyn C. Bronson, Town Clerk

Frank Cassidy

Frank Cassidy, Town Attorney

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2019

| 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 | |
| 2018 | Adopted/Adjusted Budgeted Expenditures/Expenses* | E | 46,390,546 | 7,850,924 | 8,283,441 | 86,525,471 | 0 | 47,129,178 | 4,214,329 | 200,393,889 |
| 2018 | Actual Expenditures/Expenses** | E | 37,720,039 | 5,008,104 | 7,058,341 | 41,465,568 | 0 | 33,225,739 | 4,012,191 | 128,489,982 |
| 2019 | Fund Balance/Net Position at July 1*** | | 26,262,353 | 6,081,146 | 4,168,138 | 46,020,622 | | 6,837,045 | 705,226 | 90,074,530 |
| 2019 | Primary Property Tax Levy | B | 0 | | | | | | | 0 |
| 2019 | Secondary Property Tax Levy | B | | | 477,013 | 355,454 | | | | 832,467 |
| 2019 | Estimated Revenues Other than Property Taxes | C | 44,956,009 | 7,658,185 | 1,992,337 | 18,658,188 | 0 | 18,905,523 | 4,231,566 | 96,401,808 |
| 2019 | Other Financing Sources | D | 0 | 0 | 0 | 4,500,000 | 0 | 2,000,000 | 0 | 6,500,000 |
| 2019 | Other Financing (Uses) | D | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2019 | Interfund Transfers In | D | 0 | 100,000 | 6,105,856 | 642,183 | 0 | 1,040,004 | 0 | 7,888,043 |
| 2019 | Interfund Transfers (Out) | D | 3,681,371 | 0 | 0 | 1,398,910 | 0 | 2,807,762 | 0 | 7,888,043 |
| 2019 | Reduction for Amounts Not Available: | | | | | | | | | |
| 2019 | LESS: Amounts for Future Debt Retirement: | | | | | | | | | 0 |
| | | | | | | | | | | 0 |
| | | | | | | | | | | 0 |
| 2019 | Total Financial Resources Available | | 67,536,991 | 13,839,331 | 12,743,344 | 68,777,537 | 0 | 25,974,810 | 4,936,792 | 193,808,805 |
| 2019 | Budgeted Expenditures/Expenses | E | 49,816,341 | 9,425,279 | 8,094,144 | 44,579,914 | 0 | 25,523,037 | 4,231,566 | 141,670,280 |

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

| | 2018 | 2019 |
|--|----------------|----------------|
| 1. Budgeted expenditures/expenses | \$ 200,393,889 | \$ 141,670,280 |
| 2. Add/subtract: estimated net reconciling items | | |
| 3. Budgeted expenditures/expenses adjusted for reconciling items | 200,393,889 | 141,670,280 |
| 4. Less: estimated exclusions | | |
| 5. Amount subject to the expenditure limitation | \$ 200,393,889 | \$ 141,670,280 |
| 6. EEC expenditure limitation | \$ | \$ |

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

* Includes Expenditure/Expense Adjustments Approved in 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 2019

| | 2018 | 2019 |
|---|-------------------|-------------------|
| 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 | 571,672 | 832,517 |
| C. Total property tax levy amounts | \$ <u>571,672</u> | \$ <u>832,517</u> |
| 4. Property taxes collected* | | |
| A. Primary property taxes | | |
| (1) Current year's levy | \$ 571,157 | |
| (2) Prior years' levies | 515 | |
| (3) Total primary property taxes | \$ <u>571,672</u> | |
| B. Secondary property taxes | | |
| (1) Current year's levy | \$ _____ | |
| (2) Prior years' levies | _____ | |
| (3) Total secondary property taxes | \$ _____ | |
| C. Total property taxes collected | \$ <u>571,672</u> | |
| 5. Property tax rates | | |
| A. City/Town tax rate | | |
| (1) Primary property tax rate | _____ | _____ |
| (2) Secondary property tax rate | 2.8000 | 2.8000 |
| (3) Total city/town tax rate | <u>2.8000</u> | <u>2.8000</u> |
| B. Special assessment district tax rates | | |
| Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>four</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town. | | |

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

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2019**

| SOURCE OF REVENUES | ESTIMATED REVENUES 2018 | ACTUAL REVENUES* 2018 | ESTIMATED REVENUES 2019 |
|--------------------------------|--|--------------------------------------|--|
| GENERAL FUND | | | |
| Local taxes | | | |
| Sales taxes | \$ 25,817,378 | \$ 25,995,674 | \$ 26,284,560 |
| Licenses and permits | | | |
| Building and development fees | 3,459,185 | 4,138,304 | 3,768,640 |
| Business and license fees | 160,000 | 150,194 | 160,000 |
| Animal license fees | 85,000 | 95,735 | 100,000 |
| Franchise fees | 400,000 | 311,094 | 489,450 |
| Host Fees | 350,000 | 249,642 | 300,000 |
| Intergovernmental | | | |
| State shared sales taxes | 4,077,246 | 4,085,304 | 4,314,755 |
| Urban revenue sharing | 5,384,087 | 5,384,669 | 5,336,906 |
| Auto lieu | 2,018,426 | 1,913,100 | 2,096,535 |
| Other | | | |
| Charges for services | | | |
| Charges for services | 534,650 | 618,225 | 518,637 |
| | | | |
| | | | |
| Fines and forfeits | | | |
| Court fines and fees | 625,000 | 557,765 | 585,000 |
| | | | |
| | | | |
| Interest on investments | | | |
| Interest | 200,000 | 237,474 | 185,000 |
| | | | |
| | | | |
| Contributions | | | |
| Voluntary contributions | 224,300 | 218,474 | 247,757 |
| | | | |
| | | | |
| Miscellaneous | | | |
| Other miscellaneous | 666,719 | 590,894 | 568,769 |
| | | | |
| | | | |
| Total General Fund | \$ 44,001,991 | \$ 44,546,548 | \$ 44,956,009 |

* 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 2019

| SOURCE OF REVENUES | ESTIMATED REVENUES 2018 | ACTUAL REVENUES* 2018 | ESTIMATED REVENUES 2019 |
|------------------------------------|-------------------------------|-----------------------------|-------------------------------|
| SPECIAL REVENUE FUNDS | | | |
| Community development block grants | \$ 175,000 | \$ 76,722 | \$ 150,000 |
| Affordable housing revolving | 10,000 | 15,024 | 10,000 |
| Other grants and contributions | 1,220,593 | 482,261 | 2,846,591 |
| RICO | 31,615 | 12,069 | 34,500 |
| | \$ 1,437,208 | \$ 586,076 | \$ 3,041,091 |
| Impound | \$ 50,000 | \$ 50,580 | \$ 40,000 |
| Bed Tax | 989,558 | 973,160 | 1,088,016 |
| Emergency telecommunications | 52,000 | 52,509 | 52,000 |
| Local JCEF | 15,000 | 38,131 | 15,000 |
| | \$ 1,106,558 | \$ 1,114,380 | \$ 1,195,016 |
| Fill the GAP | \$ 6,500 | \$ 3,824 | \$ 6,000 |
| Local technology enhancement | 130,000 | 60,533 | 140,000 |
| Highway user revenue | 3,463,025 | 3,024,897 | 3,276,078 |
| | \$ 3,599,525 | \$ 3,089,254 | \$ 3,422,078 |
| Total Special Revenue Funds | \$ 6,143,291 | \$ 4,789,710 | \$ 7,658,185 |

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

DEBT SERVICE FUNDS

| | | | |
|---|---------------------|---------------------|---------------------|
| Tangerine farms road improvement district | \$ 2,251,074 | \$ 2,357,512 | \$ 1,992,337 |
| Gladden farms CFD debt | 10,229 | | |
| | \$ 2,261,303 | \$ 2,357,512 | \$ 1,992,337 |
| Total Debt Service Funds | \$ 2,261,303 | \$ 2,357,512 | \$ 1,992,337 |

CAPITAL PROJECTS FUNDS

| | | | |
|-----------------------------------|---------------|---------------|---------------|
| Transportation | \$ 7,018,183 | \$ 6,490,698 | \$ 5,906,742 |
| One-half cent sales tax | 5,579,676 | 5,277,424 | 2,952,570 |
| Impact fee funds | 2,014,725 | 2,432,130 | 1,546,093 |
| Other capital projects | 3,946,871 | 389,716 | 2,825,812 |
| | \$ 18,559,455 | \$ 14,589,968 | \$ 13,231,217 |
| Downtown reinvestment | \$ 223,600 | \$ 197,827 | \$ 223,600 |
| Regional transportation authority | 26,911,099 | 14,074,147 | 5,069,038 |
| | \$ 27,134,699 | \$ 14,271,974 | \$ 5,292,638 |

TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2019

| SOURCE OF REVENUES | ESTIMATED REVENUES 2018 | ACTUAL REVENUES* 2018 | ESTIMATED REVENUES 2019 |
|-------------------------------------|--|--------------------------------------|--|
| Vanderbilt farms CFD capital | 29,839 | | 27,500 |
| Saguaro springs CFD capital | 384,086 | | 106,833 |
| | | | |
| | \$ 413,925 | \$ | \$ 134,333 |
| | | | |
| Total Capital Projects Funds | \$ 46,108,079 | \$ 28,861,942 | \$ 18,658,188 |

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

ENTERPRISE FUNDS

| | | | |
|-------------------------------|----------------------|---------------------|----------------------|
| Water utility | \$ 6,555,548 | \$ 4,795,695 | \$ 8,614,248 |
| Airport | 6,715,540 | 308,458 | 6,780,781 |
| Wastewater utility | 2,561,506 | 3,858,579 | 3,510,494 |
| | | | |
| | \$ 15,832,594 | \$ 8,962,732 | \$ 18,905,523 |
| | | | |
| Total Enterprise Funds | \$ 15,832,594 | \$ 8,962,732 | \$ 18,905,523 |

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

INTERNAL SERVICE FUNDS

| | | | |
|-------------------------------------|-----------------------|----------------------|----------------------|
| Health benefits | \$ 3,925,763 | \$ 3,965,650 | \$ 3,943,000 |
| Dental benefits | 288,566 | 316,985 | 288,566 |
| | | | |
| | \$ 4,214,329 | \$ 4,282,635 | \$ 4,231,566 |
| | | | |
| Total Internal Service Funds | \$ 4,214,329 | \$ 4,282,635 | \$ 4,231,566 |
| | | | |
| TOTAL ALL FUNDS | \$ 118,561,587 | \$ 93,801,079 | \$ 96,401,808 |

* 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 2019

| FUND | OTHER FINANCING 2019 | | INTERFUND TRANSFERS 2019 | |
|-------------------------------------|-------------------------|--------|-----------------------------|--------------|
| | SOURCES | <USES> | IN | <OUT> |
| GENERAL FUND | | | | |
| Other grants and contributions | \$ | \$ | \$ | \$ 100,000 |
| Other capital projects | | | | 642,183 |
| 2013 debt service | | | | 1,256,200 |
| 2014 debt service | | | | 794,469 |
| 2017 debt service | | | | 70,883 |
| Airport | | | | 817,636 |
| Wastewater utility | | | | |
| Total General Fund | \$ | \$ | \$ | \$ 3,681,371 |
| SPECIAL REVENUE FUNDS | | | | |
| Other grants and contributions | \$ | \$ | \$ 100,000 | \$ |
| | | | | |
| | | | | |
| | | | | |
| Total Special Revenue Funds | \$ | \$ | \$ 100,000 | \$ |
| DEBT SERVICE FUNDS | | | | |
| 2013 debt service | | | 3,032,525 | \$ |
| 2014 debt service | | | 794,469 | |
| 2016 debt service | | | 2,278,862 | |
| 2017 debt service | | | | |
| Total Debt Service Funds | \$ | \$ | \$ 6,105,856 | \$ |
| CAPITAL PROJECTS FUNDS | | | | |
| Transportation | \$ | \$ | \$ | \$ 577,580 |
| Impact fees | | | | 821,330 |
| Other capital projects | | | 642,183 | |
| Gladden farms II CFD | | | | |
| Saguaro springs CFD | 4,500,000 | | | |
| Total Capital Projects Funds | \$ 4,500,000 | \$ | \$ 642,183 | \$ 1,398,910 |
| PERMANENT FUNDS | | | | |
| | \$ | \$ | \$ | \$ |
| | | | | |
| | | | | |
| | | | | |
| Total Permanent Funds | \$ | \$ | \$ | \$ |
| ENTERPRISE FUNDS | | | | |
| Airport | \$ | \$ | \$ 817,636 | \$ |
| Water utility | 2,000,000 | | 222,368 | 1,515,066 |
| Wastewater utility | | | | 1,292,696 |
| | | | | |
| Total Enterprise Funds | \$ 2,000,000 | \$ | \$ 1,040,004 | \$ 2,807,762 |
| INTERNAL SERVICE FUNDS | | | | |
| | \$ | \$ | \$ | \$ |
| | | | | |
| | | | | |
| Total Internal Service Funds | \$ | \$ | \$ | \$ |
| TOTAL ALL FUNDS | \$ 6,500,000 | \$ | \$ 7,888,043 | \$ 7,888,043 |

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2019

| FUND/DEPARTMENT | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018 | ACTUAL EXPENDITURES/ EXPENSES* 2018 | BUDGETED EXPENDITURES/ EXPENSES 2019 |
|------------------------------------|---|---|--|---|
| GENERAL FUND | | | | |
| Non-departmental | \$ 1,907,251 | \$ (350,000) | \$ 2,257,750 | \$ 1,922,312 |
| Mayor and council | 290,628 | | 268,042 | 338,036 |
| Town manager | 1,727,490 | | 1,582,735 | 1,898,946 |
| Town clerk | 429,193 | | 410,289 | 583,948 |
| Human resources | 869,595 | | 796,026 | 913,548 |
| Finance | 1,197,621 | | 975,147 | 1,205,031 |
| Legal | 847,174 | | 805,201 | 1,005,575 |
| Technology services | 2,664,643 | | 2,474,888 | 3,452,181 |
| Economic and tourism develop | 276,876 | | 243,943 | 284,506 |
| Development services admin | 344,274 | | 152,336 | 399,354 |
| Development records | | | | |
| Building safety | 1,055,171 | | 837,514 | 1,182,846 |
| Planning | 1,020,554 | | 815,023 | 935,753 |
| Engineering | 2,633,784 | | 2,234,853 | 2,948,922 |
| Police | 13,058,820 | | 13,057,888 | 13,888,716 |
| Courts | 992,929 | | 851,498 | 1,058,027 |
| Public works | 4,348,525 | | 3,367,110 | 5,190,389 |
| Parks and recreation | 4,482,977 | | 4,098,768 | 4,829,741 |
| Community development | 1,042,374 | | 901,516 | 984,992 |
| Capital outlay | 2,550,667 | | 1,589,512 | 1,793,518 |
| Contingency | 5,000,000 | | | 5,000,000 |
| Total General Fund | \$ 46,740,546 | \$ (350,000) | \$ 37,720,039 | \$ 49,816,341 |
| SPECIAL REVENUE FUNDS | | | | |
| Highway user revenue | \$ 3,678,138 | | \$ 2,995,571 | \$ 3,901,049 |
| Revolving affordable housing | 305,720 | | | 50,000 |
| Local JCEF | 82,000 | | | 72,000 |
| Fill the GAP | 34,500 | | | 34,500 |
| Local technology | 288,191 | | 73,814 | 289,549 |
| Community development block gran | 210,000 | | 76,722 | 150,000 |
| Bed tax | 989,558 | | 927,011 | 1,088,016 |
| Other grants and contributions | 1,135,173 | | 524,727 | 2,946,591 |
| RICO | 1,034,500 | | 312,353 | 782,574 |
| Impound fees | 21,394 | | 25,961 | 40,000 |
| Emergency telecommunications | 71,750 | | 71,945 | 71,000 |
| Total Special Revenue Funds | \$ 7,850,924 | | \$ 5,008,104 | \$ 9,425,279 |
| DEBT SERVICE FUNDS | | | | |
| Series 2008 debt | \$ 1,314,269 | | \$ | \$ |
| Series 2013 debt | 3,033,425 | | 3,034,816 | 3,032,525 |
| Series 2014 debt | 533,908 | | 514,071 | 794,469 |
| Series 2017 debt | 649,602 | | 651,246 | 1,766,300 |
| Tangerine farms ID debt | 2,251,074 | | 2,356,952 | 2,023,837 |
| Gladden farms CFD debt | 501,163 | | 501,256 | 477,013 |
| Saguaro springs CFD debt | | | | |
| Total Debt Service Funds | \$ 8,283,441 | | \$ 7,058,341 | \$ 8,094,144 |

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2019

| FUND/DEPARTMENT | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018 | ACTUAL EXPENDITURES/ EXPENSES* 2018 | BUDGETED EXPENDITURES/ EXPENSES 2019 |
|-------------------------------------|--|--|--|---|
| CAPITAL PROJECTS FUNDS | | | | |
| Transportation | \$ 18,343,837 | \$ | \$ 3,041,150 | \$ 21,476,467 |
| One-half percent sales tax | 17,175,455 | | 11,014,963 | 6,506,233 |
| Impact fee funds | 9,819,518 | | 8,247,389 | 3,056,757 |
| Other capital projects | 7,229,076 | | 3,139,717 | 2,189,827 |
| Downtown reinvestment | 223,600 | 350,000 | 23,048 | 830,495 |
| Regional transportation authority | 26,911,098 | | 15,973,127 | 5,069,038 |
| Gladden farms CFD | 1,548,480 | | 25,985 | 528,500 |
| Gladden farms II CFD | 213 | | 63 | 213 |
| Saguaro springs CFD | 4,892,000 | | 63 | 4,892,000 |
| Vanderbilt farms CFD | 32,194 | | 63 | 30,384 |
| | | | | |
| | | | | |
| Total Capital Projects Funds | \$ 86,175,471 | \$ 350,000 | \$ 41,465,568 | \$ 44,579,914 |
| PERMANENT FUNDS | | | | |
| | \$ | \$ | \$ | \$ |
| | | | | |
| | | | | |
| Total Permanent Funds | \$ | \$ | \$ | \$ |
| ENTERPRISE FUNDS | | | | |
| Water utility | \$ 11,825,105 | \$ | \$ 8,567,549 | \$ 11,435,704 |
| Airport | 7,752,938 | | 481,954 | 7,493,416 |
| Wastewater utility | 27,551,135 | | 24,176,236 | 6,593,917 |
| Total Enterprise Funds | \$ 47,129,178 | \$ | \$ 33,225,739 | \$ 25,523,037 |
| INTERNAL SERVICE FUNDS | | | | |
| Health benefits | \$ 3,925,763 | \$ | \$ 3,819,087 | \$ 3,943,000 |
| Dental benefits | 288,566 | | 193,104 | 288,566 |
| | | | | |
| Total Internal Service Funds | \$ 4,214,329 | \$ | \$ 4,012,191 | \$ 4,231,566 |
| TOTAL ALL FUNDS | \$ 200,393,889 | \$ | \$ 128,489,982 | \$ 141,670,280 |

* 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 2019

| DEPARTMENT/FUND | ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2018 | EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2018 | ACTUAL EXPENDITURES/ EXPENSES* 2018 | BUDGETED EXPENDITURES/ EXPENSES 2019 |
|-----------------------------------|---|---|--|---|
| Town manager: | | | | |
| General Fund | \$ 1,727,490 | \$ | \$ 1,582,735 | \$ 1,898,946 |
| Bed Tax Fund | 5,000 | | | |
| Department Total | \$ 1,732,490 | \$ | \$ 1,582,735 | \$ 1,898,946 |
| Economic and tourism development: | | | | |
| General Fund | \$ 276,876 | \$ | \$ 243,943 | \$ 284,506 |
| Bed Tax Fund | 309,636 | | 302,540 | 303,877 |
| Department Total | \$ 586,512 | \$ | \$ 546,483 | \$ 588,383 |
| Police: | | | | |
| General Fund | \$ 13,058,820 | \$ | \$ 13,057,888 | \$ 13,888,716 |
| RICO | 34,500 | | 312,535 | 34,500 |
| Impound fees | 21,394 | | 25,961 | 40,000 |
| Other grants | 454,384 | | 424,728 | 421,591 |
| Emergency telecommunications | 71,750 | | 71,945 | 71,000 |
| Department Total | \$ 13,640,848 | \$ | \$ 13,893,057 | \$ 14,455,807 |
| Court: | | | | |
| General Fund | \$ 992,929 | \$ | \$ 851,498 | \$ 1,058,027 |
| Local JCEF | 72,000 | | | 72,000 |
| Fill the GAP | 34,500 | | | 34,500 |
| Local tech enhancement | 288,191 | | 73,814 | 289,549 |
| Department Total | \$ 1,387,620 | \$ | \$ 925,312 | \$ 1,454,076 |
| Public works: | | | | |
| General Fund | \$ 4,287,585 | \$ | \$ 3,367,110 | \$ 5,190,389 |
| Highway user revenue fund | 2,894,263 | | 2,995,571 | 3,065,957 |
| Department Total | \$ 7,181,848 | \$ | \$ 6,362,681 | \$ 8,256,346 |
| Community Development: | | | | |
| General Fund | \$ 1,042,374 | \$ | \$ 901,516 | \$ 984,992 |
| CDBG | 185,000 | | | 150,000 |
| Revolving affordable housing | 215,720 | | | 50,000 |
| Department Total | \$ 1,443,094 | \$ | \$ 901,516 | \$ 1,184,992 |

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

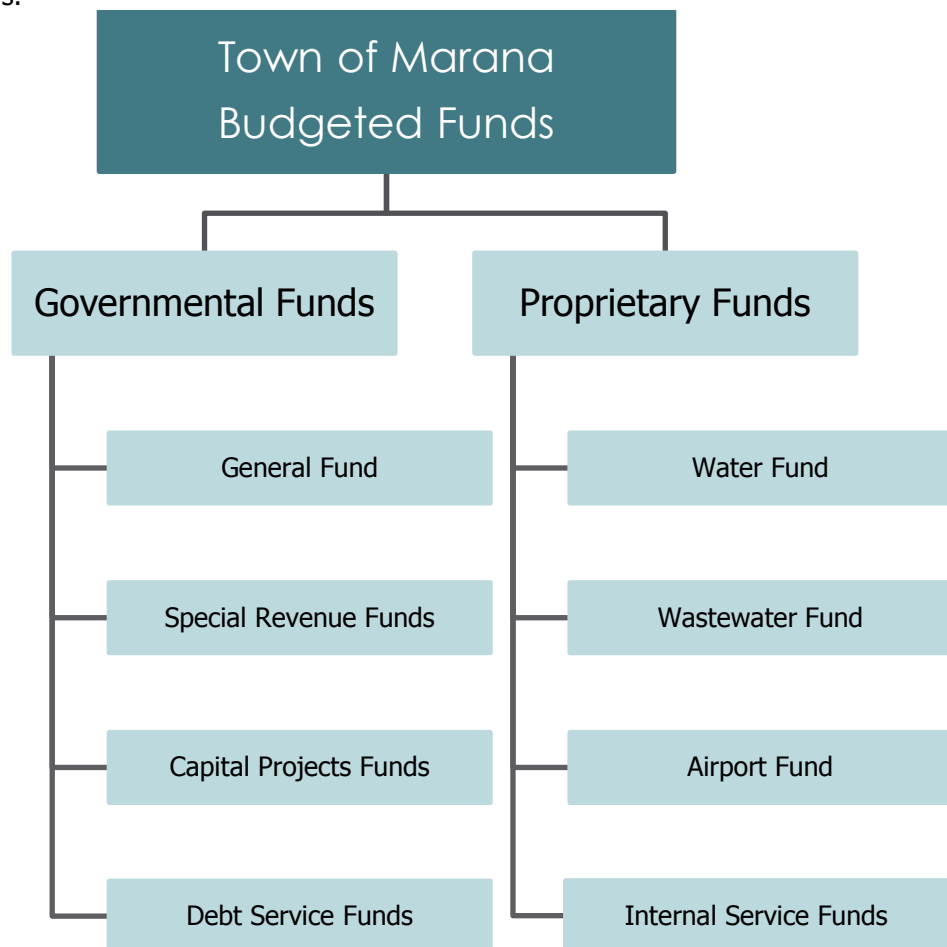
**TOWN OF MARANA
Full-Time Employees and Personnel Compensation
Fiscal Year 2019**

| FUND | Full-Time Equivalent (FTE) 2019 | Employee Salaries and Hourly Costs 2019 | Retirement Costs 2019 | Healthcare Costs 2019 | Other Benefit Costs 2019 | Total Estimated Personnel Compensation 2019 |
|------------------------------------|---------------------------------------|---|--------------------------|--------------------------|--------------------------------|--|
| GENERAL FUND | 326.75 | \$ 20,523,631 | \$ 3,524,520 | \$ 3,738,337 | \$ 2,135,939 | \$ 29,922,427 |
| SPECIAL REVENUE FUNDS | | | | | | |
| Bed tax | 1.00 | 86,820 | 10,036 | 12,690 | 6,931 | 116,477 |
| Local technology | 1.00 | 32,822 | 3,820 | 11,896 | 2,561 | 51,099 |
| | | | | | | |
| | | | | | | |
| Total Special Revenue Funds | 2.00 | \$ 119,642 | \$ 13,856 | \$ 24,586 | \$ 9,492 | \$ 167,576 |
| ENTERPRISE FUNDS | | | | | | |
| Water utility | 25.20 | \$ 1,459,586 | \$ 166,984 | \$ 254,735 | \$ 149,108 | \$ 2,030,413 |
| Airport | 3.00 | 196,256 | 22,844 | 41,319 | 31,695 | 292,114 |
| Wastewater utility | 7.00 | 417,687 | 47,977 | 89,647 | 45,900 | 601,211 |
| Total Enterprise Funds | 35.20 | \$ 2,073,529 | \$ 237,805 | \$ 385,701 | \$ 226,703 | \$ 2,923,738 |
| TOTAL ALL FUNDS | 363.95 | \$ 22,716,802 | \$ 3,776,181 | \$ 4,148,624 | \$ 2,372,134 | \$ 33,013,741 |

SUMMARY OF FUND ACCOUNTING STRUCTURE

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

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



GOVERNMENTAL FUNDS

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

General Fund

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

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

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

Special Revenue Funds

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

Capital Projects Funds

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

Debt Service Funds

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

PROPRIETARY FUNDS

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

Enterprise Funds

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

Internal Service Funds

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

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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 (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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(520) 382-1999 | MaranaAZ.gov